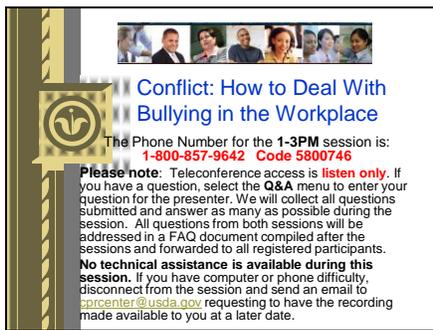


Slide  
1



**Conflict: How to Deal With Bullying in the Workplace**

The Phone Number for the 1-3PM session is:  
**1-800-857-9642 Code 5800746**

**Please note:** Teleconference access is **listen only**. If you have a question, select the **Q&A** menu to enter your question for the presenter. We will collect all questions submitted and answer as many as possible during the session. All questions from both sessions will be addressed in a FAQ document compiled after the sessions and forwarded to all registered participants.

**No technical assistance is available during this session.** If you have computer or phone difficulty, disconnect from the session and send an email to [cprcenter@usda.gov](mailto:cprcenter@usda.gov) requesting to have the recording made available to you at a later date.

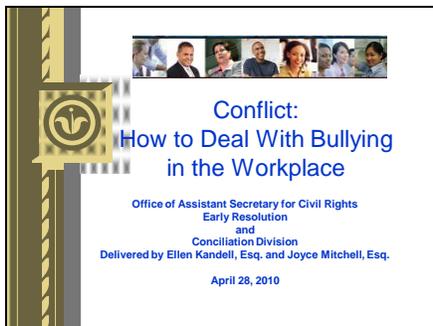
The webinar on How to Deal with Bullying in the Workplace will begin shortly. The Telephone Number for the 1-3PM (EDT) session is

**1-800-857-9642 Code 5800746**

Please note: The teleconference access is **listen only**. If you have a question, please select the Q and A menu to enter your question for the presenter. We will collect all questions submitted and answer as many as possible during the session.

All questions from both sessions will be addressed in FAQ document compiled after the sessions and forwarded to all registered participants.

Slide  
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**Conflict: How to Deal With Bullying in the Workplace**

Office of Assistant Secretary for Civil Rights  
Early Resolution  
and  
Conciliation Division  
Delivered by Ellen Kandell, Esq. and Joyce Mitchell, Esq.  
April 28, 2010

Greetings and thank you for joining us. Today's workshop is on the topic of Workplace Bullying. It is sponsored by the Office of Assistant Secretary for Civil Rights, Early Resolution and Conciliation Division.

It is being delivered by Ellen Kandell, Esquire and Joyce Mitchell, Esquire. The intent of this workshop is to increase awareness of this topic and to empower both managers and employees to recognize workplace bullying and to deal with it constructively.

Slide  
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**Joyce Ann Mitchell**

- 30+ years practice, focus on business, employment, labor law
- Mediates nationwide, is a certified mediator with Virginia, North Carolina and several MD and CD Circuit courts
- Taught mediation, arbitration and negotiation techniques as adjunct law professor at Columbus School of Law and arbitration at U of MD Law in Baltimore
- Mediates for several Fed agencies including EEOC

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Joyce is an experienced attorney in the District of Columbia and Maryland. Her legal practice of 30 years focuses on business, employment and labor law. Her offices are located in Silver Spring, Maryland. She mediates and arbitrates nationwide. Joyce is a certified mediator with the States of Virginia and North Carolina and on the mediator roster of several Circuit Courts in the DC/MD area.

Joyce has taught mediation, arbitration and negotiation techniques as an adjunct law professor at the Columbus School of Law at Catholic University in Washington for 7 years. Additionally, she has taught arbitration as an adjunct professor at the University of Maryland School of Law in Baltimore, MD for 3 years. Joyce mediates for several federal agencies to include the Equal Employment Opportunity Commission, Washington, Field Office.

Joyce's professional affiliations and activities include membership in bar associations in Maryland and the District of Columbia. She has actively served in various leadership positions and on various committees.

