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FACT SHEET

BULLYING IN THE WORKPLACE



INTRODUCTION

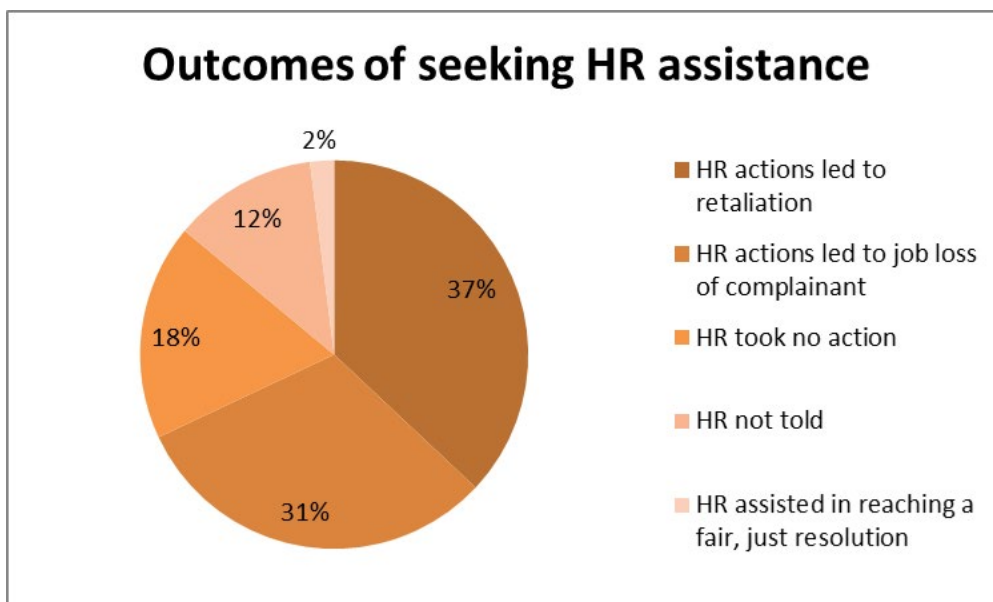
“Violence at work, ranging from bullying and mobbing, to threats by psychologically unstable co-workers, sexual harassment and homicide, is increasing worldwide and has reached epidemic levels in some countries.”

Violence at Work: International Labour Organisation. 2006

Bullying is prevalent in our workplaces, as research cited in this Fact Sheet has shown. It is a source of conflict in the workplace and often originates from the external environment. However, this type of anti-social behaviour is exacerbated in organisations due to uneven workplace power relations where supervisors and managers have considerable power over their team members. It appears that having a strict hierarchy in the organisation is likely to lead to more bullying. Bullying also occurs between peers at work, however.

The effects of bullying can be devastating to an individual and also very negative to the organisation.

How bullying is handled is an indicator of workplace climate and management’s commitment to a healthy organisation. Unfortunately, it would appear that HR practitioners are not generally very successful at resolving bullying complaints, as shown below.



Source: Workplace Bullying Institute

1 <https://www.pwc.com/gx/en/services/people-organisation.html>

Although a significant workplace issue, it would appear that bullying as a topic is not generally presented in HRM academic courses. A brief literature survey conducted for this Fact Sheet shows that there is a wealth of academic literature on this subject, although only a few studies have been conducted in South Africa.

