

A shared commitment to a dignified and
respectful workplace between the PSC
and CUNY

Anti-Bullying Toolkit

#BullyFreeCUNY

Prepared by members of the
PSC Anti-Bullying Committee

Version 10.21.2021

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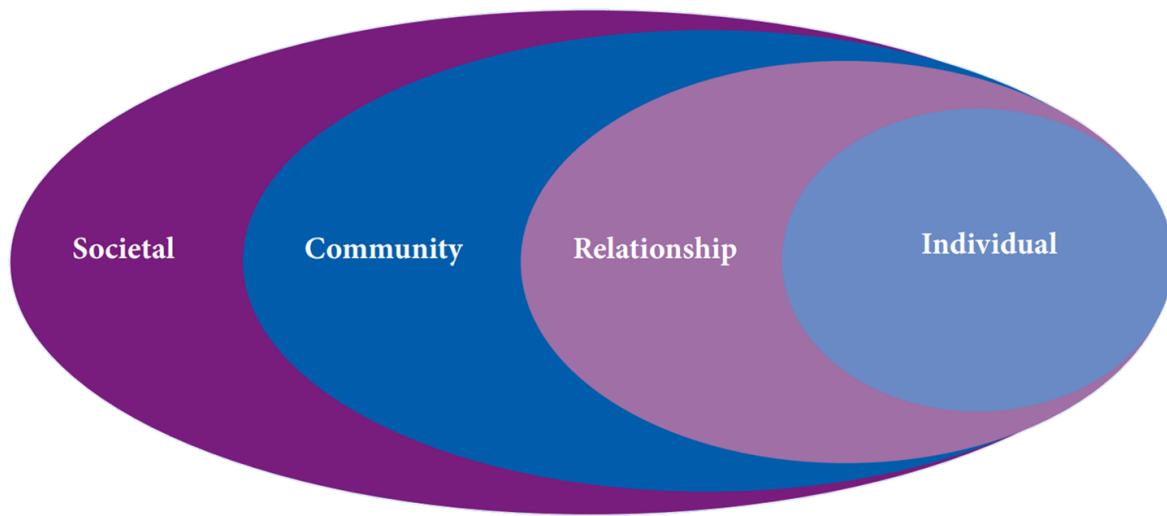
Contract Language

EXECUTIVE SUMMARY

This toolkit serves as a guide to understanding the work of the PSC Anti-Bullying Committee and integration of past, current, and future initiatives. This is a working document and will be updated periodically.

INTRODUCTION

CUNY is emerging from the coronavirus pandemic. Our world is a radically different place from what we are familiar with. What does the future of CUNY look like not just as an institution of higher learning, but as a place of employment, and as an engine of social and economic mobility out of poverty? We are confronted with and forced to acknowledge racial differences, discriminatory practices, systemic injustice, oppression, inequities, poverty, crisis of climate disruption, a public health crisis, and a budget crisis to name a few. CUNY is faced with new challenges during these turbulent times of trauma and crisis. CUNY must wrestle and grapple with these issues and must reassess processes and evaluate practices to formulate revised policies in order to amplify its mission, principles and core values. What role does bullying play in this? How does it fit into this new goal of a new CUNY? What is our shared vision in a new CUNY and how can we turn vision into reality?



The power of our union is built upon the solidarity of our members. Member-to-member bullying breaks down the solidarity amongst our members and reduces the power of our union. Every member of our union has the duty to refrain from bullying or harassing any other member of our union. Ideally, each member of our union shall further take steps to prevent, detect, and eliminate workplace bullying in our workplace, including reporting such bullying and harassment and engaging as an upstander to intervene and end such bullying and harassment they are aware of.

WORKPLACE BULLYING DEFINED

Workplace bullying is *repeated*, unreasonable actions aimed at intimidating, humiliating, degrading or undermining an employee or group of employees. Bullying may create a risk to employee health and safety. Workplace bullying often involves abuse or misuse of power. Bullying behavior creates feelings of defenselessness and injustice in the target and undermines an individual's right to dignity at work.

