



Hostile & Intimidating Behavior (HIB) Prevention

What is it?

What can YOU do?

UW-Madison Definition:

Characteristics of Hostile and Intimidating behavior (HIB):

- It's unwelcome
- It limits someone from doing their job
- It is generally a repeated pattern of behavior
- It can be a single, severe instance
- Any employee can commit HIB
- It may be done by a person or by a group
- A reasonable person would find it hostile and/or intimidating
- It does not support the University's academic or operational interests

Examples of Hostile & Intimidating Behavior

- Abusive expression
- Unwanted physical contact or threatening gestures
- Professional exclusion or isolation
- Sabotage of another person's work
- Abuse of power

HIB at UW-Madison

What percent of employees at UW-Madison say they have experienced HIB in the past 3 years?

- 35% of faculty reported experiencing HIB
- 42% of faculty reported witnessing HIB

- 42% of academic staff reported experiencing HIB
- 51% of academic staff reported witnessing HIB

- 25% of cases brought to the UW-Madison Ombuds Office involve HIB

*women, people of color, lesbian, gay, bisexual, and transgender (LGBT) staff, & those with disabilities **most frequently** report they are targets of HIB*

WISELI conducted the faculty survey, and academic staff governance conducted the academic staff survey. There has not been an equivalent survey of university staff conducted to date. It is likely that university staff experience and witness HIB at least as often as academic staff.

Supervisory Actions: What is HIB?

Reasonable Supervisory Actions	Potential HIB Actions
<ul style="list-style-type: none"> • Conducting regular performance review/feedback with all employees in a unit or department 	<ul style="list-style-type: none"> • Targeting a single employee for a review • Delivering review in a derogatory manner
<ul style="list-style-type: none"> • Providing timely constructive feedback on work products 	<ul style="list-style-type: none"> • Yelling, name-calling, or using personal insults to deliver performance review
<ul style="list-style-type: none"> • Restricting access to sensitive information for business reasons 	<ul style="list-style-type: none"> • Not providing information an employee needs to do their job
<ul style="list-style-type: none"> • Working with employee to set challenging performance goals 	<ul style="list-style-type: none"> • Setting unattainable performance goals well beyond someone's skills or job description
<ul style="list-style-type: none"> • Asking all employees to put in extra hours during a busy period 	<ul style="list-style-type: none"> • Demanding that one employee take lunches at their desk
<ul style="list-style-type: none"> • Setting expectations for attire, personal appearance in a unit/department 	<ul style="list-style-type: none"> • Following an employee to their haircut to ensure it is done to supervisor's satisfaction

Negative Workplace Behavior: What *May Not Be* HIB?

Type of Behavior	First Point of Contact
<ul style="list-style-type: none">Unkind and hurtful behavior	<ul style="list-style-type: none">Direct Supervisor
<ul style="list-style-type: none">Employment disputes	<ul style="list-style-type: none">Department/Unit Human Resources Office
<ul style="list-style-type: none">Protected-class discrimination	<ul style="list-style-type: none">Office of Compliance – EEO Investigator
<ul style="list-style-type: none">Sexual Harassment	<ul style="list-style-type: none">Office of Compliance - Title IX Officer

Negative workplace behavior may fall within both the Hostile and Intimidating Behavior (HIB) policy and other areas listed above.

Case Study

Small Group Discussion

As you read the case, note the following:

- Concerning behavior and impact
- Individuals and roles of those involved
- Potential responsibility of those involved

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Why Addressing HIB Matters

When exposed to HIB:

- 80% of employees lose work time worrying about HIB
- 78% of employees say their commitment to the organization declines
- 66% of employees say their performance declines
- 63% of employees lose work time avoiding the offender
- 48% of employees decrease their work effort
- 47% of employees intentionally decrease the time they spend at work
- 38% of employees intentionally decrease the quality of their work
- 25% of employees admitted taking out their unhappiness on customers
- 12% of employees leave their job

Porath and Pearson, "The Price of Incivility", Harvard Business Review, 2013, (96).

If You are EXPERIENCING HIB:

- ❖ Take notes:
 - What happened
 - When it happened
 - Where it happened
 - Who was present
 - Retain copies of any related correspondence.

- ❖ Seek advice and consultation—consultation is not escalation!

- ❖ Learn about the campus tools to address HIB.

*In all cases, the best source of help is HIB website: <https://hr.wisc.edu/hib/>.
Visit this site early and often if a HIB situation arises!*

If you are **ACCUSED OF HIB**:

- ❖ Seek early consultation from the Ombuds, Employee Assistance, the Vice Provost for Faculty and Staff
- ❖ Write notes of what you recall
- ❖ Avoid meeting with the accuser (with others or alone) to avoid escalation
- ❖ Know the formal and informal processes on campus

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If you are in a POSITION OF AUTHORITY:

- ❖ You are responsible for climate in your unit
 - Set clear workplace expectations
 - Model the behavior you hope to see
 - If you receive a report of HIB, take it seriously. Investigate it with support of College/School/Division/Department HR.
 - Seek guidance and support from the person you report to
- ❖ You must take reasonable steps to stop HIB when it happens
 - HIB impacts everyone
 - It has emotional, physical and/or financial consequences for the employees
 - If you see something, say something

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If you are a COLLEAGUE OR PEER OF HIB TARGET:

❖ Be a resource:

- Listen sympathetically
- Refer the target to appropriate campus resources
 - Undergraduate Students – Dean of Students
 - Graduate Students – Graduate School
 - Postdocs – Office of Postdoctoral Studies
- Do not take action in the name of the target without express permission of target

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Thank you!

Please complete the online survey.

Your feedback is valued and will assist us in continually improving the training workshop.