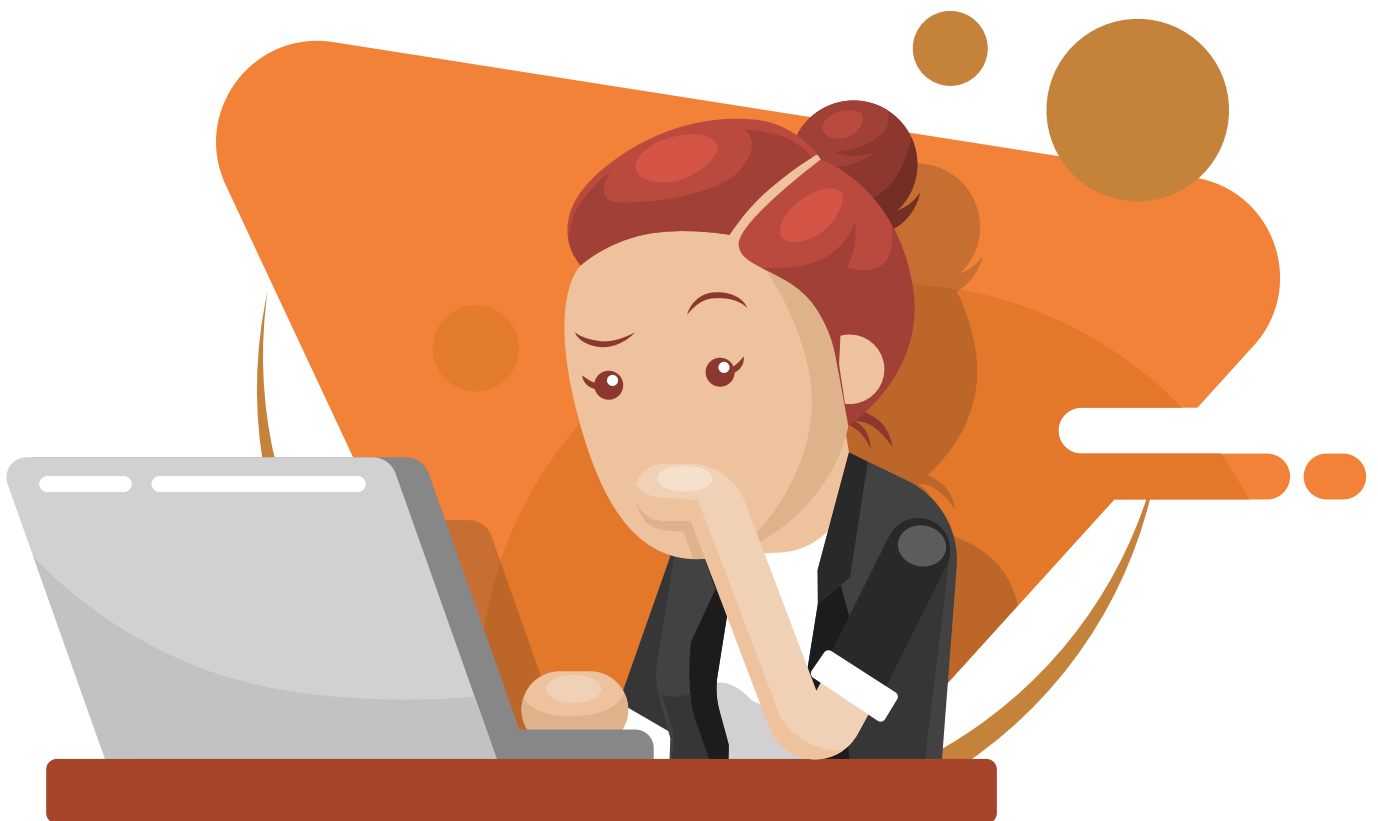
The SABPP National HR Competency Model holds HR practitioners to a high standard of personal ethics, which includes avoidance of using bullying behaviours, and also requires that HR practitioners be skilled in conflict resolution. The SABPP HRM Standards includes elements on Employee Relations and Organisation Development, both of which would concern themselves with the prevention and resolution of workplace bullying.

This Fact Sheet deals with definitions, prevalence, recognising bullies and bullying, the impact of bullying, legal issues and practical approaches for HR practitioners.

Bullying and Sexual Harassment are both forms of workplace violence. Sexual harassment is dealt with in detail in the SABPP Fact Sheet # 10 of 2014.

"Workplace bullying - in any form - is bad for business. It destroys teamwork, commitment and morale."

Tony Morgan



Definitions

A University of the Free State 2014 study on bullying¹ found many different definitions and noted that internationally, there is no single accepted definition although the general idea of bullying is generally accepted. Two main concepts are associated with bullying and should be included in any definition, namely:

- Uninvited conduct, whether direct or indirect
- Repeated over a period of time.

The idea that the bullying action is intended is normally included in definitions, but the work of the Rothmanns differs:

“Repeated actions and practices that are directed to one or more workers, which are all unwanted by the victim, which may be done deliberately or unconsciously, but which clearly cause humiliation, offence and distress, and that may interfere with job performance, and/or cause an unpleasant working environment.”²

This definition would therefore include many more bullying behaviours.

Different legal jurisdictions treat bullying in different ways. For example, in the UK it is a violation of an employee’s right to dignity; in the US it is treated as a form of harassment; while in Australia it is treated as a health and safety risk. The problem with considering it as a form of harassment is that some forms of bullying such as blaming an employee for errors or unfairly taking credit for work done by someone else are on their own not illegal but when they form a pattern, it can become bullying.

America’s Workplace Bullying Institute defines bullying as “repeated, health-harming mistreatment, verbal abuse, or conduct which is threatening, humiliating, intimidating, or sabotage that interferes with work”³. Research by this Institute shows that

- bullying can persist over protracted periods of time (average around 2 years) and
- typical victims in the US are around 40 years of age, educated and with quite a long period of service with the employer.

