Workplace Bullying Survey

Final Report

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Prepared for UMass Amherst's Campus Coalition

Against Workplace Bullying

by

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Introduction

UMass Amherst's Campus Coalition Against Workplace Bullying is a working group comprised of the leaders of the five largest campus unions (MSP, PSU, GEO, USA, and AFSCME) and representatives from the Ombuds Office, the Faculty and Staff Assistance Program, the Office of Equal Opportunity and Diversity, the College of Social and Behavioral Sciences, and Labor/Management Workplace Education. The Coalition formed in Summer, 2010, and has met regularly since then.

In Spring, 2012, the Coalition conducted a Workplace Bullying Survey of all UMass employees in order to assess the nature and extent of their experiences with workplace bullying. The web-based survey was designed by Coalition members (with some consultation with both Student Assessment, Research, and Evaluation Office and the UMass Amherst administration) and administered by the Massachusetts Teachers Association (MTA) via an email invitation (see Appendix A) distributed on May 3rd to all campus employees (7975 in theory) by UMass Amherst's Human Resources. The primary email invitation, which was sent to all recipients at massmail-l@oit.umass.edu, included an embedded, open link to the survey, and was supplemented by a pre-notice and/or "reminder" emails sent by campus unions (these follow-up procedures were not standardized). The web-based survey was supplemented by a paper version of the survey completed at work by 570 AFSCME employees who lack ready computer access. Data from these anonymous paper surveys were hand-entered into a database by volunteers from the Campus Coalition Against Workplace Bullying. SAREO researchers merged these data with the web survey data in order to prepare this report.

The survey instrument (see Appendix B for paper survey) consisted of 37 closed-response questions and two, main open-ended questions. Employees were asked their level of familiarity with the term "workplace bullying," whether or not they had ever attended a workshop about workplace bullying, and whether they had witnessed and/or experienced any incidents of workplace bullying at UMass Amherst in the past two years (as well as ever). Employees who reported having witnessed and/or experienced bullying were asked to indicate the employee category/ies of the perceived perpetrators (e.g. Administrator, Faculty member, Supervisor, Co-worker, etc.). Employees who reported having experienced bullying in the past two years were questioned about potential negative impacts on them, and were also asked to indicate whether or not they believed they were bullied because of nine different personal characteristics (e.g. age, disability, sexual orientation, etc.) and/or "another" personal characteristic that they described in their own words. Employees who reported having experienced bullying in the past two years also were asked to describe in their own words how their experience with workplace bullying had affected them. In addition, all survey participants were asked to report the following demographic information: duration of employment at UMass Amherst, gender, bargaining unit, whether or not they supervised other employees, and race/ethnicity.

The overall response rate for the survey was 28.3%, with response rates much higher within some bargaining units than others (e.g. 53% for USA/MTA and 45% for AFSCME vs. 4.2% for GEO and 26% for MSP). It is not possible to thoroughly evaluate the demographic representativeness of survey participants (see Table 1) because the demographic information captured by the survey lacks correspondence with the employee demographic information available via the Office of Institutional

Research (OIR). Most notably, OIR employs the sub-categories Classified, Faculty and Professional, whereas the survey employs bargaining unit subcategories.

Table 1: Demographic Characteristics of Survey Participants

		n	%
Employee Category*			
	RA bargaining unit	1	.0
	PRO/UAW bargaining unit	8	.4
	Undergraduate (non-RA) employee	11	.5
	Temporary, non-AFSCME, "03"	44	2.0
	Non-unit, confidential	56	2.5
	Non-unit, administration	72	3.2
	GEO bargaining unit	115	5.1
	MSP bargaining unit	374	16.6
	PSU bargaining unit	414	18.4
	USA/MTA bargaining unit	515	22.8
	AFSCME bargaining unit (01/03)	590	26.2
	Not specified	54	2.4
	TOTAL	2254	100.0
Supervisor of other employees		912	41.2
Years Employed			
	0-5	585	26.3
	6-10	445	20.0
	11-15	336	15.1
	16-20	223	10.0
	21 or more	636	28.6
Gender			
	Female	1328	59.8
	Male	879	39.6
	Transgender	10	.5
	Other	2	.1
Hispanic or Latino			
	Yes	117	5.9
Race			
	American Indian or Alaska Native	49	2.3
	Asian	141	6.7
	Black or African	111	5.2
	Native Hawaiian	6	.3
	White	1694	80.1

** Bargaining unit populations are as follows: GEO (2,700), MSP (1,429), PSU (1,225), USA/MTA (969), AFSCME-01 (934), AFSCME-03 (375), RA (375), PRO/UAW (185).*

It is important to acknowledge the possibility that propensity to respond to the survey was higher among individuals who had experienced or witnessed bullying in their UMass workplace, and among individuals concerned about this particular issue. That said, this extensive survey project yielded a tremendous volume of both quantitative and qualitative data. The open-ended questions, in particular, are a rich source of personal accounts of individuals' experiences in their workplaces.

This report focuses primarily on the quantitative survey results, but does include some preliminary analysis of the voluminous qualitative data. The report communicates overall survey results, as well as comparative results across four of the largest bargaining units. Additionally, the report explores differences by gender, race/ethnicity, duration of employment, and supervisory status. Because this survey was administered to an entire population, rather than a probability sample, tests of statistical significance are not applicable (i.e. there is no sampling error, only possible non-response and/or measurement error). Overall item-by-item results for all closed-ended survey items are included in Appendix C.

Familiarity with Workplace Bullying

At the beginning of the survey, participants were asked about the familiarity with the term "workplace bullying." The vast majority reported that they were either "very familiar" (43%, n=938) or "somewhat familiar" (45%, n=994) with this concept. Approximately one-fifth (22%, n=482) of survey participants reported having attended a workshop on workplace bullying. Not surprisingly, 66% of those who had attended a workshop reported being "very familiar" with the term, compared to 36% of those who had not attended a workshop.

Witnessing Workplace Bullying

The next set of survey questions focused on employees' experiences with witnessing incidents of workplace bullying. Survey respondents were provided with the following extensive definition of workplace bullying:

The term "workplace bullying" refers to unreasonable behavior by a person (or group of people) that intimidates, degrades, offends, threatens, or humiliates a worker (or group of workers). Workplace bullying negatively affects the physical or psychological health of the targeted employee(s). Workplace bullying generally involves repeated, unreasonable actions, but it can also be a single, severe action. National data suggest that many behaviors can contribute to workplace bullying.

