Workplace Bullying Survey: Briefing and Data Overview

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This on-line survey was administered between 11/5/07 – 12/7/07

Presentation overview

- The survey, administration process, and sample
- Defining Workplace aggression and bullying
- Describing the behaviors in question
- Findings: Experienced/Witnessed Bullying on campus
- Relationships of bullies and victims
- The impact on targets and witnesses
- Responses to bullying
- Perceived benefits & consequences of specific response tactics
- Beliefs about the effectiveness of university policies and practices
- Key points for action and next steps
Sample Pages from On-line Survey

1. Information Sheet for MSU Workplace Behavior Survey

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Purpose: As an employee of the State University of New York, you are being asked to participate in a survey designed to evaluate working conditions on your campus. This project was initiated by President Richard Davenport and the Commission on the Status of Women to identify issues related to workplace bullying and to recommend strategies for addressing these concerns. This project is being conducted by consultants from Wayne State University and the State University of New York at New Paltz.

The information gathered will form the basis of a report identifying key issues regarding bullying and hostility on campus and provide recommendations for ways to enhance the quality of working relationships at your university. This report will be shared with the President, his Cabinet, the Steering Committee overseeing this initiative, and the entire campus community.

Procedure: If you take part in this project, you will be asked to complete an online web-based survey that:
- asks your attitudes and opinions about various workplace conditions, your overall impressions about organizational units, policies, and practices, and your experiences with specific organizational units, policies, and practices.

Costs: There will be no costs to you for participation in this project.

Compensation: You will not be paid for taking part in this project.

Confidentiality:
- All information collected about you during the course of this project will be kept without any personal identifiers.
- Your responses will be combined with others from your organization into summary reports. These reports will be used to identify areas for improvement on your campus, however, no one at your university will have access to your individual responses.
- Whether you choose the web-based or paper version of the survey, your responses will be completely anonymous. In the case of the web-based survey, there will be no link to your email address, and no personal identifying information is collected in the paper version of the survey.
- To further ensure your confidentiality, please do not include any information that could identify you as an individual in your responses to the open-ended questions at the end of the survey.

Voluntary Participation/Withdrawal: Taking part in this project is voluntary. You are free to discontinue the survey at any time without penalty.

About the Survey

2. ABOUT THIS SURVEY

This survey consists of the following four parts:

Part I - Organizational and Personal Experiences: This part of the survey asks you to describe your overall impressions of conditions in your organization as well as your own attitudes, opinions, and personal experiences.

Part II - Workplace Behavior Inventory: In this section, you will be asked to describe your overall experiences with certain types of workplace behaviors.

Part III - Organizational units, policies, and practices: In this section, you will be asked to describe your experiences with specific organizational units, policies, and practices.

Part IV - Demographic Information: In this section, you will be asked to describe your background and employment status. Your answers to these questions will help us develop survey results by subgroups.

All of your responses in this survey will be strictly confidential. This survey is being run by researchers at Wayne State University, Detroit, and the State University of New York at New Paltz. Your responses will be combined with others from your organization into summary reports. These reports will be used to identify areas for improvement on your campus, however, no one at your university will have access to your individual responses.

When answering the questions in this survey, please read each question carefully and answer as honestly as possible. It should take between 10-40 minutes to complete the entire survey.

PLEASE FOLLOW THE INSTRUCTIONS PROVIDED AT THE BEGINNING OF EACH OF THE FOUR SECTIONS THAT FOLLOW.
### Sample Page from Organizational Experiences Section

