

PRESIDENT'S COMMISSION  
ON THE STATUS OF WOMEN

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ANNUAL REPORT  
2010-2011

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## INTRODUCTION & OVERVIEW

As 2010-2011 academic year comes to a close, the leadership and members of the President's Commission on the Status of Women (PCOSW) present their final report. The PCOSW membership this year included representatives from the academic faculty, professional faculty, staff, and students. Each monthly meeting provided insight on issues of importance from all sectors of the OSU community. The 2010-2011 academic year was another busy and productive year for PCOSW. At our retreat (summarized below), the commission adopted a two-year cycle for addressing issues identified by PCOSW (Figure 1). At subsequent annual retreats, the emerging topics will be placed in queue for PCOSW to focus on. This year PCOSW quickly identified that issues around civility in our university community climate needed attention. Therefore much of our attention this year focused on this portion of our agenda.

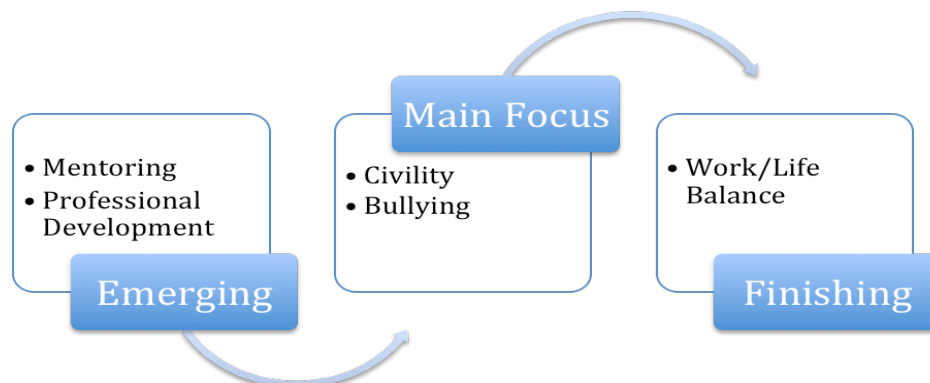


Figure 1. Two-year cycle for addressing issues identified by PCOSW during the annual retreat.

### **Overview of the 2010 PCOSW Retreat**

OSU's PCOSW Retreat was held at Peavy Lodge on Wednesday August 25, 2010. Pat Corcoran, a faculty member from OSU Extension, facilitated the retreat. The four-hour retreat began with a description of background on the PCOSW for the new members. The bulk of the retreat was spent brainstorming issues for PCOSW to address in the coming year, followed by the establishment of strategic goals and formation of four subcommittees:

1. Work Life Balance
2. Bullying
3. Mentoring
4. Obstacles facing Women of Color

PCOSW agreed to use a two-year cycle for starting-subcommittees to provide ample time to follow projects to completion. Additionally, the group discussed President Ray's proposals for PCOSW:

1. To organize a President and Provost's Lecture Series (P/P LS) with up to two lectures per quarter;
2. To hold a public forum for faculty and community members to voice concerns (one per year);
3. To hold quarterly lunch meeting assessments for tenure-track faculty to identify problem areas and establish best practices.

PCOSW embraced this charge and identified speakers that would contribute insight in the issues of interest identified at the retreat.