The definition proposed in the Smit study cited above as the basis for a legal definition in South Africa is:

“Conduct of an employee or an employer or a group of employees and employers, directed at an employee, employer or groups of employees or employers, which a reasonable person would find hostile or offensive and is unrelated to an employer’s legitimate business interest. Abusive conduct may include but is not limited to repeated infliction of verbal abuse, such as the use of derogatory remarks, insults, epithets, verbal or physical conduct that a reasonable person would find threatening, intimidating, humiliating or creates a risk to health or safety or relates to the gradual sabotage or undermining of a person’s work performance. Bullying is not reasonable action taken in a reasonable manner by an employer to transfer, demote, discipline, counsel, retrench or dismiss an employee.”

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- 1 **Bullying in the Workplace: Towards a Uniform Approach in South African Labour Law. 2014. Smit, D.M. PhD Dissertation. University of the Free State.**
 - 2 **The South African Employee Health and Wellness Survey: User Manual. Rothmann, J.C, and Rothmann, S. 2006. Potchefstroom, Afriforte (Pty) Ltd.**
 - 3 **<http://www.workplacebullying.org/individuals/problem/definition/>**

Cyber-bullying

Cyber-bullying consists of the use of social media and other communication technology platforms to intimidate, harass, embarrass or victimise others. As with other more face to face types of bullying, there is an intention to hurt. The University of the Free State study references an Australian study which found that 34% of respondents in the manufacturing sector had been exposed to bullying over the previous 6 months, and of those, a third had been bullied via electronic media.

The features of cyber-bullying include that the physical distance between perpetrator and victim can lead to lack of understanding of the impact of the perpetrator's actions and also that the identity of the perpetrator can be concealed, that the harassing messages can be widely disseminated very quickly and can acquire a life of their own, thereby multiplying the impact on the victim. In addition, the reputation of the employer can be negatively affected where the employment relationship is referred to.

Types of bullying

Direct bullying is face to face (or by electronic means). It includes "acts of verbal abuse like belittling remarks, public humiliation, criticism, inaccurate accusations as well as threatening behaviour and intimidation."⁴

Indirect bullying is through emotional manipulation rather than direct confrontation (such as gossiping, "freezing out", manipulating information that victims receive).

Either direct or indirect bullying may be done through written communications, pictures, phone calls and automatic supervision systems such as electronic access systems and recording of phone calls, if selectively applied rather than applied to all employees.

Bullying or being a "jerk"?

A dictionary definition of a jerk is "an unlikable person; especially : one who is cruel, rude, or small-minded"⁵. This definition overlaps that of a bully where a jerk may be cruel, which implies a deliberate intention to hurt another person. Someone who is habitually rude or small-minded is probably not a bully, but "just a jerk". One survey conducted by Saratoga⁶ used categories to describe bosses such as

- "a nightmare" (30% of those polled) or
- "difficult to work with" (a further 11% of those polled).

The authors of "Love 'Em or Lose 'Em"⁷ include a self-scoring checklist to gauge the extent to which you might be a jerk (see Appendix 1) and this checklist could be useful for identifying bullying traits as well.



⁴ Prevalence of workplace bullying of South African employees. Cunniff, L., Mostert, K. 2012. SA Journal of Human Resource Management. 10(1).

⁵ Merriam-Webster dictionary.

⁶ www.careerbuilder.com

⁷ Love 'Em or Lose 'Em". 2002. Kaye, B. and Jordan-Evans, S. 2002. California: Berrett-Koehler Publishers

Prevalence of bullying

“Workplace bullying is definitely on the rise. Workplaces are more competitive and more and more people revert to survival behaviour that’s less than dignified.”

Dr Susan Steinman, founder of the Workplace Dignity Institute in South Africa

Some researchers cited in the University of the Free State study have pointed out that there is a methodological problem in measuring the prevalence on bullying, which is that where people are asked to “label” themselves as victims, there is likely to be an under-reporting due to feelings such as shame and embarrassment. There is some research, however, which has used a more objective measuring instrument, which focuses on identifying negative behaviours (see later section 5).

Widely varying figures on the prevalence of workplace bullying are reported from across the world – some of this variation is probably due to cultural differences but probably more of the variation comes from the different research methodologies. Figures such as 9% from an EU study and 66% and 90% respectively from two different US studies illustrate this variation.

A South African study in the mining industry in 2012 reported that, using the self-reporting method, over 27% of employees reported having been bullied over the previous 6 months, while using the objective measurement method, 39.6% of the sample reported a negative act over the previous week.⁸ Similarly, the Cunniff and Mostert South African study across different sectors and geographies showed a prevalence of 31.1% reporting acts of workplace bullying. This study found that Black employees and younger employees reported higher levels of bullying and also male employees. This last finding is somewhat counter-intuitive and the researchers attributed it to the fact that there are more male employees in the workplace and, based on other research findings that most bullying is between same-sex perpetrator and victim, this would mean that in a male dominated environment, more males will be bullied. This study also found some differences in prevalence between sectors. (It is worth noting that the research findings about same-sex bullying seem to underline a difference in concept between bullying and sexual harassment.)

