

Building and Maintaining a Culture of Employee Respect and Accountability

100.1 PURPOSE

This Standard Operating Procedure (SOP) outlines guidelines to promote a workplace culture of mutual respect, accountability, and professionalism at the University of Maryland, Baltimore Police Department (UMBPD). It seeks to minimize or eliminate triangulation, ensure all employees are treated with dignity, foster open communication, and support positive relationships throughout the department.

100.2 SCOPE

Respect, integrity, and accountability are core values of the University of Maryland, Baltimore (UMB) that guide the UMBPD in cultivating a workplace culture where employees uphold ethical and transparent conduct while asking for accountability from one another. Although not explicitly mentioned in the UMB Core Values, the concept of non-triangulation aligns with values such as ethical behavior, open communication, and work-life balance ([See attachment: Core Values Commitment Acknowledgment Form.pdf](#)). This procedure applies to all UMBPD employees and governs department operations, interactions, and behaviors to promote respect, accountability, compassion, and empathy in the workplace.

100.3 POLICY

UMBPD is dedicated to fostering an environment where mutual respect is essential to the department's success. Every employee, regardless of position or tenure, should feel valued, heard, and respected. The department will actively implement policies, provide training, and encourage behaviors that uphold a culture of respect, ensuring all employees are accountable for maintaining a positive and inclusive workplace.

100.4 DEFINITIONS

Accountability: Ensuring employees meet performance standards, follow policies, and fulfill responsibilities through clear expectations, feedback, and appropriate consequences, fostering transparency and integrity.

Diversity: The practice of embracing and valuing differences in people, perspectives, and experiences. It reflects the University's commitment to fostering a culture enriched by inclusivity in its thoughts, actions, and leadership. Demonstrating diversity means actively promoting equity, respect, and belonging for all individuals, ensuring that varied backgrounds and viewpoints are recognized and valued (<http://www.umaryland.edu/core-values/award/diversity/>).

Harassment: Any unwelcome behavior that creates an intimidating, hostile, or offensive work environment, based on discrimination or inappropriate conduct.

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Inclusion: Ensuring all employees feel valued and have equal opportunities to contribute, regardless of differences in gender, race, ethnicity, age, religion, disability, or other protected characteristics.

Integrity: Commitment to honesty, ethical behavior, and consistency in actions, values, and decisions, regardless of circumstances. It means upholding moral and professional principles, taking responsibility for one's choices, and demonstrating trustworthiness and transparency in all interactions.

Respect: Treating others with courtesy, dignity, and fairness in all professional interactions.

Triangulation: The act of an individual communicating unfavorable information or a frustration about someone to a third party instead of addressing the issue directly with the original party. This does not include necessary communication with a third party, such as seeking support from Human Resource Services or reporting misconduct.

Workplace Bullying: Deliberate, ongoing behavior that harms, intimidates, or humiliates an employee, either verbally or physically at work or during work-related activities. It is hostile, offensive, and unrelated to legitimate business interests. Refer to State of Maryland Bullying in the Workplace Policy for additional information on the definition and characteristics of bullying in the workplace. [See attachment: State of Maryland Policy - Bullying in the Workplace 10 01 2024.pdf](#)

Workplace Culture: The shared attitudes, beliefs, and practices that shape the working environment within the UMBPD.

100.5 RESPONSIBILITIES

Assistant Vice President for Public Safety and Chief of Police:

- Ensure the implementation of this SOP and that adequate resources are available to support a respectful work environment.
- Lead by example, demonstrating respect and professionalism in all departmental activities.
- Review the effectiveness of this policy regularly and make necessary adjustments.

Command and Supervisory Personnel:

- Set the tone for behavior in the department by modeling respect, civility, and accountability.
- Address and report to their supervisor any behavior that undermines the department's culture of respect, accountability, and non-triangulation.
- Ensure all employees have an equal opportunity to be heard and involved in departmental decision-making processes.
- Ensure all staff members are aware of this policy and its expectations.

Employees (Encompasses all employees - sworn and non-sworn personnel):

- Treat colleagues, supervisors, and community members with respect and dignity.

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- Report incidents of harassment or disrespectful behavior through proper channels.
- Foster open communication and collaboration to improve departmental performance and morale.

