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PROJECT “DO NOT ABUSE YOUR POWER”: PROPOSAL TO IMPROVE THE WORKING ENVIRONMENT AND PREVENT CONFLICTS IN THE WORKPLACE

Lucrecia Flores Villota

General Directorate of Civil Aviation (Chile)
Chilean Women in Aviation Network / Project
Without Borders®

Santiago - Metropolitan Region

<https://orcid.org/0009-0002-9698-0455>



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FOREWORD

The “NO ABUSE OF POWER” project is a methodological initiative that seeks to offer organizations a concrete tool to address the challenge of improving their work environment. It is an innovative proposal that, from a technical but accessible perspective, integrates practical experience with well-known and publicly available research methods and innovation techniques, giving rise to a model that can be adapted to different institutional contexts.

The focus of this project is on the individual and their experience in the world of work: to this end, three applicable and easy-to-understand tools were designed: a Decalogue of Accompaniment, an Induction Triptych, and a Self-Sustaining Story Log. These tools make it possible to organize processes, generate valid evidence, and accompany those who face situations of abuse of power, harassment, or mistreatment, providing organizations with a clear and replicable framework for managing conflicts effectively and transparently.

It should be noted that, beyond its technical nature, this proposal brings a humanized perspective to organizational management, because it demonstrates and recognizes that labor conflicts not only affect the performance of institutions, but also the quality of life of individuals, which can impact their professional development and affect their personal lives. For this reason, it combines academic methodologies with the practice of “learning by doing,” which makes the model a space for learning, prevention, and continuous improvement.

The value of the “DO NOT ABUSE YOUR POWER” project lies in the fact that it offers a bridge between theory and practice, between organizational management and the daily experience of workers.

In short, it is an invitation to build safe spaces within fairer, more inclusive, and sus-

tainable work environments, where conflict prevention and resolution are not only an obligation but also an opportunity to strengthen institutional culture and promote more humane and inclusive relationships in the world of work.

Bernardita Muñoz Carbonne Journalist & Business Consultant <https://bernarditamuñoz.com/>

INTRODUCTION

The DO NOT ABUSE YOUR POWER project is an experimental methodological proposal that is implemented using simple and well-known techniques from the scientific method, adding methods of innovation and governance, resulting in the design of a unique model of On-the-Job Training (OJT) to address labor conflicts. The pilot model is based on unstructured fieldwork and the observation of corporate defenses in Summary Investigation or Administrative Summary Investigation (I.S.A.) cases that were handled between 2014 and 2018 without using the model. This experience allowed for the design of an experimental prototype that was successfully tested between 2018 and 2019.

After Chile ratified Convention 190 of the International Labor Organization (ILO) on the elimination of violence and harassment in the world of work in 2019, although the prototype was successfully implemented in 2019, due to the effects of the pre-pandemic, it was only used until mid-2020. However, during the time the model was applied, the testing allowed for the advising of individuals involved in both summary investigations for administrative offenses and the defense of cases involving accusations of workplace violence, abuse, and sexual harassment. It was also used to provide guidance in reporting a case of workplace harassment that escalated to the courts, obtaining favorable results for

individuals who followed the step-by-step recommendations proposed in the model. The outcome of this experience allowed the original project to evolve from experimental to academic, as will be seen later in the current status of the project.

It should be noted that the trial and error tests that helped in the construction of the model were generated from unstructured field research and the observation of some cases (without a project) of summary investigations and complaints that were randomly selected between 2014 and 2018. These experiences were added to the contributions received in talks and discussions promoting the experimental model, held in two pilot units. The case studies (with project), together with the voluntary contributions of people who collaborated anonymously in the collection of data and the compilation of success stories, failures, and frustrated cases, helped in the co-construction of the proposal that underpins the experimental model of this project.

In the experimental phase, the prototype of the model was successfully used in a small group of cases (sample), using a format similar to a self-induction or “step-by-step” process. As a result of the model, the volunteers who agreed to be part of the study were able to generate solid defense texts and developed three basic skills, creating their own format that was internally identified with the name “triple A” (AAA):

(1) Learning to identify the signs of violence, regardless of each person’s role. In other words, HELPING people learn to identify and detect risk conditions (their own or those of third parties).

(2) Learn to construct a self-sustaining narrative, based on evidence, with testimony and/or a account of real events, that is, ANALYZE the risk conditions and guide people (regardless of gender or sexual preference) so that they learn to generate evidence of the

events of violence or abuse identified (construction of a narrative) and

(3) Learning to defend oneself or others against false accusations or attacks and to say “NO + VIOLENCE” and ACCOMPANY people who suffer violence or abuse so that they learn to exercise their right to “self-defense” and support them in presenting their case or filing a complaint, as applicable

In summary, if the main objective of the experimental model was to address situations that affect healthy workplace coexistence at any hierarchical level of the organization and, at the same time, it allowed for the creation of management mechanisms to resolve labor conflicts in order to prevent or minimize future acts of violence and, as an additional objective, (research finding) it was possible to incorporate into the organizational culture the content and effects of workplace and domestic violence in the workplace, incorporating into the training plan the course Comprehensive Approach and Management of Domestic Violence, among other content related to public integrity and gender violence from 2020 to date. In addition to the above, the implementation of the prototype made it possible to achieve three goals that were not considered, related to aspects associated with the prevention of violence between people and general knowledge, such as: (a) democratization of general concepts on human rights, public integrity, decent work, and equity; (b) practical application of training and learning techniques in the workplace, known as “learning to unlearn,” “learning to learn,” or “learning by doing”; and (c) the incorporation of sustainable gender and non-violence criteria into organizational policy.