<table>
<thead>
<tr>
<th>Statement</th>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Neither Agree</th>
<th>Agree</th>
<th>Strongly Agree</th>
<th>Don't Know</th>
</tr>
</thead>
<tbody>
<tr>
<td>In my department, the people I work with treat each other with respect.</td>
<td></td>
<td></td>
<td></td>
<td></td>
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<td></td>
</tr>
<tr>
<td>In my department, a spirit of cooperation and teamwork exists.</td>
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</tr>
<tr>
<td>In my department, the people I work with can be relied on when I need help</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>In my department, the people I work with take a personal interest in me.</td>
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<td></td>
</tr>
<tr>
<td>At MSU, disputes or conflicts are resolved fairly.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>At MSU, differences among individuals are respected and valued.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>At MSU, managers work well with employees of different backgrounds.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>At MSU, discrimination is not tolerated.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>At MSU, there is trust between employees and their supervisors.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>In general, I feel at ease in this workplace because performance is only applied to those who have done something wrong.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>In general, I feel fearful or anxious when I am at work.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>In general, work is a source of stress for me.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Sample Page from Workplace Behavior Inventory

#### For each of the following questions, indicate HOW OFTEN each behavior has happened to you in COLUMN A and WHO was most responsible for doing it to you in COLUMN B. If you did not experience a particular behavior (answered "never" in COLUMN A), you can leave COLUMN B blank for that particular item.

<table>
<thead>
<tr>
<th>(A) In the past 12 months, how often has this happened to you?</th>
<th>(B) Which one of the following best describes the person who was most responsible for doing this to you?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Never</td>
<td>Dean</td>
</tr>
<tr>
<td>Once</td>
<td>Chair</td>
</tr>
<tr>
<td>A Few Times</td>
<td>Supervisor/Manager</td>
</tr>
<tr>
<td>Several Times</td>
<td>Other Administrator (e.g. VP, Dir)</td>
</tr>
<tr>
<td>Monthly</td>
<td>Coworker/Colleague</td>
</tr>
<tr>
<td>Weekly</td>
<td>Subordinate</td>
</tr>
<tr>
<td>Daily</td>
<td>Customer/Client</td>
</tr>
<tr>
<td></td>
<td>Other</td>
</tr>
</tbody>
</table>
On-line vs. Paper-and-Pencil Versions and Overall Response Rate

Number of potential respondents:
- Student employees = 1,868
- Regular employees = 1,592
\[ \text{3,460} \]

Number of surveys collected:
- 1,150 on-line surveys
- 35 paper & pencil surveys

Overall response rate = \[ \frac{3,460}{1,185} \times 100 \% = 34.3\% \] \{typically 20-60\%\}

Survey Sample: Gender

Respondent Gender

Female
n=652
67%

Male
n=327
33%
Campus Population vs. Survey Sample: Gender

Survey sample differs from campus population: Female (t(2525)=5.74, p<.001, Male (t(1936)=4.28, p<.001)

Survey Sample: Ethnicity

Other:
- Native American 2%
- Hmong 1%
- Korean 4%
- Filipino 1%
- Chinese 6%
- Vietnamese 2%
- Native Hawaiian/Pacific Islander 1%

Caucasian n=879
- 91%

Hispanic/Latino
- n=13
- 1%

Don't know
- n=33
- 3%

Black - African American
- n=28
- 3%

Other
- n=17
- 2%
Ethnicity for Campus Population vs. Survey Sample

<table>
<thead>
<tr>
<th>Ethnicity</th>
<th>Campus PCT</th>
<th>Survey Sample PCT</th>
</tr>
</thead>
<tbody>
<tr>
<td>White</td>
<td>90.99</td>
<td>93.13</td>
</tr>
<tr>
<td>Unknown</td>
<td>6.33</td>
<td>4.72</td>
</tr>
<tr>
<td>Native Hawaiian / Other Pacific Islander</td>
<td>0.06</td>
<td>0.10</td>
</tr>
<tr>
<td>Hispanic or Latino</td>
<td>1.17</td>
<td>1.35</td>
</tr>
<tr>
<td>Black or African American</td>
<td>4.36</td>
<td>4.90</td>
</tr>
<tr>
<td>Asian</td>
<td>4.53</td>
<td>5.04</td>
</tr>
<tr>
<td>American Indian or Alaska Native</td>
<td>13.46</td>
<td>11.21</td>
</tr>
</tbody>
</table>