UMB Office of Accountability and Compliance:

- Provide training, resources, and guidance on fostering a respectful workplace culture.
- Requires all members of the UMB community to complete mandatory training each year on Title IX of the Education Amendments of 1972 (<https://www.umaryland.edu/oac/>).
- Investigate complaints of harassment and ensure appropriate follow-up actions are taken.

100.6 PROCEDURES

100.6.1 CORE VALUES COMMITMENT PLEDGE PROCESS

Introduction, Awareness, and Commitment:

- A. Share the Core Values Commitment Pledge with all employees. The pledge is found on the UMB website at <http://www.umaryland.edu/core-values/pledge/>.
- B. Explain the importance of respect, integrity, ethical behavior, direct communication, and accountability in the workplace.
- C. Encourage each employee to formally acknowledge their commitment to UMBPD's workplace culture and values by signing the on-line pledge at <http://www.umaryland.edu/core-values/pledge/>.

100.6.2 INTEGRATION AND ONGOING REINFORCEMENT

- A. Employees are encouraged to demonstrate the pledge values in their interactions, decision-making, and leadership.
- B. All employees are expected to check emails, texts, and phone calls, responding within 24-48 hours.
 1. If there will be a delay in response, the recipient of the message should still respond that the message was received and explain why there will be a delay (e.g., collecting information, going on leave, etc.).
 2. Employees who expect to be out of the office for one day or more shall activate their out-of-office reply, including the contact information of the person to reach during their absence.
- C. Employees should arrive on time and prepared for all meetings. During meetings, employees should refrain from being on their phones (e.g., checking emails and text messages, taking non-emergency phone calls, etc.).
- D. Training and discussions on effective communication, respect, triangulation, and accountability will be provided during Roll Call or through individualized coaching and mentoring sessions as needed.

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- E. Leaders and supervisors will model the pledge values through their actions and provide recognition or counseling memorandums for both commendable and poor performance.
- F. Regular check-ins and team discussions will reinforce commitment to the pledge, encouraging employees to share experiences and provide feedback.
- G. Individuals who exemplify the pledge values will be recognized and celebrated to promote a culture of respect and accountability.

100.6.3 ACCOUNTABILITY AND CONTINUOUS IMPROVEMENT

- A. All employees are accountable for maintaining a culture of respect and accountability while eliminating triangulation. All employees who observe others violating these standards are expected to say something, preferably when it occurs, to either their respective supervisor or file a formal complaint with the Internal Affairs Section. Refer to Policy 1010 (Personnel Complaints) for additional information for filing complaints.
- B. Review and refine the pledge process as needed to ensure alignment with organizational culture and goals.
- C. Employees are expected to take immediate action to address any issues or behaviors that violate the department's respect and non-triangulation standards.
- D. Disciplinary action will be taken in cases of severe disrespect or harassment, following the department's disciplinary policies and procedures.
- E. Establish a feedback process for employees to report concerns or share success stories.

100.6.4 TRAINING AND DEVELOPMENT

- A. All employees will receive mandatory training on workplace respect, triangulation, and accountability during onboarding and annually thereafter.
- B. Training will include:
 - 1. Identifying and taking corrective action when triangulation occurs.
 - 2. Reviewing and understanding the concepts and characteristics of Bullying in the Workplace, a State of Maryland Policy. [See attachment: State of Maryland Policy - Bullying in the Workplace 10 01 2024.pdf](#)
 - 3. Understanding respect and its importance in the workplace.
 - 4. Conflict resolution strategies.
 - 5. Setting clear expectations and asking for accountability.
 - 6. Preventing harassment and discrimination.
 - 7. Active listening and constructive feedback techniques.
 - 8. Supervisors will receive additional leadership training focusing on promoting a respectful workplace and managing difficult conversations.

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100.6.5 RECOGNITION AND POSITIVE REINFORCEMENT

- A. Employees who demonstrate exceptional respect toward colleagues, community members, and the department will be recognized publicly.
- B. Implement and maintain processes that use positive reinforcement to recognize employees who promote a respectful and supportive workplace.
 - 1. Conduct Annual Awards Ceremony – see Policy 1015 (Commendations and Awards).
 - 2. Recognition through the monthly newsletter.
 - 3. Spotlight employees.
 - 4. Accomplishments by department members.
 - 5. Upcoming events.