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**Ellen Kandell**



- Over 25 years in public and private sector law practice
- President, founder of Alternative Resolutions
- Trained as mediator at Harvard Law
- Mediated cases for law firms, fed agencies, MD and DC circuit courts, Montgomery Co.
- Mediation expertise includes ADA, business, employment, environmental, public policy, estate, personal injury and workers compensation.

Dial In: 1-800-857-9642 Code: 5800746

**Ellen F. Kandell** is an attorney and dispute resolution professional with over 25 years experience in the public and private sector law practice. She is the President and founder of Alternative Resolutions, which provides third party neutral services, group facilitation, training and consulting. She was trained as a mediator at Harvard Law School, has mediated nearly 400 cases, arbitrated over 100 cases and is a certified mediator in Maryland. Ms. Kandell has experience handling complex cases ranging from 2-25 parties. She has mediated cases for metropolitan area law firms, federal agencies, Maryland and D.C. Circuit Courts, and Montgomery County Government. She served as an ombudsman for Johns Hopkins University's Space Telescope Science Institute. Areas of mediation expertise include ADA, business, employment, environmental and public policy, estate, personal injury and workers compensation mediation.

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**Overview**

- Background Information
- Identifying
- Action Plan
- Dealing with Bullying
- Where to get help

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Today we will go over background information , we will describe workplace bullying and provide you with useful tools to take action. Lastly we will identify where to get assistance if you or someone in your office perceives that they are being bullied.

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**Learning Objectives**

- Identify the indicators of bullying problems
- Understand the differences between bullying and harassment
- Understand the steps in an action plan
- Identify the elements needed for a follow-up plan
- Know where to find help

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The learning objectives of this workshop are to:  
Identify the indicators of bullying problems;  
Understand the differences between bullying and harassment;  
Understand the steps to build an Action Plan;  
Identify elements needed for a follow up plan and  
Gain tips on where to get assistance.

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**Bullying**



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Does this look familiar? Does this remind you of a situation which you have observed or experienced? Can you identify with one of the people in this picture?

In the US, a study was conducted in 2007 and the findings were that an estimated 54 million people have been bullied at the office, or repeatedly mistreated in a health-harming way according to Zogzy International Survey. The percentage balloons to 49% of workers or 71.5 million people, when witnesses are included. The problem is, however, unless you're at the receiving end of severe abuse, you're unlikely to realize it.

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**Workplace Bullying Defined**

Repeated and unwanted actions by an individual or group with the express intent to:

- Intimidate
- Harass
- Degrade and/or
- Offend

Bullying is psychological violence.

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So what is workplace bullying? It is repeated and unwanted actions by an individual or group with the intent to intimidate, harass, degrade and or offend. We don't expect to have to deal with bullies in our daily lives in the workplace. But it is a commonplace occurrence.

It's not hard to identify a bully if you're getting complaints of screaming, tantrums, public humiliation, sabotage and verbal abuse. However, most bullies do not act up in front of their superiors; therefore managers must rely on reports from other employees.

Be watchful for subtle signs of a problem, for example, the person who always takes credit for things others obviously contributed to, or who dominates meetings with sarcasm, interruptions, or insults. Keep an eye out for people who are afraid to speak up, or show signs of obvious tension when in certain groups or around certain people.

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**Examples of Workplace Bullying**

- Being shouted at or humiliated
- Being the target of practical jokes
- Blamed without justification
- Excluded or socially isolated
- Physical intimidation (proximal)
- Excessive micro- managing, purposely withholding vital information or manipulating work place assignments

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What pushes your buttons?

Have you witnessed or experienced this type of behavior in the workplace? If so, then you have been a victim or a witness to workplace bullying.

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**Commonly Held Feelings from Workplace Bullying**

- Abused
- Threatened
- Intimidated
- Embarrassed
- Undermined



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Listed in this slide are some of the emotions experienced when you are being bullied in the workplace.

First, shame and disbelief. These feelings make it difficult for the victim to report it. Second, when the victim does report it, he or she is more often than not disregarded completely. Many employers do not take the issue very seriously even though there are support groups for it and laws prohibiting it.

