

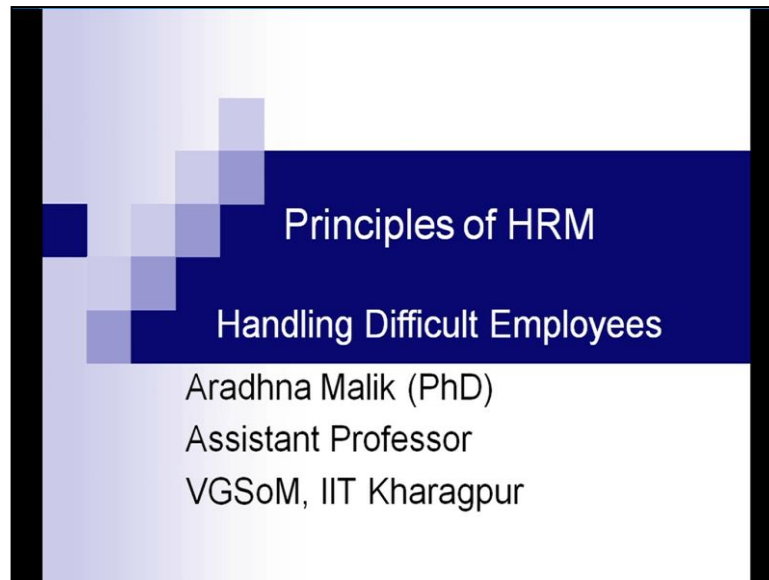
Principles of Human Resource Management
Prof Aradhna Malik
Vinod Gupta School of Management
Indian Institute of Technology - Kharagpur

Module No. #08

Lecture No. #31

Dealing with Difficult Employees

Welcome back, to the class on, human resources management. My name is Aradhna Malik. And, i have been helping you, with this course. And, today, we will talk about a topic, that is very important to me, personally. And, that is, handling difficult employees. In the previous class, we talked about, grievance procedures. How you can deal with grievances, disciplining in the workplace. And, in this class, we will talk about, how do you handle difficult employees, who, in the work situation.



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So, let us get on with it.

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Sources

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Gomez-Mejia, L. R., Balkin, D. B. & Cardy, R. L. (2012). *Managing human resources (7th Ed.)*. New Delhi: PHI Ltd.

HR Specialist (2012, September). Avoid the perception of bullying, 6.

Security Director's Report (2010, October). The next step in curbing workplace bullying. 2-4.

Teller vision (2015, May). Dealing with workplace bullying. 4-5.

Some sources. We have the same book, by Gomez-Mejia, Balkin, and Cardy. And, there are a few more papers, that have informed me, or that i have used to discuss, workplace bullying, which is a very, very, important topic, in today's day and age. And, that is something, that is very important to me, personally also.

Handling difficult employees

(Gomez-Mejia, Balkin & Cardy, 2012)

■ Issues:

- Positive drug use tests
- Indiscipline detected during electronic monitoring
- Office romance
- Absence/ poor attendance
- Poor performance
- Insubordination
- Workplace bullying
- Alcohol related misconduct

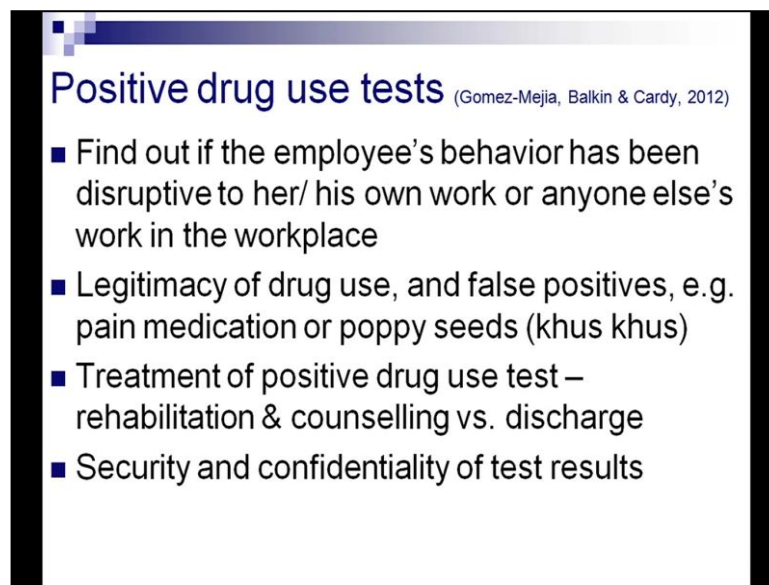
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Various issues, that we face. You know, when we talk about difficult employees, we are talking about employees, in different kinds of situations. So, some of the issues, that we will be covering in this lecture are, one is employees, that have been found to have, been using drugs. Indiscipline, that is detected during, electronic monitoring of any kind. Either through, closed-circuit cameras, and televisions, or electronic mail.

If somebody is going through your mail, and finds something, undesirable. Office romance, is another one. Very sensitive issue. We will talk about it, a little bit, in this lecture. Absence or poor attendance, is another one. Poor performance. You know, people not performing, up to the mark. Insubordination. When your subordinates, do not listen to your, when they misbehave, with their superiors.

Workplace bullying. Very, very, important topic. I will talk about it in greater detail, than the rest of the topics. And, alcohol-related misconduct. What you do, when employees are found to have been, using drugs. How do you deal with that situation? Somebody tells you, you know, the matter is brought to you, in your capacity, as a human resource manager. And, so, what should you do, if you are, if you come to know of, this kind of a misconduct.