Examples of workplace bullying:

- use of abusive, insulting or offensive language
- excluding, isolating or marginalizing an employee
- constant and unwarranted criticism, without factual justification
- frightening or intimidating behavior
- tampering with someone else's work, work equipment, or personal belongings
- deliberately withholding information or resources necessary for effective work performance
- excessive monitoring or micromanaging
- being targeted for impossible assignments or deadlines

Physical & mental health issues that can result

- anxiety
- sleep deprivation
- gastrointestinal disorders
- musculoskeletal disorders
- hypertension
- increased risk of cardiovascular illness
- reduced self-esteem

What employees can do

Regain control:

- Recognize that you are being bullied.
- Realize that you are not the source of the problem.
- Understand that bullying is about control and not about your performance.

Take action:

- Speak directly to the bully. Calmly state that his/her behavior is unacceptable and must stop. Ask that any discussions be constructive and professional.
- Avoid being alone with the bully.
- Create a paper or digital train of evidence. Document incidents and witnesses. Save harassing e-mails or memos.
- Seek support from trusted colleagues.

- Consult with a grievance counselor at the PSC Central Office about what options may be available to you.
- Work for the enactment of legislation against workplace bullying.

Source: PSC Clarion article on “What is Workplace Bullying?”, <https://www.psc-cuny.org/clarion/june-2012/what-workplace-bullying> (Adapted from a New York Committee for Occupational Safety & Health resource paper.)



In 2014, the CDC defined bullying among youth as “any unwanted aggressive behavior(s) by another youth or group of youths who are not siblings or current dating partners that involves an observed or perceived power imbalance and is repeated multiple times or is highly likely to be repeated. Bullying may inflict harm or distress on the targeted youth including physical, psychological, social, or educational harm.” This definition encompasses two modes of bullying (direct and indirect) as well as four types of bullying (physical, verbal, relational, and damage to property).

Source: Bullying Surveillance Among Youths: Uniform Definitions for Public Health and Recommended Data Elements, Version 1,
<https://www.cdc.gov/violenceprevention/youthviolence/bullyingresearch/fastfact.html>

HISTORY

Nearly half of American workers have experienced workplace bullying either as a victim or as a witness. Workers who are bullied are more likely to experience physical and emotional ailments. Employers who allow such inappropriate and unnecessary behavior risk higher employee turnover and absenteeism, higher costs and lower productivity. (Source: <https://psc-cuny.org/clarion/june-2012/stop-workplace-bullying-now>)

Based on CUNY and PSC efforts

For decades, CUNY has failed to address issues or allegations of workplace bullying in a fair and equitable way. The PSC has made numerous attempts to bargain for contract language on workplace bullying, however, progress or success has been slow or scant; the three most notable exceptions being (1) PSC support for the Healthy Workplace Bill in 2011/2012, (2) the 2019 Memorandum of Agreement regarding 2017-2023 contract, an agreement to conduct labor-management campaign against workplace bullying (seek to make in a joint campaign against bullying in the workplace), and (3) a joint statement in October 2021 reaffirming the PSC and CUNY's shared commitment to develop a joint campaign regarding bullying in the workplace.

On October 22, 2020, the PSC and CUNY issued a joint statement during National Bullying Prevention Awareness month reaffirming their (the University and the PSC) commitments to (1) a workplace that recognizes the dignity and worth of every person, (2) a workplace that respects all employees, honors the dignity of all students, faculty and staff, and does not tolerate discrimination or harassment, and (3) to develop a joint campaign regarding bullying in the workplace.

Selected recent list of initiatives from PSC and its chapters and members:

In the Spring of 2017, the PSC launched its first-ever electronic membership survey. Nearly 9,000 union members, close to one-third of the membership responded. Regarding bullying and harassment, survey results indicate more than 20% of all respondents reported experiencing bullying or harassment. Full-time employees reported a higher incidence of bullying and harassment than part-time employees, with the highest incidence among full-time CLTs (31%).