100.6.6 COMMUNICATION AND CONFLICT RESOLUTIONS

- A. Clear and open communication is essential to fostering respect within the department by promoting transparency, encouraging active listening, advocating for the department's needs, and ensuring fair and consistent application of policies and procedures.
- B. Employees should be encouraged to express concerns in a constructive manner.
- C. Reduce triangulation by encouraging direct communication.
- D. Supervisors will facilitate constructive conversations between conflicting parties to promote understanding and resolve disputes.
- E. If informal resolution methods fail, formal conflict resolution procedures, including Human Resource Services involvement, may be initiated.
- F. The department will provide a confidential reporting system for employees to report incidents of disrespect, harassment, or misconduct without fear of retaliation.
 - 1. Workplace Mediation Service (<http://www.umaryland.edu/mediation/>).
 - 2. UMB Office of Accountability and Compliance (<http://www.umaryland.edu/oac/office-personnel/>).

100.6.7 INCLUSIVE LEADERSHIP PRACTICES

Smartsheet:

- A. Establish Smartsheet as a project management platform for all Lieutenants and above (recommend template called "Project with Work Breakdown Schedule (WBS)."
- B. All departmental projects that: (a) involve three or more UMBPD personnel at the rank of Lieutenant or higher and are either (b) ongoing or recurring in nature, or (c) long-term projects expected to take more than two weeks to complete should be tracked in Smartsheet. Columns would include:
 - 1. Overall project name and sub-tasks.
 - 2. Responsible persons.

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3. Description/Notes.
 4. Priority.
 5. Status.
 6. Metrics.
 7. Deliverables.
 8. Documentation linked (memos, routing slips, request for funding, etc.).
 9. Deadlines (overall and for sub-tasks).
- C. This tool provides visibility, accountability, and ensures shared understanding. This will allow everyone to see project status, see where the project may have stalled, and check-in to provide support.
- D. Supervisors will still be ultimately responsible for holding their subordinates accountable.

Command Staff Meetings:

- A. The team will review the Smartsheet prior to the meeting.
- B. The team will discuss the ongoing "group" projects to ensure they are on track. The discussion should focus on challenges and new ideas rather than reviewing information.
1. The team will come to the table with ideas about ongoing projects, propose solutions to issues they've identified in the department, and share new tools and resources that may benefit the rest of the team.
- C. Team members may also discuss individual projects at the meeting and request support from others (either tangible support or ideas/discussion).
- D. Team members should be encouraged to submit a request in advance to "present" interesting information, training, tools, etc. that could benefit the team.
- E. Accountability measure: **Team members should feel empowered to ask for accountability during the discussion of ongoing projects if others are not meeting their agreed-upon expectations.**

100.6.8 MONITORING AND EVALUATION

- A. The UMBPD will conduct annual surveys, both by email and in paper format, to evaluate employee perceptions of respect, accountability, triangulation, communication, and overall job satisfaction.
- B. Surveys will be anonymous to ensure honest feedback and will help guide improvements in the department's culture.
- C. Adjustments will be made based on employee feedback, incidents of misconduct, and the evolving needs of the department.

Attachments

Core Values Commitment Acknowledgment Form.pdf

CORE VALUES COMMITMENT ACKNOWLEDGMENT FORM

MISSION

To improve the human condition and serve the public good of Maryland and society at large through education, research, clinical care, and service.

VISION

The University will excel as a preeminent institution in its missions to educate professionals, conduct research that addresses real-world issues affecting the human condition, provide excellent clinical care and practice, and serve the public with dedication to improve health, justice, and the public good.

CORE VALUES

RESPECT AND INTEGRITY

We value each other and hold ourselves accountable for acting ethically and transparently using compassion and empathy.

I commit to being a catalyst for Respect and Integrity, and I will ...

- Promote open communication:** Be honest and transparent with others, speak with sincerity and act with compassion, and learn and practice good listening skills.
- Act ethically:** Adhere to the highest standards of professional and personal responsibility, even when no one is looking.
- Show empathy:** Demonstrate consideration and compassion for people, help those in need, and act with patience and flexibility especially when unexpected circumstances arise.
- Be accountable:** Accept responsibility for your actions — good and bad — be reliable and trustworthy, and follow up and follow through on your commitments.