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**What About Bullying?**

- Workplace bullying has been on the rise lately;
- Bullies are clever; tend to have a Jekyll and Hyde type of personality;
- Bullies use shame, guilt and fear to control and silence their victims
- Bullies abuse their power and use amoral behavior and deception

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Details about bullying are alarming. Workplace bullying has been on the rise lately. The problem is however, unless you're at the receiving end of severe abuse, you're unlikely to realize it. Bullies are clever and tend to have a Jekyll and Hyde type of personality. They act differently with different groups of people and change different parts of their personality from one moment to the other. They seek to control and silence victims.

Workplace bullies abuse power and use amoral behavior and deception.

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**Background on Bullying**

**Motivation-** the feeling of power from making another feel bad through:

- Power
- Control
- Superiority
- Arrogance
- Prejudice
- Ignorance, and most of all
- Immaturity and insecurity

**What does it look like?**

- Abusive statements
- Critical, loud attacks on someone's character
- Actions or words intended to humiliate and intimidate

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Workplace bullying can take many different forms. Physical violence may not be as common in offices, but it does exist in such places as restaurants, where victims are locked in walk-in freezer units or broom closets, where they call out for help while being laughed at by their tormentors.

Bullying can also take more subtle forms, such as being locked in or out of the office, being gossiped about, having your work sabotaged or stolen, having your lunch tampered with, being laughed at, being sneered at... the list is almost endless.

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**Statistics on Bullying**

- 37% of the workplace has been bullied
- 72% of bullies are bosses
- 57% of targets are female
- Bullying happens four times more than illegal harassment
- 62% of employees ignore the problem

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These statistics are based on a recent study by the National Institute for Occupational Health and Safety.

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**Identifying the Signs**

- Deliberate attempts to control or undermine
- Belittling insults and threats
- Criticism and allegations without validity
- Verbal abuse by yelling or criticizing

**Action** → **Effect**

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All of these signs and indicators of abusive behavior have ripple effects beyond their immediate target. Examples are: A co-worker or supervisor constantly complains to other team members that you aren't pulling your weight. Body language that is graphically offensive.

One employees doodles, rolls his eyes or squeaks his chair when another co-worker speaks- and only that employee notices it.

Mobbing type conduct in which a group of people gang up on another employee. It often hides under the appearance of humor, but it's really, "All five of us making fun of you".

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**What Does the Law Say?**

- Equal Employment Opportunity Protections:
- Harassment/Hostile work Environment
- Retaliation
- Workplace violence issues

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At this time, let's cover how the EEO laws relate to workplace bullying. The next few slides will discuss the legal protections.

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**What are the Legal Protections?**

- Title VII of the Civil Rights Act of 1964
  - Title VII prohibits employment discrimination based on race, color, sex, religion, national origin and age
- Age Discrimination in Employment Act of 1967
  - (ADEA) protects individuals who are 40 years old or older
- Title I & Title V of the Americans with Disabilities Act
  - Protects qualified individuals with disabilities from discrimination based on their disability
- Sections 501 & 505 of the Rehabilitation Act
  - Prohibits employment discrimination against Federal sector employees and allows attorney fees

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The protections are for conduct directed at Race, Color, Religion, Sex, National origin, Disability, Age and Hostile Work Environment. They are:

Title VII of the Civil Rights Act of 1964

Title VII prohibits employment discrimination based on race, color, sex, religion, gender, national origin and age

Age Discrimination in Employment Act of 1967

(ADEA) protects individuals who are 40 years old or older

Title I & Title V of the Americans with Disabilities Act

Protects qualified individuals with disabilities from discrimination based on their disability and authorizes alternative dispute resolution for these cases

Sections 501 & 505 of the Rehabilitation Act

Prohibits employment discrimination against Federal sector employees and allows attorney fees

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**Bullying as EEO Discrimination Hostile Work Environment**

Bullying can create a hostile work environment if it explicitly or implicitly affects an individual's employment, unreasonably interferes with an individual's work performance or creates an intimidating or offensive work environment.

Can be either hostile work environment or quid pro quo which means you do this for me and I will do that for you.

Unwelcome verbal or physical conduct based on one or more of an individual's protected bases under Title VII, ADEA, ADA or other statutes

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All sorts of behavior can create what employees deem to be a "hostile work environment". But, in the legal sense, a hostile work environment is caused by unwelcome conduct in the workplace, in the form of discriminatory harassment toward one or more employees. Other names for a *hostile work environment* include *intimidating work environment*, *offensive work environment*, *abusive work environment* and *hostile workplace*.

