





**SAFE** *at*  
**HOPKINS**




# Prevent Disruptive Behaviors from Escalating at Work

You have a role to play



**JOHNS HOPKINS**  
UNIVERSITY & HEALTH SYSTEM



**JHU and JHHS have adopted policies on workplace safety that call for zero tolerance of violent behavior, threats, bullying, intimidation, and any behavior of concern that contributes to an abusive work environment. Johns Hopkins will not tolerate verbal abuse; offensive conduct/ behaviors which are intimidating, humiliating, or threatening; or hostile or violent acts on their campuses or in their programs. The policies apply to all faculty, staff, employees, and students at the respective institutions.**

*Johns Hopkins will not permit employment-based retaliation against anyone who, in good faith, brings a complaint of disruptive behavior or act of violence, or who speaks as a witness in the investigation of a complaint.*



## **Everyone has a role to foster a professional and safe work environment.**

All members of the Johns Hopkins community have a responsibility to behave professionally and foster a safe environment, whether you just started your time at Johns Hopkins, have moved up the ranks, or are in a leadership role. Professionalism can be defined as: each individual taking responsibility for his or her personal choices, decisions, and actions that consistently demonstrate respect, integrity, dignity, and ethical character to others.

## **The Johns Hopkins Continuum of Disruptive Behaviors is a tool for identifying and talking about behaviors that are no longer professional—disruptive behaviors.**

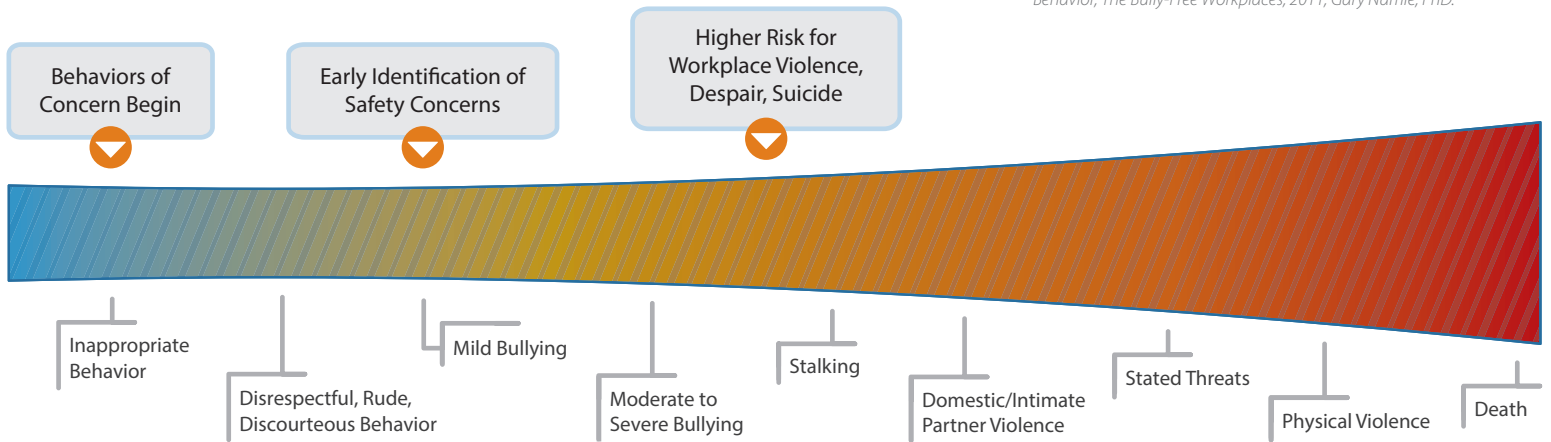
Through the use of the continuum, general awareness materials, training, and a website, Safe at Hopkins is a proactive approach to support individuals impacted by concerning behaviors in the workplace and to prevent these behaviors from escalating.

Safe at Hopkins' services include consultation, investigation, recommendations, and early intervention training for managers. The goal of these services is to raise awareness and standardize the ways in which we think and talk about disruptive behavior so that we can all respond consistently and proactively. Safe at Hopkins is committed to making recommendations that consider both supportive solutions and administrative action that are aligned with the severity of the concerns.

Johns Hopkins has an established risk assessment protocol to provide assistance in evaluating disruptive behavior and possible threats of violence. Representatives from human resources, security, JHU and JHHS legal, and the Faculty and Staff Assistance Program (FASAP) work closely together as the Risk Assessment Team to assess violent, threatening, or disruptive activity in the workplace and provide guidance to management.

## **If you sense something, say something.**

If you are aware of concerning behavior, please notify Safe at Hopkins or a member of the multi-disciplinary Risk Assessment Team. The point for taking action is well before the point at which violence occurs. If you sense something, say something.



## Johns Hopkins Continuum of Disruptive Behaviors at Work

**Inappropriate Behavior** is often seen as the way a person “broadcasts” him or herself. When inappropriate behavior is not managed, one may push the limits and become disruptive. Some specific actions include: making rude, loud, and off-colored remarks, telling degrading jokes, and swearing in public.

**Disrespectful Behavior** is more hostile than inappropriate behavior and is usually aimed directly at another person. Some specific actions include: criticizing or dismissing achievements, degrading others, and shouting.