Various organisational contributing factors have been identified including strict hierarchical structures; a win/lose culture; authoritarian management styles; and a culture which is not founded on dignity and respect for individuals. Strong and effective HR departments can contribute to minimising a bullying culture, where HR practitioners are close to the workplace and are respected as supporting fair treatment for all.



⁸ The Prevalence of Workplace Bullying in a South African Mining Company. Visagie, J.C, Havenga, W., Linda, H., Botha, A. 2012. SA Journal of Labour Relations. 36(2)

Who are the bullies?

According to the research done by the Workplace Bullying Institute in the US, 71% of bullies are at least one hierarchical level above the victim, and these tend to be the male bullies. There is usually some degree of co-option of others by the bully or collusion by others with the bully, with an average of 3.5 people becoming involved.

It seems from various pieces of research cited in this Fact Sheet that bullying originates in some combination of the bully's personality, the victim's situation and response (sometimes they are seen by the bully as threatening or too independent), and the environment. The collusion by others seems to occur because bystanders attribute the cause of bullying to the victim rather than the perpetrator.

Recognising bullying and bullies

It is important in the first place to note that being a strong manager does not mean that the manager is a bully. Managers have the responsibility to ensure that each employee performs to the expected standard and behaves in accordance with company values and should take appropriate action where the standards are not being met or values not being adhered to. The distinction lies in the intention of the action : where the intention is to hurt , demean or humiliate an employee through direct or indirect negative actions, the manager has crossed the line and becomes a bully. The UK agency ACAS⁹ recommends that, because this line can be somewhat vague, it is preferable for employers, in a code of conduct and/or policy on workplace bullying, to give specific examples, such as:

- Copying emails that are critical of someone to people who do not need to know
- Making threats or comments about job security without foundation
- Preventing individuals progressing by intentionally blocking promotion or training opportunities.

Having said that:

"All bullies are not the same. They often have different styles and approaches. "

Lynne Curry, president of the management consulting firm The Growth Company, and author of *Beating the Workplace Bully: A Tactical Guide to Taking Charge*

⁹ Bullying and Harassment at Work. www.acas.org.uk

"Some bullies are obvious – they slam doors, yell angrily and are insulting and rude; others are much more subtle. While appearing to be courteous they engage in vicious character assassination, petty humiliations and small interferences . . . which poison the working environment for the targeted individuals. A bully boss might set you up to fail by demanding unrealistic deadlines or overloading you with work then replacing it with demeaning jobs."¹⁰

Some bully types identified by Lynne Curry include:

- Aggressive Jerk
- Scorched Earth Supervisor
- Shape Shifter
- Character Assassin

Workplace bullying occurs without apparent provocation, when individuals are regularly abused or intimidated by another coworker/ s over a period of time, hampering performance and making work life difficult. Destructive communication is used to demean and humiliate, and may include:

- Yelling, cursing or swearing;
- Blaming an individual for the mistakes of others;
- Taking credit for the victim's work;
- Ridiculing through unsubstantiated criticism;
- Attacks on the victim's self-esteem;
- Refusal to delegate work or removal of responsibilities; and
- Unrealistic work demands.

Deidre Viljoen

Bullies often have a particular personality type, *"they can be impulsive, emotionally reactive and have a low tolerance for ambiguity. These individuals were also seen to have little personal self-esteem, resulting in the constant need to inflate their self-esteem at the expense of others."*¹¹

One problem with recognising bullying, as with other forms of harassment, is that it is all in the subjective experience of the victim. The ACAS publication says: "Symptoms may not be obvious to others, and may be insidious. Those on the receiving end may think 'perhaps this is normal behaviour in this organisation'. They may be anxious that others will consider them weak, or not up to the job, if they find the actions of others intimidating. They may be accused of over-reacting, and worry that they won't be believed if they do report incidents." For this reason, it can be helpful to use the Negative Acts questionnaire (Appendix 2) to have a more objective assessment of problematic behaviour in the workplace.

¹⁰ **Brutal Bosses and their Prey.** Harvey Hornstein. 1997. Riverhead Books.

