

**WORKPLACE BULLYING,  
CIVILITY,  
NON-RETALIATION**

**IF YOU SEE SOMETHING,  
SAY SOMETHING**

# Workplace Bullying STATISTICS

- More than 1/3 of all workers report that they have been bullied on the job (37%)
- Workers who are bullied file lawsuits (3%)
- Most bullies are bosses (72%)
- More perpetrators are men (60%) than are women (40%)
- Most people who are bullied are women (57%)
- Women target other women (71%)
- Men target men (54%)
- Employers ignore the problem (62%)
- Bullied workers suffer stress-related health problems (45%)
- Bullied workers never tell their employers (40%)
- Bullying is 4 times more prevalent than illegal discriminatory harassment

# Workplace Bullying STATISTICS

- **Nearly 54 million American workers have been bullied at some point in their working life.**
- **45% of targets of bullying suffer stress-related health problems.**
- **Targeted individuals suffer debilitating anxiety, panic attacks, clinical depression and even post-traumatic stress.**
- **Despite the health harm, 40% never report it. Only 3% sue and 4% complain to state or federal agencies.**
- **In addition once targeted, a person has a 64% chance of losing the job for no reason.**

# EXAMPLES of Bullying Behavior

- Verbal abuse;
- Offensive conduct and behaviors (including non-verbal) which are threatening, humiliating or intimidating;
- Work interference, or work sabotage, of a co-worker, including withholding information the person needs to get the job done;

# TACTICS of a Bully

- Is driven by perpetrators' need to control the targeted individual(s);
- Bullies choose their targets, timing, location and methods;
- Escalates to involve others - asking them to side with the bully (voluntarily or by coercion);
- Undermines the employer's business interests as the bully's agenda take precedence over work;

# DIRE CONSEQUENCES

Workplace Incivility - if allowed to spiral out of control - can have dire consequences. Although rude and bullying behavior will not necessarily escalate into violence, **A GOOD NUMBER OF VIOLENT INCIDENTS IN THE WORKPLACE HAVE THEIR ROOTS IN THE EMPLOYEE BEING BULLIED ON THE JOB.**

# The WRONG Response

- **Managers can make matters worse by rewarding trouble-makers by promoting or transferring the bully to get his/her "out of the way."**
- **Management often overlooks bullying behavior when they "value" the employee's skill, status/prestige, or ability to draw in money to the organization.**
- **Bullying costs the Employer money through lost productivity, turnover, increased use of sick leave, poor morale, escalating health care costs, and lawsuits.**

# The CORRECT Response

- Refusing to allow bullying, disrespectful, harassing, intimidating or discriminatory behavior, regardless of the perpetrator's rank or talent, must be part of any solution to workplace incivility.
- Civility training and establishing expectations about interpersonal behavior by all employees is a must.
- Providing training in listening skills, stress management and conflict resolution can help reduce bullying and disrespect in the workplace.



# **“STOP THE NONSENSE”**

**Administrative Officials, Managers  
and Supervisors  
can stop bullying in the workplace.**

**They define the working conditions,  
and bullying cannot exist  
without their explicit or tacit approval.**

# Non-Retaliation Policy

## KEY POINTS

- Examples of work-related retaliation may include, but are not limited to:
- Unsubstantiated adverse performance evaluations or disciplinary action;
- Unfounded negative job references;
- Arbitrary denial of salary increases, promotions or other job benefits; and
- Unfounded reduced or limited work assignments.
- Examples of social retaliation in the workplace may include, but are not limited to:
- discrimination or harassment from co-workers and/or supervisor;
- bullying, which involves repeated intimidation or humiliation, derogatory or insulting remarks, or social isolation and which occurs indirectly (e.g., via e-mail) or directly;
- hostile work environment, described as conduct that is so objectively offensive as to alter the conditions of employment; and
- physical threats and/or destruction of personal or state property.
- Actions also considered retaliatory include any action taken or threatened by an employee that would dissuade a reasonable employee from engaging in activities protected by this policy.

# One Union's Response

- **Article: Mutual Respect**
- **The Commonwealth and the Union agree that mutual respect between and among managers, employees, co-workers and supervisors is integral to the efficient conduct of the Commonwealth's business. Behaviors that contribute to a hostile, humiliating or intimidating work environment, including abusive language or behavior, are unacceptable and will not be tolerated. Employees who believe they are subject to such behavior should raise their concerns with an appropriate manager or supervisor as soon as possible, but no later than ninety (90) days from the occurrence of the incident(s). In the event that the employee(s) concerns are not addressed at the Agency level, whether informally or through the grievance procedure, within a reasonable period of time, the employee or the union may file a grievance at step 3 of the grievance procedure as set forth in Article 23. If an employee, or the Union, requests a hearing at step 3, such hearing shall be granted. Grievances filed under this section shall not be subject to the arbitration provisions set forth in Article 23. No employee shall be subject to discrimination for filing a complaint, giving a statement, or otherwise participating in the administration of this process.**
- **An alleged violation of the provision may be grieved, but it may not proceed to arbitration.**

# We're ALL Responsible

Don't wait for kindness  
to come your way.

GANDHI HAD IT RIGHT  
We must be the change  
we wish to see in the world.