**Bullying:** Johns Hopkins has defined workplace bullying as repeated mistreatment of a person that may result in harm to one’s health and that takes one or more of the following forms: verbal abuse; offensive conduct/behaviors that are threatening, intimidating, or humiliating; or interference that prevents work from getting done.

**Mild Bullying** includes the behaviors defined above which are aimed directly at another person. Some specific actions are denying access to necessary information, creating isolation, and giving the silent treatment.

**Moderate to Severe Bullying** includes the behaviors of mild bullying with increased frequency

and personalization of mistreatment. Some specific actions are starting gossip campaigns about a person’s character, falsely accusing someone of errors, imposing impossible deadlines, and retaliating for perceived wrongs.

**Stalking** involves individuals who harass, follow, or give unwanted attention and gifts. Specific actions include: a pattern of repeated unwanted, intrusive, and frightening communication by phone, email, text, or social media.

**Domestic/Intimate Partner Violence** occurs when one partner uses physical violence, intimidation, threats, or emotional, sexual, or economic abuse to control the other partner. Because the controlling partner can easily locate the victim at work, domestic violence can create a workplace safety concern.

**Stated Threats** express an emotional, sexual, psychological, or economic message of future danger. Specific actions include: a direct threat – I’m going to kill you; an indirect threat – I’m going to make sure that you get what you deserve; or a conditional threat – If he fires me, I will kill him.

**Violence** is any action that threatens the safety of employees, residents, students, or patients; impacts their physical or psychological well-being; or causes damage to the institutions’ property.

For a more complete description of the behaviors and associated actions, visit

[www.safeathopkins.org](http://www.safeathopkins.org)

## Tough Boss or Workplace Bully?

Safe at Hopkins recognizes Teresa Daniel's workplace bullying research which focuses on the presence or absence of malice in management styles. Her objective criteria can help you determine the difference between a workplace bully and a tough boss.

### Workplace bullies tend to:

- Frequently misuse power and authority.
- Focus on personal self-interest, as opposed to the good of the organization.
- Have emotional outbursts.
- Treat their employees inconsistently and unfairly.

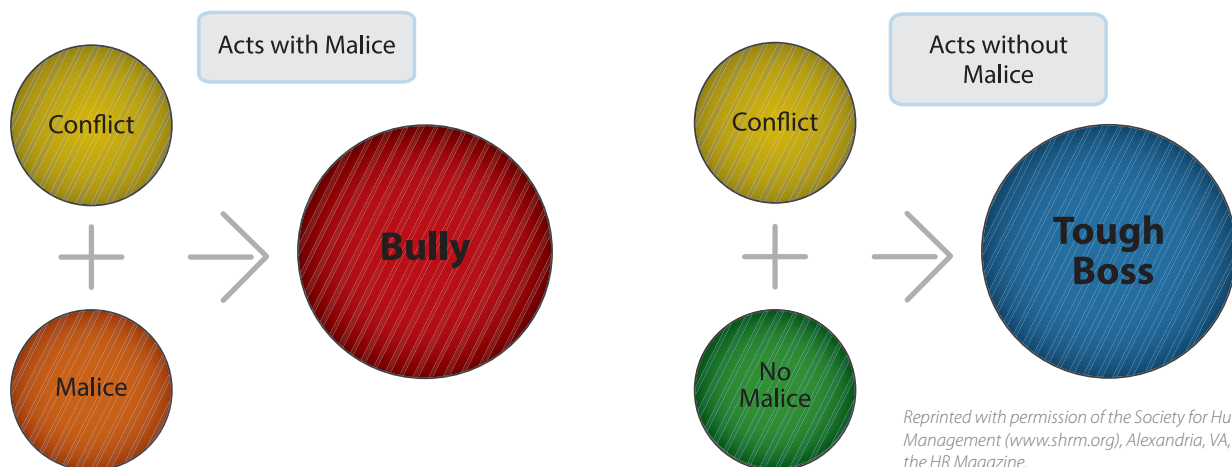
The manager who engages in these negative behaviors appears to operate with intent to cause his or her target some kind of pain or personal distress.

### Tough bosses tend to be:

- Objective, fair, and professional.
- Self-controlled and unemotional.
- Performance-focused—insistent upon meeting high standards and holding employees accountable for meeting those expectations.
- Organizationally oriented—consistently operating to achieve the best interests of the organization.

The actions of a tough boss are overwhelmingly perceived to be positive. These managers use frequent two-way communication and really listen to their employees, as well as mentor subordinates through coaching, counseling, and frequent performance feedback.

Conflict certainly occurs in workgroups led by tough bosses, however these managers work to resolve problems by engaging in honest and respectful discussions. While intense focus on results by tough bosses may contribute to tension and stress, employees do not take the situation personally, nor do they experience decreased feelings of self-worth or adverse personal or health effects. Instead, they view such managers as "tough but fair" and focused on the good of the organization.



**JOHNS HOPKINS**  
UNIVERSITY & HEALTH SYSTEM

### Safe at Hopkins

550 North Broadway, Suites 403 & 507  
Baltimore, MD 21205  
443-997-7000  
safeathopkins@jhmi.edu  
www.safeathopkins.org