¹¹ **Do You Have a Bully At Work?** Deidre Viljoen. N.d. ENS Africa. <http://www.mondaq.com/southafrica/x/243742/Discrimination+Disability+Sexual+Harassment/Do+You+Have+A+Bully+At+Work>

Impact of bullying

On the individual:

Physical impacts are varied and may include, for example, sleep and eating disorders; skin rashes, asthma and allergies; weight changes; headaches and digestion irritations; high blood pressure.

Psychological effects are also varied but centre around anxiety, depression, and lowered self-esteem. The University of the Free State study reported that 10% of suicides in the US can be traced back to bullying in the workplace. The effects of persistent or intense bullying can sometimes amount to post-traumatic stress disorder.

There are also often impacts on an employee's career - a heightened intention to leave the current employer thereby disrupting career progression.

The Cunniff and Mostert study referred to earlier found that those employees with higher levels of social coherence, and who had positive experiences of diversity, reported lower levels of workplace bullying.

On the organisation:

- Increased turnover as discussed earlier.
- Distrust and conflict in work teams leading to poor productivity



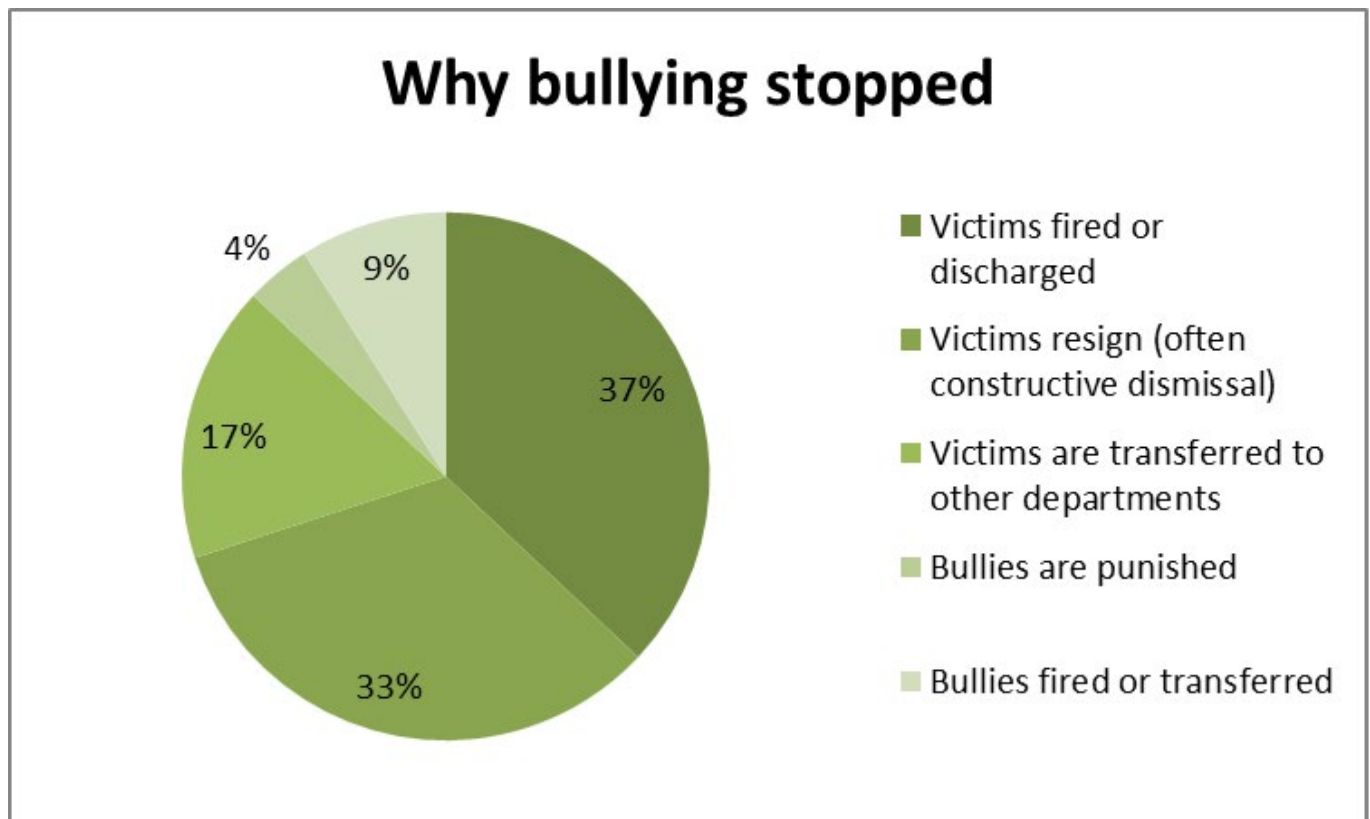
“Research shows victims can waste up to 52 per cent of their time at work defending themselves, networking for support, thinking about the situation and being demotivated and stressed.”