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Positive drug use tests (Gomez-Mejia, Balkin & Cardy, 2012)

- Find out if the employee's behavior has been disruptive to her/ his own work or anyone else's work in the workplace
- Legitimacy of drug use, and false positives, e.g. pain medication or poppy seeds (khus khus)
- Treatment of positive drug use test – rehabilitation & counselling vs. discharge
- Security and confidentiality of test results

The first thing, you should do is, find out, if the employee's behavior has been disruptive, to her or his own work, or to anyone else's work, in the workplace. So, you must find out, why the employee has been using drugs, and how far, how long. And, whether the drug use is, at the place of work, or, whether the person comes, you know, drugged to work.

Whether it is, whether this drug use, is affecting the employee's own productivity. Or, whether it is leading to behaviors by the employee, that disrupt the productivity, the output of

other employees, in the workplace. Again, I am a big fan of, the age-old adage of, your personal space. So, my nose ends, where yours begins. And, so everybody has personal boundaries. And, I am not condoning, the use of drugs. I am not saying, it is okay, to use drugs.

But, in our capacity, as human resources managers, our boundaries, or the extent of our jurisdiction, is till the, only till the employee's work, till the employee's contribution, to the workplace. So, within the workplace of the employee's behavior disrupts, another person's work, then we have a right to intervene.

But, it may not be considered appropriate for us to counsel somebody, if the person's productivity is, okay. So again, you know, it depends on the law of the land. But, as far as possible, whatever we say to the employee, should be related, to the employee's output, at the place of work. Then, legitimacy of drug use, and false positives.

For example, an employee is found to be behaving inappropriately, or the employee's output is not up to the mark. And, the employee, subjected to a drug test. And, on that day, the employee has consumed, poppy seeds, which is more commonly known as, Gus-Gus in Hindi. So, in the west, you can find poppy seeds, on bagels. In Hindi, it is also, it is known as, Posto in Bengali.

So, Gus-Gus is something, that is very commonly used, in many Indian dishes. And, if a person has consumed, a significant amount of Gus-Gus, then the person could be, could test positive, for opium use. And, that is not right. You know, and, if it is not affecting the person's output, then it may not be right to intervene. So, the legitimacy of drug use, needs to be determined, before taking any kind of disciplinary action.

Treatment of positive drug use tests. If somebody has been found, to be using drugs. Coming to work, in a drugged condition. Or, is found to be disturbing, others. Or, is not productive, at work. So, let us assume that, all of that has been established. Then, what do you do. Should you intervene. Should you discharge the employee. Should you treat the employee. Now, in the previous lecture, we spoke about, progressive disciplining techniques.

And, i am very much in favor of using the, progressive disciplining techniques, or positive disciplining techniques, for the simple reason that, we are all humans. In our capacity, as human resources manager, we should, or human resources professionals, we should always strive to support the people, that we are working with. So, we should not, our job is not to point fingers at people, and say, you are bad, you have done this, you have not done this, we are going to throw you out. No.

We have recruited employee. Significant amount of time and effort, has gone into the recruitment of employees, and to training employees, into helping them, become a part of the organization that, we serve. So, in order to keep these employees motivated, and in order to, you know, to get the maximum output, from these employees, instead of firing them, and waiting for another person to join, and wondering, what the other person is going to do.

It would help much more, if we supported the employees, and help them get out of a bad habit, if they have a bad habit, that is disrupting their work. We could start with counselling. We could start, by finding out, what it is, that has caused, this kind of misconduct. And then, move on to, helping them, with the treatment. Giving them support. And, giving them a reasonable period of time, in which, to correct their actions.

And, if even then, they do not improve, then maybe, we have to take the more difficult route, and discharge the employees. So, then again, this is something, that i am going to stress on, a lot during this lecture. And, that is, maintenance of confidentiality. If we find out, that somebody is using drugs, abusing drugs.

Then, we should take every possible measure to ensure, that the details of this misuse, are not communicated, to the rest of the office community, to the person's peers. So, confidentiality of test results, confidentiality of the issue, must be maintained, at all costs.

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Indiscipline detected during electronic monitoring (Gomez-Mejia, Balkin & Cardy, 2012)

- Necessity of electronic monitoring
- Communication of electronic monitoring to employees
- Casual browsing of harmless websites and occasional personal emails vs. disruption of work due to habitual electronic loafing
- Confidentiality of information regarding detection of indiscipline

Electronic monitoring. Various types of electronic monitoring, may be there. One is, installing closed-circuit cameras, in your organization. If your organization is selling something, then it is absolutely okay, to install closed-circuit cameras, to prevent shoplifting, to prevent thieves. But, do you really need to have a closed-circuit camera, say, in front of a dining hall.

Should you really have, closed-circuit cameras in front of, say, the area, for bathrooms. Do we really need to have, closed-circuit cameras there? Why. So, you know, the necessity of installing closed-circuit cameras, should be ascertain before, installing closed-circuit cameras. It is very essential to maintain the dignity, or to ensure the dignity of the employees, and the customers in your organization.

And, being under constant surveillance, is not something, very comfortable. And, you must also justify, the need for scanning the emails of your employees, if it is being done. And, if it is being done, then this should be communicated, to all employees, in writing. And, it should be communicated in such a way, that everybody knows, that this is being done. This information should be available, on a public portal, at all times. Okay.