It is worth noting that the project’s achieved objectives, when viewed from a different or updated perspective, can also be extrapolated and aligned with some of the Sustainable Development Goals (Agenda 2030) and with

strategies to promote the ratification of Convention 190 of the International Labor Organization (ILO) on the elimination of violence and harassment in the world of work in other countries.

CONCEPTUAL FRAMEWORK.

The conceptual framework of the project is simplified into three instruments, which support the suggestions and recommendations learned from the model, answering simple questions and applying, in summary, known techniques to identify and solve problems that aim to facilitate the recording of events, highlighting the relevant aspects of the same, as follows:

Step 1) Identify and describe the problem

accurately => to substantiate the arguments for the defense or complaint (as appropriate),

Step 2) Identify and analyze its causes/effects => to contextualize the problem,

Step 3) Identify and generate possible solutions => to gauge or manage expectations,

Step 4) Evaluate and select the best option => to implement improvement proposals, and finally, (as far as possible)

Step 5) Implement actions and evaluate their results => to adjust the model and measure results (if applicable)

As indicated in the introduction, the project model can also be aligned or referenced with some of the 17 Sustainable Development Goals (SDGs) known from Agenda 2030, either independently or in combination, such as:

Goal 3. Good health and well-being

Goal 5. Gender equality

Goal 10. Reduced inequalities

Goal 16. Peace, justice, and strong institutions

Goal 17. Partnerships for the goals

KEY DEFINITIONS: (GLOSSARY)

Co-creation: refers to the voluntary participation of individuals who were involved in the design and implementation of the project anonymously and who contributed ideas, suggestions, and recommendations.

Governance: understood as the capacity for institutional self-management, we apply a subdivision of the concept;

Data governance: as the organization's capacity to standardize processes, unify criteria, and adjust those criteria to institutional policy. In other words, it is the capacity that each organization has to standardize its records, ensuring the quality, security, and availability of data.

Standardizing records: refers to the process of organizing data within databases in order to eliminate inconsistencies and redundancies to ensure data integrity and quality.

Self-sustaining narrative: explanatory text used to defend or denounce an event of violence, whose foundations are consistent, truthful, and demonstrable, and which are duly argued beyond reasonable doubt.

Roles: the project proposes conducting a preliminary investigation to identify the components of the narrative based on an analysis of the scenario, considering as the core of the narrative the roles of the actors involved in the event and the extent to which each one is involved, as follows:

Victim	Perpetrator
Observer	Accomplice

JUSTIFICATION OF THE PROJECT: (CONTEXTUALIZATION)

As indicated above, the DO NOT ABUSE YOUR POWER project was designed to facilitate the defense and/or advocacy of summary investigation cases, as part of an unprecedented social and investigation, standardizing validation criteria in order to guide and standardize the process and avoid procedural errors in discharges or complaints, with the aim of generating solid and irrefutable substantive arguments.

Although the prototype of the model was developed intuitively, experimentally, and without major pretensions, when it was first applied, it was demonstrated that the model works, exceeding the initial purpose of creating a simple self-induction protocol, as a “step-by-step” guide, which is why the prototype was applied in a small extended sample as an example to validate the study. Ten cases were documented for sample testing: five cases were observed and recorded without a project, identifying common denominators and differentiating aspects that were reflected in the recommendations of the first instrument.

In the testing phase, the project instruments were applied in two cases of defense for administrative offenses. Considering the results, the coverage of the sample group was expanded, applying it to a case of sexual harassment, a case of domestic violence, and a case of workplace abuse, with equally favorable results for the victims, who complied with the rigor of the prototype. It should be noted that the historical statistics provided by the institution where the model was implemented show a significant decrease in reported cases during the years of the project, compared to the reports recorded in the years prior to the project and also in the years following it.

PROJECT DESCRIPTION: (WHAT IT IS)

The DO NOT ABUSE YOUR POWER project is a Project Without Borders® that originated in late 2018 as a personal declaration of intent to add actions to the strategies to combat gender-based violence promoted by various trade union organizations linked to the International Transport Workers' Federation ITF Global, ITF Americas, and the #ITFWomen network, which were carried out between 2014 and 2018 (before ILO Convention 190, ratified by Chile in the same year).ITFWomen network. These actions were carried out between 2014 and 2018 (before ILO Convention 190, ratified by Chile that same year).