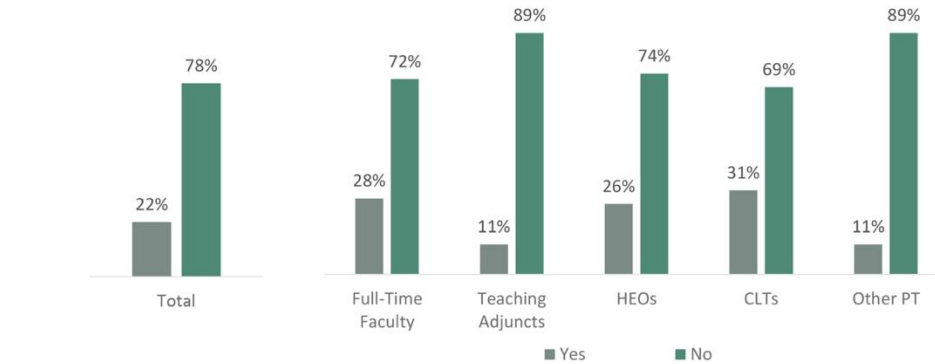
Full report of the survey findings is available at https://www.psc-cuny.org/sites/default/files/PSC_Membership_Survey_Results_2018_0.pdf

Bullying and Harassment

More than 20% of all respondents reported experiencing bullying or harassment. Full-time employees reported a higher incidence of bullying and harassment than part-time employees, with the highest incidence among full-time CLTs (31%).

Have you ever been subject to bullying or harassment on the job?

Percentage of respondents who reported being subject to bullying or harassment



Total	Full-Time Faculty	Teaching Adjuncts	HEOs	CLTs	Other PT
N=7556	N=2876	N=2141	N=1755	N=220	N=564

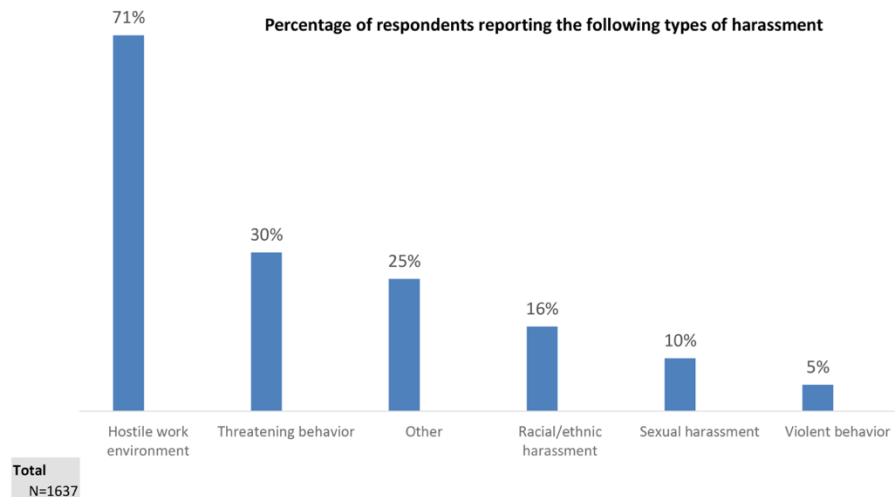
Type of harassment

Among the 22% of respondents (1,637 people) who reported having experienced bullying or harassment on the job, the type of harassment experienced most frequently was a "hostile work environment" (71%). Fully 30% of this group reported experiencing "threatening behavior."

Have you ever been subject to bullying or harassment on the job?

If yes, what kind of harassment?

Percentage of respondents reporting the following types of harassment



November 2018, PSC website: 2017 Bargaining Agenda (<https://psc-cuny.org/contract/2017-psc-bargaining-agenda>)

“Workplace Bullying: The parties shall develop contractual language that prohibits workplace bullying. (Article 8)”

October 1, 2018, PSC CLT Chapter adopts Dignity at Work Policy. CLT Chapter meeting on Prevention of Workplace Bullying; CLT Chapter adopts Dignity at Work Policy; CLT celebrates World Day of Bullying (<https://psc-cuny.org/college-lab-technicians>)

The PSC/CUNY CLT Chapter is committed to protecting dignity and respect across the University. This policy aims to promote respect, dignity, safety, and equality in the workplace. Every member of CUNY should be aware that all forms of discrimination, bullying, harassment, victimization, and violence are unacceptable, and every member of CUNY has a duty to behave in an acceptable and respectful manner. All members are expected to treat each other with dignity, courtesy, and respect at all times. We are fully committed to sustaining a positive and mutually supportive working environment free from harassment, discrimination, bullying, violence, and victimization where members can work together collaboratively and productively together, and where all members are equally valued and respected.