So, people should know, that they are being watched. And, that will immediately prevent the indulgences in, and warranted behavior, or unreasonable behavior, anyway. And this, so this

communication should, go out. People should know, that they are being watched. Now, it becomes tricky. You know, these situations can become very tricky. Is it, so bad for an employee, to take a break, after the employee has done, whatever is expected?

After the employee, has put in a certain number of hours, is it so important, to prevent the employee from, casually browsing, some websites. May be, either during lunchtime, or even, during work hours, for maybe, 10, 15 minutes in a day. Maybe, maybe not. I do not know. The organization can determine, what impact, this will have, on their productivity, as opposed to electronic media loafing.

Habitual electronic loafing. Which means, a person is constantly in the habit of playing video games, in the habit of surfing the net, without being productive at work, for which she or he is being paid. So, preventing the employees, from sending personal email, from the office computer. If you have, very critical confidential information, of course, that may be necessary.

But, otherwise, is it such a big deal. I do not know. The organization has to determine, whether this is reasonable, or not. So, all those, you know, these things need to be considered, before figuring out, whether to discipline the employees. The other thing is, again, i will stress on this. Confidentiality, confidentiality, confidentiality, has to be maintained, if something like this, is detected.

So, that the employee is not ostracized. So, that the employee is not treated unfairly, by his or her peers. So, anytime, any kind of indiscipline is detected, the employee should be called by the supervisor. Given feedback, in private. And, allowed or given a chance, to correct his or her behavior, within a reasonable period of time.

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Handling office romance

(Gomez-Mejia, Balkin & Cardy, 2012)

- Clarity of policies regarding office romance – allowed or not allowed, and allowed under which conditions (among peers, supervisor-subordinate, etc.)
- Impact of office romance on official work and output of employees involved
- Confidentiality regarding discovery of office romance

Handling office romance, is another one. Office romance is a very sensitive issue. In this day and age, when people are running, when people are, you know, with this fast-paced life, youngsters do not have the time, to mingle, with people of the same age. So, where do they find partners. Office is the one place, where they go, they meet people, who, like-minded people, you know. So, it is very likely that, office romance, may blossom in such situations.

But, the organization has to decide, what the impact of this kind of situation, will be on the organization's activities and the climate. It is not considered, appropriate, for any kind of romantic association occurring, between a superior and a subordinate, because of the potential, to misuse this. You know, it can be misconstrued, as the superior having power over the subordinate's career, over the subordinate's professional life.

And, the association can be perceived as unethical, in many ways. And, that can be a hotbed, for further problem. Whether, office romance between peers, who are not really doing anything, that is interdependent, is so bad. I do not know. The office has to determine, how, and how much this impacts the office, the productivity of the people involved. And, that should be a basis for, deciding the policy.

And, when the policy is decided, the policy should be written down, in clear-cut terms. The do's and don'ts, should be written down, should be explained. And, should be communicated

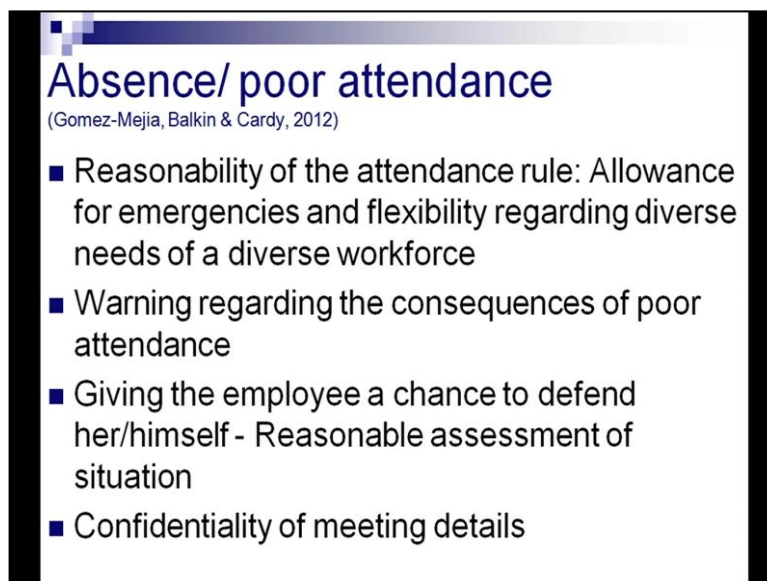
to the employees, in writing, with the details, of the possible consequences, if something like this, is detected.

So, all of this should be written down. And, a reasonable action should be taken, reasonable decisions should be taken, regarding these types of situations. And whenever, if and when, this is discovered, confidentiality should be maintained. Absolutely essential to maintain confidentiality, regarding personal matters of two people, who are involved.

What is good. What is right. What is ethical. What is unethical. I will not comment on that. What the society expects, what the society accepts, is up to the society. So, i am not here to preach. I am not here to tell you, what is right to what is wrong. I am just telling you, that this situation, if the situation affects, the output of the people, involved. Yes, this is a cause for concern.

And, it is okay, for the HR person, to intervene. It is okay for a supervisor, to intervene. And say, and counsel the people, who are involved. And, remind them, of their responsibilities, to the office. If it is not affecting the work, that is going on in the office, if it is not affecting the output, of the employees, in the office, i do not know, what purpose, it would serve, to intervene in the personal lives, of the people, involved. But, the organization has to take a decision, on that.

