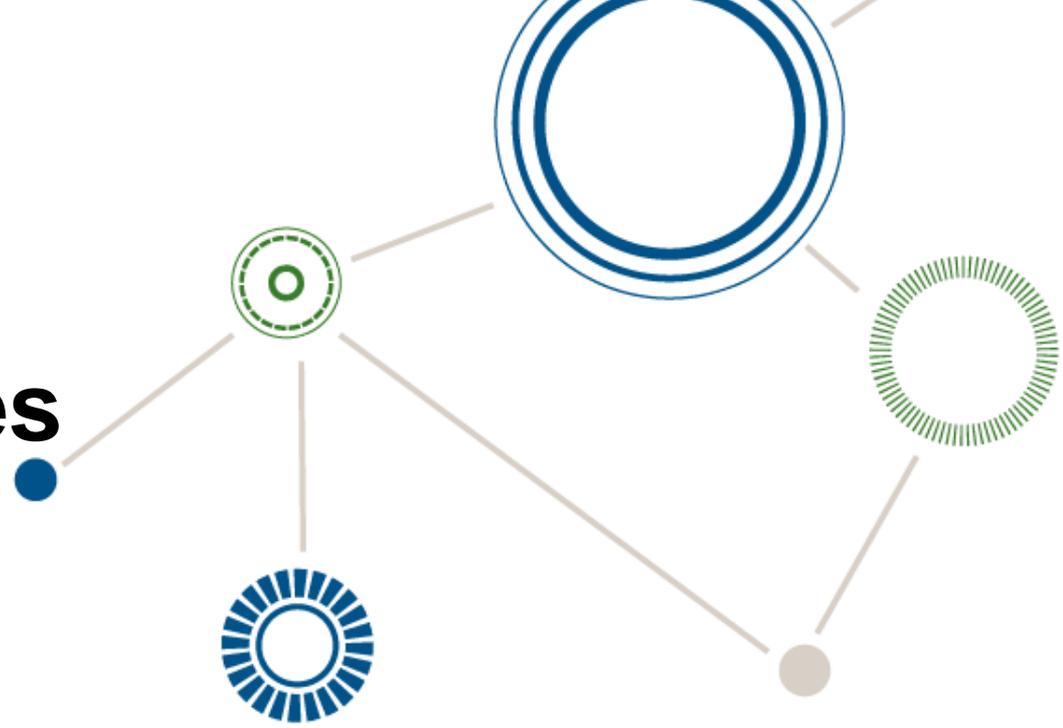
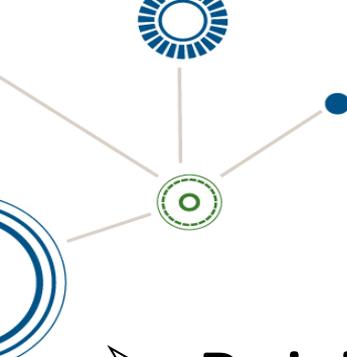


9th Circuit Human Resources Conference



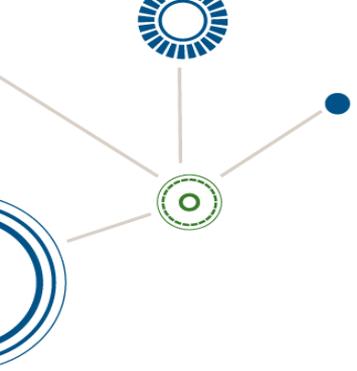
Eliminating “Violence to the Spirit”: Working Toward a Bullying-Free Organizational Culture

Presented by
Glen E. Kraemer
Hirschfeld Kraemer LLP
gk@HKemploymentlaw.com



Second Phase – Escalation along the Bullying Continuum

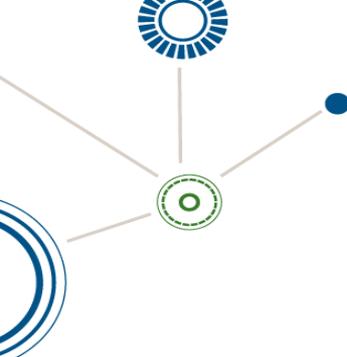
- Raising voice - yelling, tantrums
- Issuing personal insults
- Spreading rumors or sharing other's info
- Inappropriate physical contact/Physical threats/Violence



Practical Steps To Eradicate Bullying

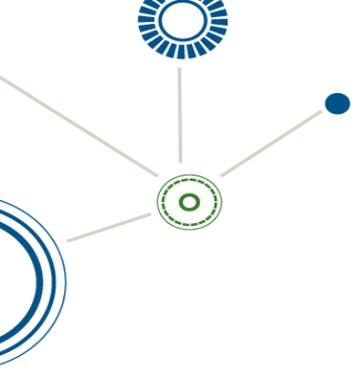


1. Treat others the way you want to be treated
2. Don't be an unengaged "bystander" (standing idly by, looking away) – it aids and abets
3. Speak up if you can:
"Your conduct is not appropriate and violates policy regarding workplace bullying. It's not right and needs to stop."
4. Report to Upper Management
5. Report to Senior HR



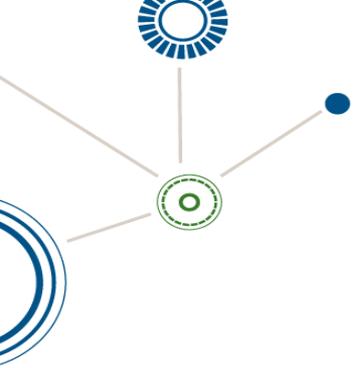
Tools That Motivate Respectful Communications And Behaviors

- Understand and explain malice
- Hold up a “mirror” to their reflection; use of *other* examples
- Their personal “self-interest” in (a) getting good performance from others, (b) having available resources, (c) avoiding embarrassment or discipline (least effective)



Status-Blind Harassment: Prevention Obligations “Borrowed” From EEO Law

- 1. Supervisor → Employee
- 2. Employee → Employee
- 3. Customer-Vendor → Employee
- 4. Professional services → Client



Using the “Fairness” Standards

1. Will help you create/maintain a culture of excellence
2. Will create a structure that helps you avoid perceptions of malice
3. Will deter the “frustrated manager/emotionally distressed employee” dynamic
4. Demonstrates care for employee’s success

