



CIVILITY IN THE WORKPLACE

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GOALS

- What is Incivility? What is Civility?
 - What are the causes of Incivility? What are the causes of Civility?
 - How can we respond to Incivility? How can Civility be encouraged?
 - How can we prevent Incivility? How can we promote Civility?
 - What resources do we have for dealing with Incivility?
-
- Trigger Warning: Conversation may bring up personal or professional issues in your past or present. Heather and Fred can be a resource. The Employee Assistance Program can also be a resource.

WHO ARE HEATHER & FRED? WHY THIS WORK? WHY NOW?

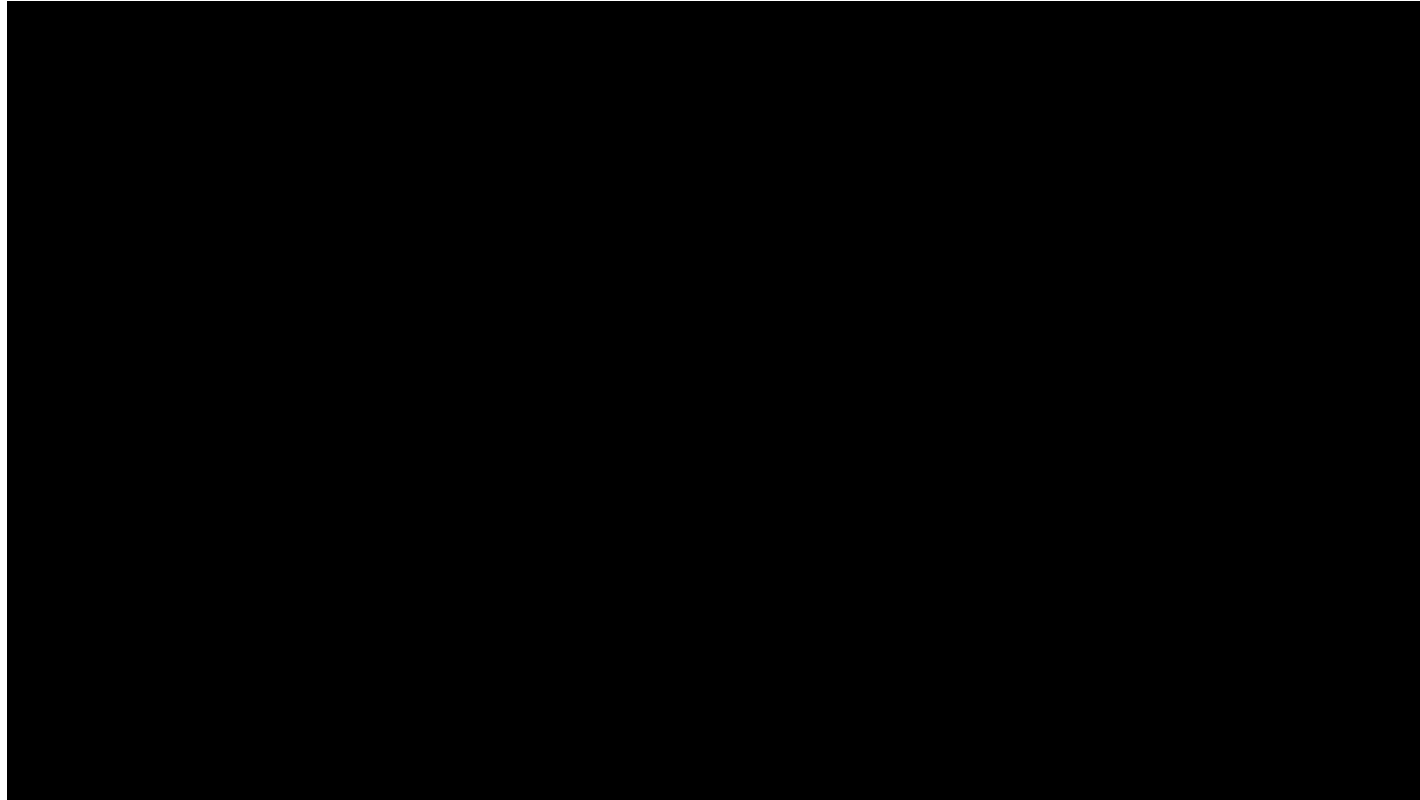
Who are Heather and Fred? Professionally and personally? And what draws us to this work?

