

Workplace Bullying

For Employees



U.S. Department
of Transportation
**Federal Aviation
Administration**

Office Of Civil Rights

*ACHIEVING SAFETY
THROUGH DIVERSITY*

Presented to: FAA Employees

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Objectives

- **Define bullying and discuss the impact on the workplace.**
- **Identify factors that contribute to bullying.**
- **Distinguish bullying from normal human conflicts and the difficult person.**
- **Review options for dealing with bullying behaviors.**
- **Discuss responsibilities for supporting an environment that is free from bullying behaviors.**
- **Identify primary avenues for addressing EEO-related bullying/harassment.**

What Is Bullying?

A pattern of inappropriate and unwelcome behavior that a reasonable person would find intimidating, humiliating, threatening, or harassing.



A Bully Remains a Bully!

Question

What happens to the playground bully when his or her inappropriate bullying behaviors are never addressed?

Answer

A bully remains a bully as an adult.



Bullying or a Difficult Person

- **Bullying is repeated deliberate, disrespectful behavior by one or more people toward another for their own gratification, which in turn harms the targeted employee.**
- **Bullying is unreasonable behavior. You cannot negotiate with a bully to change his or her unreasonable behavior.**



Bullying or a Difficult Person Cont'd

- **Negotiation and change are more likely to occur with difficult people.**
- **Not all difficult people are bullies!**



Workplace Bullying: An Epidemic

- **35% of American workers have been bullied.**
 - 62% of bullies are men
 - 38% of bullies are women
- **68% of bullying is same gender harassment**
 - 55% men target men
 - 80% women target women

Source: 2010 Workplace Bullying Institute & Zogby International

Workplace Bullying: An Epidemic Cont'd

- **Bullying is 4 times more prevalent than illegal harassment.**
- **25% of those bullied suffered significant physical, emotional and other consequences.**
- **In 62.5% of cases, when employers were made aware of bullying, the employer either escalated the problem for the targeted employee or did nothing.**

Source: 2007 Workplace Bullying Institute & Zogby International

Examples of Bullying Behavior

Language:

- Abusive, insulting, or offensive language
- Raising voice, yelling & screaming
- Constantly belittling, humiliating & criticizing
- Spreading malicious gossip & rumors

Behavior:

- Harmful practical jokes & heavy sarcasm
- Setting unreasonable deadlines
- Denying access to resources (emails, meetings, telecons)
- Removing areas of responsibility without cause
- Blocking requests for training, details, leave

Who Could Be The Bully?

- **Managers**
- **Employees**
- **Customers**
- **Contractors**
- **You!**



Characteristics of a Bully

- **Control**
- **Intimidation**
- **Distort Reality**
- **Unpredictable**
- **Covert**
- **Exclusionary**
- **Shrewd Politicians**
- **Competent**



Who Do Bullies Target?

- **Transparent, kind & tolerant people**
- **Well-liked**
- **Competent, effective, smart**
- **May be different than others**
- **Has something the bully values & thinks he/she doesn't have**



Factors Contributing to Workplace Bullying

- Power
- Low Self-Esteem
- Differences
- Perceived Threat



Not Every Conflict Is Bullying

MOST workplace conflicts are caused by:

- Imperfect communication
- Human error
- Conflict in styles, personalities, training
- Varying levels of conflict resolution skills
- Stressed and over-stressed people



You Have a Bully... What do you do?

**Non-EEO
Related
Behaviors?**



**EEO-Related
Behaviors?**

How To Deal with Bullying Behaviors

Don't let thoughts of a Bully dominate you!

- **Report the behavior to management.**



- **Seek advice from the Employee Assistance Program, a counseling service, or mentor.**

How to Deal with Bullying Behaviors

Cont'd



Do not allow yourself to be provoked—manage your anger.

Establish & reinforce your boundaries.



Build your assertiveness skills & self-esteem.