## SUBCOMMITTEE REPORTS

### **Work Life Balance Subcommittee**

The PCOSW Work/Life Balance Report produced in 2009-2010 was posted on the PCOSW Community on Blackboard as well as on the new PCOSW Website so that the information contained within this document would be available to members and the OSU community. This report has been determined as a “best practice” by the Executive Committee of CUWFA and may be used as a model for other universities wishing to do a Work/Life Flexibility Study on their campuses. Additionally, Portland State University and the University of Oregon have asked some OSU individuals to meet with their equivalent Commissions on Women at their respective campuses to look at issues of child care, lactation spaces, and work/life flexibility for faculty and staff. Development of the Toolkit For Deans And Chairs initiated by the 2009-2010 PCOSW has transferred to Leslie Burns for completion in collaboration with Becky Warner, Vice Provost for Academic Affairs and stakeholders in Human Resources. A great deal of this year’s Work Life Balance Subcommittee work focused on collaboration with Jeff McCubbin, College of HHS and Lisa Hoogesteger, Healthy Campus Initiatives to develop a campus-wide survey on overall faculty/staff wellness and work/life balance. Virginia Lesser, OSU Survey Research Center, was involved at the outset of this project. A draft survey was developed that looked at employee work/life balance, stressors, workplace flexibility/resources, dependent care, health and wellness, financial and legal services, policies/practices and management support. Those involved in the project included Michelle Kutzler, Dan Arp, Tuba Ozkan-Haller, Diane Davis, Belinda Batten, Stephanie Duckett, Lisa Hoogesteger, Beth Wasylow, Jeff McCubbin, Brad Cardinal, Marc Braverman and Beth Rietveld. Responsibility for finishing this project has moved to Vice Provost Rebecca Warner; she is current working with Sona Andrews, Vice Chancellor for Academic Strategies for OUS (and former Provost from Boise State). There are plans to conduct a system-wide survey on all OUS campuses within the next academic year. In addition to the work on the survey, the subcommittee also recommended Jean Kilbourne For the President And Provost’s Lecture Series (P/P LS), who spoke at LaSells Stewart Center On April 19, 2011 (Lecture title: Deadly Persuasion: Advertising And Addictions).

### **Professional Development and Mentoring Subcommittee**

The Professional Development and Mentoring subcommittee invited a representative from the National PostDoc Association to speak as part of the P/P LS for an event coordinated by the WAGE office, scheduled May 27th. This lecture will set the stage for PCOSW’s work on the issue next year. Additionally, this subcommittee identified a document from UC Irvine that will aid PCOSW as we investigate the status of post-doctoral employees on our campus in terms of mentoring and development (Appendix E).

### **Civility Subcommittee**

The bullying committee met through the fall and winter terms to consolidate ideas, direct passions, and set goals in the area establishing potential policy for addressing civility/bullying at Oregon State University (OSU); the efforts were bolstered by partnerships across the university (see Synergistic Activities). Several committee members had experienced bullying first hand; others had heard reports of incidents. It became evident that there are frustrations within our campus community regarding the process for reporting, investigating, and resolving civility issues and conflicts. The committee researched the topic, considered definitions of bullying, considered training options and examined possible steps towards developing policies for reducing bullying in our workplace. The committee worked through issues of how to raise the topic, open dialog, care for stakeholders and move towards policies that more effectively reduce bullying and care for victims. The ultimate goal for the university should be develop a policy that can be used to discourage bullying behaviors and care for victims (see Recommendations).

## SUBCOMMITTEE REPORTS

The Civility subcommittee felt awareness and education were the first critical needs. Time and effort were spent on determining a way to bring the topic to the OSU community's awareness. The committee selected Dr. Gary Namie to initiate the discussion and details were made to bring Dr. Namie to campus. After the Namie lecture, the committee was concerned that methods for caring for victims were mentioned during the lecture, but OSU did not have the tools in place to care for and adequately assist victims. Follow-up forums were offered and facilitators familiar with bullying cases were provided (see Synergistic Activities). Offices on campus that already hear bullying issues were listed and made available (Appendix B). The Commission as a whole investigated the efforts of peer and aspirational institutions (Research Focus). A web-administered survey was drafted that would include open and close-ended questions to capture aggregate trends. Anecdotal evidence is wanted as well and the PCOSW website offered a portal for receiving and sharing stories. The committee continues work on the survey, and a template anti-bullying policy to share with stakeholders and pass off to the appropriate University administrators. Additionally, a more comprehensive report from committee will be forthcoming. The committee is committed to creating cultural change—to create a campus community where civility is the norm and bullying is prevented; their report will provide more detailed information and recommendations than we can do here. Some members of the committee have an interest in supporting efforts to pass the Healthy Workplace Bill in Oregon which would add direction, definition and punch to any university efforts.