The harassing workplace bully might be an employee, such as a bad boss or coworker, or even a non-employee, such as a client or independent contractor. But *who* the workplace bully is, doesn't matter as much in the legal sense, as does the conduct or the words create an intimidating, offensive, abusive or hostile work environment.

This happens at various levels of the workplace and in small and large offices.

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**Bullying as EEO Discrimination Retaliation**

There are three essential elements of a retaliation claim:

- 1) protected activity -- opposition to discrimination or participation in the statutory complaint process
- 2) adverse action; and
- 3) causal connection between the protected activity and the adverse action

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**Protected activity** is the filing of any complaint under Title VII of the Civil Rights Act, the Rehab Act, the ADA or the ADEA. It includes participation through testimony, investigation, at a hearing or in a litigation proceeding.

**An adverse action** is a resultant negative action which results from filing a complaint, being a witness or participating in a protected activity.

**Causal connection** required circumstantial evidence that the retaliation was the true reason for the adverse action.

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<b>Bullying vs. Harassment</b>	
<b>Workplace Harassment</b>	<b>Workplace Bullying</b>
-Has a strong intrusive component including: Physical contact such as invading physical space; Including personal possessions and damage to possessions.	-Is almost always psychological.
-A victim of harassment knows he or she is being harassed immediately.	-Is frequently linked to a staged attack on competent and popular individuals.
-Usually is accompanied by offensive aggressive vocabulary.	-Few can see bullying because it is usually perpetrated behind closed doors.
-Is usually linked to sex, race, prejudice or discrimination.	-Shows its face through trivial untrue criticisms of under-performance.

This chart shows the close correlation between bullying and workplace harassment. Workplace bullying is an act which might be a part of a harassment or retaliation charge. However, it does not need to be based on a perception of being discriminated against for action by the agency for unprofessional conduct.

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**Myths**

You do not need to find out about workplace bullying because it may never happen to you

It may never happen to you - but it could because every day it does happen to someone

You may not like to think it will happen but what will you do - if it does?

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## Myths

You do not need to find out about workplace bullying because it may never happen to you

It may never happen to you - but it could because every day it does happen to someone

You may not like to think it will happen but what will you do - if it does?

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**Evaluate the Situation**

- What is really going on?
- Do you feel intimidated, frightened, angry or abused?
- Are other employees being threatened?
- Have you talked to your co-workers to find out what they are experiencing and feeling?

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Now that we have covered some of the signs of Workplace bullying,

We now need to ask ourselves. So what. What is really going on?

One should never assume that anyone could not be capable of abuse based on their looks or charming demeanor, never mind their education. Some of the worst abusers are the ones who appear to be pillars in the community, or respected members of the agency.

Evaluate the behavior and determine how it makes you feel. Do you feel threatened, belittled, or embarrassed by any of the perpetrator's words or conduct?

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**Dynamics of Conflict**

What Happens If Conflict Goes Unresolved?

- Intense Feelings
- Positions Harden
- Dehumanizing Occurs
- Desire to Punish Emerges
- Communication Deteriorates



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When conflict in the workplace goes unresolved:

Feelings Intensify

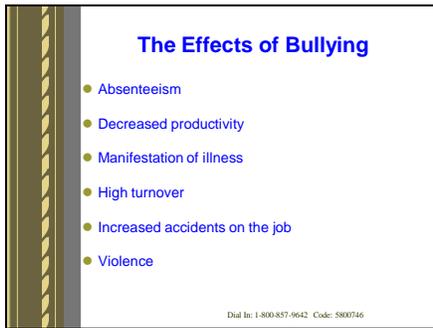
Positions Harden

Dehumanization Occurs

Aggressive Thoughts Emerge

Communication Deteriorates

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**The Effects of Bullying**

- Absenteeism
- Decreased productivity
- Manifestation of illness
- High turnover
- Increased accidents on the job
- Violence

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The business case for dealing with workplace bullying is obvious- ignoring this behavior can cost the Organization loss productivity, increased absenteeism, increased health care payouts and high employee turn over.