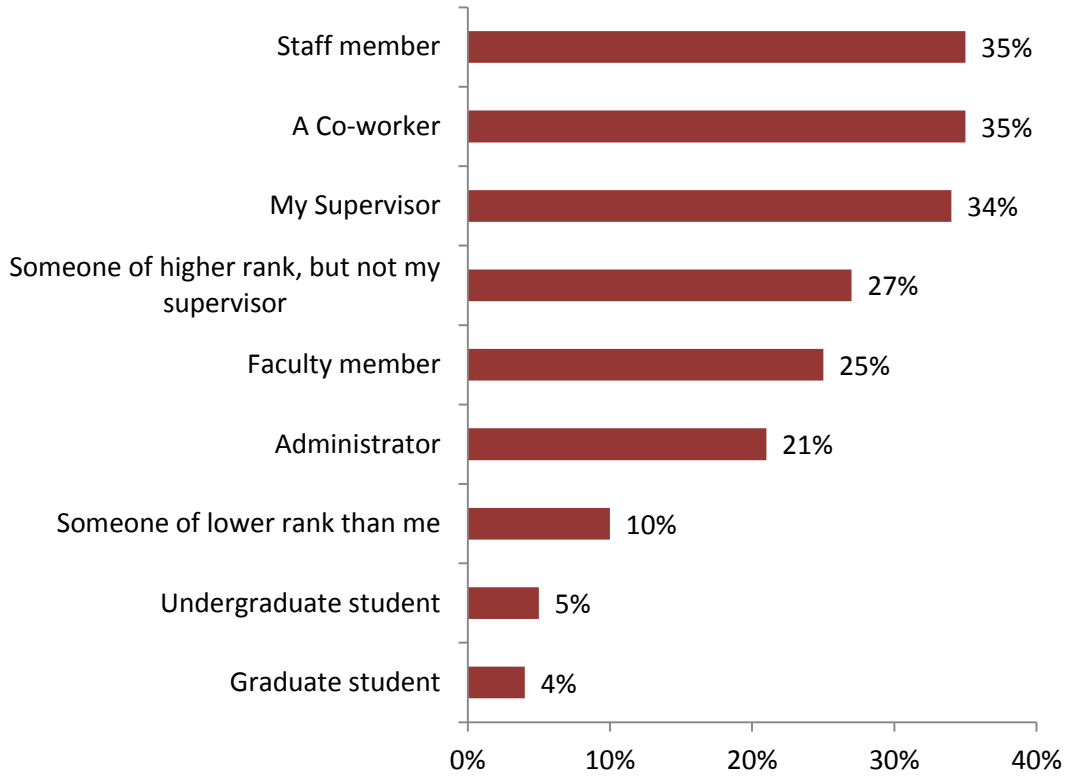
This issue is complicated. No single behavior is necessarily evidence of bullying. Workplace bullying often involves an abuse or misuse of power. However, many bullying situations involve employees bullying their peers.

Workplace bullying is <u>not</u> a tough, but fair supervisor; a tough union advocate; a reclusive co-worker.

Next, survey participants were asked whether or not they had witnessed any incidents of workplace bullying at UMass Amherst in the past two years. Nearly one-half (48%, n=1047) of survey participants reported having witnessed workplace bullying in the past two years, whereas 9% (n=198) indicated that they were not sure.

Those who had witnessed bullying were asked to think about the most recent incident they had witnessed, and indicate the employee category of the perpetrator(s). Figure 1 illustrates that 35% reported the perpetrator(s) to be a Staff Member or a Co-worker, and 34% reported the perpetrator(s) to be their Supervisor. It is important to note that survey respondents could mark as many categories as applicable, so the percentages do not sum to 100%. Nearly one-half (47%) of those who witnessed bullying in the past two years marked only one category of perpetrator, whereas 26% marked two categories, and 15% marked three categories.

Figure 1: Identified Perpetrators of Most Recently Witnessed Incident of Workplace Bullying



Survey respondents who did not report having witnessed any incidents of workplace bullying in the past two years were asked if they had EVER witnessed workplace bullying at UMass Amherst. Fourteen percent (n=158) of these individuals indicated that they had, whereas 12% indicated that they were not sure. One-fifth (21%, n=32) of these 158 individuals reported that, to the best of their recollection, the last incident they witnessed occurred 2-3 years ago, whereas 31% said 4-5 years ago, and 37% said 6-10 years ago or more. Eleven percent (n=17) were not sure when the last incident they witnessed had occurred.

Experiences with Workplace Bullying

Two-fifths (39%, n=794) of all survey respondents reported having experienced workplace bullying at UMass Amherst in the past two years. Interestingly, employees who supervise other employees were as likely to have experienced bullying as non-supervisory employees (39% vs. 38%).

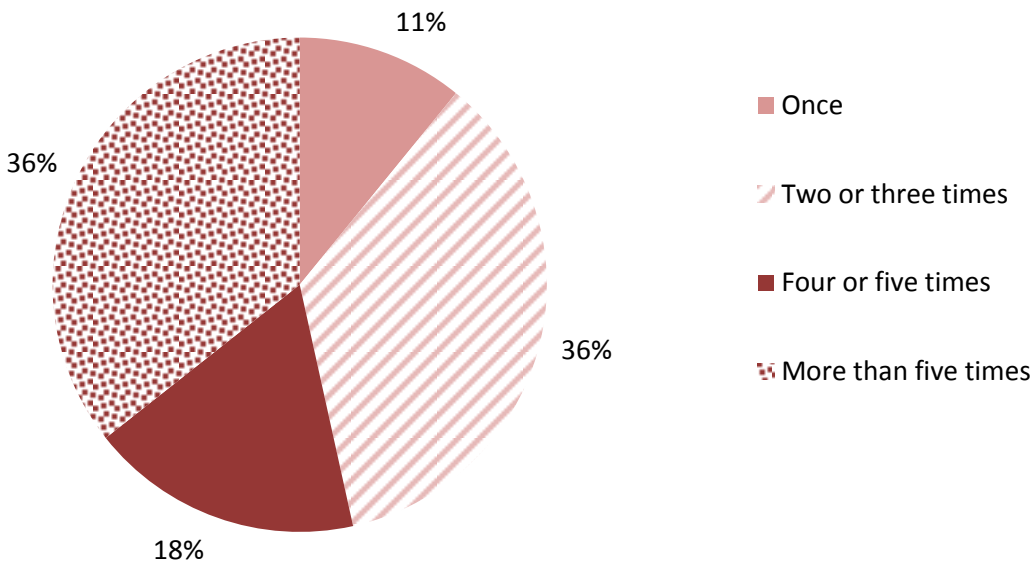
Female employees were slightly more likely than male employees to report having been bullied (41% vs. 35%).