WELL-BEING AND SUSTAINABILITY

We care about the welfare of our people, planet, communities, and University.

I commit to being a catalyst for Well-Being and Sustainability, and I will...

- Support work-life harmony:** Show grace, empathy, and be respectful of others' workload, allow downtime for yourself and others to refresh and recharge, and make decisions consistent with a healthy quality-of-life philosophy.
- Promote healthy behaviors:** Practice and encourage activities that foster emotional, financial, mental, physical, and social wellness.
- Protect the environment:** Consider the immediate environmental impact of your decisions and actions and evaluate the future effects on the habitat.
- Use resources responsibly:** Encourage conservation and recycling, explore and implement efficient ways to reduce waste, and familiarize yourself with the four pillars of sustainability — social, human, economic, and environmental.
- Plan for the future:** Incorporate long-term considerations — regarding mission, finances, or other factors — into decision-making.

EQUITY AND JUSTICE

We embrace and are committed to diversity, and we value inclusive and just communities. We oppose racism and oppression in all their forms.

I commit to being a catalyst for Equity and Justice, and I will ...

- Prioritize and integrate equity:** Understand equity and its fundamental role to the University's culture, promote a culture where all belong, and demonstrate and support equitable practices in the classroom and the workplace at all times.
- Seek to listen and learn:** Explore one's own identity and implicit and explicit biases, and provide space to learn about different experiences, backgrounds, and how others might have encountered and overcome systemic barriers based on race, sex, ethnicity, disability, gender, gender identity, socioeconomic status, and/or other dimensions of their identities.
- Create inclusive environments:** Respect one another as colleagues across power differentials, use inclusive language, commit to anti-racist and anti-oppression practices, and welcome others to contribute ideas and perspectives.
- Say and do something:** Speak up when you recognize inequity or injustice, particularly if in a position of authority, and take action to address it, to include identifying and correcting policies and practices.
- Invest in justice:** Provide opportunities for campus stakeholders from historically marginalized populations to guide and contribute to institutional efforts that influence and address issues of equity and inclusion and create opportunities for persons from historically marginalized communities to serve as UMB leaders.

INNOVATION AND DISCOVERY

We imagine and explore new and improved ways to accomplish our mission through education, research, clinical care, and service.

I commit to being a catalyst for Innovation and Discovery, and I will ...

- Promote ingenuity:** Encourage thinking that challenges constraints and inertia, and imagine what is possible by exploring opportunities through creative ideas and collective talents.
- Commit to continuous improvement:** Learn from your failures or mistakes and be open to adopting new or changing knowledge, approaches, and ideas to influence positive outcomes.
- Support informed courage:** Create a culture in which taking thoughtful risks and proposing or pursuing bold ideas is encouraged and expected.
- Bolster collaboration:** Support interdisciplinary and multidisciplinary teamwork and the sharing of knowledge, leverage insights from others, and promote broad, inter-institutional community input and practice.
- Celebrate impactful results:** Measure and recognize the effectiveness of new ideas and publicize successes to internal and external audiences.

**I have read and understand the content of the Core Values Commitment Acknowledgment Form.
I agree to demonstrate the values in my work and through my behavior.*

Name (print): _____ Signature: _____ Date: _____


Supervisor's Name (print): _____ Supervisor's Signature: _____ Date: _____

State of Maryland Policy - Bullying in the Workplace 10 01 2024.pdf

STATE OF MARYLAND POLICY

SUBJECT: Bullying in the Workplace

Effective: 1/1/2017
Revised (v.2): 10/1/2024



Catherine M. Hackman
Acting Chief HR Officer
Office of Personnel Services and Benefits

AUTHORITY

Annotated Code of Maryland, State Personnel and Pensions Article, Title 2, Section 2-302; Title 4, Section 4-106; Title 6, Section 6-102; and Title 11, Sections 11-104 and 11-105.

GENERAL STATEMENT OF INTENT

It is the intent of the State of Maryland to educate all employees about Bullying in the Workplace and to ensure that bullying is not tolerated. Where it is found to have occurred, it will be dealt with in an appropriate manner, which may include the imposition of disciplinary action, up to and including termination from State service.