The slogan “DON’T ABUSE YOUR POWER” was disseminated by the #ITFWomen network in various international campaigns, which compiled real cases of violence and abuse of power documented around the world between 2014 and 2016 by unions affiliated with the international federation. In October 2018, at the 44th ITF Congress held in Singapore, the results of this campaign in different countries were announced, including powerful accounts provided by women workers in the Indian railway sector. In April 2019, the First International Transport Forum organized by ITF Americas for Latin America was held in Chile, where part of this work was officially unveiled and banners in Spanish identifying this project were presented. The author of the project had the opportunity to participate in both events as a member of the national board of the trade union association of civil aviation officials, a position she held until the end of 2020, and as a fraternal member of the Chilean Women in Aviation Network[®] and the #ITFWomen Network, both of which are still active today.

CÓMO EVITAR LA
VIOLENCIA EN EL TRABAJO:

NO ABUSE DE SU PODER.

La violencia contra las mujeres es el factor del
labor más uno de los factores más importantes de
entre los que disminuyen el atractivo de los puestos
de trabajo en este sector para las mujeres, y limitan la
conservación de empleos en dicho ámbito.
OIT, 2013

itfendvaw.org
@itf_women

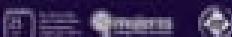


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Figures 1 and 2: Black and white and
color banners

PROJECT OBJECTIVES: (WHY)

As previously indicated, the main objective of the project is to address and resolve labor conflicts in an intuitive and natural way, considering all possible scenarios and the

roles and responsibilities involved, avoiding future actions, without minimizing the facts or revictimizing those affected, and without invading vulnerable workspaces.

The model also allows for addressing situations of violence that affect healthy workplace coexistence in a collaborative and respectful manner, without directly intervening in the processes, transferring the model's experiences of success and failure in talks or discussions, using a "person-to-person" or "person-to-group" format, as required, without discrimination of any kind, regardless of position or function, affiliations, hierarchy, age, or gender.

The proposal combines fieldwork (experimental and observational) with traditional scientific research methods and innovative techniques, with the aim of generating a unique support model and collaborating in the construction of peace within the organization, improving the quality of life in complex work environments, using a prototype format of On-the-Job Training (OJT) with a pro-person social approach.

PROJECT CHARACTERISTICS: (WHY)

It is comprehensive because it brings the concepts of human rights (general and specific), gender, and non-discrimination closer to people who perform functions in any organization (regardless of their role in the organization) in order to address conflicts at work from a pro-person, non-discriminatory, and broad-based approach.

It is **universal** because it uses practical and realistic research, innovation, and continuous improvement techniques.

It is **flexible** because each tool can be adapted to the reality of any organization, as they were designed based on observations by people without experience, allowing them to guide and accompany people who were being

affected by demerit notes and administrative proceedings in their defense. It was also useful in the defense of people who were accused of violence or harassment.

It is **scalable** because it allows the prototyped experience of the sample to be incorporated into institutional policy, regardless of whether the person affected is a member of a union or trade association, their gender, position, role, or hierarchy, because it applies to any other criterion that could be considered biased or discriminatory.

It is **measurable**, because cases without a project can be documented for diagnostic purposes, in terms of the number of people, working hours, absenteeism, presenteeism, psychosocial risks, and/or complaints (depending on what needs to be measured or applied), and the results of the methodology can be validated by measuring the results after applying the model (with a project).

PROJECT METHODOLOGY:

The project design involved the development of three instruments that use macro concepts from general systems theory, research methods and techniques for identifying and solving problems, and some widely known innovation techniques for solving public problems. (see bibliographical references)

PROJECT INSTRUMENTS (HOW)

The instruments developed for this project were constructed as a checklist and derived from the findings of the model and the contribution (co-creation) of anonymous volunteers who were involved in the process, both in the design phase and in the implementation of the prototype and the collection of cases: In general terms, there are three model instruments: the aforementioned **decalogue**, **triptych**, and **logbook**, which are explained in detail below:

ACCOMPANIMENT DECALOGUE:

The Decalogue is the first instrument of the model, derived from the checklist of steps identified during the case study phase and the recommendations of those who collaborated in the project design phase:

PART 1: Recommendations for people requesting support or advocacy

1. Inform the facilitator about the EVENT affecting you in real time (CHARGES)
2. Submit a NOTIFICATION document or copy of the record through which you become aware of the event for which you are being accused or through which the accusation or charge is withdrawn.
3. Inform the facilitator of the DEADLINES and CONDITIONS available to you to respond to the charge(s). Note: In the case of a person requesting advocacy to respond to charges through a Summary Administrative Investigation (ISA), it is recommended to: REQUEST A FULL COPY of the file and REQUEST AN EXTENSION to facilitate a “proper defense” (when applicable)
4. Describe in detail your involvement in the events you are accused of and, as far as possible, specify your level of responsibility through a clear and accurate ACCOUNT (see guidelines indicated in the Log instrument).
5. Provide the facilitator with EVIDENCE that is consistent with the account, demonstrable, and valid to support the arguments of the final account, which will be the facilitator’s proposal.
6. Keep the facilitator who collaborated on the final account informed about the progress and evolution of the process
7. If additional technical or legal advice is

required to construct or strengthen the narrative, it is suggested to REVIEW and VALIDATE the proposal prepared by the facilitator in advance and refer it to the respective lawyer or technical entity (when applicable).