Asian employees were less likely than employees who did not identify as Asian to report having been bullied (30% vs. 39%). (This was the only difference by racial/ethnic group.)

Figure 2 illustrates that recent experiences with workplace bullying were not isolated incidents for most perceived victims: the vast majority reported having experienced bullying more than one time in the past two years.

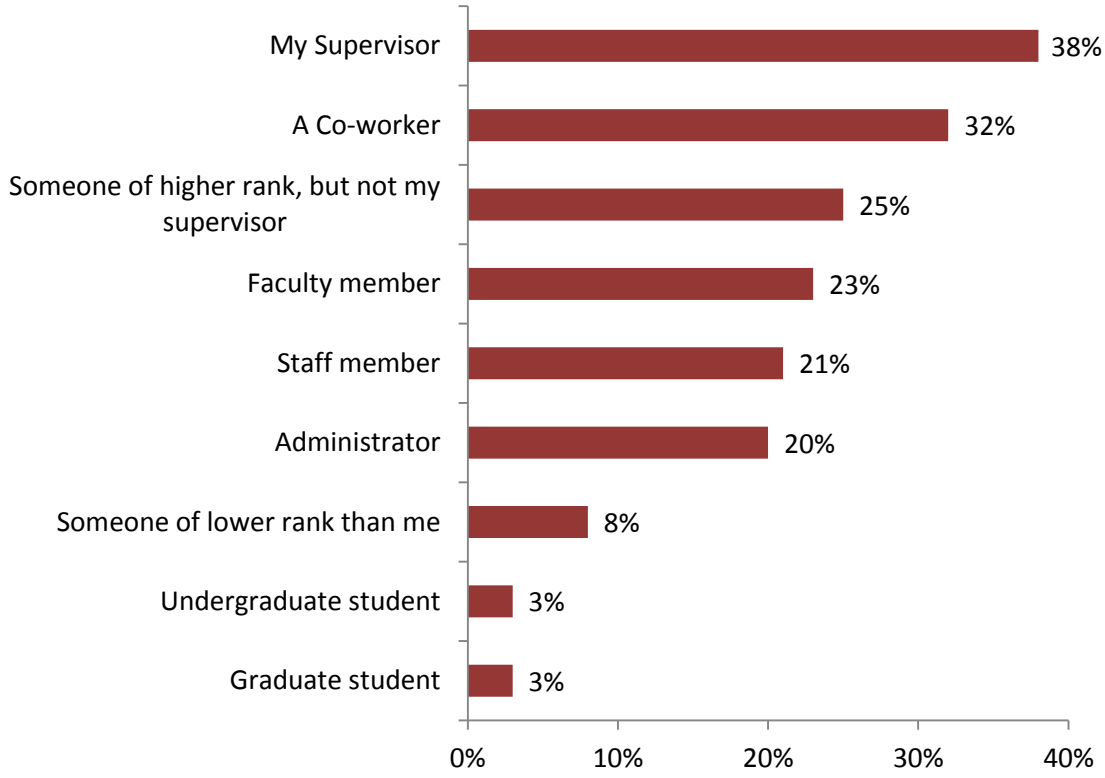
Incidence of bullying experience did not vary by gender, but some racial/ethnic differences are notable. Bullied Asian employees were more likely than bullied employees who did not identify as Asian to report having experienced bullying only once (20% vs. 10%). Bullied African American employees were slightly more likely than bullied employees who did not identify as African American to report having been bullied more than five times (43% vs. 35%).

Figure 2: Reported Incidence of Bullying Experiences



Those who had experienced bullying in the past two years were asked to think about the most recent incident they had experienced, and indicate the employee category of the perpetrator(s). Figure 3 illustrates that 38% reported the perpetrator(s) to be their Supervisor, 32% said a Co-worker, and 25% said "someone of higher rank but not my supervisor." It is important to note that survey respondents could mark as many categories as applicable, so the percentages do not sum to 100%. Approximately one-half (52%) of those who witnessed bullying in the past two years marked only one category of perpetrator, whereas 26% marked two categories, and 14% marked three categories.

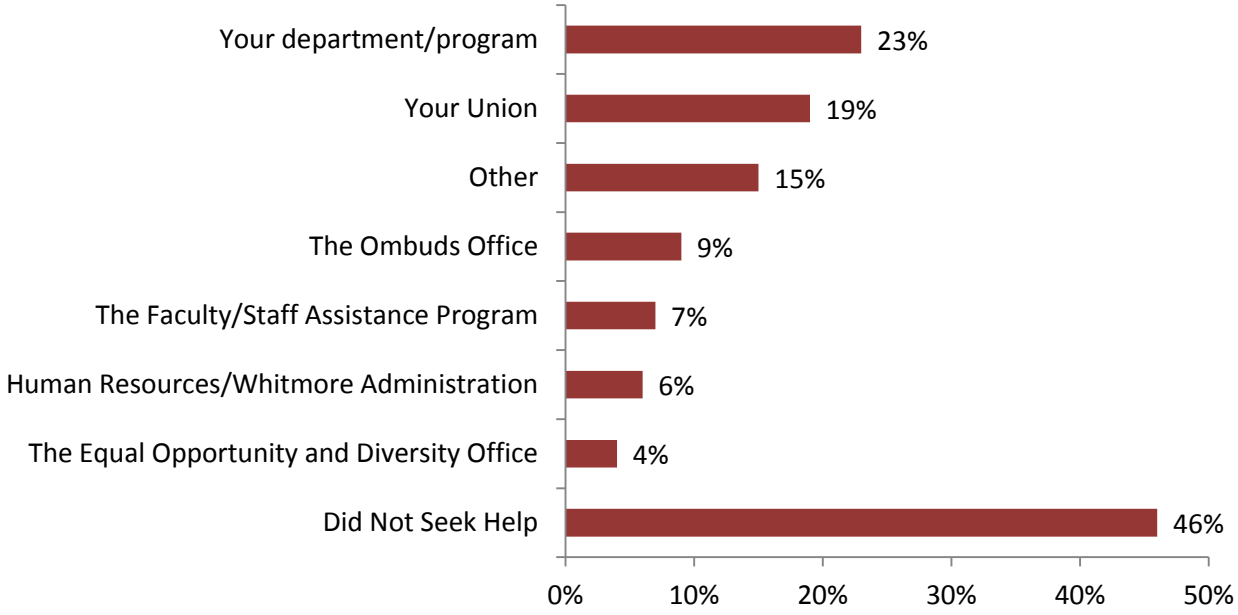
Figure 3: Identified Perpetrators of Most Recently Experienced Incident of Workplace Bullying