## PCOSW 2010-2011 RESEARCH FOCUS

As an outcome of the retreat in August PCOSW identified and prioritized two issues: civility and mentoring. Because incivility emerged as an area of concern among many campus groups locally and nationally, PCOSW chose to specifically focus on this topic during the 2010-2011 academic year. Focus on civility was in strong alignment with an area of targeted concern about campus climate articulated in Phase 2 of the OSU Strategic Plan:

“Fostering a **sense of community and improving the diversity climate** on campus is still a work in progress, even as diverse enrollments are at all-time highs and prospects for enrolling more international students are strong.”

Furthermore, the focus on bullying aligned well with the OSU Strategic Plan Goals, which include university-wide initiatives to “provide a campus environment in which health, wellness, equity, and inclusiveness are fostered and all community members can grow and do their best.

Members of the PCOSW performed a review of our peer and aspirational institutions to assess our own services, identify best practices, and offer possible recommendations for ways to address the issue of incivility at Oregon State University (Figure 2). The review process included searching for services, initiatives, policies, and practices that institutions had in place to address civility and bullying.

The data were coded and organized in a matrix in following thematic areas.

- **Media:** Included coverage in newspapers, designated websites, publicity campaigns, etc.
- **Education:** Institution offers workshops/training in relevant topic areas (bullying, cyber-bullying, civility)
- **Counseling:** Campus members are intentionally referred to counseling services as a resource
- **Dispute Resolution:** Institution has a formal/informal dispute resolution process (Ombuds offices, HR, Mediation services, etc.)
- **Administrative Initiative:** Institution’s administration has highlighted the issue and specifically developed initiatives to address bullying
- **Policy Statement:** Institution has a policy statement related to bullying

	Arizona	Boise State	Colorado State	Cornell	UC Davis	U. Illinois	Iowa State	Michigan State	University of Michigan	NC State	Ohio State	Oregon State University	Penn	Purdue	Texas A & M	University of Washington	Wisconsin
Media	x											*					
Education	x	x	x	x	x	x	x	x	x	x	x			x	x	x	x
Counseling				x				x	x		x		x			x	
Dispute Resolution		x	x	x	x		x	x	x		x		x	x	x	x	x
Administrative Initiative								x	x					x	x		x
Policy Statement					x										x		

Figure 2. PCOSW review of services, initiatives, policies, and practices regarding incivility and bullying at peer and aspirational institutions.

\* Reference to Dr. Gary Namie lectures

## SYNERGISTIC ACTIVITIES

### **Summary**

PCOSW worked with several agencies across campus this year to complete its work. The Work Life Balance Subcommittee worked with the Healthy Campus Initiatives to produce a campus wide survey. PCOSW met with WAGE on two separate occasions to identify areas of overlap and partnership. The Office of Community and Diversity was also a critical partner in planning the P/P LS.

### **Healthy Campus Initiatives**

The Work Life Balance Subcommittee approached the Healthy Campus Initiatives Committee early in the academic year and identified areas of synergy. The relationship produced a campus wide survey expected to be released next academic year to gauge a campus. A copy of this survey is included in the appendices of this report.

### **Women's Advancement and Gender Equity (WAGE)**

During the fall term, members of PCOSW, WAGE and the WAGE Advisory Board held a joint meeting with President Ray. At this meeting, we identified our joint concern with professional development and mentoring given the large faculty recruitment underway this year. Given WAGE's development of a mentoring program for tenure-track faculty, a division of labor was clearly appropriate and beneficial. PCOSW will investigate and report on the status of mentoring, using a broader definition that includes post-doctoral employees, graduate students, persons of color, staff, and professional faculty next year while WAGE continues the important work of ensuring that our new faculty members receive the support they need as they join and progress in our university community.

Additionally, PCOSW, Affirmative Action, and WAGE followed-up the successful lectures by Professor Namie with faculty and staff forums. These forums foster personal interactions with members of the OSU community to further discuss and distill the problems spotlighted during the lectures. Donna Champeau (WAGE) and Angelo Gomez (Affirmative Action) facilitated the forums.