8. Inform the facilitator of your ACCEPTANCE or REJECTION of the proposal for advocacy and complaint (where applicable).
9. Send a copy of the latest and final version of the DISCHARGE(S) submitted to the Tax Inspector or entity responsible for the process and
10. Inform the facilitator in a timely manner of the outcome of the process when it is resolved: favorable or unfavorable for follow-up and closure of the case.

PART 2: Recommendations for persons carrying out support or advocacy actions

1. Receive notification or report of the EVENT: record the name/details of the affected person, verify the status and category of the request.
2. Record the date of the NOTIFICATION: confirm receipt of the request and assign an abbreviated case code or number for internal follow-up records.
3. Verify the DEADLINES and CONDITIONS available for responding: accompany the affected person and advise them on the pros and cons of the procedure or refer the case if the nature or ity of the event is outside your jurisdiction.
4. In the case of ISA, it is recommended that the affected person request a FULL COPY of the file and an extension of the deadline, in addition to providing an extended and detailed account of the event and, if possible, accompanying evidence to facilitate support and ensure their “proper defense.”
5. Verify the EVIDENCE and validate

the background information provided by the affected person in terms of its relevance and consistency with the arguments supporting the extended account (without filters) in order to construct a self-sustaining account as a proposal.

6. Collaborate in the preparation of a final ACCOUNT that is clear, descriptive, accurate, and based on REAL AND TRUE facts that can be proven (upon request).
7. If the affected person changes their mind and decides to defend themselves, to the extent that the affected person allows it, it is suggested to VALIDATE the account with the following recommendations: a) AVOID making conjectures or value judgments; b) AVOID providing false, additional, or unnecessary (unrelated) information; and c) focus on the EVENT.
8. If the affected person accepts the representation: DRAFT a statement as a proposal following the above recommendations and send it for Acceptance or Rejection or refer the proposal for technical or legal advice (if applicable).
9. Register or send the final version of the proposal for dismissal or complaint for internal follow-up of the internal process or support in the event of legal proceedings (if applicable).
10. Maintain effective and continuous COMMUNICATION with the affected person until the end of the process and record the closure of the case according to its outcome: a) abandonment or withdrawal, b) resolved favorably or unfavorably, c) acquitted, d) sanctioned, e) other.

Note: For individuals who serve as collaborators or advocates, it is recommended to avoid creating false expectations and under no circumstances unnecessarily expose the victim.

LEAFLET

Guidance leaflet for detecting signs of violence

The second tool of the project, identified as the triptych, was the paper format used in the implementation of the experimental model, which brings together some general recommendations from the decalogue, providing concepts and definitions to identify and prevent violence, while also creating spaces of trust to talk about the issue:

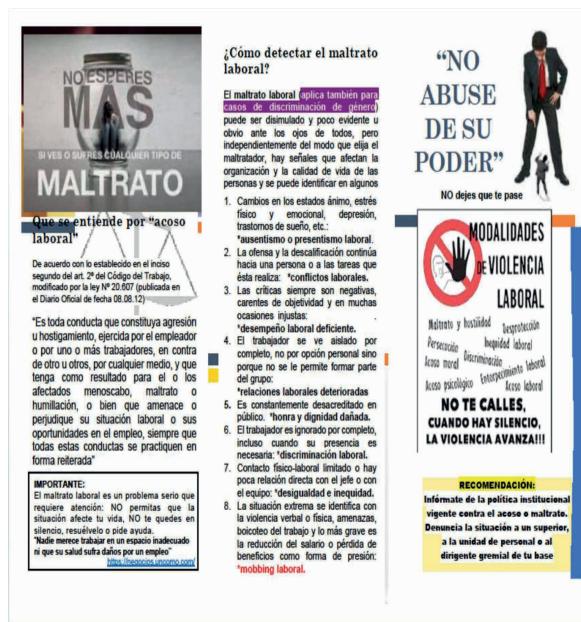


Figure 3: Own creation

CONCEPTUAL INDUCTION TRIPTYCH (FREE FORMAT)

Proposal for redesigning the model, incorporating management indicators into the project:

LOGBOOK FOR BUILDING A SELF-SUSTAINING NARRATIVE (PROPOSAL)

This tool, called "Bitácora" (Logbook), is the heart of the project and was developed in the final stage of prototype design, being successfully tested in sample cases. The instructions are summarized in five questions