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Absence/ poor attendance
(Gomez-Mejia, Balkin & Cardy, 2012)

- Reasonability of the attendance rule: Allowance for emergencies and flexibility regarding diverse needs of a diverse workforce
- Warning regarding the consequences of poor attendance
- Giving the employee a chance to defend her/himself - Reasonable assessment of situation
- Confidentiality of meeting details

The other issue, that we will discuss is, absence or poor attending. Some people are constantly in the habit of, missing work. Some people are constantly in the habit of, coming to work late. Some people are constantly in the habit of, taking off, without taking authorized leave. So, one needs to find out, you know, if something like this is detected, if on a particular day, several employees do not show up, one needs to go through the person's records, and see, how reasonable it would be to council, these employees.

The attendance role, should be reasonable. It should take into account, exigencies. It should take into account, any personal emergencies, the person may have. It should also take into account, the needs of a diverse workforce. I think, i am more in favor of, particularistic application of rules and policies and laws. Because, i come from such a diverse country, like India.

And, i think, one should make some adjustment, to the diverse needs of people, coming from different communities, coming from different regions. And, once in a while, some flexibility can be given to the employees. If, that is done, the commitment of the employees, is likely to go up. The organization has to take a decision, regarding these policies. For example, a person is told that, you know, the person misses work on some day.

Because, their child is sick. Or, they have taken their parents to the hospital. And or, they have a PTA meeting, parent teacher association meeting. I do not think, you know, why this should be, such a big deal. You know, unless of course, there are deadlines, that are being missed. Unless of course, they have not planned, ahead of time. Unless of course, there is nobody else, who can do their work.

But, in terms of emergency, somebody is sick in their family, and they have to attend to them. If it does not become a habit, then some amount of flexibility, should not hurt the organizations. So, you know, it is a very tricky situation. But, the organization has to determine, how reasonable their rule is. And, employees should be warned ahead of time, about this rule.

The rule should be, easy to understand. Employee should be warned, ahead of time. And, they should know, what will happen to them, if their attendance is not up to the mark, if the

attendance is poor. Giving the employee a chance, to defend herself or himself, is absolutely necessary, in case of any kind of indiscipline, in case of any kind of misconduct.

And, the situation should be assessed, in a reasonable manner. And again, if something like this is detected, and somebody is counselled, then confidentiality of this should be maintained, at all costs.

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Poor performance (Gomez-Mejia, Balkin & Cardy, 2012)

- Reasonability of performance standards
- Provision of reasonable accommodation for exigencies
- Communication of the organization's performance standards to all employees
- Documentation of poor performance followed by counselling and remedial measures before punishment
- Confidentiality regarding need for corrective action and punishment

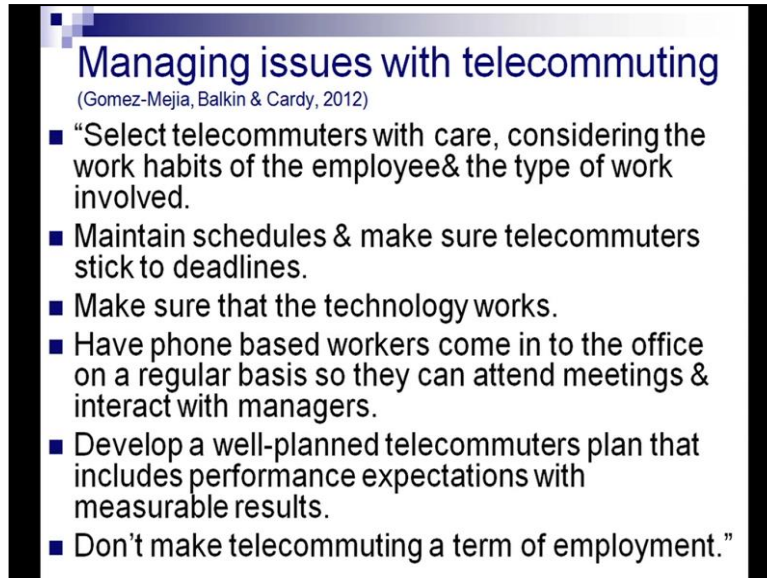
Poor performance, is another one. If an employee, you know, before even deciding, how to discipline employees with poor performance, reasonable standards should be set for, performance of the employees. Employee should know, what is expected of them. Reasonable accommodation should be made for employees, who are likely to perform, differently than others. And, there should be reasonable accommodation, for exigencies.

So, all of these things should be built, into the performance policies. And, the performance standards of the organization, should be communicated to all employees, as far ahead of time, in as clear manner, as possible. The documentation of poor performance, followed by counselling and remedial measures, should be done, before the punishment is given. Again, i am emphasizing on this point, that we need to help the employees, succeed.

Our job, as HR professionals, is not to put down, anyone. It is not to punish, anyone. It is to help, all the employees, succeed, to the best of their ability. Then, if something like this is

discovered, one needs to maintain confidentiality, regarding the need for, corrective action and punishment. So, that is absolutely essential. I cannot stress on this, enough. We need to be keep maintain, confidentiality, as far as possible.

