

Supervisory Training - Workplace Issues

REFERENCE & QUICK TIPS

The following information is intended to be a reference guide for supervisors related to information discussed during supervisor trainings when dealing with workplace issues. This is not an exhaustive list of all resources, laws, policies and procedures.

EMPLOYEE TYPES:

EMPLOYEE TYPES	EMPLOYEE POLICY	LINK
Faculty	Faculty Manual	https://facsen.wsu.edu/faculty_manual/index.html
Administrative Professional	AP Handbook	http://hrs.wsu.edu/ap-handbook/
Civil Service	WAC - 357	http://apps.leg.wa.gov/WAC/default.aspx?cite=357
Bargaining Unit Covered	Bargaining Agreement	http://hrs.wsu.edu/employees/labor-relations/collective-bargaining/
Temporary Hourly	BPPM 60.26	https://public.wsu.edu/~forms/HTML/BPPM/60_Personnel/60.26_Temporary_Employment_Program.htm

WSU POLICIES AND PROCEDURES

POLICY	LINK
Business Policies and Procedures Manuals (BPPM)	https://public.wsu.edu/~forms/HTML/BPPM/60_Personnel/60.00_Contents.htm
Safety Policies and Procedure Manuals (SPPM)	https://old-www.wsu.edu/manuals_forms/HTML/SPPM/1_Introduction-Organization/1.01_SPPM_TOC--By_Chapter.htm
Executive Policies Manual (EPM)	http://public.wsu.edu/~forms/HTML/EPM/EP00_Introduction_and_Table_of_Contents.htm

RESOURCES:

Human Resource Services	Office for Equal Opportunity	University Ombudsman	Employee Assistance Program
French Ad 139 509-335-4521 hrs.wsu.edu	French Ad 225 509-335-8288 oeo.wsu.edu	Wilson-Short Hall Rm 2 509-335-1195 ombudsman@wsu.edu	1-887-313-4455 eap.wsu.edu

WORKPLACE VIOLENCE POLICY (BPPM 50.30):

While on University property or while conducting University business all employees are prohibited from subjecting any individual to any violence or threat of violence, including workplace bullying.

HRS is responsible for investigating the incident and recommending appropriate action; and if applicable coordinate with WSU-Police. HRS reports information to the Appointing Authority.

Policy: http://public.wsu.edu/~forms/HTML/BPPM/50_Safety_and_Security/50.30_Workplace_Violence.htm

Workplace Violence Definition:

Any physical assault, threatening, or intimidating behavior, or abusive conduct occurring in the work setting.

Reporting Incidents:

- Review WPV Checklist located on: HRS website - [Safe Environment](#)
- All employees are expected to report incidents of violence or potential violence.

Urgent / Direct Threat: Where is actual violent behavior towards a person or property, where a person is being threatened, or where it appears violent behavior is likely to take place, such as a verbal altercation.

- Isolate or evacuate yourself & others
- Call 911
- Alert HRS
- Alert Chair/Director and Dean

Emerging or Potential Threat: A situation has the potential for becoming violent over time.

- Call WSU Police 509-335-8548 OR 911
- Alert HRS
- Alert Chair/Director and Dean

WORKPLACE BULLYING POLICY (BPPM 50.31):

HRS will assist and provide guidance to Employees, Managers and Appointing Authority. HRS is responsible for leading an investigation of the incident and recommending appropriate action to area Appointing Authority.

Policy: http://public.wsu.edu/~forms/HTML/BPPM/50_Safety_and_Security/50.31_Workplace_Bullying.htm

Bullying Definition:

Workplace bullying refers to repeated, unreasonable actions of individuals (or a group) directed towards an employee (or a group of employees), which intimidate, degrade, humiliate, or undermine; or which create a risk to the health or safety of the employee(s).

Workplace bullying often involves an abuse or misuse of power. Bullying behavior creates feelings of defenselessness and injustice in the target and undermines an individual's right to dignity at work.

Reporting Incidents:

The goal of reporting bullying complaints to a supervisor is to resolve the issue at the lowest level and as quickly as possible.

- Employees are encouraged to contact their supervisor
- Contact HRS

Informal Complaint Option(s):

- Meet with a supervisor and seek advice on addressing concern.
- Request a supervisor intervene on your behalf.
- Request an informal meeting with the alleged offender and your supervisor or the alleged offender's supervisor to discuss the concerns.

Formal Complaint Option:

- Contact HRS

Signs to watch for and take action:

(these are just some examples of behavior which might be perceived as bullying behavior*)

- Excessive criticism (appears different standards)
- Belittling a person's opinion
- Keeping a file of mistakes or falsely accusing
- Yelling, insulting, humiliating or using profanity
- Socially singling out
- Spreading destructive gossip and lies
- Failing to stop the spread of rumors
- Work sabotage (not performing tasks crucial to another's success)
- Habit of taking the credit for work of others
- Blocking ability for training, vacation, or promotion

**Ask yourself, would people consider the action acceptable?*

Bullying and Harassing Behavior - Is Not:

- Expressing differences of opinion;
- Offering constructive feedback, guidance, or advice about work-related behavior;
- Reasonable action taken by a supervisor relating to the management of an office;
- Directing an employee to perform job duties;
- Reminding an employee of their work shift;
- Reasonable action taken to manage an employee's performance, initiating corrective and/or disciplinary action.

What can you as the supervisor do	What can your staff do
<ul style="list-style-type: none"> • Encourage staff to report incidents to you. • Be a resource to your employees. • Actively participate in an informal resolution process. Resolve the issues at the lowest level and with the least amount of disruption to work place. • Contact HRS for guidance • Encourage staff to report incidents to you. 	<ul style="list-style-type: none"> • Tell the individual the behavior is not acceptable. • Provide timely, specific information to supervisor • Actively participate in an informal resolution process. Resolve the issues at the lowest level. • Contact HRS for guidance.