(**What** happened, **How** did it happen, **Where** and **When** did it happen, **and Who** participated in the event?), and the answers to these questions facilitate the historical recording of events and respect their chronological order, which is essential or a minimum requirement for the construction of a self-sustaining or evidence-based narrative. As indicated above, the concept of self-sustaining refers to the concrete description of events, avoiding value judgments, speculation, or any emotion that could contaminate the narrative or undermine the consistency of its arguments. In other words, the recommendation is to answer the proposed questions accurately in order to identify the event, summarize the facts, identify the people involved, and specify the date, place, and time of the event. This facilitates recording and establishes a precise and concise argument, as shown in the following figure:

TABLE OF CONTENTS TO FACILITATE THE CONSTRUCTION OF THE ACCOUNT

To complement the description of the recommendations, we suggest following the step-by-step guide below, answering the questions in the template with well-founded arguments and any accompanying evidence, according to the following table/figure:

CURRENT STATUS OF THE PROJECT: LOCATION: (WHERE)

The experimental prototype was implemented at the General Directorate of Civil Aviation (DGAC) in Chile between 2019 and 2020, specifically in the Metropolitan Region. Exceptionally, the prototype was also implemented in a case in the Antofagasta Region. The workshops and discussions were held in the Logistics Department, with the collaboration of the head of the unit and some people who participated voluntarily.

GENERAL	DESCRIPTION	TITLE
General human rights concepts to facilitate the identification of cases of violence and/or abuse within the organization	<p>Applicable indicators or regulatory bases:</p> <ol style="list-style-type: none"> 1. register of cases of assault or violence (data in numbers / without project) 2. Identify common denominators (cause, people involved, and location) 3. Establish categories and priorities (measurements) 4. Rules and sanctions 	<p>Example: NO ABUSE OF POWER project (proposal)</p> <p>Brief description of the project accompanied by images and references</p>

Figure 4: Own creation

BITACORA

NO DEJES QUE TE PASE

Cuando hay silencio, la violencia avanza ...

Fecha	Evento



IMPORTANTE

Para colaborar en su relato, se sugiere dejar registro escrito del evento y considerar en datos tales como:

1. Descripción del evento:
se recomienda hacer un relato resumido de lo **QUE PASO** indicando hechos concretos- demostrables- propios del evento y NO basado en **supuestos** fuera de contexto.

2. Contexto del evento:
DONDE paso, **CUANDO** paso, **QUIEN** es la víctima y quien es el **agresor(a)** y en la medida de lo posible **ACREDITAR** (testigos y/o evidencia)

3. Cronología del evento
Es fundamental tener registro de la **fecha y hora** del o los evento(s) que Ud. identifica como violento o de maltrato.



BITACORA

NO DEJES QUE TE PASE

Cuando hay silencio, la violencia avanza ...

Fecha	Evento

Figure 5: Own creation

Basic questions to describe the event: “?”	Arguments to contextualize the EVENT (Fact)	Evidence of the event
(1) WHAT happened	Describe the event in terms of the “first and last name” to identify the cause of the event or the offense with which the person is charged (for reference purposes).	Cause of the notification or alleged offense.
(2) HOW	Describe how the alleged events occurred and identify them as the “cause” that requires support in your defense, or how you became aware of the alleged event, sanction, or reprimand	DETAIL(S) Contextualize the problem.
(3) WHERE	Locate the physical place where the event that is being reported or attributed to the affected person took place.	Specific location
(4) WHEN	Describe when the event occurred, when it was reported, or the date on which it was reported	Log
(5) WHO	Identify the person or persons involved in the event that caused the damage/harm affecting you or who notified the affected person (and, as far as possible, associate roles : Victim – Perpetrator – Accomplice – Observer)	Identify the persons involved

Figure 6: Own creation

CONDUCTAS	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
Maltrato Laboral	0	0	0	5	5	1	2	9	11	14	5	0
Acoso Laboral	5	11	9	8	7	1	4	8	9	16	50	37
Acoso Sexual	0	0	0	1	2	3	0	5	3	4	4	6
Acoso Laboral y Acoso Sexual						0	0	0	1	0	9	1
Maltrato Laboral y Acoso Laboral						3	5	11	2	14	7	0
Maltrato Laboral y Acoso Sexual						0	0	0	0	1	0	0
Maltrato Laboral, Acoso Laboral y Acoso Sexual						0	0	0	1	0	1	0
Cantidad de denuncias por año	5	11	9	14	14	8	11	33	27	49	76	44

Table 1: (source: dgac/drh/labor_relations)

PROJECT PHASES:

Considering that the **idea** phase of the NO ABUSE OF POWER project has been completed, as well as the **experimental design, prototyping, sample validation, and testing or implementation of the model**, it should be mentioned that due to the pandemic, the project stalled and it was not possible to move on to the **expansion** phase. However, as of the date of this publication, the organization has opened spaces to reinvent the project, and an improved version is currently under development.