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Managing issues with telecommuting
(Gomez-Mejia, Balkin & Cardy, 2012)

- “Select telecommuters with care, considering the work habits of the employee& the type of work involved.
- Maintain schedules & make sure telecommuters stick to deadlines.
- Make sure that the technology works.
- Have phone based workers come in to the office on a regular basis so they can attend meetings & interact with managers.
- Develop a well-planned telecommuters plan that includes performance expectations with measurable results.
- Don't make telecommuting a term of employment.”

Okay. Telecommuting, is another issue, here. The telecommuting is not such a problem, if it is not abused. Telecommuting refers to, people working from home, people working from locations, other than their office. But, this can cause, some problems, in the workplace. And, which means, people may take the telecommuting option, you know, people may abuse this telecommuting option, and say, they are working from a location, but, they may not be working, as much of they are saying, they are working.

So, that can create a problem. That can create a reason, for the organization, to doubt their credibility and commitment to the work, that they have undertaken. Now, to prevent this, one should select the telecommuters with care, considering the work habits of the employee, and the type of work, that is involved.

If the type of work, that is involved, gives them, or is going to the quality of this work, is not going to be affected by the fact, that people are commuting, are doing their work, sitting in another location. It is fine. But, as far as possible, you know, this should be considered, before framing a policy for telecommuting. Then, make sure, the telecommuters stick to their deadlines. They should be given, reasonable deadlines.

And, if they do not follow those deadlines, if they do not adhere to those deadlines, some corrective actions, some concern, should be expressed. They should be warned. So, that they know that, what is expected of them, and by, when. And, they know, that this option can be taken away, if they do not do, what they are saying, they do. If, this option is given to people, to employees, then it is the responsibility of the supervisors, it is the responsibility of the office administration, to ensure, that the technology works, at the end of the telecommuters.

So, people should have access to, stable network connections, or phone connections, in order for them, to use this connection, sorry, to use this option. So, if somebody has a bad network connection, if somebody has a bad phone connection, then it will not be possible for them, to be productive, while telecommuting.

So, it is absolutely essential, that the telecommuters are, have a stable connection, stable technology, dependable technology, that they can use to telecommute. Have phone-based workers, come into the office, on a regular basis. So, they can attend meetings, and interact with the managers. If workers are doing things on the phone, then there should be some point of contact, some contact hours, at which, they report.

Develop a well-planned telecommuters plan, that includes performance expectations, with measurable results. So, they should be given, a plan. They should be given, deadlines. They should be told, what is required by, when. And, their work should be, manage their work should be, monitored, very, very, closely. And, this should not become a term of employment, to avoid problems at a later stage. Insubordination, is another one.

Insubordination (Gomez-Mejia, Balkin & Cardy, 2012)

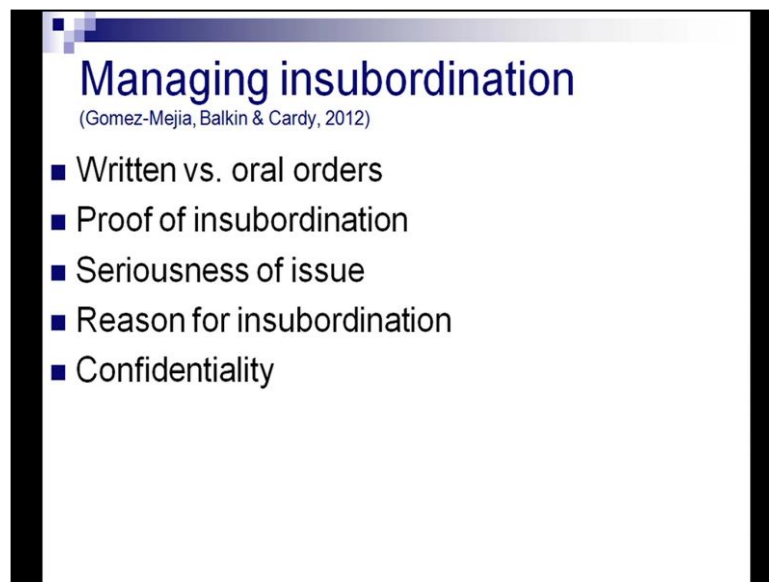
- “Insubordination [is] an employee’s refusal to obey a direct order from a supervisor, [and] is a direct challenge [to] the management’s right to run the company”
- “... also occurs when an employee is verbally abusive to a supervisor”
- Permissible only when:
 - Orders relate to an illegal activity
 - Orders put the employee in some kind of dangerOnus lies on the employee to prove the reason for insubordination

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Insubordination means, that the employee, refuses to obey a direct order, from a supervisor. And, is a direct challenge to the management's right, to run the company. Boss says, you do something. You will say, i will not do it. That is called insubordination. It may occur, when an employee is, verbally abusive, to the supervisor.

So, the employee uses, unreasonable words, uses bad words, against the supervisor. Now, insubordination is acceptable, only and only if the, or you may not be penalized for insubordination, if the orders that are given to you, are illegal, or relate to an illegal activity, or result in, you having to perform, an illegal activity.

It may not, also be applicable, or, your refusal to do the work, that has been assigned to you. May not be counted as insubordination, if the employee feels that, he or she, is in some kind of danger, because of that order. So, of course, barring the defense services in which, the danger to your life, is a part of your job description. So, the onus lies on the employee, to prove the reason for, insubordination.