Which behaviors from management can contribute to workplace bullying?

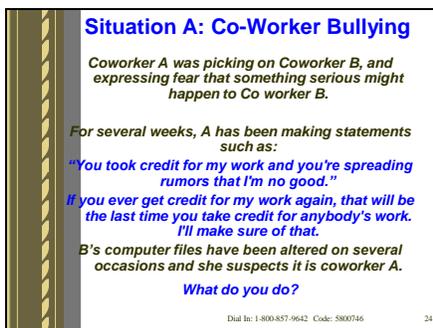
Management “pits workers” against each other or emphasizes a competitive work style.

Management has a lax management style, so that employees must fill in the blanks themselves regarding what is acceptable and what is not.

Management observes, recognizes and ignores complaints of bullying.

Management is involved in the bullying or gives an appearance of a close friendship with the bully.

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**Situation A: Co-Worker Bullying**

*Coworker A was picking on Coworker B, and expressing fear that something serious might happen to Co worker B.*

*For several weeks, A has been making statements such as:*

*“You took credit for my work and you’re spreading rumors that I’m no good.”*

*If you ever get credit for my work again, that will be the last time you take credit for anybody’s work. I’ll make sure of that.*

*B’s computer files have been altered on several occasions and she suspects it is coworker A.*

**What do you do?**

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Have you witnessed a similar situation?

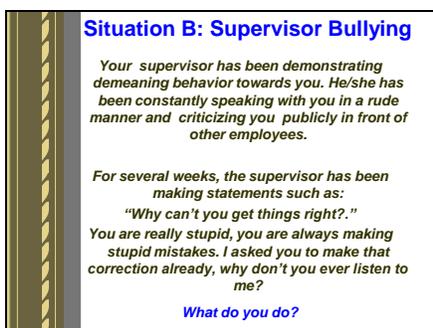
If you are the manager of this situation, what will you do about it?

If you are a colleague who coworker B has confided in, what can you do?

This can happen to you. What do you do when an employee confronts you like this?

In the next several slides we will give you some suggestions.

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**Situation B: Supervisor Bullying**

*Your supervisor has been demonstrating demeaning behavior towards you. He/she has been constantly speaking with you in a rude manner and criticizing you publicly in front of other employees.*

*For several weeks, the supervisor has been making statements such as:*

*“Why can’t you get things right?.”*

*You are really stupid, you are always making stupid mistakes. I asked you to make that correction already, why don’t you ever listen to me?*

**What do you do?**

What are the affects of these derogatory comments on the employee, as well as the working environment on the work team?

What would you do if you witnessed berating the employee in the hallway?

**What can you do?**

- Regain control
- Plan for action
- Take action
- Get help

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We'd like to share a quote with you from Edmund Burke, a philosopher, from the 18<sup>th</sup> century which we can apply in the 21st century:

“All that is necessary for the triumph of evil to prosper is for good people to do nothing”.

Regaining control will change the dynamics of the interaction between the bully and the intended victim, as well as those within the workplace who, although not directed towards them, must endure the behavior. What Can you do about this? First, as we stated earlier, evaluate the situation **BEFORE you ACT or REACT.**

According to Loretta Love Huff, an executive coach, there are six (6) keys to dissolving disputes:

Distinguish Facts From Friction;  
Distinguish Motive and Emotions;  
Convert Complaints to Requests  
Start Where You Are;  
Take Responsibility for your  
Contribution or Role;  
Give yourself a Gift

In her book, ***6 Keys for Dissolving Disputes: When “Off with their Heads!” Wont Work, Huff writes: “We all think our view of the world is the “right” one. Recognize that you have a piece of the “truth”. Create a story which captures both your view and the possible view of the other person. Most importantly, focus on “what happened” and not how you interpreted the circumstance. This will aid in sharing the conflict with the alleged perpetrator and with others.***

Huff writes that “we often assume that we know what the other person was intending to do “to us”. The only thing we really know is the reaction we had to the other person’s behavior. Recognize that they may not have ‘meant’ to disrespect (hurt, ignore or control) you. Also recognize that if you are the perpetrator, just because your motive was innocent, that doesn’t negate the feelings the other person experienced”.