TESTING RESULTS: (EVIDENCE)

The implementation of the prototyped model made it possible to guide and support the people who agreed to be part of the sample (anonymous cases), and during the testing period, the number of reports of violence cases reported in the organization between 2014 and 2019 decreased significantly. For the editing of this chapter, in order to update the evidence, the institutional transparency platform requested historical statistics on cases reported from 2019 to 2025, by type of behavior reported, where human resources highlighted the decrease in cases in the year the experimental model was implemented, resulting in the following table:

Comparatively, in 2019, when the prototype of the NO ABUSE OF POWER project was implemented, and the previous year, the number of reports per year remained low at 14 to 8 cases, i.e., it decreased by 42%. In the following year, when the model was partially replicated, the number of cases rose. In subsequent years, where the model has not been applied, the number of complaints has gradually increased, a situation that is beyond the scope of this project to analyze.

EVOLUTION AND RECOGNITION OF THE PROJECT:

The IDEA behind the project Without Borders: Don't Abuse Your Power was presented in an exceptional manner to a maritime workers' union in the city of Veracruz, Mexico, in December 2019. Since then, this initiative has received countless anonymous and voluntary contributions from people who have been involved in the model design process and who have enriched the project with their comments and suggestions during the testing or implementation stage of the prototype.

Currently, the experimental model has been validated as a useful tool by the organization, highlighting the construction of an institutional Decalogue designed with the employer's vision to improve the work environment and create safe spaces within the organization. Among many other instruments that are being implemented within the organization as part of institutional commitments in matters of violence prevention within the organization, transparency, public integrity, citizen participation, among others.

On the other hand, the DO NOT ABUSE YOUR POWER project has taken on a life of its own after having the opportunity to migrate to the academic world, after the author presented the topic as a case study at the end of an Open State course in Mexico in 2023 and participated as a speaker or guest at three international conferences in 2024 organized by the Open Government Academy Network (RAGA): Costa Rica, Spain, and Brazil. In addition, part of the project's content has been translated into other languages (English, Portuguese, French, and Hindi), and given the evidence presented in the papers, it has recently gained international recognition from the International Transport Workers' Federation (ITF Global and #ITFWomen) and from a distant collaborator in Guinea Bissau who is developing his own model based on the methodological proposal of this project, as shown in the following graphic record:

PRESENTATION OF THE IDEA OF THE #PROYECTO.SINFRONTERAS TO THE BOARD OF THE ORDER OF NAVAL CAPTAINS AND PILOTS OF THE MEXICAN REPUBLIC, VERACRUZ, MEXICO, DECEMBER 2019 (INVITED)



Images 1 and 2: personal record

TALK “ITF WOMEN IN THE WORLD OF TRANSPORT” AND PRESENTATION OF THE SIN FRONTERAS PROJECT, SANTIAGO DE CHILE, FEBRUARY 2020 (PRESENTER)



images 3 and 4: personal record

CEPAL/ILPES OPEN STATE COURSE, HYBRID VERSION, MEXICO CITY, MEXICO, DECEMBER 2023 (STUDENT)





Images 5 and 6: personal record

FIRST INTERNATIONAL CONGRESS ON OPEN GOVERNMENT AND GOVERNANCE, SAN JOSÉ, COSTA RICA, APRIL 2024 (SPEAKER)



Images 7 and 8: personal archive

NINTH INTERNATIONAL CONGRESS ON TRANSPARENCY AND OPEN GOVERNMENT, LEÓN, SPAIN, SEPTEMBER 2024 (SPEAKER)



Images 9 and 10: personal record

FIRST EQUIGOV INTERNATIONAL MEETING - EQUITY IN PUBLIC SERVICES THROUGH OPEN GOVERNMENTS AND PARLIAMENTS, FLORIANÓPOLIS, BRAZIL, OCTOBER 2024 (GUEST)





Images 11 and 12: personal record

Translation

Dear Lucrecia:
Solidarity

The International Transport Workers' Federation (ITF) welcomes the development of the "Don't Abuse Your Power" project, conceived by Lucrecia Flores Villota, a member of #ITFMujeres. This initiative is in line with our commitment to promoting dignity, justice, and accountability in the workplace. Abuse of power undermines workers' rights and safety. We commend this project's efforts to raise awareness, empower workers, and foster a culture of respect and transparency in all sectors. The ITF stands in solidarity with this important work and looks forward to supporting its success.

Sincerely
Stephen Cotton
General Secretary, ITF

CONCLUSIONS, FINDINGS, AND RECOMMENDATIONS

CONCLUSIONS

The prototype experience revealed that it was necessary to review the entire process of each administrative summary investigation (I.S.A.) or complaint, because although the organization has made progress in implementing internal regulations and protocols for filing complaints, which protect people who decide to report incidents, these protocols

currently do not include guarantees for a proper defense when people are unjustly accused. nor is there a historical record with a breakdown of cases that affected healthy workplace coexistence for follow-up purposes, beyond the "resolved" record, i.e., when the person withdraws and decides "not to press charges," when as a result of the summary there are sanctions (acquitted or guilty), and there is also no update in those records if the case escalates to the courts of justice.