Susan Steinman, Dignity at Work

- Poor levels of communication within and across teams – less listening, less hearing
- Loss of respect for supervisors who are seen as bullies
- Poor reputation for the employer in the labour market
- Possible legal costs should complaints be laid (see next section).

What makes bullying stop?

The research by the Workplace Bullying Institute cited earlier showed that bullying stopped for reasons shown in the graph below:



The above graph could be summarised as: once, targeted, bullied individuals have a 70% chance of losing their jobs and bullies face a low risk of being held accountable.

Unfortunately for the HR profession, it would seem that the involvement of the HR department seldom produces positive results for anyone involved, as shown in the graph reproduced in the Introduction to the Fact Sheet.

9 <https://www.wef.org>

10 <https://www.wef.org>

11 <http://bpmgeek.com/blog/what-pestle-analysis>

Legal issues

The legal discussion in the University of the Free State study discusses whether bullying should be treated as a harassment or a dignity violation, which would mean that different legal processes would be followed.

Various statutory provisions could cover bullying, namely:

- Labour Relations Act (unfair labour practice; and employees who resign as a consequence of bullying would have a good claim of constructive dismissal under labour law).
- Protected Disclosures Act.
- Protection from Harassment Act. Whilst this could help to deal with incidents of bullying in the workplace, from an employee relations point of view it is preferable to deal with the problem under labour legislation rather than this Act which would involve criminal complaints and investigations.
- Promotion of Equality and Prevention of Unfair Discrimination Act.
- Employment Equity Act.
- As regards health and safety issues:
 - Occupational Health and Safety Act
 - Unemployment Insurance Act
 - Compensation for Occupational Injuries and Diseases Act.

Readers are referred to the University of the Free State study for discussion on each of these Acts as related to bullying.



Practical approaches for HR practitioners

Protect yourself as an HR practitioner

First and foremost, protect yourself as an HR practitioner from bullying by managers and/or employees. Maintain your professional platform of knowledge and competence and make decisions which are fair to all concerned.

Some tips from Patricia Barnes¹² include:

- Ground yourself, stay calm;
- Start documenting, write down what is said and happens;
- Turn the tables, call the bully's bluff, ask for specifics;
- Find a champion, report the abuse early on.

Brian Martin¹³ points out that "If you put up with the abuse, it will probably continue. If you resist, it may get worse. Many advisers say the best option is to leave." He says that to resist, you need psychological toughness, support and skills. But first, check yourself as you may be part of the problem:

"Here are some questions to ask yourself.

- Have I had confrontations with quite a few different people?
- Am I hiding any information? Do I resist an open discussion of the issues?
- Do I make derogatory comments about others, openly or while gossiping?
- Have I threatened anyone?

Another approach is to write down a brief account of your experiences and then write a similarly brief account from the point of view of the other party - the bully. Present the bully's perspective as effectively as possible. If you can't bring yourself to do this, get a friend to do it for you. Then ask yourself, or the friend, which account sounds more persuasive. If the bully's perspective sounds equally or more persuasive, maybe you've misperceived the situation."

¹² **Surviving Bullies, Queen Bees & Psychopaths in the Workplace.** Barnes, P. 2013. Self published. Available from Amazon.

¹³ **Tactics Against Bullying at Work.** Brian Martin. <http://www.bmartin.cc/pubs/07bullying.html>

Work to build trust in the HR department

Research in the UK in 2012¹⁴ discusses that “Trust between employee, manager and HR practitioner is essential for the successful resolution of bullying claims, yet this study suggests multiple directions of distrust. By virtue of their role alignment [with management] and previous experiences of handling bullying complaints [where the complaint was not valid], HR practitioners were found to prioritise their relationships with managers, automatically distrusting employees’ bullying claims. Despite also distrusting managers to effectively deliver HRM practices, it appears that bullying complaints are ‘too hot to handle’ for HR practitioners given the risks to their relationships with managers.”

It is therefore evident that HR practitioners who have not built a reputation as being fair to be trusted will not be able to play a useful role in resolving bullying problems.

It is also important that HR practitioners ensure that they have up to date knowledge about bullying as a phenomenon.

Policies and communication

“50.6% of employees surveyed were unaware of any workplace policies that manage workplace violence.”