October 18, 2018, CLT and HEO Cross-Campus meeting discusses bullying.

October/November 2018, Clarion: Stopping bullying at the workplace (<https://psc-cuny.org/clarion/octobernovember-2018/stopping-bullying-workplace>)

“Members discussed different types of workplace bullying and ideas on how to respond to bullying during a CLT chapter meeting on October 1. Developing “contractual language that prohibits workplace bullying” is a PSC demand in the current contract campaign.”

October 7, 2019, Cross Campus Chapter Meeting. Workplace Bullying in Academia Panel Discussion

EVENT ORGANIZER:

Amy Jeu, College Laboratory Technician, Hunter College; Vice Chair & Grievance Counselor, PSC CLT Chapter

MODERATOR:

Jackie Elliot, Senior College Laboratory Technician, New York City College of Technology; Co-Chair, PSC Health & Safety Committee; PSC Cross Campus Officer; Certified Trainer, NYCOSH

CONFIRMED SPEAKERS:

William Herbert, Executive Director, National Center for the Study of Collective Bargaining in Higher Education and the Professions
will cover workplace bullying from the legal and labor angles

Michael Fabricant, Professor, Hunter College Silberman School of Social Work; Chair, PSC Legislative Committee and PSC University-wide Officer
will talk about how bullying is used as an austerity tool within higher education

Graciano Matos, Laboratory Hygiene Officer, Office of Environmental Health and Occupational Safety, City College
will speak about bullying from the gender and socio-economic angles

Victoria O'Shea, ASAP Student Advisor, Queensborough Community College
will speak about the effects of bullying and mental health

Clara Wajngurt, Professor at Queensborough Community College
will present a survey of how other universities address workplace bullying in the US and internationally

Iris Delutro, PSC VP Cross Campus Units; CUNY-Wide Program Manager, LEAP to Teacher Program, CUNY School of Labor and Urban Studies, The Murphy Institute
will give an update on the PSC contract demand on bullying with CUNY, and the status of the NYS Healthy Workplace Bill

October 21, 2019, The Chief: PSC Spotlights Workplace Bullying, Calls for Law Protecting Its Victims (https://thechiefleader.com/news/news_of_the_week/psc-spotlights-workplace-bullying-calls-for-law-protecting-its-victims/article_b1c663d2-f10b-11e9-a267-f3a85e38e1cc.html)

November 2019, Clarion Article (<https://psc-cuny.org/clarion/november-2019/contract-highlights>)

“Additional agreement to conduct labor-management campaign against workplace bullying”

December 2019, Clarion Article (<https://www.psc-cuny.org/clarion/december-2019/confronting-workplace-abuse-cuny>)

October 1, 2020, PSC members launch “Building A Community of Dignity and Respect Campaign” to celebrate national bullying awareness prevention month.

(<https://padlet.com/ajeu/PSCantibullying2020>)

October 2020	Event
1	Launch: campaign, general survey, sharing your personal bullying experience
2	Mix & mingle
3	Workplace Bullying Awareness kick-off event
4	Self-Test: Are you being bullied
5	Bullying in a remote work environment
6	Virtual lunch date: Let's talk about bullying in the workplace
7	Raising awareness and education about bullying
8	Mix & mingle: Equality for CLTs resolution
9	Bullying prevention workshop: What do we want to see changed at CUNY and how can this change occur?
10	Challenge: 10 minute meditate
11	Bullying and LGBTQ+
12	Self-care challenge: connect with a friend
13	Managing your boss
14	Bullying scenarios workshop
15	Sip & chat
16	Self-care challenge: enjoy your favorite things
17	Stress management workshop
18	Self-care challenge: check out the fall foliage
19	Sharing our bullying experiences
20	Virtual lunch date
21	Unity Day with Students against Bullying
22	The letter challenge: write about being bullied. PSC & CUNY joint statement
23	"Did you just say that?" Let's talk about micro-aggressions
24	Challenge: Ending the complicity of silence
25	Trauma, relationships & cultural differences
26	Mix & mingle
27	Upstander role workshop
28	Raising awareness and education about bullying
29	Closing ceremony
30	Self-reflection challenge: what are my next steps:
31	Take the pledge & engage others

The PSC members group spearheaded by Amy Jeu is constituted by some PSC members who have decided to stand up and speak out against bullying and organize bullying prevention efforts at our campuses and within our union. We launched a general survey to take an inventory of what is occurring on each campus, collected stories of instances of bullying and hazing, conducted workshops and trainings, hosted informal lunch and after-work gatherings, invited speakers to give presentations and issued self-challenges to members.