On the other hand, regardless of the outcome of the resolution of the valid documented and undocumented cases used in this project, the implementation of the model in the prototyping and testing phase made it possible to identify both the causes of labor conflicts and their effects and to address some of them with non-invasive conciliatory solutions.

During the project implementation process in 2019, it was also possible to identify some weaknesses in the definition and precision of the final rulings in the ISAs. Two cases are cited as examples: a) "...if a person who reports abuse feels violated and decides not to continue, the case is recorded in the official statistics as "Resolved" or b) "... if the person reported decides to resign from the organization before the end of the summary proceedings, the official record of the case is recorded as "Resolved."

FINDINGS

Throughout the project's research process, it was also possible to detect the existence of cases of domestic violence, discreetly associated with some of the labor conflicts observed, which were not being considered as a factor in the analysis when addressing or investigating scenarios of violence or workplace abuse or as a background factor (mitigating or aggravating) in the summary investigation.

It is important to understand that the existence of domestic violence and conflicts in

Por un **BUEN TRATO** en la **DGAC**

La DGAC busca generar ambientes laborales que, basados en el respeto y buen trato, favorezcan el compromiso, motivación, desarrollo y mejora del desempeño de sus funcionarios y funcionarias.



1. Saludémonos

Una sonrisa al comenzar la jornada, siempre se agradece.

2. Agradezcamos

El reconocimiento nos permite seguir adelante con mejor disposición.

3. Respetémonos

Los espacios, la forma, el trabajo, los tiempos. Eso mejorará nuestro ambiente laboral.

4. Escuchémonos

Escuchemos activamente a los demás y pongámonos en su lugar.

5. Reconozcamos nuestros errores

Eso nos permitirá corregir y llevar una mejor convivencia.

6. Trabajemos en equipo

Aporta y participa del trabajo en equipo, nos hará más alegre la tarea diaria.

7. Seamos amables

Con nuestros compañeros y personas con las cuales nos relacionamos, nuestro día será más alegre.

8. Seamos empáticos

Tratemos como nos gusta ser tratados.

9. Seamos atentos

Recordemos el "por favor" y el "gracias", son palabras mágicas.

10. Comprometámonos

Somos responsables de lo que hacemos, respetando al otro.



Oficina Ambientes Laborales - Sección Calidad de Vida Laboral
Departamento Recursos Humanos

Image 13: source: DGAC, intranet press release dated April 25, 2022.

LETTER OF RECOGNITION FOR THE NO ABUSE OF POWER PROJECT (TRANSLATION)



INTERNATIONAL
TRANSPORT
WORKERS'
FEDERATION

ITF HOUSE
49-60 BOROUGH ROAD
LONDON SE1 1DR
T +44 (0)20 7403 2733
F +44 (0)20 7357 7871

Lucrecia Verónica Flores Villota
Engineering and Projects Section
Systems Subdepartment, Logistics Department
Dirección General de Aeronáutica Civil (DGAC)
Miguel Claro 1314,
Providencia,
Santiago de Chile Clasificador 3,
Correo 9

Via email: lflores@dgac.gob.cl

Our ref: OGS/SMC/HS/ar

7 July 2025

Dear Lucrecia,

Solidarity

The International Transport Workers' Federation (ITF) welcomes the development of the "Don't Abuse Your Power" project, envisioned by Eng. Lucrecia Flores Villota, a member of #ITFWomen. This initiative aligns with our commitment to promoting dignity, fairness, and accountability in the workplace.

Abuse of power undermines workers' rights and safety. We commend this project's efforts to raise awareness, empower workers, and foster a culture of respect and transparency across all sectors.

The ITF stands in solidarity with this important work and looks forward to supporting its success.

Yours sincerely,

Stephen Cotton
General Secretary, ITF

PRESIDENT. PADDY CRUMLIN
GENERAL SECRETARY STEPHEN COTTON

ITFGLOBAL.ORG
MAIL@ITF.ORG

Image 14: email dated July 7, 2025

LETTER OF RECOGNITION (IN SPANISH)