DOMESTIC VIOLENCE:

WSU seeks to enhance workplace safety by educating employees about domestic violence and its possible risks. HRS is responsible for looking into reported concerns and recommending appropriate action to area Appointing Authority. A victim's workplace is a particular target because the abuser know she/he can find her/his victim. A victim's job is a particular target for the abuser because it is both a perceived and real loss of control.

Guidelines: <http://hrs.wsu.edu/domestic-violence-guidelines/>

Domestic Violence Definition:

Abusive behavior that is either physical, sexual, and/or psychological, intended to establish and maintain control over a partner or family or household member. (RCW 26.50)

Reporting Incidents:

- Review DV Checklist located on HRS website - [Safe Environment](#)
- Alert your supervisor
- Alert HRS
- Call 911 if Urgent / Direct Threat

When a Co-Worker / Employee may be a Victim:

- Encourage them to contact a community or anti-violence agency for information, guidance & support
- Encourage to talk with Employee Assistant Program (EAP)
- Refer employees to HRS regarding workplace related concerns or related leave provisions

Common Performance/Attendance concerns	Addressing Performance/Attendance concerns
<ul style="list-style-type: none"> • Fluctuation in the quality of work • Absenteeism or tardiness • Needs to leave right on time • Partner visits work a lot • Repeated, upsetting phone calls • Chronic fatigue - can't focus on duties 	<ul style="list-style-type: none"> • Treat them as any other employee • Work duties / responsibilities • Position expectations • Address the business needs • Work with HRS on workplace safety concerns • Refer them to EAP and/or HRS

Do's

- Listen, support, and Refer them to resources
- Listen without judging
- Remain neutral and supportive
- Contact HRS to discuss ways to help support

Dont's

- Get overly involved
- Pressure them to disclose what is happening
- Give specific advice
- Discuss with other employee who don't "need to know"

DISCRIMINATION, SEXUAL HARASSMENT, & SEXUAL MISCONDUCT (EP 15):

WSU's Executive Policy #15 prohibits discrimination, sexual harassment, and sexual misconduct. The policy applies to all students, faculty, staff, and others having an association with the University, including but not limited to such personnel at all campuses and WSU employment sites. This policy also applies whether conduct occurs on campus or off campus, if the continuing effects of the conduct have the potential to unreasonably interfere with or limit an individual's work, academic performance, living environment, personal security, or participation in any WSU activity.

Policy : <https://oeo.wsu.edu/executive-policy15/>

Reporting Requirements:

- WSU employees cannot guarantee confidentiality to students or other employees, unless they have a legally privileged relationship.
- All WSU employees, including student employees, who have information regarding incidents of sexual harassment or sexual misconduct must report to OEO, the WSU Title IX Coordinator, or a Title IX Co-Coordinator.
- WSU employees with supervisory authority who have information regarding incidents of other forms of discrimination, must report those to OEO.
- Under state law (RCW 26.44.030(1)(f)) all administrative, academic, and athletic dept employees, including student employees, are required to report suspected child abuse or neglect to law enforcement or WA State Department of Social and Health Services.
- All higher education employees are required to report suspected child abuse or neglect to their supervisor within 48 hours and should report to law enforcement. (RCW 26B.10.846).

Confidential Resources For Students

- WSU Counseling and Testing Service - (509) 335-4511
- WSU Health and Wellness Services - (509) 335-3575
- Alternatives to Violence of the Palouse (ATVP) - (509) 332-4357 or 1-877-334-2887

Confidential Resources For Employees

- Employee Assistance Program (EAP) 877-313-4455
- Alternatives to Violence of the Palouse (ATVP) - (509) 332-4357 or 1-877-334-2887

Confidential Resources For WSU Everett, Spokane, TriCities, or Vancouver

- Visit www.oeo.wsu.edu/resources

ALCOHOL AND DRUG POLICY (EP 20):

In compliance with the Drug-Free School and Communities Act Amendments of 1989 and the Drug-Free Workplace Act of 1988 WSU prohibits the unlawful possession, use, or distribution of illicit drugs or alcohol on University-controlled property. WSU strictly enforces State of Washington laws.

Policy http://public.wsu.edu/~forms/HTML/EPM/EP20_Alcohol_and_Drug_Policy.htm

Suspected Abuse at Work;

- Contact HRS
 - Why do you suspect abuse
 - What behavior is the individual displaying
 - How is the behavior disrupting work

APPROPRIATE USE OF INFORMATION TECHNOLOGY RESOURCES (EP 4):

Users of WSU's IT resources are responsible for using those resources in accordance with federal, state, and local law, and with WSU policy. Use of WSU IT resources is a privilege that depends upon appropriate use of those resources. Uses by faculty, administrators, and staff directly related to instruction, research, and scholarly, professional, and administrative endeavors on behalf of WSU that are within the scope of WSU employment are considered appropriate. Students, while working in a WSU employment capacity, will be governed by policies for employees.

Use of IT resources by WSU employees is governed by Washington State's Ethics in Public Service Law (Ethics Law), RCW 42.52 and WAC 292-110-010, and by WSU BPPM 20.37. Students, while working in an employment capacity for WSU, are also governed by the Ethics Law. WSU employees must comply with the Ethics Law and with any rules adopted by the Executive Ethics Board.

Policy: http://public.wsu.edu/~forms/HTML/EPM/EP4_Electronic_Communication_Policy.htm

Suspected Misuse of Computer

- Suspected abuse should be reported to the appropriate dean, director, or designee.
- HRS assists in assessing suspected abuse;
- HRS contacts Internal Audit