Seeking Help about Workplace Bullying

Survey participants who reported having experienced workplace bullying in the past two years were asked whether they had sought help with the bullying problem from their Department or Program, Human Resources or Whitmore Administration, their Union, the Faculty/Staff Assistance Program, the Ombuds Office, the Equal Opportunity and Diversity Office, or some other office or service. Figure 4 illustrates that 46% (n=361) indicated that they did not seek help, and that the most frequently consulted offices/services were employees' department or program, or their union. It is important to note that survey respondents could mark more than one help source, so percentages do not add to 100%. Fifty-nine percent (n=251) of those who did seek help, sought help from only one source, whereas 20% (n=84) sought help from two sources.

Figure 4: Where Victims of Workplace Bullying Sought Help



Survey respondents who reported having sought help were asked “How satisfied or dissatisfied were you with the help that you received regarding this particular bullying problem?” As illustrated in Figure 5, 17% reported that they had not received any help, and 44% reported dissatisfaction with the help they did receive. Figure 6 illustrates satisfaction levels by program or office from which help was sought.

Figure 5: Satisfaction with Help Received

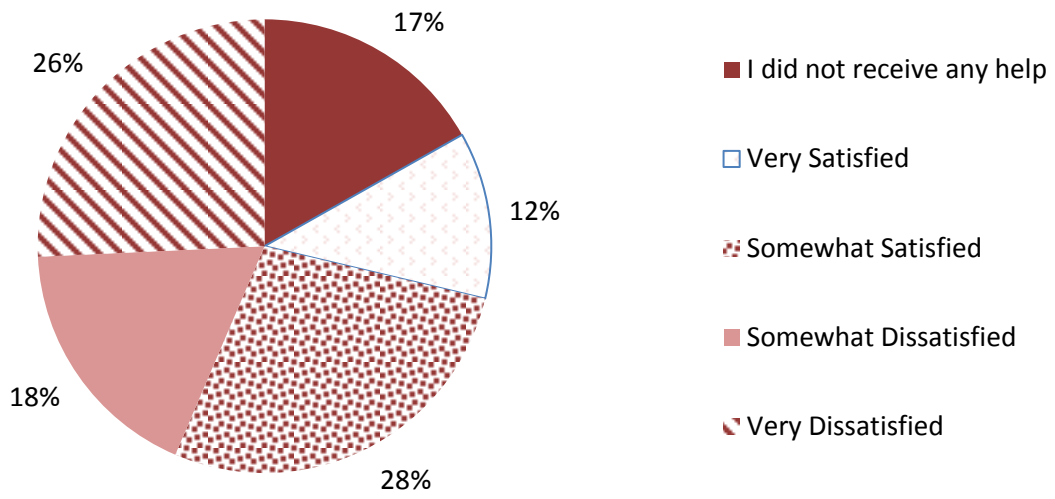
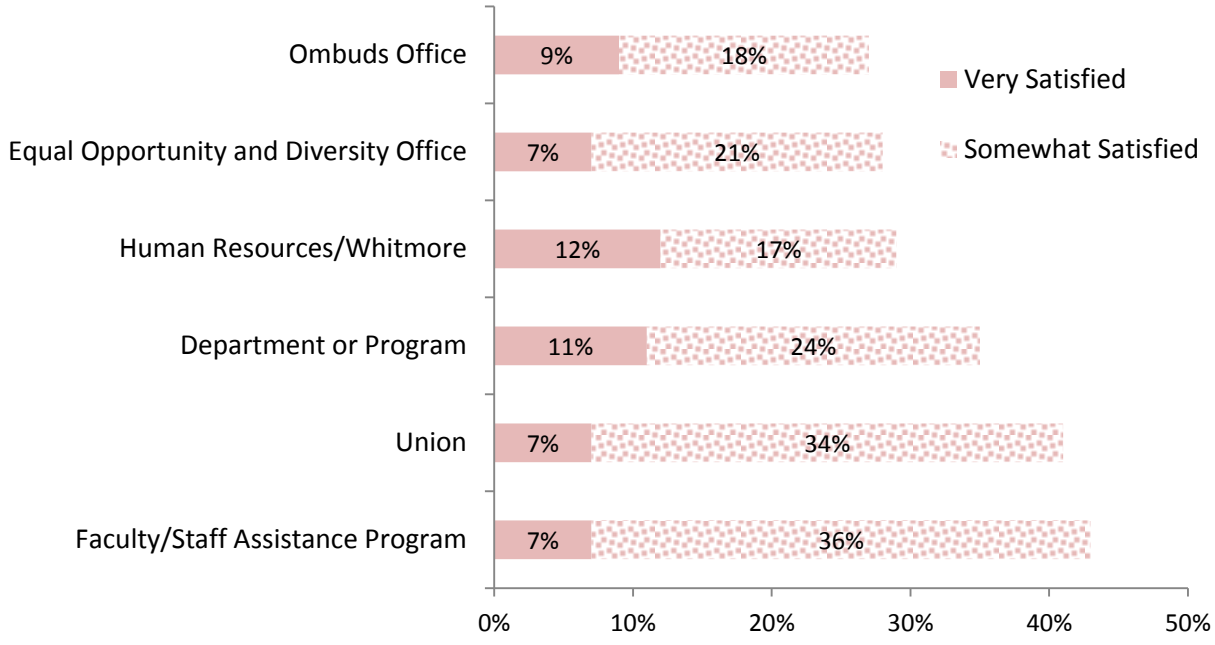


Figure 6: Satisfaction by Office or Program from which Help was Sought



Impact of Workplace Bullying Experiences

Survey respondents who reported having experienced workplace bullying at UMass Amherst in the past two years (n=794) were asked to indicate the extent to which they agreed or disagreed with eight statements pertaining to potential detrimental effects of bullying on them, personally. Table 2 illustrates levels of agreement and disagreement with each statement.