Survey Sample: Age

<table>
<thead>
<tr>
<th>Age Range</th>
<th>Number</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Less than 20</td>
<td>64</td>
<td>7%</td>
</tr>
<tr>
<td>20-29</td>
<td>247</td>
<td>26%</td>
</tr>
<tr>
<td>30-39</td>
<td>160</td>
<td>16%</td>
</tr>
<tr>
<td>40-49</td>
<td>179</td>
<td>18%</td>
</tr>
<tr>
<td>50-69</td>
<td>248</td>
<td>25%</td>
</tr>
<tr>
<td>60 &amp; Over</td>
<td>76</td>
<td>8%</td>
</tr>
</tbody>
</table>
Survey Sample: Division

- **Academic Affairs**, n=482, 51%
- **Finance & Administration**, n=110, 12%
- **Information & Technology Services**, n=42, 5%
- **Institutional Diversity**, n=16, 2%
- **Division of the President**, n=12, 1%
- **Student Affairs**, n=171, 18%
- **University Advancement**, n=53, 6%
- **Strategic Educational, Business and Regional Partnerships**, n=8, 1%
- **Don't know**, n=39, 4%

Divisional Representation for Campus Population vs. Survey Sample

- **Academic Affairs**
- **Division of President**
- **Finance & Administration**
- **Information Technology**
- **Institutional Diversity**
- **Strategic ED, Bus & Reg**
- **Student Affairs**
- **University Advancement**

Campus PCT vs. Survey Sample PCT
Survey Sample: Position

What is your position?

- Faculty Member: 265 (28%)
- Academic Department Chair: 17 (2%)
- Graduate Assistant or Teaching Assistant: 87 (9%)
- Executive (Vice President and above): 3 (<1%)
- Director/Department Head/Dean: 58 (6%)
- Mid-level manager: 51 (5%)
- First-line supervisor: 40 (4%)
- Front line staff: 200 (21%)
- Student Employee: 202 (21%)
- Other: 38 (4%)
- Other: 38 (4%)
- Front line staff: 200 (21%)
- First-line supervisor: 40 (4%)
- Mid-level manager: 51 (5%)
- Director/Department Head/Dean: 58 (6%)
- Executive (Vice President and above): 3 (<1%)
- Faculty Member: 265 (28%)

How many years have you worked at the University?

- Less than 6 months: 146 (15%)
- Less than 1 year: 89 (6%)
- 1-5 years: 342 (35%)
- 6-10 years: 125 (13%)
- 11-15 years: 61 (9%)
- 16-20 years: 86 (6%)
- 21-25 years: 54 (6%)
- Over 25 years: 93 (10%)
Under which bargaining unit or personnel plan are you covered?

- None of the above: 268 (29%)
- MSUAASF: 98 (11%)
- MMA: 18 (2%)
- MGEC: 4 (<1%)
- MAPE: 38 (4%)
- Managerial Plan: 3 (<1%)
- AFSCME: 170 (19%)
- Commissioners Plan: 9 (1%)
- Excluded Administrators: 21 (2%)
- IFO: 282 (32%)

Overall Satisfaction with Current Job

- Satisfied: 75%
- Neutral: 6%
- Dissatisfied: 19%

Benchmark data across industry sectors: 71% - 79%
Overall Satisfaction with the University at this Time

- Satisfied: 63%
- Neutral: 14%
- Dissatisfied: 23%

Relationship Between Job Satisfaction and Satisfaction with the University

Overall, how would you rate your satisfaction with the university:

<table>
<thead>
<tr>
<th>Overall, satisfaction with your current job</th>
<th>Satisfied</th>
<th>Neutral</th>
<th>Dissatisfied</th>
</tr>
</thead>
<tbody>
<tr>
<td>Satisfied</td>
<td>636</td>
<td>81</td>
<td>80</td>
</tr>
<tr>
<td>Neutral</td>
<td>25</td>
<td>48</td>
<td>30</td>
</tr>
<tr>
<td>Dissatisfied</td>
<td>28</td>
<td>28</td>
<td>146</td>
</tr>
</tbody>
</table>