DEFINITION

Workplace Bullying:

Intentional, persistent, malicious, unwelcome, severe or pervasive conduct that harms, intimidates, offends, degrades or humiliates an employee, whether verbal (including written or electronic) or physical, at the place of work or in the course of employment. Workplace bullying is behavior that a reasonable person would find to be hostile, offensive, and not related to an employer's legitimate business interests. Examples of workplace bullying include, but are not limited to:

- Personal attacks (angry outbursts, excessive profanity, or name-calling);
- Personal insults and use of offensive nicknames;
- Public humiliation;
- Encouragement of others to turn against the targeted employee;
- Spreading rumors and gossip about the targeted employee;

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- Sabotage of a coworker's work product or undermining of an employee's work performance;
- Threats of abuse to an individual or an individual's property (defacing or marking up property);
- Being unjustifiably offensive toward fellow employees, wards of the State, or the public;
- Making threats about job security without foundation; or
- Repeated infliction of verbal abuse, such as the use of derogatory remarks, insults and epithets.

Bullying conduct does not include:

- A single incident of unreasonable behavior;
- Disciplinary action taken in accordance with applicable law, regulation or policy;
- Routine coaching and counseling, including feedback about and correction of work performance or conduct;
- Exercising management's prerogative to appoint, promote, transfer, or reassign an employee, to direct or assign work, and to determine and redetermine the methods and means by which an agency's functions will be carried out;
- Individual differences in styles of personal expression which may lead to conflict, provided that the expression is not meant to intimidate; and
- Having differences of opinion on work-related concerns.

MANAGEMENT RESPONSIBILITIES

It is the duty of every manager and supervisor to immediately report to the appointing authority any incident of workplace bullying that is witnessed by the manager or supervisor or brought to his/her attention by another employee.

TRAINING AND EDUCATION

Training is a significant factor in preventing and managing workplace bullying, particularly to enable early intervention in workplace conflict before it potentially escalates into bullying. Training protocols for both supervisors and employees shall include the

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definition of workplace bullying, reporting and investigation procedures and available resources for those who have been affected by workplace bullying. All State of Maryland employees shall be required to take refresher Workplace Bullying training every two (2) years. Workers, including managers and supervisors, should be aware of their roles in relation to prevention and responses to workplace bullying and appropriate skills to take action where necessary.

MANAGER AND SUPERVISOR TRAINING

Managers and supervisors need the skills to be able to identify bullying behavior in the workplace and put the right control measures in place. They shall be trained in how to prevent and respond to workplace bullying, and in skills that will help develop productive and respectful workplace relationships, for example training that covers:

- Communicating effectively and engaging workers in decision-making;
- Managing difficult conversations and providing constructive feedback both formally and informally;
- Conflict management;
- Effectively managing workloads and performance; and
- Diversity and tolerance.

COMPLAINT PROCESS – EMPLOYEES NOT IN A PROTECTED STATUS

An employee who feels s/he has been a victim of bullying that is **not** because of the individual's age, ancestry, color, creed, gender identity and expression, genetic information, marital status, mental or physical disability, national origin, race, religious affiliation, belief or opinion, sex, sexual orientation or any other protected status, should file a complaint with their appointing authority or agency head/Secretary, as appropriate.

Upon receiving the complaint, the appointing authority or designee shall investigate the complaint in the following manner:

1. Meet with the complainant in a confidential setting to collect information that the complainant believes is pertinent to the charge of workplace bullying. If requested, the complainant shall have a right to representation. During this meeting, the individual charged with investigating the complaint should:

- Listen to the concerns being expressed by the complainant with an open mind;

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- Ask open-ended questions to solicit as much information as possible;
 - Ask whether there were any witnesses to the incidents being complained of;
 - Consider any documentary evidence the complainant may provide; and,
 - Explain the next steps to the complainant.
2. Meet with any witnesses to the incidents being complained of.
 3. Meet with the employee against whom the complaint was lodged and provide him/her with a summary of the allegations.