Susan Steinman, Dignity at Work

ACAS recommends a simple checklist for a bullying and harassment policy as follows:

- Statement of commitment from senior management;
- Acknowledgement that bullying and harassment are problems for the organisation;
- Clear statement that bullying and harassment are unlawful, will not be tolerated and that decisions should not be taken on the basis of whether someone submitted to or rejected a particular instance of bullying or harassment;
- Examples of unacceptable behaviour;
- Statement that bullying and harassment may be treated as disciplinary offences;
- The steps the organisation takes to prevent bullying and harassment;
- Responsibilities of supervisors and managers;
- Confidentiality for any complainant;
- Reference to grievance procedures (formal and informal), including time scales for action;
- Reference to disciplinary procedures, including time scales for action, counselling and support availability;
- Training for managers;
- Protection from victimisation;
- How the policy is to be implemented, reviewed and monitored.
- Ensure the code of conduct is clear that bullying will not be condoned, whether hierarchical or peer bullying.
- Ensure that your hot line is available to report incidents of bullying.
- Ensure that other HR processes are aligned: for example, that your performance management results are checked to identify where bullying might be playing a role in poor performance ratings; or that attendance at learning and development events is not being blocked by bullies.

¹⁴ Too Hot to Handle? Trust and Human Resource Practitioners’ Handling of Bullying Complaints. 2012. Harrington, S., Rayner, C., Warren, S. *Human Resource Management Journal*. 34(2).

Support and empower the victim

- Offer life skills training for employees at large to avoid targeting victims directly. Relevant life skills include emotional intelligence, assertiveness and conflict handling.
- Ensure the EAP including counselling and support for victims of bullying.
- Ensure that the grievance process is accessible and credible.
- Consider how to protect the victim through means such as:
 - Giving evidence remotely or by proxy, giving emotional support through a representative at the hearing¹⁵
- Consider using mediation to arrive at a common understanding of the problem – this might help where the bullying is unconscious and the victim has poor self-esteem or poor life skills.

Support and protect the bystander witnesses

The University of the Free State study reviews research which shows that bystanders also suffer from similar negative impacts as the victims of bullying, and that this becomes worse when bystanders are called as witnesses in a formal grievance or disciplinary process. Therefore similar support measures should be taken.

Develop managers who can be positive role models, not bullies, through:

- Training
- Coaching
- Counselling (where the bullying behaviour spills over outside work and affects personal relationships)
- Mentoring / peer support

Work to create a bullying-free culture, bearing in mind the contributing factors to a bullying culture

- Run awareness campaigns such as the example shown below:
- Survey employees to establish the current situation
- Plan and implement organisation development interventions based on the survey results.
- Ensure that recruitment and selection procedures screen out people with a track record of bullying through reference checking.



¹⁵ How to deal with workplace intimidation. Peter McDermott. <http://www.hrpulse.co.za/editors-pick/230826-how-to-deal-with-workplace-intimidation>

Conclusion

South Africa suffers from many manifestations of social breakdown, some of which result in violence in many life situations. One consequence of this is increased risk of violence in the workplace, with bullying being one version of this violence. With the challenges of harnessing our diversity and ensuring inclusion of all categories of diversity to improve the quality of work life as well as organisational success, it is particularly important in our country to be able to identify where bullying may be a barrier to inclusion through prejudicing the dignity and rights of employees.

As demonstrated in this Fact Sheet, bullying is a complex issue and resolving bullying in the workplace is even more complex. As such this is a big challenge for HR practitioners, who need to accept this challenge and work towards making our organisations bully free.

"I decided to scream. Silence is the real crime against humanity."

Nadezdha Mandelstram, Hope against Hope

Further reading

Surviving Bullies, Queen Bees & Psychopaths in the Workplace. Barnes, P. 2013. Self published. Available from Amazon.
Don't Take Shit from Hyenas at Work: Reclaim Your Dignity - Be Hyena-wise! Steinman, Susan, M. 2007. Johannesburg, South Africa: The People Bottomline.

This Fact Sheet was written by Penny Abbott, Research and Policy Adviser to the SABPP.



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Appendix 1

Jerk Behaviour Checklist ¹⁶

(Authors' disclaimer: this is a tool to help with insight, it is not a validated instrument. The interpretation guidelines are just guidelines.)

Use the rating scale 0 = I never act this way ----- 5 = I often act this way

| Behaviour | Your rating |
|---|-------------|
| Intimidate | |
| Condescend or demean | |
| Act arrogant | |
| Withhold praise | |
| Slam doors, pound tables | |
| Swear | |
| Behave rudely | |
| Belittle people in front of others | |
| Micromanage | |
| Manage up, not down | |
| Always look out for number 1 | |
| Give mostly negative feedback | |
| Yell at people | |
| Tell lies or half-truths | |
| Act above the rules | |
| Enjoy making people sweat | |
| Act superior to or smarter than everyone else | |
| Show disrespect | |
| Act sexist | |
| Act bigoted | |
| Withhold critical information | |
| Use inappropriate humour | |
| Blow up in meetings | |
| Start every sentence with "I" | |
| Steal credit or spotlight from others | |
| Block career moves (prevent promotion or hold onto "stars") | |
| Distrust most people | |
| Show favouritism | |
| Humiliate and embarrass others | |
| Criticise often (at a personal level) | |
| Overuse sarcasm | |
| Deliberately ignore or isolate some people | |
| Set impossible goals or deadlines | |