$r(1102) = .68$
$p<.0001$
Workplace Civility Scale

In my Department:
- the people I work with can be relied on when I need help
- the people I work with treat each other with respect
- a spirit of cooperation and teamwork exists
- the people I work with take a personal interest in me

At MSU:
- disputes or conflicts are resolved fairly
- differences among individuals are respected and valued
- mgrs work well with employees of different backgrounds
- discrimination is not tolerated
- there is trust between employees and their supervisors

Workplace Aggression and Bullying
Workplace Aggression vs. Workplace Bullying

- **Workplace Aggression**: Isolated or occasional acts of “negative” workplace behavior.

- **Workplace Bullying**: Persistent, enduring, and patterned forms of “negative” workplace behavior.

In this questionnaire, have you reported experiencing any "negative" or "unpleasant" workplace behaviors?

- **Yes**: n=540, 55%
- **No**: n=449, 45%
Rates of Exposure to Aggression or Bullying According to Checklist

- **Occasional Aggression**: n=583, 61%
- **No Aggression**: n=159, 16%
- **Severe Bullying**: n=110, 11%
- **Some Bullying**: n=114, 12%

84% of those responding to these questions reported experiencing aggression or bullying. This represents 68% of our survey sample.

Obstructional and Marginalizing Behavior

- Given the "silent treatment"
- Others delay action on matters that were important to you
- Been the target of rumors or gossip
- Others fail to give you information that you really needed
- Others refuse your requests for assistance
- Attempts made to turn other employees against you
- Had your views or contributions ignored by others
- Had co-workers fail to defend your plans or ideas to others
- Others consistently fail to return phone calls, memos, email
- Been lied to
- Excluded from work-related social gatherings
Rude, Disrespectful, Hostile, and Humiliating Behavior

- Reprimanded or "put down" in front of others
- Treated in a rude and/or disrespectful manner
- Subjected to insults and temper tantrums when disagreeing with someone
- Yelled at or shouted at in a hostile manner
- Subjected to excessively harsh criticism about your work
- Had someone flaunt status or treat you in a condescending manner
- Prevented from expressing yourself (e.g., interrupted when speaking)
- Subjected to negative comments about your intelligence or competence
- Been glared at in a hostile manner

Work-Related Behavior

- Denied a raise or promotion without being given a valid reason
- Given little or no feedback about your performance
- Given unreasonable workloads or deadlines—more than others
- Not given the praise for which you felt entitled
- Had someone else take credit for your work or ideas
Insults and Personal Attacks

- Subjected to derogatory name calling
- Subjected to obscene or hostile gesture

Mean Response Ratings for Aggression Dimensions

Different color bars differ significantly, p < .05
Top 10 Aggressive Behaviors

- Rude-disrespectful: 51.4%
- Others delay action: 47.1%
- Not given the praise: 42.7%
- Fail to give you info: 45.6%
- Lied to: 41.6%
- Given little feedback: 36.6%
- Glared at: 39.3%
- Contributions ignored: 39.9%
- Given the silent treatment: 35.2%
- Flaunt status: 36.3%

“Other” forms of aggression experienced by respondents

Open-ended comments classified by aggression dimensions
“Other” aggression reported in open-ended comments:

**Obstructional & Marginalizing Behavior**
- Being ignored
- Opposing views not tolerated
- Reverse “sexism”
- Intolerance for religious beliefs
- Racial jokes
- Jokes/comments of sexual nature

**Work-related Aggression**
- Work-related punishment (e.g., refusal to change work schedule, removal of authority)
- Withholding needed information
- Nepotism in hiring practices