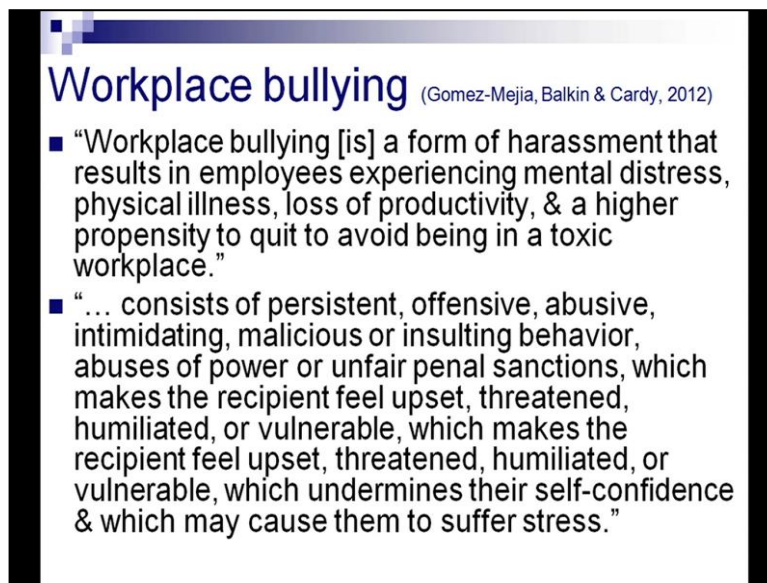


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Managing insubordination. How do you manage, insubordination, in order to prevent problems, for relating to insubordination? It is always helpful to have written orders, instead of oral orders. So, you know, wherever you feel, that a controversy can come up, please issue

written orders. So, the employee can communicate, their dissent in writing. And, if the employee feel strongly about it, maybe, you know, it would be okay. Proof of insubordination, would be required, or should be required.

Seriousness of the issue, should be considered, when deciding, whether to punish an employee for insubordination, or not. The reason for insubordination, should also be taken into account. Whenever, you suspect insubordination, it will help, if you can find out, why the employee did not do, what was expected. And, please maintain confidentiality of the issue, if it is detected. And, the reprimands that are given to the employees, if insubordination is detected.



Workplace bullying (Gomez-Mejia, Balkin & Cardy, 2012)

- “Workplace bullying [is] a form of harassment that results in employees experiencing mental distress, physical illness, loss of productivity, & a higher propensity to quit to avoid being in a toxic workplace.”
- “... consists of persistent, offensive, abusive, intimidating, malicious or insulting behavior, abuses of power or unfair penal sanctions, which makes the recipient feel upset, threatened, humiliated, or vulnerable, which makes the recipient feel upset, threatened, humiliated, or vulnerable, which undermines their self-confidence & which may cause them to suffer stress.”

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Okay. Workplace bullying. Topic, very, very, close to my heart. And, i will spend, little bit of time, on this. Workplace bullying is a form of harassment, that results in, employees experiencing mental distress, physical illness, loss of productivity, and a higher propensity to quit, to avoid being in a toxic environment.

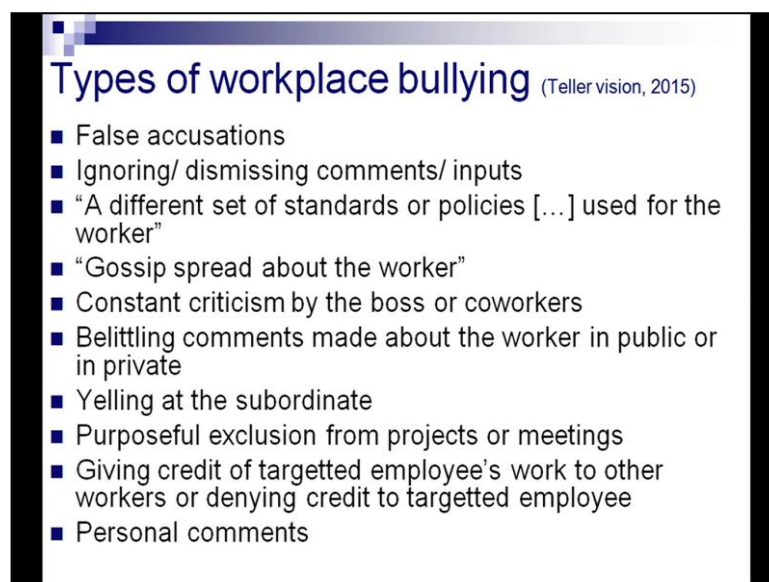
If employees feel, that they are under stress, and that is called workplace. Because of the behavior of, either their boss, or their peers, then it is called workplace bullying. It consists of persistent, ongoing offensive, abusive, intimidating, malicious or insulting behavior, abuses of power or unfair penal sanctions, which makes the recipient feel upset, threatened, humiliated, or vulnerable, which undermines their self-confidence, and which may cause them to suffer, stress.

So, any situation in which, the employee feels threatened, by the behavior, of his or her superiors or peers, and pulls their self-confidence down, and causes them stress, is called workplace bullying. Somebody, constantly tells you, you are bad. You are, good for nothing. Nobody, trusts you. Nobody will be, nice to you. You think, you are doing things, right. But, everybody says something, otherwise, this is your reputation.

How dare you think, otherwise. Why should people come to you, for help? Why should they approach you, for help? You are known as a tyrant. You are known as a, you know, so they will, i mean, people, there are some people, who put the blame for the bad things, they do on, others. And, they constantly point fingers at their subordinates, to keep them in their place.