¹⁶ From pages 91-93 of Love 'Em or Lose 'Em

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| | |
|---|--|
| Never accept blame, let others take the hit | |
| Undermine authority | |
| Show lack of caring for people | |
| Betray trust or confidences | |
| Gossip/spread rumours | |
| Act as if others are stupid | |
| Have moods (when feeling down, take it out on others) | |
| Use fear as a motivator | |
| Show revenge | |
| Interrupt constantly | |
| Make "bad taste" remarks | |
| Fail to listen | |
| Lack patience | |
| Demand perfection | |
| Break promises | |
| Second-guess constantly | |
| Have to always be in command | |
| TOTAL SCORE | |

Interpretation Guidelines:

0 – 20

Although you have a bad day now and then, you are probably not viewed as a jerk. Watch those behaviours for which you scored above a 3 and get more feedback from your employees.

21 – 60

Look out! You could be viewed as a jerk by some, at least in some situations. Commit to developing yourself to avoid these behaviours.

61 or more

You are at high risk for losing talent. Get more feedback and consider getting a coach.

Appendix 2

Negative Acts Questionnaire¹⁷

This is a standardised and validated instrument for the measurement of workplace bullying, using indicators of inappropriate behaviours that people should not experience in a regular or systematic manner at work. It was developed in Anglo-American cultures and subsequently tested in other cultures.

| | |
|---|---|
| Work-related bullying | Someone withholding information which affects your performance |
| | Being ordered to do work below your level of competence |
| | Having your opinions ignored |
| | Being given tasks with unreasonable deadlines |
| | Excessive monitoring of your work |
| | Pressure not to claim something to which by rights you are entitled (e.g. sick leave, holiday entitlement, travel expenses) |
| | Being exposed to an unmanageable workload |
| Person-related bullying | Being humiliated or ridiculed in connection with your work |
| | Having key areas of responsibility removed or replaced with more trivial or unpleasant tasks |
| | Spreading of gossip and rumours about you |
| | Being ignored or excluded |
| | Having insulting or offensive remarks made about your person, attitudes or your private life |
| | Hints or signals from others that you should quit your job |
| | Repeated reminders of your errors or mistakes |
| | Being ignored or facing a hostile reaction when you approach |
| | Persistent criticism of your errors or mistakes |
| | Practical jokes carried out by people you don't get along with |
| | Having allegations made against you |
| | Being the target of excessive teasing and sarcasm |
| Physically-intimidating bullying | Being shouted at or the target of spontaneous anger |
| | Intimidating behaviours such as finger-pointing, invasion of personal space, shoving, blocking your way |
| | Threats of violence or physical abuse, or actual abuse |

¹⁷ Measuring exposure to bullying and harassment at work. Einarsen, S., Hoel, H. and Notelaers, G. 2009. *Work and Stress*. Vol. 23(1).

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| August | 7 | HR TECHNOLOGY |
| September | 8 | HR IN BUSINESS SUSTAINABILITY |
| October | 9 | THE LEARNING & DEVELOPMENT LANDSCAPE IN SA |
| November | 10 | TOWARDS A CODETERMINATION MODEL FOR SOUTH AFRICA |

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FACT SHEET

| DATE | NUMBER | SUBJECT |
|-------------|--------|--|
| 2017 | | |
| February | 1 | MODERN SLAVERY |
| March | 2 | PENSION LAW FOR EMPLOYERS |
| April | 3 | THE GAME CHANGER: ROLE OF HR |
| May | 4 | HR GOVERNANCE |
| June | 5 | INTEGRATING SKILLS DEVELOPMENT, EMPLOYMENT EQUITY AND B-BBEE TRANSFORMATION |
| July | 6 | STRESS MANAGEMENT |
| August | 7 | REMUNERATION: RECENT TRENDS |
| September | 8 | HOW CEOs AND CHROs CAN USE THE SABPP TO CREATE EXCELLENCE IN HR MANAGEMENT |
| October | 9 | PEOPLE WITH DISABILITIES |
| November | 10 | RETRENCHMENT |
| December | 11 | THE SOUTH AFRICAN LEADERSHIP STANDARD |
| 2018 | | |
| February | 1 | STRATEGIC HUMAN RESOURCE MANAGEMENT |
| March | 2 | BULLYING IN THE WORKPLACE |

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