Table 2: Potential Detrimental Personal Effects

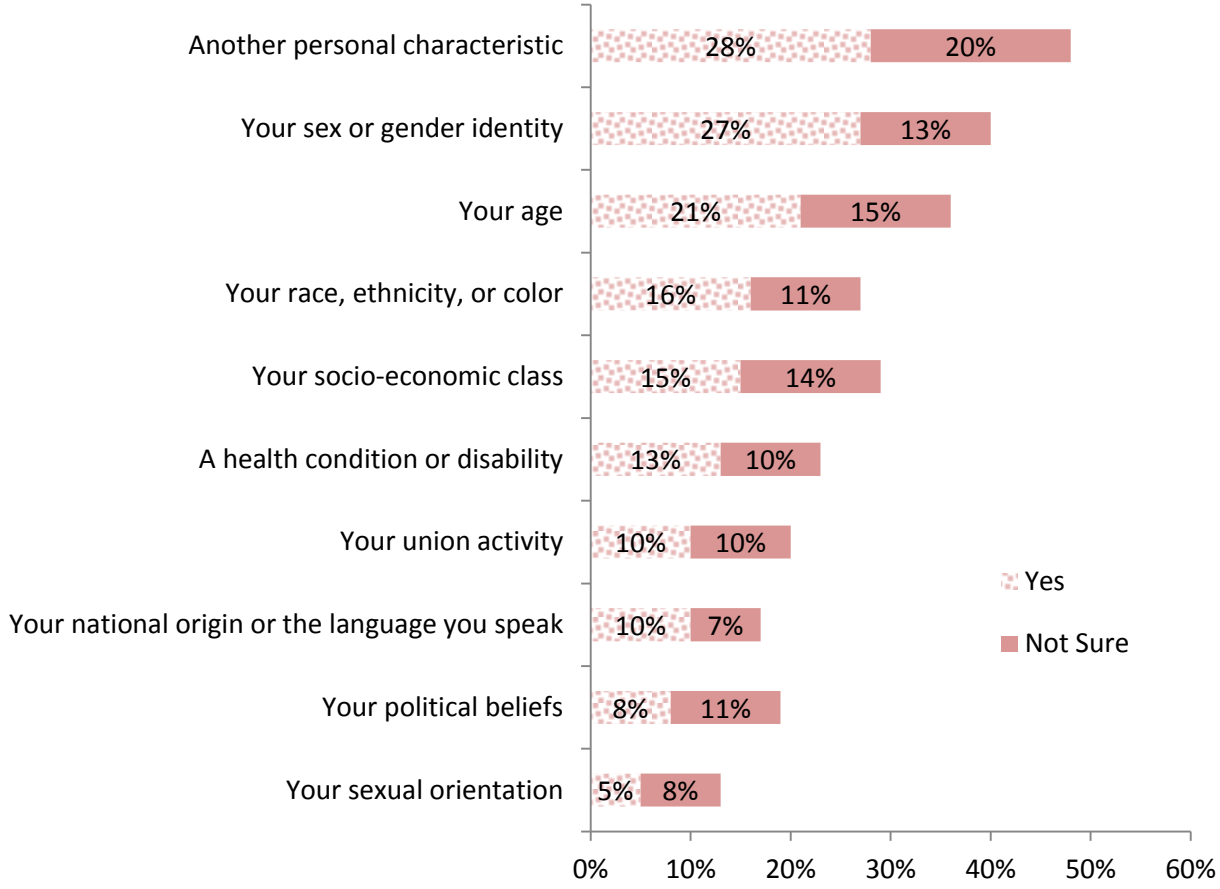
	Disagree Strongly	Disagree Somewhat	Agree Somewhat	Agree Strongly	TOTAL
I have stayed home from work because I have been bullied.	44% (n=399)	15% (n=134)	17% (n=161)	24% (n=220)	100% (n=914)
I have considered changing my job because of the workplace bullying I have experienced.	20% (n=186)	10% (n=99)	21% (n=197)	49% (n=456)	100% (n=938)
Being bullied at work has negatively affected by physical health.	21% (n=187)	18% (n=164)	29% (n=269)	32% (n=297)	100% (n=917)
Being bullied at work has lowered my self-confidence.	17% (n=156)	15% (n=136)	31% (n=284)	37% (n=337)	100% (n=913)
Being bullied at work has negatively affected my emotional health.	11% (n=99)	11% (n=106)	32% (n=303)	46% (n=428)	100% (n=936)
I am less satisfied with my job because I have been bullied.	10% (n=97)	9% (n=80)	30% (n=277)	51% (n=479)	100% (n=933)
Being bullied at work has negatively affected my work performance.	9% (n=89)	10% (n=91)	31% (n=297)	50% (n=470)	100% (n=947)
Being bullied at work has increased my stress level.	6% (n=54)	5% (n=50)	25% (n=234)	64% (n=606)	100% (n=944)

Employees who reported experiencing workplace bullying in the past two years were also asked to respond to an open-ended question asking them to describe in their own words how their experience with workplace bullying had affected them. Altogether, 510 individuals (64% of those who reported being bullied in the past two years) responded to this question. A preliminary analysis of these responses for four of the largest bargaining units -- AFSCME, MSP, PSU and USA/MTA -- is presented later in this report.

Perceptions of the Role of Personal Characteristics

Survey respondents who reported experiencing workplace bullying in the past two years were asked to indicate whether or not they think they were targeted for bullying on the basis of nine different personal characteristics (see Figure 7), or "another personal characteristic." The 236 employees who marked "another personal characteristic" were offered the opportunity to describe this characteristic in their own words. Table 3 provides a summary of the most prevalent responses to this item.