And, that is a form of workplace bullying. And, should not be tolerated. But, employees tolerated, because, they do not want to say anything, about their bosses. And, that in turn, affects their health. And, that in turn, affects their productivity, as well. Types of bullying. False accusation.

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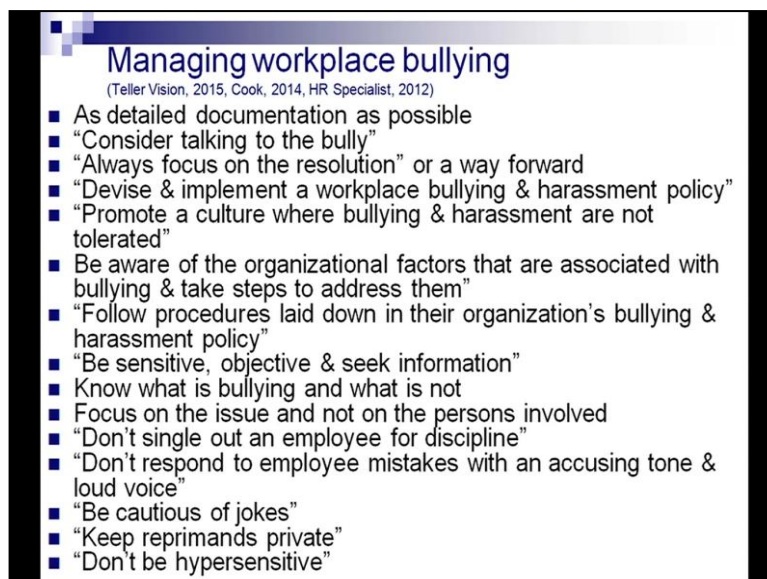
Somebody could say, you know, could say, that you made a mistake, when you have not made a mistake. Ignoring or dismissing comments or inputs. You give some inputs. And,

people do not want to take them, into account. Different set of standards or policies, used for the worker, as opposed to some other people, who are in the, in group of the boss.

So, somebody is treated, one way. The person, who is being bullied, is treated another way. Gossip is spread about the worker. You go, and you know, if somebody says, really bad things, about the concerned person, in public. Constant criticism, by boss and co-workers. You are good for nothing. You do not deserve, anything. You should not be given, this. Belittling comments, made about the worker, in public or in private.

You are told to your face, that you are not, you know, so, that you, good for nothing, or you are, i mean, so, of course saying that, your work is not up to the mark, is one thing. But, constantly telling you that, you are bad, you are bad, you are bad, you are bad, is workplace bullying. And, should not be tolerated.

Yelling at the subordinate. Raising your voice. A purposeful exclusion, from projects or meetings, is another one. So, you are not given the opportunity, you deserve. Giving credit of targeted employee's work, to other workers, or denying credit to targeted employee, is another one. So, you do the work, but somebody else, gets the credits for it. And, making personal comments, about the workers.



Managing workplace bullying

(Teller Vision, 2015, Cook, 2014, HR Specialist, 2012)

- As detailed documentation as possible
- "Consider talking to the bully"
- "Always focus on the resolution" or a way forward
- "Devise & implement a workplace bullying & harassment policy"
- "Promote a culture where bullying & harassment are not tolerated"
- Be aware of the organizational factors that are associated with bullying & take steps to address them"
- "Follow procedures laid down in their organization's bullying & harassment policy"
- "Be sensitive, objective & seek information"
- Know what is bullying and what is not
- Focus on the issue and not on the persons involved
- "Don't single out an employee for discipline"
- "Don't respond to employee mistakes with an accusing tone & loud voice"
- "Be cautious of jokes"
- "Keep reprimands private"
- "Don't be hypersensitive"

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How do you manage, workplace bullying? Keep detailed documentation, as far as possible. Talk to the bullion. Find out, what is going on. Focus on the resolution, or the way forward, instead of putting the blame on the employee, always. Devise and implement, a workplace bullying and harassment policy. Communicate this policy. Promote a culture in which, bullying and harassment, are not tolerated at all.

Be aware, of the organizational factors, that are associated with bullying, and take steps, to address them. Follow procedures, laid down in the organization's bullying and harassment policy. Lay down a policy, and follow the procedures, that have been laid down. Be sensitive, objective, and seek information, to find out, where bullying is occurring, why bullying is occurring, who is being bullied, who is bullying, etcetera.

Know, what is bullying, and what is not. I told you, your boss telling you, that you are not performing up to the mark, is not bullying. But, you being, be a little constantly, is bullying. Focus on the issue, and not on the persons, involved. Just say, that this needs to be done. And, if it is not done, then address the issue. Do not single out an employee, for discipline.

If it is an issue, then everybody doing, whatever is not expected, should be treated, the exact same way. Do not respond to employ mistakes, with an accusing tone. And, do not point fingers, and say, this is bad, this is bad, you have done this, you have not. So, you know, constantly putting the employee in a spot is, going to make matters, worse.