**Rude, Disrespectful, Hostile, and Humiliating**
- Lack of respect
- Demeaning treatment (treated like child, 2nd class citizen, treated as stupid)
- Public “put-downs”

**Insults and Personal Attacks**
- Name calling
- Threats to harm (jeopardize tenure, threatened funding for non-compliance, use of physical size to intimidate, student threat)

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**In the past 12 months, have you experienced:**

<table>
<thead>
<tr>
<th>Physical violence, sexual assault, or the threat of physical harm on the job?</th>
<th>Sexual harassment on the job?</th>
<th>Any form of racial or ethnic prejudice on the job?</th>
</tr>
</thead>
<tbody>
<tr>
<td>No</td>
<td>940</td>
<td>970</td>
</tr>
<tr>
<td>Yes</td>
<td>67</td>
<td>39</td>
</tr>
</tbody>
</table>
Of those reporting …

**Racial/Ethnic prejudice reported:**
- 64% Racist remarks
- 63% Racial/ethnic jokes & slurs

**Sexual Harassment Reported:**
- 74% Female
- 19% Negative comments re sexual orientation
- 37% Unwanted terms of endearment
- 16% Unwanted touching or fondling
- 65% Subjected to suggestive or offensive stories
- 66% Sexist remarks
- 11% Consequences for refusing sexual requests

**Physical violence, sexual assault, threats reported:**
- 9% Hit with object
- 18% Pushed, shoved, thrown, or bumped into
- One individual reported rape/sexual assault

In response to the negative workplace behaviors that you experienced, did you do any of the following?

- File a formal complaint or grievance about any of these experiences?
- Confront the person(s) involved in any of these behaviors?
- Report any of these experiences to a superior or union official?

![Bar chart showing responses to the above questions.](image-url)
University Units Approached for Help & Perceived Effectiveness of that Approach

Definition of workplace bullying provided on survey

BULLYING IS DEFINED AS:

"all those repeated actions and practices that are directed to one or more workers, which are unwanted by the victim, which may be done deliberately or unconsciously, cause humiliation, offense, and distress, and that may interfere with job performance and/or cause an unpleasant working environment."
Have you ever witnessed or experienced bullying at work?

- Yes: n=316 (32%)
- No: n=677 (68%)

Crossover of Witnessing and Being Bullied

- Witnessed & Bullied: 27%
- Witnessed Only: 13%
- Bullied Only: 5%
- No Exposure: 55%

45% Report Some Experience With Bullying as Victim or Witness
Witnessing Bullying

Witnessed Bullying Reported by Division

- Academic Affairs: 50%
- Student Affairs: 19%
- Fin & Administration: 14%
- University Advancement: 6%
- Division of the President: 2%
- Info & Tech Services: 5%
- Institutional Diversity: 1%
- Strat. ED, BU & Reg Part: 1%
- Don't know: 3%
Percent of respondents witnessing bullying by position

- Front line staff: 27%
- Mid-level manager: 7%
- First-line supervisor: 5%
- Director/Department Head/Dean: 9%
- Executive (Vice President and above): 0%
- Faculty Member: 32%
- Graduate Assistant or Teaching Assistant: 6%
- Academic Department Chair: 2%
- Student Employee: 9%
- Other: 3%
- Front line staff: 27%
- Mid-level manager: 7%
- First-line supervisor: 5%
- Director/Department Head/Dean: 9%
- Executive (Vice President and above): 0%
- Faculty Member: 32%
- Graduate Assistant or Teaching Assistant: 6%
- Academic Department Chair: 2%
- Student Employee: 9%
- Other: 3%

Percent of respondents witnessing bullying by bargaining unit or personnel plan

- IFO: 37%
- MSUAASF: 14%
- MAPE: 4%
- MMA: 3%
- Other: 13%
- AFSCME: 25%
- Commissioners Plan: 1%
- Excluded Administrators: 3%
For those respondents witnessing bullying number of incidents they have observed

41% of respondents answering this question have witnessed bullying (n=412/1006)

94.8% of those witnessing bullying have seen more than one incident. 50.3% have seen several or many incidents.