Aggressive

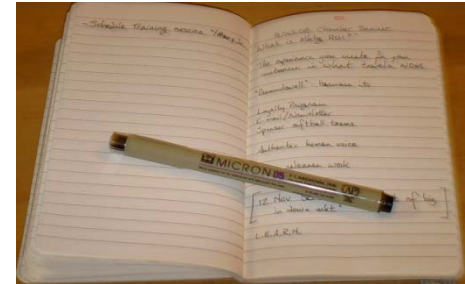


Assertive

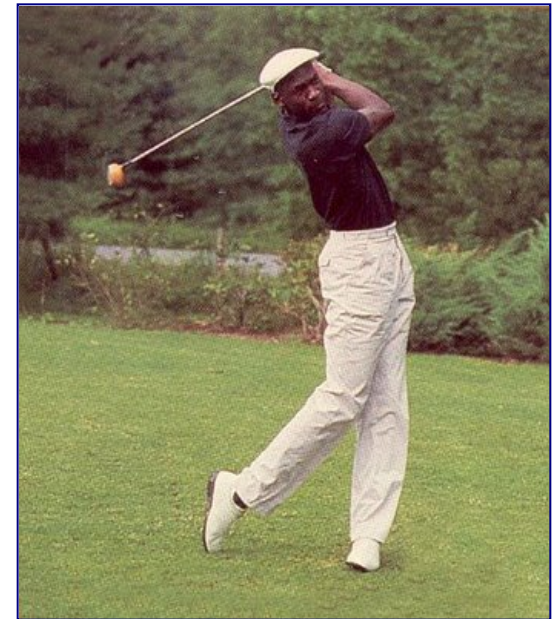
How to Deal with Bullying Behaviors

Cont'd

Keep an objective record of witnesses, dates, times, and places. Provide specifics.

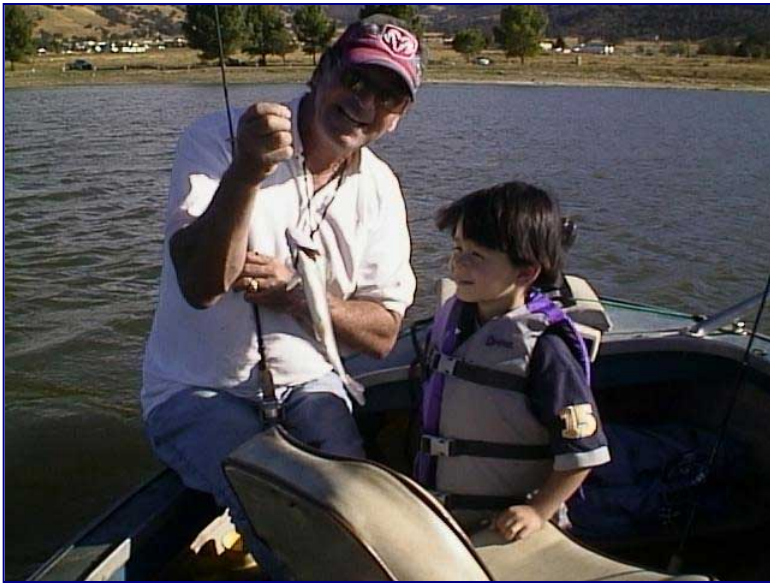


Exercise physically– it helps relieve stress.



How to Deal with Bullying Behaviors Cont'd

- Don't let your job become your identity.
- Develop outside interests.
- Use more formal procedures as appropriate.



Remember! It is not about You!

- **Bullying is about the bully.**
- **The bully will find someone else to bully.**
- **If you are affected by bullying, you have options.**



You Have a Bully What do you do?



EEO- Related Behaviors

When Bullying is EEO-Related

The FAA has a zero tolerance policy.

“We have a zero tolerance for discrimination in the workplace on the basis of race, sex, color, religion, national origin, age, disability, sexual orientation or reprisal for participating in protected EEO activity.”

FAA Policy on Non-Discrimination

Harassment

Harassment becomes unlawful where:

- 1) enduring the offensive conduct becomes a condition of continued employment, or
- 2) the conduct is severe or pervasive enough to create a work environment that a reasonable person would consider intimidating, hostile or abusive.

Harassment (cont'd.)

Must involve discriminatory treatment on the basis of:

- race, color, religion, sex (including pregnancy and gender identity, as well as sexual advances), national origin, age (40 or older), disability (mental or physical), sexual orientation, genetic information and reprisal.

Summary

- **Most workplace conflicts are not caused by bullying behaviors.**
- **Bullying behavior could be non-EEO harassment.**
- **Both non-EEO & EEO-based harassment should be reported to your manager.**

References

- Cade, Valerie, CSP, Bully Free At Work, (The Performance Curve International Corp, 2008)
- Namie, Gary & Namie, Ruth, The Bully At Work (Sourcebooks, Inc. 2003)
- The Workplace Bullying Institute, U.S. Workplace Bullying Survey
<http://www.bullyinginstitute.org/zogby2007>

FAA Office Of Civil Rights

- **Mamie Mallory, ACR-1, Assistant Administrator for Civil Rights and FAA Diversity Advocate**
- **For EEO Training Contact EEO Training Institute:**
 - Gail Puckett, Director, EEO Training Institute, at (405) 954-8672 or Gail.Puckett@FAA.Gov, OR
 - Thomas C Harris, Trainer, at (405) 954-5536 or thomas.c.harris@faa.gov
 - your local Civil Rights Office