The Professional Development/Mentoring Committee also worked with WAGE to identify a speaker for the P/P LS, related to the mentoring of post doctoral employees.

### **The Office of Community and Diversity**

The Office of Community and Diversity administered administrative support for the first year of the P/P LS. Given the volunteer nature of PCOSW and its lack of administrative staff, the success of the lecture series was truly the result of a wonderful partnership. The Commission thanks this office wholeheartedly.

## PRESIDENT AND PROVOST'S LECTURE SERIES

### **Civility and Bullying: Dr. Gary Namie**

PCOSW invited Dr. Gary Namie to present four lectures on issues of bullying and civility; each lecture targeted a different audience—classified personnel; students and faculty; administrative personnel from OSU and the local schools; and community members respectively. Lectures were held at the LaSelles Stewart Center and each lecture was approximately 90 minutes.

The lectures encouraged OSU to develop a clear and enforceable anti-bullying policy.

Outcomes of the day included:

- Bullying is clearly a problem on the OSU campus based upon comments made following each of the lectures.
- OSU currently has several groups that have services that attempt to aid targets of bullying, but the responses are limited because they do not have the policies in place to enforce action. The groups include Human Resources, WAGE, Affirmative Action and Equal Opportunity, Office of Community and Diversity, the Research Office, and Faculty Senate Grievance Committee, as well as individual administrative levels (e.g. unit, college). It also became clear that there needs to be more transparency for victims of bullying regarding what offices can provide the correct services needed for a given situation. This includes investigative ability and, if necessary, sanctions against the perpetrators.
- There is a great deal of desire on our campus to address this issue and address it effectively to create a bully-free campus.

Many partners supported the PCOSW Civility Subcommittee for this lecture. A forum for personal interactions with interested campus community was provided the week following the lecture presentations. Donna Champeau and Angelo Gomez facilitated the forums. PCOSW acknowledges the Office of Community and Diversity (Dr. Ross and Becki Metzger), the Office of Affirmative Action (Angelo Gomez), the WAGE Office (Donna Champeau and Mirabelle Fernandez-Paul), as well as special contributions by PCOSW members Kimberly Hannaway, Deb Pence, Jan Spitzberger, and Jana Zvibleman.

### **Work Life Balance: Dr. Jean Kilbourne**

PCOSW endorsed the support of a speaker identified by the OSU Women's Center, award-winning author, Dr. Jean Kilbourne. On Tuesday, April 19, 2011, Dr. Kilbourne, Ed.D., was the keynote lecturer for the Confidence Conference. She is internationally recognized for her pioneering work on alcohol and tobacco advertising and the image of women in advertising. She was named by *The New York Times Magazine* as one of the three most popular speakers on college campuses today, and has twice been named "Lecturer of the Year" by the National Association of Campus Activities. Kilbourne's lecture was entitled ***Deadly Persuasion: Advertising and Addictions***. The lecture examined how the media depicts women and manipulates addictions related to alcohol; tobacco; food; and thinness.

This lecture was co-sponsored by the following: OSU P/P LS, Women's Advancement and Gender Equity Office, PCOSW (from PCOSW funds, separate from the P/P LS funds), Interfraternity Council, Panhellenic Council, the Office of Greek Life, The School of Language, Culture and Society, and the Women's Center.



## PRESIDENT AND PROVOST'S LECTURE SERIES

### **Mentoring and Professional Development: Ms. Cathee Johnson Phillips**

The last lecture in the inaugural P/P LS for 2010-2011 is scheduled for May 27th and will focus on the emerging issue of mentoring and professional development.

Cathee Johnson Phillips manages operations of the 501(c)3 nonprofit association within the National Postdoctoral Association (NPA), which works to develop and promote national policies and programming that benefit the postdoctoral community and thereby the entire U.S. research community. Among her many duties, she serves as the principal investigator for the NPA's project, "From Postdoc to Faculty: Transition Issues for Women Scientists," funded by a National Science Foundation (NSF) ADVANCE Partnerships for Adaptation, Implementation, and Dissemination (PAID) Award. She also serves as project director for the Ewing Marion Kauffman Foundation Outstanding and Emerging Postdoctoral Entrepreneur Awards program and for the NPA projects funded by the Burroughs Wellcome Fund and the Sloan Foundation.