In thinking about the most significant or memorable case of bullying that you have witnessed: (1) what was the gender of the victim? (2) What was the gender of the bully?

69.2% of Victims and 56.6% of Bullies were Female
In thinking about the most significant or memorable case of bullying that you have witnessed: (1) what was the race of the victim? (2) What was the race of the bully?

91.9% of Victims and 93.1% of bullies were White

In thinking about the most significant or memorable case of bullying that you have witnessed, what was the relationship of the bully to the victim?

44.3% of the bullies held hierarchically “superior” positions to their victims
To the best of your knowledge, how long has the bullying been going on?

- More than 36 months (3 years), n=139 (34%)
- 24-36 months, n=33 (8%)
- 18-24 months, n=31 (8%)
- 12-18 months, n=25 (6%)
- 6-12 months, n=36 (9%)
- 1-6 months, n=32 (8%)
- At least 1 month, n=6 (1%)
- Less than 1 month, n=12 (3%)
- I don't know, n=92 (23%)

The degree to which respondents were bothered by witnessing bullying

- A great deal, n=259 (64%)
- Moderately, n=95 (23%)
- A little bit, n=50 (12%)
- Not at all, n=2 (<1%)

99% of those who witness bullying report being “bothered” by these incidents.
Compared with those who have not witnessed bullying, those who have witnessed bullying are significantly more likely to say that:

- Work adversely impacts their emotional health
- Work adversely impacts their physical health
- They are more dissatisfied with their current job
- They are more dissatisfied with the university
- They are more likely to transfer to another dept
- They are fearful at work
- Work is a source of stress
- They are less committed to the institution
- They are more likely to leave the university

Responses to Witnessed Bullying & Perceived Effectiveness of that Approach
Open-ended comments regarding responses to witnessed bullying

- Commiserated – shared experience
- Offered concrete support to victim (during pursuit of incident; helped victim achieve goals and feel good about self)
- Defended victims against criticism/unfair comments & emphasized victims strengths
- Gave specific advice to victim (e.g., leave unit, get lawyer)
- Coached the bully (e.g., suggestions on more positive ways to handle situation; spoke to others who could influence bully
- Documented bullying
- Informed persons in position to do something (e.g., union, chair)
- Provided information during formal investigations.

Being Bullied
How many people have been involved in bullying you?

- One: n=133 (43%)
- Two: n=94 (30%)
- Three: n=44 (14%)
- Four: n=14 (4%)
- More than four: n=28 (9%)

57.5% of victims are bullied by more than one person.

Victims and Bullies by Gender

Of all respondents, 33% (216) women and 27% (87) men identify as victims.

Victims (71.3%) and bullies (61.4%) were predominantly female (N=303).
Race/Ethnicity of Bullies and Victims

Victims (95.1%) and bullies (96.3%) were predominantly white.

Who was most responsible for bullying you?

Equally likely be coworker (42.4%) or higher-ups (43%)
Being Bullied as a Function of Age

- 60 or over: n=29 (10%)
- 30-39: n=47 (16%)
- 50-59: n=111 (37%)
- 20-29: n=28 (9%)
- 40-49: n=82 (27%)
- Less than 20: n=3 (1%)
- 1-5 years: n=74 (24%)
- 6-10 years: n=62 (21%)
- 11-15 years: n=36 (12%)
- 16-20 years: n=39 (13%)
- 21-25 years: n=29 (10%)
- Less than 1 year: n=8 (3%)
- Over 25 years: n=40 (13%)
- Less than 6 months: n=11 (4%)
Division of employment for those respondents reporting being bullied

- Division of the President: n=6 (2%)
- Student Affairs: n=51 (18%)
- Finance & Administration: n=37 (13%)
- Institutional Diversity: n=4 (1%)
- Info & Tech Svcs: n=13 (5%)
- Don’t know: n=9 (3%)
- Academic Affairs: n=146 (51%)
- University Advancement: n=17 (6%)
- Strat ED, BUS, & Reg Partnership: n=2 (1%)