When we are in situations we don’t like and we feel powerless, the natural response is to complain and blame. Do not complain and grumble to yourself and to your co-workers. Stop and ask, “If something could be different here that I would prefer, what could “that” be? Then ask for it! Make the request to the perpetrator or someone who has the power to grant the relief. Simply, complaining to

yourself, your co-worker, your family or to anyone without power to stop the conduct is pointless.” Open communications, if you can.

Huff suggests that we know exactly what to say but often the words get stuck, from fear, worry or concern about their reaction. **START SPEAKING WHERE YOU'RE STUCK. She recommends saying: I'd like to say something, but I'm afraid that you...** (fill in the blanks with how you feel the person will feel or react.) **We realize that this is a difficult message and can be interpreted as being vulnerable. Remember at this stage, you are seeking to assess the situation and resolve it. Otherwise, you may be keeping the problem in place.**

Taking control is the first step in a plan of action to eliminate conflict, bullying and the high conflict person in your life and your workplace. Analyze the situation; Ask Questions; Be a good listener; Figure out what actions you can take to solve the specific problem.

Stand Up for Yourself-This is part of the gift which you can give to yourself and to others within your immediate work environment.

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**Stand- Up For Yourself**

- Do not play their game
- Do not stoop to their level, or allow them to push your "buttons" trying to get a reaction
- Do not let someone walk on you
- Keep interactions professional and respectful
- Find your voice-
  - Tell them how their behavior makes you feel
  - Tell them what the consequences are if it continues
  - Say what you mean

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Do not play their game

Do not stoop to their level, or allow them to push your "buttons" trying to get a reaction

Do not let someone walk on you

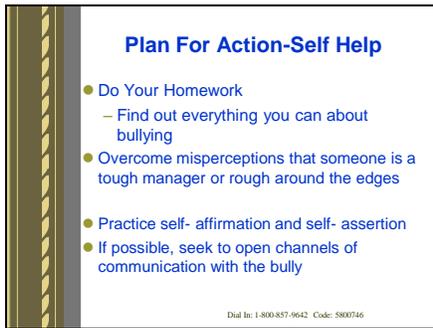
Keep interactions professional and respectful

Find your voice-

Tell them how their behavior makes you feel

What the consequences if it continues

Say what you mean



**Plan For Action-Self Help**

- Do Your Homework
  - Find out everything you can about bullying
- Overcome misperceptions that someone is a tough manager or rough around the edges
- Practice self-affirmation and self-assertion
- If possible, seek to open channels of communication with the bully

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Do not ignore the bullying.  
Keep a journal or a log- Seek out patterns which will help to establish intent.

Establish a paper trail of memos, letters, emails which provide evidence of the inappropriate comments and behavior. Consider keeping copies at your home rather than in the office.

Document when criticisms and or allegations are made and provide details. If there were witnesses who heard the abusive comments make a note of that too.

Stand up for yourself. If possible, attempt to open channels of communication with the perpetrator. Use language and tone which seek to obtain from the bully, information on what the bully intended from the behavior you have observed or experienced.

When speaking about your feelings, use “I” messages rather than “You” messages. “You” messages are often perceived as accusatory. For example, “When you spoke to me in the hallway with a raised tone of voice, I felt embarrassed and humiliated. Connect your feelings to specific concrete behavior of the bully and its affect on you. Then ask if the bully will help you to understand how he or she saw the conduct. When having sensitive conversations like this, always find a private space to meet and assure that there is enough time to thoroughly talk through the concerns.

See the resource list on a reference slide which will help you to develop a scenario for your difficult conversation with the bully.

Seek help from Human Resources, Early Resolution and Conciliation Division in the Office of Civil Rights. These are sources of other information and help

### **USDA EAP**

<http://www.dm.usda.gov/pdsd/Security%20Guide/Eap/Intro.htm>

### **USDA Handbook on Workplace Violence**

<http://www.usda.gov/news/pubs/violence/wpv.htm>

Know when to leave- develop exit strategy.