In addition to the contribution by Ms. Phillips for this event, an additional speaker as well as 3 speaker panels will provide a variety of tools to equip our women post doctoral employees as they prepare themselves for a journey in academia.

## AWARDS

### **Summary**

PCOSW provided support for several members of the OSU community to continue their professional development and contributed funds to events on our campus. Additionally, PCOSW investigated giving small “thank you” awards for individual recognition on campus that will come with a note of appreciation and a chocolate treat. We are working Gigi Bruce to identify how to fund this awards program and with the MIME Department to develop the chocolate mold. If this project can be supported Bursts Chocolate will produce the chocolates. OSU Printing and Mailing will print the stationary. This program will become active Winter 2012.

### **Conference Attendance**

Mirabelle Fernandez (WAGE): *American Anthropological Association conference*

Stephanie Bernell (Public Health): *2011 TED Conference*

Kimberly Hannaway (PCOSW): *2011 College and University Work and Family conference*

Andrea Doyle (OSU graduate student): *2011 MIRCI International Conference on Motherhood Activism, Advocacy, Agency*

Additionally, PCOSW distributed funding for ten members of our university to attend the 2011 Oregon Women in Higher Education conference held in Portland, OR.

## RECOMMENDATIONS

On the topic of bullying several recommendations are submitted to improve the well-being of women at OSU. (Appendix A: Model of Strategic Plan for addressing Bullying at OSU).

Because the topic of Bullying (in the Classroom, in the Workplace, Superior/Subordinate, Horizontal Peer-to-Peer) is easily hidden through fear of retribution we recommend the establishment of an Ombuds at Oregon State University, critical to promote a healthy climate. To ensure the success of this office, the Ombuds must be independent so that the office can serve the faculty, staff, and students of the University rather than the institution. Additionally, there should be a broad effort to inform the university community about the new office and its independence should be stressed.

While there are several administrative offices with resources to support the OSU community (e.g. HR, Affirmative Action, WAGE, Community and Diversity) it can be difficult for a person in crisis to navigate the system to determine which office provides the most appropriate support for a given circumstance. We recommend developing a webpage with a road-map to the resources available for students and employees. This webpage would have a list of different situations with links to the appropriate office for further help. Information and assistance should be readily available and easy to find. (Appendix B: Resources at OSU)

The University should join others in the state to push for a broader state policy along the lines of our neighbor, Washington. On April 15, 2011 the Washington Legislature sent HB 1163 to Governor Gregoire. The bill required K-12 and all higher education institutions to put into practice anti-bullying policies including mental health assistance and suicide prevention. (Appendix C: Samples of Anti-bullying Policies) To understand how pervasive the current condition of bullying is at OSU we recommend the development of a survey where anecdotal and specific information can be collected and analyzed. (Appendix D: Survey)

With the continued goal of supporting the OSU community of Postdoctoral employees we recommend that a Tool Kit be developed and provided to new hires. This tool kit may currently be in development through a postdoctoral task force (that helped the graduate school develop content for their webpage [http://oregonstate.edu/dept/grad\\_school/postdocs.php](http://oregonstate.edu/dept/grad_school/postdocs.php)). (Appendix E: Postdoc Toolkit from UC Irvine to model for OSU). Another example of web-based resources from the UC Berkeley site: [http://chemistry.berkeley.edu/admin\\_finance/human\\_resources/postdoc\\_toolkit/index.php](http://chemistry.berkeley.edu/admin_finance/human_resources/postdoc_toolkit/index.php)

Respectfully submitted by PCOSW:

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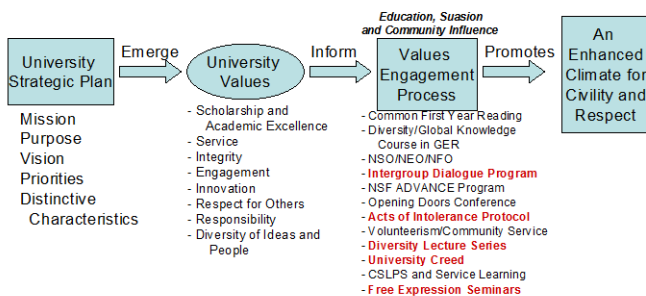
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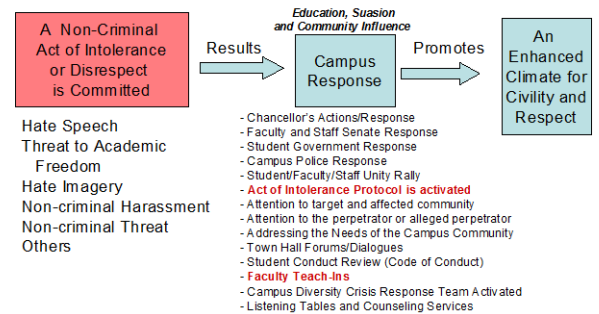
### North Carolina State University: Campus Culture Task Force

[www.ncsu.edu/student\\_affairs/cctf/](http://www.ncsu.edu/student_affairs/cctf/)

### Enhancing Our Campus Climate for Civility and Respect for Others



### Our Campus Response to Acts of Intolerance and Disrespect



### Campus Climate Preliminary Recommendations

- Establish a University Administrative Advisory Committee on Values and Ethics with responsibility to:
  - identify and codify a set of university values and ethical principles.
  - write and widely distribute a University Creed or Code of Values. (see Appendix B and C)
  - enhance the existing university values engagement process (see Appendix D).
  - identify and appoint a campus unit or organization to implement, maintain, and assess the university's values and ethics engagement process.
  - provide institutional oversight of the university's values engagement process.

### Campus Climate Preliminary Recommendations (continued)

Recommended enhancements to the University Values Engagement Process include:

- Acts of Intolerance Protocol or Policy (See Annex A)
- Intergroup Dialogue Program (See Annex B)
- University Creed or Code of Values
- Free Expression Seminars (mandatory for students?)
- Premier Diversity Lecture Series
- Diversity Skills Training for Faculty and Supervisors
- Curricular efforts to:
  - infuse diversity in all university courses
  - Include diversity skills course in the GER offering
  - academic credit for a version of Race and Study Circles
  - include diversity skills in First Year Inquiry seminar

## APPENDIX B

### RESOURCES AT OSU

Office	Population served S=Student, C=Classified, P=Professional, AR= Academic/Research	Website	Phone number
Academic Affairs	S, P, AR	<a href="http://oregonstate.edu/admin/aa/">oregonstate.edu/admin/aa/</a>	737-2111
Affirmative Action & Equal Opportunity	S, C, P, AR	<a href="http://oregonstate.edu/affact/">oregonstate.edu/affact/</a>	737-3556
American Assoc of Univ Professionals	P, AR	<a href="http://people.oregonstate.edu/~uzgalisw/aaup/">http://people.oregonstate.edu/~uzgalisw/aaup/</a>	737-5369
Association of Office Professionals	C, P	<a href="http://oregonstate.edu/groups/aop">oregonstate.edu/groups/aop</a>	737-0903
Associated Students of OSU	S	<a href="http://asosu.oregonstate.edu/">asosu.oregonstate.edu/</a>	737-2101
Coalition of Graduate Employees	Graduate Students		
Community & Diversity	S, C, P, AR	<a href="http://oregonstate.edu/diversity/">oregonstate.edu/diversity/</a>	737-4381
Counseling & Psychological Services	S	<a href="http://oregonstate.edu/counsel/">oregonstate.edu/counsel/</a>	737-2131
Faculty Senate Grievance Committee	P, AR	<a href="http://oregonstate.edu/senate/committees/facgriev/">oregonstate.edu/senate/committees/facgriev/</a>	737-4344
Faculty Senate Mediator	P, AR	<a href="http://oregonstate.edu/senate/committees/facmed/">oregonstate.edu/senate/committees/facmed/</a>	737-2131
Human Resources	C, P, AR	<a href="http://oregonstate.edu/admin/hr/aboutus.html">oregonstate.edu/admin/hr/aboutus.html</a>	737-0547
Intercultural Student Services	S	<a href="http://oregonstate.edu/dept/iss/">oregonstate.edu/dept/iss/</a>	737-9034
Professional Faculty Leadership Assoc	P	<a href="http://people.oregonstate.edu/groups/pfla/">http://people.oregonstate.edu/groups/pfla/</a>	737-1348
Service Employees International Union	C	<a href="http://local083.seiu503.org/">http://local083.seiu503.org/</a>	740-7609
Student Conduct	S	<a href="http://oregonstate.edu/studentconduct">oregonstate.edu/studentconduct</a>	737-3658
Student Life	S	<a href="http://oregonstate.edu/deanofstudents">oregonstate.edu/deanofstudents</a>	737-8748
Women's Advancement Gender Equity	S, C, P, AR	<a href="http://oregonstate.edu/wage">oregonstate.edu/wage</a>	737-3835 743-9243
Women's Center	S	<a href="http://oregonstate.edu/womenscenter/">oregonstate.edu/womenscenter/</a>	737-3186