 <p>ORGANIZAÇÃO NAO GOVERNAMENTAL GUINE-BISSAU NIF N°9100019660</p>	<p>ONG AMIGOS IRMÃOS DOS HOMENS DO MAR AIRHOMAR SEAMENS FRIENDS NGO Pab. B.O N° 33/03-JB/99- Cade Bucória N° 7101/01.0012.840</p>
<p>Lucrecia Verónica Flores Villota Engineering and Projects Section Systems Subdepartment, Logistics Department Dirección General de Aeronáutica Civil (DGAC) Miguel Claro 1314, Providencia, Santiago de Chile Clasificador 3, Correo 9 Via email: lflores@dgac.gob.cl</p>	
<p>SUJETO : MENSAJE DE ALABANZA Y RECONOCIMIENTO N°/Ref 010/07/2025 GSG/AIRHOMAR/2025</p>	
<p>Su Exceléncia</p> <p>Le rogamos que acepte nuestros más cálidos y respetuosos saludos y le deseamos mucho éxito en el desempeño de sus funciones en beneficio de nuestra querida Guinea, en particular en la mejora del sector marítimo y sus usuarios.</p> <p>En nombre de nuestra organización no gubernamental, Amigos Irmãos dos Homens do Mar Airhomar, afiliada a la ITF, y en mi propio nombre como Punto Focal de la ITF para Guinea-Bissau e Presidente del Comité de Coordinación del ITF para Guinea-Bissau CCNITF/GB, unimos nuestras voces a las de la ITF, en vista de su excelente trabajo, realizado con determinación, compromiso y sabiduría, tras muchos días y noches de insomnio dedicados a la reflexión y la investigación, hasta que logramos sumar todas estas ideas para hacer realidad este brillante e importante proyecto. Este proyecto ya apoya al mundo laboral, especialmente al sindicalismo, para mejorar el equilibrio del mercado laboral y a las instituciones laborales privadas y gubernamentales, promoviendo el respeto mutuo.</p> <p>No tengo más palabras para elogiar su calidad, que ya han demostrado, demuestran y seguirán demostrando. Solo Dios los recompensará por todo.</p> <p>Solidaridad.</p> <p>Bissau, 10 de Julho de 2025</p> <p> La junta directiva Januário José Biague Secretario General Punto Focal de la ITF para Guinea-Bissau</p> <p></p> <p></p> <p>Contactos: +245 96 900 50 95 - +245 96 600 52 46 WhatsApp: +245 96 903 15 06 Email: Januario.Jose@itf.org airhomar.org YouTube: www.youtube.com/BSBseacuecas Blog: http://airhomar.blogspot.com</p>	

Image 15: Email dated July 10, 2025

the world of work re aspects that should not be overlooked in any diagnosis or study of the work environment, and it is essential for good measurement to emphasize data quality and the standardization of records in order to move from a declaration of intent to real and effective action.

RECOMMENDATIONS:

It is recommended to strengthen the sense of belonging in every organization and to strengthen the support network within the organization to recognize both the signs of domestic violence and those of workplace violence in order to create safe spaces in situations of violence that allow for containment and administrative, emotional, and legal support when appropriate or when possible, and when not possible, to have the ability to refer cases to other authorities in a timely manner.

IN SUMMARY, the improved version of the project proposes a new challenge on a larger scale and requires strengthening the experimental model to take another look at the experience gained in implementing the project beyond the boundaries of the sample. The project proposal is aimed at improving the work environment in organizations, covering aspects ranging from the descriptive or qualitative aspects of the problem to the quantitative or measurement of results, such as reducing reports of labor disputes, reducing the risk of accidents, absenteeism, or presenteeism due to situations of violence, to name a few.

Based on the findings and recommendations of the DO NOT ABUSE YOUR POWER project, it is possible to affirm that the project is viable in the long term if the lessons learned in the design and implementation of the project are incorporated into the organizational culture of any company or institution. This affirmation is based on the true meaning that the experience of this project gives to the fol-

lowing phrases:

- “What is not measured is not seen, and what is not seen cannot be improved”;
- “You cannot expect different results if you always do the same thing”; and
- “problems cannot be solved at the same level where they were generated”.

In conclusion, the NO ABUSE OF POWER project is an initiative to improve the working environment within the organization, because it is the result of collective co-creation and because it generates the following social benefits:

- a) it addresses the issue of “NO MORE VIOLENCE” from a comprehensive, non-discriminatory, and broad-based approach, generating mechanisms to protect people and benefiting the good working environment.
- b) it uses diagnostic strategies that combine well-known research, innovation, and continuous improvement techniques and adapts them to the institutional reality in a practical and realistic way (ROLES), and
- c) its implementation is transversal to the strategic objectives of the institution, because if experience is combined with will and resources, it adds value to people management in any organization.

Finally, it is worth remembering that although the project's tools have been proven to work, the prototype itself is not a magic formula for preventing violence in the world of work, nor does it guarantee that resolved conflicts will not recur, because the only way to ensure favorable outcomes when dealing with undesirable situations in the world of work in addition to the proposal to improve the working environment and prevent conflicts in the workplace recommended in the “DON’T ABUSE YOUR POWER” project, is to approach each complex situation with respect and goodwill.

Therefore, it has been demonstrated that even when strictly following the “**step-by-step**” methodology, the model only works if the narrative is consistent and truthful and its basis is more solid, if the arguments in the narrative are complemented by clear and precise evidence.

It is valid to state that, in any case, if there is no express willingness on the part of people at different levels of the organization to resolve conflicts in a healthy manner, it will be

impossible to avoid situations of violence or repair workspaces damaged by violence, regardless of their participation or the role they play in each case (present or future).

REFLECTION

Now that we know how violence affects the world of work and how it impacts our lives, there is only one closing question: **WHAT WILL WE DO** with this information?

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