Position of employment for those respondents reporting being bullied

- Faculty Member: n=104 (30%)
- Director/Department Head/Dean: n=31 (10%)
- First-line supervisor: n=16 (5%)
- Mid-level manager: n=16 (5%)
- Front line staff: n=85 (30%)
- Other: n=10 (3%)
- Academic Department Chair: n=4 (1%)
- Graduate Assistant or Teaching Assistant: n=12 (4%)
- Student Employee: n=19 (6%)
Percent of respondents bullied by bargaining unit or personnel plan

- AFSCME (n=79, 27%)
- None of the above (n=25, 9%)
- MSUASAF (n=42, 14%)
- MAPE (n=11, 4%)
- MMA (n=11, 4%)
- Commissioners Plan, (n=3, 1%)
- Excluded Administrators (n=7, 2%)
- IFO (n=112, 39%)

How long has the bullying been going on?

- More than 36 months
- 24-36 months
- 18-24 months
- 12-18 months
- 6-12 months
- 1-6 months
- At least 1 month
- Less than 1 month
How much has being bullied bothered you?

- Not at all: n=3 (1%)
- A little bit: n=30 (10%)
- Somewhat: n=62 (27%)
- A great deal: n=192 (62%)

99% of those being bullied report being “bothered” by these incidents.

Being bullied - Impact

- 31.5% missed work -
  - 51% missed at least 1 day of work in past 30 days
- 63.5% felt worthless (19.1%)
- 64.6% felt bad about self (20.3%)
- 88.9% felt helpless to do anything (49.2%)
- 64.6% thought about quitting (40.4%)

Percentages in red represent “a great deal”
Have you thought about getting revenge for being bullied?

- A great deal: 22 (7%)
- Moderately: 38 (12%)
- A little bit: 93 (30%)
- Not at all: 154 (51%)

49% of respondents being bullied report thinking about getting revenge.

Compared with those who have not reported being bullied, those who have been bullied are significantly more likely to say that:

- Work adversely impacts their emotional health
- Work adversely impacts their physical health
- They are more dissatisfied with their current job
- They are more dissatisfied with the university
- They are more likely to transfer to another dept
- They are fearful at work
- Work is a source of stress
- They are less committed to the institution
- They are more likely to leave the university
Responses to Experienced Bullying & Perceived Effectiveness of that Approach

Open-ended comments regarding responses to being bullied

- Withdrawal
  - Left organization
  - Transferred to other unit
  - Stopped working on project to escape bully

- Spoke directly with bully
  - Was assertive
  - Clarified expectations in writing
  - Honest discussion about issues

- Encouraged administration lawyer to pursue legal action
Workplace Environment Policy & Employee Complaint procedures are communicated clearly and enforced.

Beliefs about the effectiveness of Workplace Environment Policy & Employee Complaint Procedures
Key Points for Action

- 68% of survey sample reports aggression/bullying.
- Aggression primarily from faculty/staff (not students).
- Both vertical and horizontal aggression
- Exposure to bullying part of campus experience for many
- Longstanding bullying relationships are present
- Simply observing such behavior adversely impacts witnesses.
- Informal actions by campus members have mixed results. How enhance effectiveness?
- Formal campus procedures seem to be useful in responding to hostility WHEN they are used. Why aren't they used more often?
- Formal campus policies/procedures are perceived to be less useful for nonphysical (psychological) aggression

Next steps…

- Continued conversations with the campus community to make sense of the data and identify additional useful analyses
- Identify ways to further act on the data
- Integrate information derived from the survey, follow-up analyses, and conversations to formulate final report—including findings & recommendations
- Obtain feedback from campus community on our final report and discuss our possible future involvement in the development, implementation, and evaluation of interventions.