APPENDIX C  
SAMPLE CIVILITY/ANTI-BULLYING POLICY

**Sample Work-Place Bullying Policy**

There are a number of examples for Anti-Bullying Policies which have been developed by businesses and organizations. A few website .pdf download links are provided for reference here:

<http://www.opseu.org/committees/equity/pdf/Antibullyingharassmentpolicysample.pdf>

[http://www.ieu.asn.au/workplace\\_bullying\\_policy\\_sample.pdf](http://www.ieu.asn.au/workplace_bullying_policy_sample.pdf)

[http://www.attar.com.au/pdf/Policy/workplace\\_bullying\\_violence\\_policy.pdf](http://www.attar.com.au/pdf/Policy/workplace_bullying_violence_policy.pdf)

A template for a policy can be downloaded by copying this url to a browser:

[www.b21pubs.com/b21downloadables/Bullying\\_Policy/bullypol.doc](http://www.b21pubs.com/b21downloadables/Bullying_Policy/bullypol.doc)

# APPENDIX D

## OSU Bullying Survey Questions

1. Have you experienced any, some or all of the following types of repeated mistreatment

- sabotage by others that prevented work from getting done
- verbal abuse
- threatening conduct
- intimidation
- humiliation
- other

If you chose other, please explain:

2. Did you inform your supervisor/instructor/the bully's supervisor?

- yes
- no

If you chose No, please explain:

3. When your supervisor/instructor/the bully's supervisor was told about the bullying, what did he/she do?

- conducted fair investigation and protected target with negative consequences for the bully,
- conducted fair investigation with negative consequences to the bully but no safety for you,
- conducted inadequate/unfair investigation, no consequences for bully or you,
- conducted inadequate/unfair investigation with no consequences for bully but you felt retaliated against,
- did nothing, ignoring the complaint with no consequences for bully or you,
- did nothing and you were retaliated against which resulted in you either dropping the class/leaving the program/department

4. Was a formal, written complaint filed with any of the OSU administrative offices

- yes
- no

If you chose Yes, please state which one:

# APPENDIX D

## DRAFT OF BULLYING SURVEY (CONT.D)

5. Were yours/victim's coworkers aware of the mistreatment?

- yes
- no

6. If yes, how did coworker(s) respond?

- banded together to confront the bully
- offered specific advice to you
- gave moral, social support
- did nothing, not helping you or bully
- voluntarily distanced themselves from you isolating you
- followed bully's orders to stay away from you
- betrayed the target to the bully while appearing to still be friends
- publicly sided with the bully and acted aggressively toward the target
- not sure

7. What was the rank of the one mistreating the target?

- higher than the target
- lower than the target
- peer/coworker/colleague

8. Are you aware of the options available to you at OSU when you feel mistreated?

- yes
- no

If yes, please list the option/resource(s) you used:

9. Were the results satisfactory?

- yes
- no

Please explain



## APPENDIX E

### POST DOCTORAL TOOL KIT MODEL

The University of California at Irvine, using direction from the National PostDoc Association, has created a Tool Kit for Postdoc scholars and their mentors. This toolkit is a good example of how institutional information, resources and relationships are built within that university community.