Why now? Why important now that we're returning to in-person work soon?

Our SFSU Advancement Values



WHAT IS ABRASIVE BEHAVIOR/BULLYING?



Christine Porath. TEDtalk: Why being respectful to your coworkers is good for business

<https://www.youtube.com/watch?v=YYIERM-NIBY>

REFLECTION & DISCUSSION:

TEDTALK BY CHRISTINE PORATH

- What resonated with you?
- What stood out?
- What came up for you (or) in you while watching / listening?

WHAT IS BULLYING / ABRASIVE BEHAVIOR?

“Bullying, which is one example of abrasive or incivility behavior, exploits an **existing power differential**, or specifically **disempowers individuals** regardless of their position, authority, identity, or status in the community, with the effect of impeding the mission and values of the University. Whether **intentional or unintentional**, in person or online, bullying is the targeting of an individual with repetitive, persistent, and/or chronic behavior that intimidates, humiliates, silences, insults, offends, or otherwise results in **undermining performance or disrupting the learning community**.”

WHO IS AFFECTED BY INCIVILITY?

- Person Doing Harm: Someone perceived to have engaged in incivility.
- Target: Someone who perceives incivility directed at them.
- Bystander: Someone who witnesses, knows about, or learns of incivility directed at others.

EXAMPLES OF INCIVILITY

INSULTS:

Rude or disparaging comments, put-downs, jokes at one or many others' expense, yelling or swearing, talking down to someone.

HUMILIATION:

Demeaning or embarrassing someone online or in front of coworkers, students, etc.; using nonverbal behaviors to belittle someone.

UNDERMINING:

Frequently interrupting someone, excessive criticizing and rejecting someone's ideas and decisions; questioning someone's competency and/or reliability.

EXAMPLES OF INCIVILITY

INTIMIDATION:

Pressuring someone to switch roles or resign; threatening someone with demotion, job loss, etc.

GOSSIP:

Spreading false rumors about someone's work performance, character, personal life, etc.

SABOTAGE:

Intentionally destroying, stealing or sabotaging someone's work materials; giving someone's work or credit to other employees; hiding information necessary for someone's work.

EXAMPLES OF INCIVILITY

EXCLUSION:

Disregarding or ignoring someone, leaving someone out of meetings or work activities, not invited to events, left off of or removed from listservs, pertinent emails, or group texts, texting while someone is speaking (including during meetings)

REFLECTION & DISCUSSION:

- Any additional questions or thoughts for you so far?

CAUSES OF INCIVILITY

- Power Imbalances
 - Organizational
 - Situational
 - Societal
- Organizational Tolerance
 - Lack of Response
 - Shielding with “Academic Freedom” or Tenure
 - Allowing subjective performance measures (e.g. “collegiality” or “deference to authority”)

WHY IS INCIVILITY A PROBLEM?

- Targets of Incivility/Abrasive Behavior experience health problems
 - Stress, Headaches, Chronic Pain, Sleep Problems,
 - PTSD, Depression, Anxiety
- Targets of Incivility/Abrasive Behavior experience performance problems
 - Absenteeism
 - Intent to Leave
 - Lack of Commitment
 - Job Dissatisfaction

HOW CAN WE RESPOND TO INCIVILITY?