Figure 7: Perceptions of Being Targeted for Bullying Because of Personal Characteristics



It is noteworthy that 56% (n=22) of African American employees who reported having been bullied in the past two years perceive that they were targeted on the basis of their "race, ethnicity or color," as do 41% (n=16) of bullied Hispanic employees, 34% (n=12) of bullied Asian employees, and 10% (n=62) bullied White employees. Also, 35% (n=158) of female employees who reported having been bullied in the past two years perceive that they were targeted on the basis of their "sex or gender identity," compared to 15% (n=38) of bullied male employees. Finally, 50% (n=18) of bullied Asian employees and 37% (n=13) of bullied Hispanic employees perceive that they were targeted on the basis of their national origin or language spoken.

Table 3: Most Prevalent Descriptions of "Another Personal Characteristic"

Described Characteristic	Respondents who Mentioned (n)
Physical Characteristic(s) (e.g. weight, size, attractiveness, body art, etc.)	25
Aspect(s) of Personality (e.g. being outgoing, energetic, confident, etc.)	22
Being Outspoken/Speaking Out	21
Perceived Threat/Competition/Jealousy	19
Wanting to do a Good Job/Work Ethic/Being a Good Worker	14
Dissent/Disagreeing with others	13
Education Level	11
Rank or Position	11
Being Non-confrontational/Shy/Timid	9
Being Female	9
Personal Values/beliefs	6
Being in a Subservient Role	6
Religion	5
Disability	5
Being in a Supervisory Role	2

Comparison of Major Bargaining Units: AFSCME, MSP, PSU and USA/MTA

This section of the report compares some of the major survey results across four major bargaining units – AFSCME, MSP, PSU, and USA/MTA. Although GEO is among the five largest campus unions, this bargaining unit was omitted from this comparison because of its low response rate to the survey (only 115 of 2700 bargaining unit members responded).

Table 4 illustrates demographic differences among survey respondents by bargaining unit. These differences are important to keep in mind when considering differences and similarities in survey responses across bargaining units.

Table 4: Survey Respondent Demographics by Bargaining Unit

	AFSCME (n=590)	MSP (n=374)	PSU (n=414)	USA/MTA (n=515)
Years Employed				
0-5	22%	26%	20%	18%
6-10	25%	19%	21%	19%
11-15	14%	17%	17%	19%
16-20	12%	10%	12%	10%
21 or more	28%	28%	30%	35%
Supervisor				
Yes	24%	57%	57%	36%
Gender				
Female	34%	54%	66%	80%
Male	65%	45%	33%	19%
Transgender or Other	1%	1%	1%	1%
Hispanic or Latino				
Yes	10%	4%	4%	4%
Race				
American Indian or Alaska Native	4%	2%	2%	2%
Asian	14%	6%	2%	2%
Black or African	5%	5%	5%	7%
White	67%	84%	87%	87%

Familiarity with Workplace Bullying

USA/MTA members were most likely to report being "very familiar" (50%, n=256) with the term "workplace bullying," whereas MSP members were the least likely to report being "very familiar" (33%, n=121). AFSCME members were most likely (32%, n=181) to report having attended a workshop on workplace bullying, whereas MSP members (9%, n=34) were the least likely to have done so.

Witnessing Workplace Bullying

There was little variation among bargaining units in the percentage of employees who reported having witnessed workplace bullying in the past two years. The witnessing rate was 43% for MSP members, 49% for AFSCME members, 53% for PSU members, and 53% for USA/MTA members. Table 5 compares identified perpetrators by bargaining unit. AFSCME members (44%) and USA/MTA members (41%) were more likely than MSP (15%) and PSU members (31%) to identify their supervisor as a perpetrator. AFSCME members (49%) were most likely to identify co-workers as perpetrators, whereas MSP members (76%) were most likely to identify other faculty members, PSU members (51%) and USA/MTA (47%) members were most likely to identify staff members. A negligible percentage across all four unions identified students as perpetrators.

Table 5: Identified Perpetrators of Most Recently Witnessed Incident of Workplace Bullying, by Bargaining Unit*

	AFSCME	MSP	PSU	USA/MTA	TOTAL
Co-worker	49%	22%	31%	36%	37%
Staff Member	25%	14%	51%	47%	36%
Supervisor	44%	15%	31%	41%	35%
Someone of higher rank (but not supervisor)	35%	19%	27%	26%	28%
Faculty Member	8%	76%	14%	21%	25%
Administrator	9%	27%	30%	22%	21%
Someone of lower rank	9%	10%	15%	7%	10%
Undergraduate Student	4%	2%	4%	4%	4%
Graduate Student	1%	3%	3%	2%	2%

**Survey participants could mark as many categories as applicable*

Experiences with Workplace Bullying

There was little variation among bargaining units in the percentage of employees who reported having experienced workplace bullying in the past two years. The rate was 41% for AFSCME members, 36% for MSP members, 42% for PSU members, and 43% for USA/MTA members.

Table 6 compares identified perpetrators by bargaining unit. USA/MTA members (47%) and AFSCME members (44%) were more likely than MSP (14%) and PSU members (37%) to identify their supervisor as a perpetrator. AFSCME members were most likely to identify co-workers (46%) and their supervisor (44%) as perpetrators, whereas MSP members were most likely to identify other faculty members (74%), and PSU members and USA/MTA members were most likely to identify their supervisor (37% and 47%, respectively). A negligible percentage across all four unions identified students as perpetrators.

Table 6: Identified Perpetrators of Most Recently Experienced Incident of Workplace Bullying, by Bargaining Unit*

	AFSCME	MSP	PSU	USA/MTA	TOTAL
Supervisor	44%	14%	37%	47%	38%
Co-worker	46%	22%	28%	30%	33%
Someone of higher rank (but not supervisor)	29%	20%	28%	23%	25%
Faculty Member	8%	74%	8%	20%	23%
Staff Member	16%	6%	36%	28%	22%
Administrator	9%	31%	25%	19%	19%
Someone of lower rank	8%	7%	13%	6%	8%
Undergraduate Student	1%	3%	1%	1%	1%
Graduate Student	1%	3%	1%	2%	1%

**Survey participants could mark as many categories as applicable*

Seeking Help about Workplace Bullying

There was little variation among bargaining units in the percentage of employees who did not seek help with the workplace bullying problem they had experienced (see Table 7). AFSCME members were most likely to see help from their Union (18%), whereas MSP members were most likely to seek help from their Department/Program (32%), PSU members were most likely to seek help from their Department/Program (27%) or Union (23%), and USA/MTA members were most likely to seek help from their Department/Program (28%) or Union (22%). MSP and PSU members were more likely than AFSCME or USA/MTA members to seek help from the Ombuds Office, whereas PSU and USA/MTA members were more likely than AFSCME or MSP members to seek help from the Faculty/Staff Assistance Program. There were few substantive differences among the four bargaining units with regard to satisfaction levels with help sought. The percentage of help-seekers who reported that they did not receive any help ranged from 15% for PSU members to 18% for AFSCME members. The percentage of help-seekers who reported being "very satisfied" with the help they received ranged from 9% for MSP and PSU members to 13% for USA/MTA members. Conversely, the percentage who reported being "very dissatisfied" ranged from 19% for USA/MTA members to 27% for AFSCME members.

