

it was a male-dominated environment, and the language was crude and vulgar. Having pictures of naked women in the locker room was prohibited, but such pictures were posted and little was done about it. There was also evidence that in apprenticeship programs, men received extensive training, whereas women in the same programs received minimal training.

Mr. Pettipas was a long-time employee at IMP. In 1989, Ms. Dillman was assigned to work for him, and he was to provide her with on-the-job training. The first problem arose when Ms. Dillman made a mistake. Mr. Pettipas erupted in a torrent of verbal abuse directed at her. No one had ever heard him act so inappropriately. The incident caused Ms. Dillman to ask if she could be reassigned; the request was granted. When Mr. Pettipas was working in other hangars, things went fine. But when Mr. Pettipas was in her vicinity, he always made snide comments and insinuations. On one occasion, he screamed at her, calling her a tramp and troublemaker. He said she was not welcome in the workplace. Whenever he went by her, he would say something derogatory. By 1990, everyone in Hangar 3 knew of the situation between the two employees.

In late 1990, a series of meetings between Pettipas, Dillman, a company representative, and a union representative were held in an attempt to defuse the situation. But Mr. Pettipas refused to admit that he had done anything wrong. The union representative and manager agreed that a warning letter would be placed in Mr. Pettipas's file

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Case Questions

Answer the following questions, assuming you have been contacted to provide this training.

1. Would a TNA be needed in this situation? Why or why not? If yes, who would you want to talk to?
2. Based on the case as presented earlier, what KSAs need to be trained?
3. Why has the commission insisted on training for the whole company when the problem is clearly only Mr. Pettipas? Elaborate.

4. For the training to be effective, what things do you think need attention?

5. What would you suggest in the way of evaluation of the training? How would you compare top management that it would be worth it?

Source: *I.M.P. Group Ltd. v. Dillman* (1994), 24 C.H.R.R. D/322 (N.S.)

relating to his treatment of Ms. Dillman, and remain there for two years. In response, Mr. Row, the president and CEO, went to see Mr. Row, the president and CEO, and convinced him to remove the letter. Mr. Row then went around the hangar bragging to everyone that he had won.

All this had a devastating effect on Dillman, and in early May of 1991, she was terminated from IMP. In January of 1992, Ms. Dillman was referred to another hangar, where she was working with airframe construction. In the nine months there, the supervisor often complimented her on the quality of her work. None of her work ever rejected. Then she received word that she was being transferred back to Hangar 3. Even though her own supervisor had nothing but praise for her work, the director of aircraft maintenance had the order because "her work was not up to standard." When she questioned the director, he promised her nothing would happen and she would look into it. Nothing happened and she went back to Hangar 3.

She filed a complaint with the Nova Scotia Human Rights Commission. As a result of the commission's findings, IMP had to pay Ms. Dillman about \$30,000. IMP was also ordered to provide training to all employees, on company time.