Be cautious of jokes. Many times, we think, our sense of humor is so great, that it can help improve the situation. May or, may not be, so. And, a person who is already feeling low, who is already feeling victimized, may not feel very comfortable with, you know, with any kinds of jokes. Keep reprimands, private. Do not say, negative things to the employee. Do not be

Specific strategies to manage workplace bullying (Security Director's Report, 2010)

- In response to the relational aggressor (bully):
 - "Act quickly"
 - "Notifications & sanctions: Inform the relational aggressor that the behavior is not acceptable, first verbally, then in writing"
 - Change job responsibilities primarily to avoid contact between aggressor & victim
 - Supervision: Monitor closely after informing employees about monitoring
 - "Training: Include relational aggression as part of awareness education of bullying behavior, including the consequence of these behaviors upon victims & their colleagues"
 - Performance review

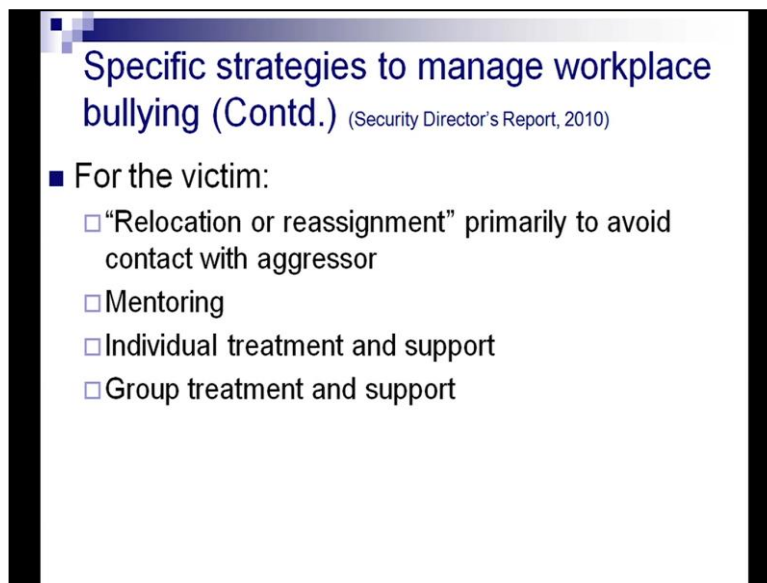
hypersensitive. Do not react, overreact to situations.

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So, specific strategies to manage workplace bullying, in response to the bully. What do you do. You act quickly. Inform the relational aggressor, that the behavior is not acceptable, first verbally, and then, in writing. Change the job responsibilities, primarily to avoid contact, between the victim, and the aggressor. Let the aggressor, you know, separate the two. Physically, separate the two, as far as possible

And then, monitor the behavior, of the concerned parties. Supervision is absolutely essential. So, you know, then training is, people should know, what relational aggression is, and what they can do, about it. Performance review, gives you another chance, to give the people's feedback, regarding this.

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Specific strategies to manage workplace bullying (Contd.) (Security Director's Report, 2010)

- For the victim:
 - "Relocation or reassignment" primarily to avoid contact with aggressor
 - Mentoring
 - Individual treatment and support
 - Group treatment and support

For the victim relocation or reassignment, primarily to avoid contact with the aggressor. So, physically separating the two. Mentoring, coaching people. Individual treatment and support. If one person has been victimized, and if a number of people have been victimized, when group treatment and support, can help.

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Specific strategies to manage workplace bullying (Contd.)

(Security Director's Report, 2010)

- For the organization:
 - *Hiring practices*: Review job candidates' applications carefully, including directly questioning potential applicants' references regarding any history of bullying & relationally aggressive behavior
 - *Firing practices*: Willingness and ability to fire aggressive employees
 - *Policies and procedures*: Development and implementation of anti-bullying policy that addresses identification of bullies and lays down procedures for dealing with them
 - *Reporting*: Create a formal, nonjudgmental reporting procedure for victims to identify relational aggressors without fear or retaliation
 - *Naming the problem*: Employees should be given an opportunity to discuss workplace bullying in all forms & to identify the mechanisms that perpetuate the behavior
 - *Education*: Provide employees information to illuminate and relational aggression within the workplace, including definitions & examples of bullying, its effects on bullies, victims, organizational culture, & strategies for addressing the problem



For the organization review, your hiring policies, firing practices. Do not be scared of firing, aggressive employees. Development and implementation of anti-bullying policy, that addresses identification of bullies, and lays down procedures, for dealing with them. Reporting.

Create a formal nonjudgmental reporting procedure for victims, to identify relational aggressors, without fear of retaliation. Employee should feel comfortable, coming to an HR person with their, or to somebody in the organization, with their concerns. And, people should know, what bullying is, and what it is not.

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Alcohol related misconduct

(Gomez-Mejia, Balkin & Cardy, 2012)

- Chronic alcoholism vs. inebriated employees in the workplace vs. use of alcohol at work
- Severity of misconduct – disruption of work – self & others
- Public nuisance issues
- Counselling and remedial action leading to discharge
- Confidentiality

The last type of misconduct, that i will deal with is, alcohol-related misconduct. You needs to find out the difference between, chronic alcoholism, versus, inebriated employees in the workplace, versus, use of alcohol at work. Severity of misconduct, is another one. How bad, is the misconduct? Is it related to, is it disrupting the work? It is similar to, what you would do in a drug use case.

You know, how much is the person's dependence on alcohol, disturbing the others in the workplace. And, you can take counselling and remedial action. And, only then, should you discharge the employee. Please help the employee, before you decide to discharge them. Alcoholism like drug use, is a disease.

And, the employee should be supported, to overcome it. And, please maintain confidentiality, of the records, as far as possible. That is where, i will stop, as far as, this lecture is concerned. And, i will talk to you a little bit more about, how to handle these situations, in the next class. So, thank you, for listening.