Table 7: Where Victims of Workplace Bullying Sought Help, by Bargaining Unit*

	AFSCME	MSP	PSU	USA/MTA	TOTAL
Did not seek help	47%	45%	41%	47%	45%
Department/Program	12%	32%	27%	28%	23%
Union	18%	19%	23%	22%	20%
Ombuds Office	4%	14%	16%	7%	9%
Faculty/Staff Assistance Program	6%	3%	12%	11%	8%
Human Resources/Whitmore Administration	8%	2%	10%	3%	6%
Equal Opportunity and Diversity Office	5%	5%	6%	2%	4%
Other	12%	17%	17%	13%	14%

**Survey participants could mark as many categories as applicable*

Perceptions of the Role of Personal Characteristics

Table 8 illustrates the percentages of bullied employees, by bargaining unit, who perceive that they were targeted for bullying because of various personal characteristics. Some differences among units are particularly notable. For example, MSP and PSU members are more likely than AFSCME or USA/MTA members to perceive that they have been bullied because of their sex or gender identity, and AFSCME members are more likely than member of other units to perceive that they have been targeted on the basis of their race, ethnicity, or color. MSP members are the most likely group to perceive having been targeted on the basis of their age. AFSCME members are nearly twice as likely as MSP and PSU members to perceive that they have been targeted on their basis of socio-economic class. AFSCME members are much more likely than members of the other three units to perceive that they have been targeted on the basis of their national origin or the language they speak.

Table 8: Perceptions of Being Targeted for Bullying Because of Personal Characteristics, by Bargaining Unit

	AFSCME	MSP	PSU	USA/MTA	TOTAL
On the basis of your sex or gender identity	24%	41%	35%	19%	28%
On the basis of your age	25%	30%	17%	23%	24%
On the basis of your race, ethnicity or color	32%	9%	11%	8%	16%
On the basis of your socio-economic class	21%	11%	11%	18%	16%
On the basis of a health condition or disability	24%	7%	9%	15%	15%
On the basis of your union activity	16%	6%	14%	9%	12%
On the basis of your national origin or the language you speak	21%	6%	8%	5%	11%
On the basis of your political beliefs	13%	14%	7%	7%	10%
On the basis of your sexual orientation	6%	4%	6%	2%	5%
On the basis of another personal characteristic	27%	30%	32%	29%	29%

Impact of Workplace Bullying Experiences

As mentioned previously, survey respondents who reported experiencing workplace bullying in the past two years were asked to describe in their own words how their experience with workplace bullying had affected them. This question yielded a tremendous amount of qualitative data. Many employees offered extensive, detailed accounts of the workplace bullying they experienced at the University, and shared their perceptions about how their experiences had affected them, personally. A brief, and preliminary, summary of these responses, by bargaining unit, is provided below. The commonality of experience and impact, across bargaining units, is noteworthy.

AFSCME

Members of the AFSCME bargaining unit described a wide range of experiences, including the following: verbal aggression (e.g. screaming, public verbal humiliation, ridicule); physical aggression (e.g. being pushed); discrimination attributed to weight, disability, sexuality, language barrier, gender, and age; being threatened; being retaliated against; being pressured unreasonably; unfair treatment (e.g. work assignments, false allegations); and being marginalized.

Survey respondents provided substantial detail about the impact of their personal experiences with workplace bullying. Workers described feeling unsupported, worthless, degraded, insecure, frustrated, unsafe, intimidated, fearful, disrespected, and demoralized. Some employees expressed a decreased interest in their work, discomfort in their work environment, and diminished productivity. Some reported that they wanted to leave their job, and some reported having found new positions at the University. Some workers attributed health problems to their bullying experiences, including anxiety at a level requiring mediation, high blood pressure, and insomnia.

Below, are some examples of direct quotes that exemplify some of the themes identified above:

> "Being bullied makes me feel like I am not valued by the organization."
>
> "I don't have pride in my job, I dread going to work."
>
> "Getting yelled at, not even sure why, has brought my stress level up…"
>
> "I have lost my trust and confidence in the higher-ups who are causing disruptions in the work place."
>
> "I've been belittled, talked down to, made fun of…"
>
> "Not being treated fairly in regards to what my responsibilities are at work, people who hold the same position as me are not held to the same standards."
>
> "Self-conscious of how others view me and the situation."

MSP

MSP bargaining unit members described a wide of experiences, including the following: verbal aggression (yelling, screaming, ridicule, public humiliation); unfair use of power (e.g. withholding opportunities, retaliation, false allegations, and unfair distribution of work); threats; discrimination on the basis of race, gender, sexual orientation, age, rank and position; hostile emails and memos; rumor spreading; and infringement of speech.

Workers provided substantial detail about their perceptions of how workplace bullying has impacted them. Some emphasized emotional distress, including anxiety, anger, sadness, unhappiness, and stress. Others emphasized health problems, including insomnia, fatigue, high blood pressure, panic attacks, and general malaise. Some employees reported feeling silenced, unsupported, intimidated, insecure, cautious, or fearful. Some employees reported difficulty concentrating at work, and some noted that they work at home or elsewhere. Some employees said they felt pressured to agree with dominant ideas, and other said they had lost respect for colleagues. Some workers expressed a desire to leave their employment at UMass.