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**Useful Phrases**

- *"When you say/do (describe the act), I feel that you are attempting to prevent myself and others from fulfilling our duties."*

*"By the way you chooses to behave, I feel that you put, the staff, the department and the Agency into disrepute."*

*"I feel that your criticisms and allegations lack substantive and quantifiable evidence. Help me to understand what is happening."*

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The purpose of "I" messages is to determine whether the intent of the behavior matches the effect the behavior manifested.

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**Plan for Action-Other Resources**

- Inform your supervisor or other upper level management
- Discuss your situation with Human Resources or with an EEO Counselor in the Early Resolution and Conciliation Division , <http://www.ascr.usda.gov/>
- Seek psychological counseling
- Consider Alternative Dispute Resolution methods

In addition you can contact the Employee Assistance Program for help. Their contact information is at the end of this webinar.

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**What Is ADR?**

Alternative Dispute Resolution (ADR)

ADR describes a variety of methods for resolving conflict that allow parties to discuss and develop ways to address and resolve issues and concerns with the assistance of a third party "neutral".

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ADR methods used to resolve workplace disputes include EEO Counseling, Conciliation and Mediation. An EEO Counselor is an individual who is familiar with the laws and the conduct which the laws address. He or she can help you determine whether the acts which you describe are within those laws or whether there is in the circumstance you described a situation of miscommunication. The Counselor talks with a number of people in the affect unit to determine what is occurring and may make some recommendations for changes.

Conciliation involves getting all parties to work together to make some changes and to create an amicable workplace.

Mediation is a informal, confidential process in which direct parties to a dispute, with the assistance of third person meet and discuss their concerns and interests. The neutral or mediator helps the parties to see each other's perspective, the gap between those perspectives, to understand their interests, to create options for resolve and ultimately develop a plan for the accomplishment of the resolution. The confidentiality of the session is kept by the mediator who will not reveal the discussion which occurred during the session. The outcome is generally a written statement between the parties as to any agreement reached during the mediation.

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**Mediate Complaints of Bullying?**

- What is the outcome you are seeking?
  - To make the "bully" a better person?
  - Behavior modification?
  - Acknowledgement of an offense & apology
  - Other?
- The aim of mediation is not to change the bully inside out, it is to change or modify the behavior in the workplace so that morale and performance are not impacted.

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Mediation may be appropriate for these complaints depending on the situation. Mediation is a process whereby the parties make their own decision about the relevant issues. If there is excessive intimidation by the bully, the victim may not feel comfortable or empowered to make his or her own decisions so mediation may not be appropriate. It is possible to bring an advocate or a friend to the mediation to make you capable of participating.

In other instances, when a victim feels empowered to change then mediation may be effective.

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**Resources**

- [www.bullyonline.org](http://www.bullyonline.org)
- <http://bullyinginstitute.org>
- USDA Handbook on Workplace Violence and Prevention Office of Human Capital
- USDA, Employee Assistance Program  
<http://www.alm.usda.gov/otcd/Security%20Guide/Eap/Intro.htm>
- *"Bully in Sight": How to Predict, Resist, Challenge and Combat Workplace Bullying* by Tim Field, Success Unlimited Publishing, 2001
- USDA Handbook on Workplace Violence  
<http://www.usda.gov/news/otps/violence/wpv.htm>
- *"Difficult Conversations: How to Discuss What Matters Most"* by Douglas Stone, Bruce Patton and Sheila Heen, Penguin Books, NY, 1999

These references will help you in determining whether the behavior you are experiencing as to yourself or another colleague is workplace bullying.

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**Closing Comments & Questions**

- Workplace bullying can affect your home life and workplace
- Take action and get help
- Questions –  
Enter your question in the Q&A area if the Webinar screen

Questions should be sent to the Early Resolution and Conciliation Division at the address in the last slide. Responses will be provided within a few weeks.

Thank you for your time and attention.

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**Contact Information  
Early Resolution and Conciliation  
Division**

**Phone Number:** 202-720-7664

**Address:** 1400 Independence Avenue, SW,  
Room 4029-S

**E-mail:** [cpcenter@usda.gov](mailto:cpcenter@usda.gov);  
[carl.butler@ascr.usda.gov](mailto:carl.butler@ascr.usda.gov)

Link to Webinar recording will be emailed to all registered participants