- Detect the behavior as soon as possible to HALT PROGRESS
- Help targets regain health and function through COPING STRATEGIES
- Address the abrasive behavior directly with CONFLICT MANAGEMENT TRAINING or COACHING AND CORRECTIVE FEEDBACK
- Assert CLEAR EXPECTATIONS for behavior
- Bring in an outside to HELP DIFFUSE or FACILITATE CLEAR EXPECTATIONS

BYSTANDER INTERVENTION: WHEN YOU WITNESS ABRASIVE BEHAVIOR (THE 5 D'S)

- DIRECT: Keep it short and succinct
- DISTRACT: Ignore the person causing harm and distract the target
- DELEGATE: Seek help from other bystanders if you don't feel safe
- DELAY: Offer resources, time, support
- DOCUMENT: Document what you witnessed

WHAT CAN WE DO IN THE MOMENT?

- Strategy #1: Name the behavior

“Please do not [what they are doing] because it is [intimidating, offensive, undermining].”

- Strategy #2: Name the harm

“It’s not OK for you to [what they are doing] because it is [hurtful, preventing me from working, upsetting me].”

- Strategy #3: Suggest an Alternative

“What you’re saying/doing feels intimidating to me. Let’s try working this out with [someone else].”

- Strategy #4: Remind about Community Agreements

“We have agreed not to [what they are doing]. I’m open to continuing this conversation within our Community Agreements later.”

HOW COULD YOU ADDRESS THE CONDUCT BELOW?

- Two colleagues are having a professional disagreement on a collaborative project. They have been emailing just to each other on the progress of the project. Concerned about the project's status, one of the colleagues replies to the other, but this time includes the colleague's supervisor, the supervisor's supervisor, and their own supervisor, but without giving a heads-up to the colleague about this. What are your thoughts on if this is civil or uncivil workplace behavior?

HOW COULD YOU ADDRESS THE CONDUCT BELOW?

- A colleague is dreading coming back to work in-person because, as they've disclosed to one colleague, they have not had to deal with racist or sexist microaggressions, comments about their hair texture or wardrobe choices, or lunch cliques, while working at home on Zoom during pandemic. The one colleague they disclosed this to decides to tell a manager, without consent, why the colleague is hesitant to return and wants to help. What are your thoughts on if this is civil or uncivil workplace behavior?

HOW COULD YOU ADDRESS THE CONDUCT BELOW?

- Some of the office team participates on various group chats on Teams within the same department. One of the group chats, which includes two managers, is planning an overnight cabin trip for their group chat and their significant people for the three-day weekend. One of the colleagues mistakenly replies in another department group chat about being excited for the trip. Other colleagues in the other department group chat learn about the trip and wonder why they never got an invitation. What are your thoughts on if this is civil or uncivil workplace behavior?

HOW COULD YOU ADDRESS THE CONDUCT BELOW?

- Despite no requirement to self-disclose COVID-19 vaccination status, one colleague refuses to return to their in-person cubicle space unless they know the vaccination status of other colleagues in department. They're especially concerned because they "know" the other colleague has been impacted with COVID-19 outbreaks in their household during the pandemic and has told other colleagues what they think they know. What are your thoughts on if this is civil or uncivil workplace behavior?

HOW CAN WE AVOID INCIVILITY?

- Prevent the factors that cause Incivility: BUILD EQUITABLE ENVIRONMENTS
- Change the organizational climate or culture: DEVELOP COMMUNITY AGREEMENTS
- Interrupt potential behaviors early on: ONGOING PROFESSIONAL DEVELOPMENT AND COACHING

UNIVERSITY RESOURCES

- Department Leadership
- Human Resources <https://hr.sfsu.edu/>
- Labor and Employee Relations
<https://hr.sfsu.edu/labor-employee-relations>
- SF State Employee Assistance Program (800) 367-7474
<https://hr.sfsu.edu/employee-assistance-program-eap>

UNIVERSITY RESOURCES

- Equity and Community Inclusion

<https://equity.sfsu.edu/>

- Incident Report for Bias
Incident Education Team (BIET)

<https://equity.sfsu.edu/content/bias-incident-education-team-sf-state>

- Equity Programs and Compliance

<https://titleix.sfsu.edu/>

- Report Form for Title IX
violation or Discrimination,
Harassment and Retaliation

https://cm.maxient.com/reportingform.php?SFStateUniv&layout_id=3

Bias Incident Education Team (BIET)

<https://equity.sfsu.edu/content/bias-incident-education-team-sf-state>

BIET Purpose

The Bias Incident Education Team is an important part of **campus climate work** at SF State.