Below, are some examples of direct quotes that exemplify some of the themes identified above:

> "Administrators…often use bullying tactics to get people to fall in line with their view of what should happen."
>
> "An administrator has treated me with derision and scorn and made it clear that he can affect my professional life in any way…"
>
> "Being shouted at and belittled by an influential colleague…made me doubt my own capacities…"
>
> "Bullying from higher ranked faculty has created great stress and anxiety and prevented me and others from furthering our careers."
>
> "Bullied in the following ways: yelling at me during faculty meetings, in person, or threatening me; demeaning me and devaluing my contributions…"
>
> "Two of my colleagues have left the university due to this bullying."
>
> "I enjoy my time at work less and feel less good about my community."
>
> "I have considered finding a job at another university."

PSU

PSU bargaining unit described a wide range of experiences, including the unfair use of power to harass, retaliate, make threats, humiliate publicly, coerce, intimidate, deny opportunity, and deny reasonable requests. Some workers reported having experienced verbal aggression, including scolding, ridiculing, insults, profanity, and "undermining" language. Some workers reported having received hostile emails.

Workers attributed a wide variety of effects to their experiences being bullied on the job, including feelings of helplessness, diminished trust, diminished morale, isolation, diminished self-confidence, and diminished self-esteem. Some workers reported being fearful of retaliation, aggressive behavior, and intimidation in the workplace. Other employees said they have taken medical leave, avoided work, worked from home, or changed their position. Workers attributed health problems to their bullying experiences, including depression, anxiety, stress, insomnia, and high blood pressure. Some employees reported social withdrawal and a negative impact on their home life.

Below, are some examples of direct quotes that exemplify some of the themes identified above:

> "Called at home many times during days that I have called in sick. I have had my job threatened."
>
> "After bully turned his bullying on me, I became depressed, lethargic, and had a hard time working and being self-motivated."
>
> "Because of these experiences, I now watch very carefully what I say and often don't ask questions when my supervisor is around."
>
> "Bullying has made coming to work very stressful…made me depressed and anxious, has increased stress related illness."
>
> "Consistent scolding from my supervisor in meetings for speaking up on an idea…"
>
> "I have been publicly humiliated and degraded…"
>
> "I just had an experience where I was getting harassed for taking off time [for religious reasons]."
>
> "My direct supervisor likes to pick on the women in our department and holds back on any promotions on all women."

USA/MTA

Members of the USA/MTA bargaining unit described a wide range of experiences, including the unfair use of power to intimidate, make false accusations, publicly humiliate, dismiss, distribute work unfairly, give negative feedback, threaten to fire, and retaliate. Some workers reported having submitted grievances that were not acknowledged by the administration. Some workers reported verbal harassment, including the use of profanity, racial slurs, yelling, slander, negative comments, and personal attacks about personal appearance. Some workers reported having experienced physical aggression (e.g. fist slamming). Some workers reported discrimination on the basis of race, sexuality, disability or social class.

Workers attributed a wide variety of effects to their experiences being bullied on the job, including fear of retaliation. Workers described feeling stressed, threatened, unappreciated, unacknowledged, unsupported, undervalued, helpless, isolated, and distrustful. Some workers reported diminished self-esteem and/or confidence. Employees reported having used sick days to avoid work, taken a leave of absence, changed their position, and decided to leave the University. Some workers attributed health problems to their bullying experiences, including depression, anxiety, insomnia, high blood pressure, and other physical illness.

Below, are some examples of direct quotes that exemplify some of the themes identified above:

> "A higher-up person slammed her fist on a table at which I was sitting and shouted at me."
>
> "As each incident occurred the effects to my emotional/mental/physical health have suffered to a greater extent."
>
> "I am excluded from events due to my disability."
>
> "I feel that my opinion is not encouraged or respected, and that my work efforts are pointless."
>
> "I left the position I held at UMass due to bullying."
>
> "I was greatly disappointed when I reported to my supervisor, co-worker's negative behavior toward me, and nothing was done."
>
> "It creates extreme stress, hyper vigilance, anger, feelings of helplessness and nowhere to turn."
>
> "Lower self-esteem. Constantly second-guessing my decisions. Feeling as though I no longer have the confidence of my supervisor. Feelings as though there is no recourse available to me."

Appendix A: Workplace Bullying Survey Email Invitation

The Campus Coalition against Workplace Bullying has been meeting for a year and a half to plan the launch of an awareness/policy/education campaign to address workplace bullying here on campus. We ask for a few minutes of your time to make a difference on the issue of workplace bullying.

The first stage in the campaign is a comprehensive assessment of the issue among the campus workforce. We need to hear from you. Have you experienced bullying? Have you witnessed bullying? The survey is voluntary, confidential, and anonymous.

Some of you may have received notice of this effort via your union leadership. If you have already completed the survey, thank you. If not, we ask that you go to http://www.mtasurveys.org/se.ashx?s=0B87CA7D0E0B255B to complete the survey. A hard-copy version of the survey is available for AFSCME unit members to fill out for members who lack access to a work computer.

Workplace bullying is a critical issue around the country ñ seriously hampering work performance and retention. We want UMass Amherst to lead the way in addressing bullying. Our focus is positive and we aim to make a difference as we identify the extent and nature of bullying.
Your input will inform our understanding of bullying on campus and will help shape our efforts.

WE URGE YOU TO PARTICIPATE, please complete the survey.

Questions? We prefer you call us at the numbers below. Our email is WBullying@umass.edu.

Thank you.

Campus Coalition against Workplace Bullying _____

AFSCME Local 1776; Graduate Employee Organization/United Auto Workers; Massachusetts Society of Professors; Professional Staff Union; University Staff Association/Massachusetts Teachers Association; Equal Opportunity and Diversity; Faculty/Staff Assistance Program; Labor/Management Workplace Education' The Ombuds Office ; College of Social and Behavioral Sciences

Debora Ferreira and Sarah Green
Office of Equal Opportunity and Diversity, 545-3464

Catherine Porter and Martha Patrick
The Ombuds Office, 545-0867

Timothy Scott and Maryelen Calderwood
Faculty and Staff Assistance Program, 545-0350

Karen Schoenberger
College of Social and Behavioral Sciences, 545-1753

Joseph Connolly and Amy Brodigan
Labor/Management Workplace Education Program, 545-6263

Derek Doughty and Shannon Doran
Graduate Employees Organization, 545-0705

Donna Johnson
University Staff Association/MTA, 545-0165

Kathy Rhines
Professional Staff Union, 577-5410

Randy Phillis
Massachusetts Society of Professors, 545-2206

Francis Martin
AFSCME Local 1776, 545-2831