Results of Investigation

1. If the investigation results in a finding that bullying occurred, the appointing authority or agency head/Secretary, as appropriate, shall:
 - Consider any mitigating circumstances;
 - Determine the appropriate disciplinary action, if any, to be imposed; and
 - Give the employee a written notice of the disciplinary action to be taken and the employee's appeal rights.
2. The appointing authority or agency head/Secretary, as appropriate, must investigate and take appropriate disciplinary action, if any, within 30 days of gaining knowledge of the alleged bullying, except that if a suspension without pay is imposed the suspension must be imposed no later than 5 workdays following the close of the employee's next shift after the appointing authority acquires knowledge of the misconduct for which the suspension is imposed, in accordance with State Personnel and Pensions Article §11-106(c).
3. In addition to, or in lieu of, discipline, an appointing authority or head of the principal unit, as appropriate, may exercise management's prerogative to reassign an individual who has filed a complaint upon request of the complainant. Additionally, an appointing authority or head of the principal unit, as appropriate, may exercise management's prerogative to reassign the alleged bully; such reassignment is not a disciplinary action within the meaning of Title 11 of the State Personnel and Pensions Article.
4. An individual who has been found to have committed a violation of this Policy shall be required to participate in retraining relating to the requirements of this Policy and the prohibitions against bullying.

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5. If the behavior giving rise to the complaint does not rise to the level of workplace bullying, the individual investigating the matter should determine whether there are workplace issues that should be addressed and take appropriate action to do so.

6. Every step in the process should be documented.

7. No matter the outcome, the complainant should receive a written decision that addresses the complaint and outlines the steps that were taken to address the complaint. This decision should provide sufficient information to support the outcome.

8. Within twenty (20) days after receiving the written decision, an employee who filed the complaint and believes that the appointing authority misinterpreted or misapplied the Bullying in the Workplace policy to him/her, may file a grievance pursuant to Title 12 of the State Personnel and Pensions Article.

COMPLAINT PROCESS – PROTECTED STATUS BASIS (Authority: SPP Title 5, § 5-211, *et seq.*)

For an employee who feels s/he has been a victim of bullying/harassment and/or discrimination *because* of the individual's age, ancestry, color, creed, gender identity and expression, genetic information, marital status, mental or physical disability, national origin, race, religious affiliation, belief or opinion, sex, sexual orientation or any other protected status, there are a number of options for pursuing a complaint. Whether a complaint is filed pursuant to Title 5 of the State Personnel and Pensions Article or externally (through the federal Equal Employment Opportunity Commission or the Maryland Commission on Civil Rights) the employee should be aware of the deadlines.

A complaint filed internally:

- Must be filed in writing;
- Must be filed with the head of the principal unit or the EEO Officer;
- That alleges a violation of § 5–208 of the State Personnel and Pensions Article must be filed within 1 year after the employee knew or reasonably should have known of the alleged violation.
- That alleges harassment in violation of § 20–606(a)(5) of the State Government Article must be filed within 2 years after the alleged violation that is the basis for the Complaint.

After the complaint has been received:

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- Within 60 days, the EEO Officer shall meet with the complainant and investigate the complaint, and make a recommendation to the head of the principal unit;
- The head of the principal unit or designee shall issue a written decision to the complainant, and may grant any appropriate relief;
- The decision may be a dismissal of the complaint or a finding that a violation has occurred;
- A decision may be appealed to the Office of the Statewide EEO Coordinator in writing and filed within 10 days after receiving a decision;
- The Statewide EEO Coordinator shall review both the complaint and decision, conduct any necessary investigation, and shall recommend to the DBM Secretary or designee a finding of whether a violation has occurred within 30 days after the appeal is received. The decision may grant an appropriate relief to the complainant or dismiss the complaint.

COMPLAINT BY WITNESS

Workplace bullying affects everyone. An employee who witnesses bullying behavior as defined in this policy should report that information to his or her appointing authority or agency head/Secretary, as appropriate, without delay. A witness to workplace bullying may make this report anonymously. Anonymous complaints may be more difficult to investigate, but the appointing authority or agency head/Secretary, as appropriate, has a duty to do so to the best of his or her ability.

RETALIATION PROHIBITED

Reprisal or retaliation against any employee who files a report about bullying is strictly prohibited. Any employee who harasses or intimidates another employee who has reported bullying behavior in the workplace may be subjected to disciplinary action, up to and including termination from State service.

DATA COLLECTION

It is imperative that the data on complaints and the outcome of investigations be collected by agency HR departments and shared with DBM. This shall be tabulated by work site and department in order to pinpoint specific problem locations.