Oregon State University postdoc community would be well supported if we developed something similar for the scholars employed on our campus.

[www.grad.uci.edu/forms/postdoc/postdoc\\_toolkit.pdf](http://www.grad.uci.edu/forms/postdoc/postdoc_toolkit.pdf)

From <http://www.suite101.com/content/workplace-bullying-policies-a162445>

## **Template for Workplace Bullying Policy**

As awareness of workplace abuse issues increase, organizations will be compelled to create policies to discourage this abusive behavior. An effective policy will describe the process from the complaint stage to the consequence stage. Duffy (2009) suggests 12 elements to be included in a workplace abuse policy. The 12 elements are broken down into 4 sections as follows:

- Section 1: Purpose, Statement & Examples
- Section 2: Complaint and Resolution Process
- Section 3: Action
- Section 4: Consequences

### **Anti-bullying Policy Section 1: Purpose, Statement, & Examples**

- Purpose of policy. The purpose of the policy should clearly reflect the values of the organization.
- Statement. Describe the definition of workplace bullying. Also include the organization's position and how the behavior hinders company goals and negatively affects employee health.
- Examples. Indicate examples such as (humiliation, character attacks, isolating an employee, name calling, etc.), but be sure to acknowledge that this type of workplace abuse is not limited to the behaviors listed.

### **Anti-bullying Policy Section 2: Complaint and Resolution Process**

- Identify appropriate contact people. Identify the people to contact if there is a problem. The contact list should be across all levels of the organization.
- Informal resolution. This should be an option as long as all parties involved agree to it. It can be an open dialogue between parties to work through the problem. This option would require the person charged to be receptive to information about the affects of their abusive behavior.
- Alternative resolution. Examples include mediation, negotiated agreements, restorative justice, other resolutions agreed to be all parties.

### **Anti-bullying Policy Section 3: Action**

- Formal charge. Clarify the procedures on how workplace abuse complaints are handled by the organization from beginning to end.

- Privacy. Distribute a statement of confidentiality to all parties involved.
- Timing. Indicate that the investigation will be conducted in the shortest time possible.
- Results Reporting. Distribution of the results of the investigation will be delivered to both parties separately.

## **Anti-bullying Policy Section 4: Consequences**

- Accountability. Discuss the personal and organizational consequences when an investigation has uncovered workplace abuse.
- Appeal. Communicate the appeals process to all employees. Both parties should have the ability to submit an appeal.

Read more at Suite101: [Workplace Bullying Policies: A Policy Template for Organizations | Suite101.com](http://www.suite101.com/content/workplace-bullying-policies-a162445#ixzz1OdG6wPme) <http://www.suite101.com/content/workplace-bullying-policies-a162445#ixzz1OdG6wPme>

...

*And here is a very simple statement – pretty much like what I had sent below*

*Company X* considers workplace bullying unacceptable and will not tolerate it under any circumstances.

Workplace bullying is behavior that harms, intimidates, offends, degrades or humiliates an employee, possibly in front of other employees, clients, or customers. Workplace bullying may cause the loss of trained and talented employees, reduce productivity and morale and create legal risks.

*Company X* believes all employees should be able to work in an environment free of bullying. Managers and supervisors must ensure employees are not bullied.

*Company X* has grievance and investigation procedures to deal with workplace bullying. Any reports of workplace bullying will be treated seriously and investigated promptly, confidentially and impartially.

*Company X* encourages all employees to report workplace bullying. Managers and supervisors must ensure employees who make complaints, or witnesses, are not victimized.

Disciplinary action will be taken against anyone who bullies a co-employee. Discipline may involve a warning, transfer, counseling, demotion or dismissal, depending on the circumstances.

The contact person for bullying at this workplace is:

Name: \_\_\_\_\_

Phone Number: \_\_\_\_\_