The Bias Incident Education Team **reviews and addresses bias-related incidents** and reports that deserve attention, but may not necessarily rise to the level of Title IX / DHR Discrimination, Harassment, Retaliation) or Labor / Employee Relations / HR (Human Resources). The BIET reviews incidents and determines an action plan rooted in individual and group education and learning.

The BIET **provides an outlet** for people to share, document, and make known **bias-related incidents** they observe or experience.

The BIET's role on campus is **educational**. The team **does not have a role or capacity to discipline or sanction** anyone connected to reports submitted and no one is required to meet with the team. The goal of the team is to provide educational awareness and assist campus community members with strategies that will empower them to address bias incidents they encounter or observe.

SF State and the Bias Incident Education Team are supporters of **academic freedom, free speech, and free expression**.



Title IX: Promoting Gender Equity & Preventing Sexual Harassment/Sexual Violence

About

Reporting Misconduct

Resources

Policy Information

Training and Initiatives

About

If you feel that you have been subject to Discrimination, Harassment, or Retaliation, the University has a process by which you can **report** the issue. **If you are in the midst of an emergency, please call the police immediately by dialing 911.**

The University has designated a Title IX Coordinator who is responsible for ensuring the University's compliance with Title IX including oversight of investigations into complaints. The Title IX Senior Deputy Coordinator for Employees & Third Parties serves as the primary intake officer for faculty, staff, and third parties; and, the Title IX Senior Deputy Coordinator for Students serves as the primary intake officer for students.

You can report your concerns to any of the following people:

Heather Borlase

Title IX Coordinator & DHR Administrator
Phone: (415) 338-2032

Email: hborlase@sfsu.edu

Contact

Heather Borlase, Title IX Coordinator and
DHR Administrator

Student Services Building, Suite 403

Hours: Mon-Fri, 8am-5pm

Phone: (415) 338-2032

Email: equityprograms@sfsu.edu

ADA/504 Compliance Officer

SF State's ADA/504 Compliance Officer is
Eugene R. Chelberg, Associate Vice
President for Student Affairs.

He may be reached at (415) 338-2916 or
chelberg@sfsu.edu.



Title IX/DHR Incident Reporting Form

Please submit this form to report incidents involving alleged violations of CSU's Systemwide Policy Prohibiting Discrimination, Harassment, Retaliation, Sexual Misconduct, Dating and Domestic Violence, and Stalking against Employees and Third Parties (Executive Order 1096) and Students (Executive Order 1097). Students, staff, faculty, or third parties wishing to file a report can use this form.

All SF State employees, with the exception of those working in a confidential capacity (e.g. counselors, counselors advocates, medical providers) who learn of suspected instances of discrimination, harassment or sexual misconduct, have a responsibility to report the information immediately to the Office of Equity Programs and Compliance. Mandated reporters may also use this form.

https://cm.maxient.com/reportingform.php?SFStateUniv&layout_id=3

HOW TITLE IX, BIET, STUDENT CONDUCT, FACULTY AFFAIRS, AND HR WORK TOGETHER ON REPORTS

IN CONCLUSION: WHY BEING RESPECTFUL TO YOUR COWORKERS IS GOOD FOR BUSINESS

People who feel respected are:

- 55% More Engaged
- 56% Healthier
- 92% More Focused

WHY BEING RESPECTFUL TO YOUR COWORKERS IS GOOD FOR BUSINESS

- You will be more likely to be seen as a leader
- You will perform better
- You will be seen as warm and competent
- You will be seen as someone who treats people with respect

REFLECTION & DISCUSSION:

- Questions?
- Thoughts?
- Reflections?

3-2-1: WHAT DID YOU TAKE AWAY FROM TODAY'S PRESENTATION?

- 3 – Something I Learned
- 2 – New Words or Language
- 1 – Questions I Still Have



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