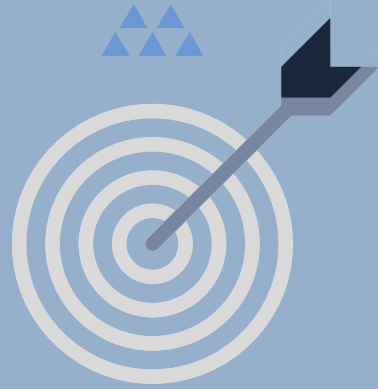


The CREW Initiative

What is CREW?

CREW is *Civility, Respect and Engagement in the Workplace*. CREW was created to increase job satisfaction by addressing civility and respect in the workplace after receiving negative employee satisfaction survey results.



Civility

The presence of civility in the workplace is vital as it shows that staff value one another. Civility is present when staff are demonstrating this value for one another throughout their day-to-day actions.

Respect

Having respect for one's co-workers requires a deeper level of understanding of one another and the space staff share. Respect in CREW is forming trust and creating a safe space for difficult conversations.



Engagement

When there is civility and respect there can then be engagement. Trust between co-workers gives staff the space and support to provide the best care to one's clients. It also motivates staff to work harder to advance their knowledge and skill set to better improve their work.



Reference:

Osatuke, K., Moore, S. C., Ward, C., Dyrenforth, S. R., & Belton, L. (2009). Civility, Respect, Engagement in the Workforce (CREW): Nationwide Organization Development Intervention at Veterans Health Administration. *Journal of Applied Behavioral Science*, 45(3), 384–410.

<https://journals.sagepub.com/doi/10.1177/0021886309335067>

The Benefits of CREW

Trust

Staff in workplaces that adopted the CREW training method were reported to have greater trust between employees and management. When staff felt respected in the workplace there became a greater sense of trust between management and nursing staff.



Empowerment

Workplace empowerment has been directly linked to both respect and trust. When structural empowerment (eg. access to adequate resources for one's job) is present at work there has been reports of less incivility between both co-workers and management.

Burnout

Negative co-worker relationships have been linked to increased burnout. When the CREW principles were introduced into the workplace and incivility between staff decreased, reports showed that burnout rates also decreased.



Absences

Workplaces that adopted the CREW model drastically decreased work absences compared with non-adopting sites. Decreases in incivility and burnout were the driving forces behind this drop in absenteeism.



References:

Leiter, M. P., Laschinger, H. K. S., Day, A., & Oore, D. G. (2011). The impact of civility interventions on employee social behavior, distress, and attitudes. *Journal of Applied Psychology*, 96(6), 1258-1274.

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Spence Laschinger, H. K., Leiter, M. P., Day, A., Gilin-Oore, D., & Mackinnon, S. P. (2012). Building empowering work environments that foster civility and organizational trust: Testing an intervention. *Nursing Research*, 61(5), 316-325. <https://doi.org/10.1097/NNR.0b013e318265a58d>