

## Appendix D: Resources

The workgroup that developed the Model Abusive Conduct Prevention Policy used a variety of resources and materials in developing the policy. Some of these are listed here to assist anyone working to develop an abusive conduct prevention policy in Tennessee's state or local governments.

### Examples of Acceptable and Unacceptable Abusive Conduct Prevention Behaviors

#### (From Partners for Health)

The State of Tennessee's Partners for Health program provides information for employees on workplace bullying.<sup>30</sup> The webpage lists characteristics and effects of bullying and provides examples of inappropriate workplace behavior. The website also suggests possible ways to counter such conduct.

#### (From Civility Partners, LLC)<sup>31</sup>

##### Acceptable and Healthy Workplace Behaviors Defined

Acceptable and healthy workplace behaviors are any behaviors that promote respect, positivity and civility in our workplace. They include, but are not limited to

- Using respectful, supportive, and encouraging language in all interactions, no matter the subject of conversation
- Questioning a peer's position on an issue politely rather than asserting your position is the right one; listening to your peer's position with an open mind
- Giving peers direct, non-personal feedback as opposed to criticism
- Expressing appreciation when a peer does something correctly and in a timely manner
- Respecting each other as adults and trusting their decision making abilities
- Approaching conflict with maturity and true desire for resolution, rather than as a fight or opportunity to belittle a co-worker
- Maintaining a positive attitude, even when you are having a bad day

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<sup>30</sup> <http://here4tn.com/>.

<sup>31</sup> Mattice. 2013. 19-20.

## **Inappropriate and Unacceptable Behaviors Defined**

Inappropriate and unacceptable behaviors are defined as negative and even aggressive acts aimed at one or more individuals and causing them to feel hurt, embarrassed, incompetent, disrespected, anxious, or depressed. Examples include, but are not limited to:

- Excessive yelling, repeated emotional outbursts, berating others, using a harsh tone of voice
- Talking down to others or using degrading remarks or tone of voice
- Criticizing or talking down to others in front of a group; using a condescending tone
- Social exclusion or ostracism, ignoring others, silent treatment
- Treating some less favorably than others
- Undermining another's work by giving impossible to meet deadlines or workloads
- Excessive monitoring of work or unnecessary micromanagement
- Arbitrary or punitive punishment without cause; inconsistent discipline
- Withholding pertinent work-related information; undermining another's work by not giving them enough information to do what is required of them
- Gossiping or spreading rumors
- Manipulating a person's job content; unwarranted removal of core responsibilities to make them feel bad
- Blaming others for things out of their control
- Acting "out to get" others; making threats; using intimidating tactics
- Any malicious behavior a reasonable person would find unprofessional, disturbing and harmful to their psychological health

## **Management Responsibility**

Management and others in positions of authority and workplace representatives have a particular responsibility to ensure that healthy and appropriate behaviors are being exhibited at all times and that complaints to the contrary are addressed speedily. Management will:

- Provide good examples by treating all with courtesy and respect
- Promote awareness of the policy and complaint procedures
- Be vigilant for signs of inappropriate behaviors at work through observation and information seeking, and take action to resolve the behavior before it escalates

- Deal sensitively with employees involved in a complaint, whether as complainant or alleged aggressor
- Explain the procedures to be followed if a complaint of inappropriate behavior at work is made
- Ensure that an employee making a complaint is not victimized for doing so, and seek resolution of such behavior if it occurs
- Monitor and follow up the situation after a complaint is made so as to prevent recurrence of the behavior

## Publications and On-line Resources on Abusive Conduct (selected)

Sample Policies on Workplace Bullying

Fulton County, Georgia, Resolution on Workplace Bullying.

[http://www.fultoncountyga.gov/images/stories/2013News/Resolutions/WP\\_Bullying\\_R.pdf](http://www.fultoncountyga.gov/images/stories/2013News/Resolutions/WP_Bullying_R.pdf)

Pima City, Arizona, Board of Supervisors Policy <http://workplacebullying.org/multi/pdf/pima-city-az.pdf>

Borough of Ridgefield, New Jersey, Ordinance No. 2190, *An Ordinance Establishing an Anti-Bullying Policy, Procedures, and Programs by and within the Borough of Ridgefield.*

<http://www.ecode360.com/16167248>

National Education Association (several excerpts) <http://www.nea.org/home/55743.htm>

Kansas Adjutant General, State Human Resources Guidelines, May 2012.

[http://kansastag.gov/AdvHTML\\_Upload/files/Wrkplace%20Bullying.pdf](http://kansastag.gov/AdvHTML_Upload/files/Wrkplace%20Bullying.pdf)

Commonwealth of Massachusetts, *Executive Order 442 Establishing a Policy of Zero Tolerance for Workplace Violence*, October 30, 2002 <http://archives.lib.state.ma.us/handle/2452/46544>

What Killed Kevin? <http://whatkilledkevin.com/>

Ventura County Grand Jury, 2010-2011, *Final Report, Bullying in the Workplace.*

[http://vcportal.ventura.org/GDJ/docs/reports/2010-11/Bullying\\_in\\_the\\_Workplace\\_Final\\_Report.pdf](http://vcportal.ventura.org/GDJ/docs/reports/2010-11/Bullying_in_the_Workplace_Final_Report.pdf)

Washington State Department of Labor and Industries, *Workplace Bullying and Disruptive Behavior: What Everyone Needs to Know.*

<http://www.lni.wa.gov/Safety/Research/Files/Bullying.pdf>

## Organizations

The Workplace Bullying Institute <http://www.workplacebullying.org/>

The National Workplace Bullying Coalition <http://www.workplacebullyingcoalition.org/>

Civility Partners, LLC <http://civilitypartners.com/>

Tennessee Nurses Association. *Stop Workplace Violence Resources*.

<http://www.tnaonline.org/pages/content-migration/tna---stop-work-place-violence-resources>

### **International Resources:**

(Note: The movement to address workplace incivility began in other countries. Please be aware, however, that American laws may not be comparable to those of other countries.)

The Health and Safety Authority of Ireland, *Code of Practice for Employers and Employees on the Prevention and Resolution of Bullying at Work*, 2007.

[http://www.hsa.ie/eng/Publications\\_and\\_Forms/Publications/Occupational\\_Health/CoPBullying.pdf](http://www.hsa.ie/eng/Publications_and_Forms/Publications/Occupational_Health/CoPBullying.pdf)

Japanese Institute for Labour Policy and Training (JILPT) Workplace Bullying and Harassment, <http://www.jil.go.jp/english/reports/documents/jilpt-reports/no.12.pdf> (also features information on the UK, France, Germany, Sweden, the US, Canada, Korea, and the EU.)

Braithwaite, Valerie, *A multipronged approach to the regulation of workplace bullying*. 2013. Regulatory Institutions Network, Australian National University.

<http://regnet.anu.edu.au/sites/default/files/ROP20.pdf>