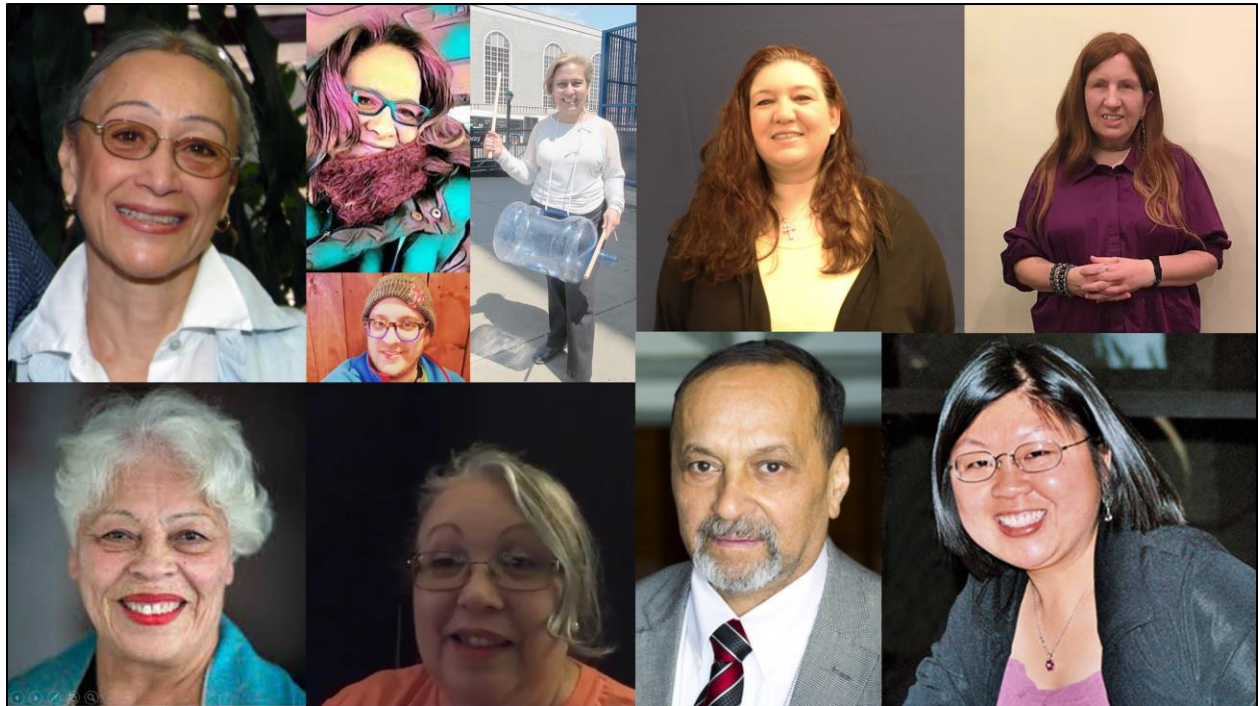


Photo: PSC Members Anti-Bullying Committee circa 2020.

October 22, 2020, PSC website: The PSC and CUNY issue a joint statement, reaffirming their commitment to curb workplace bullying (<https://psc-cuny.org/joint-anti-bullying-statement>)

“During National Bullying Prevention month, the University and the PSC reaffirm our commitment to a workplace that recognizes the dignity and worth of every person. Respect for every person’s worth is fundamental to a university, particularly to CUNY, which was founded on principles of inclusion. On behalf of the University and the PSC, we remain resolute in our commitment to a workplace that respects all employees, honors the dignity of all students, faculty and staff, and does not tolerate discrimination nor harassment. To further support our shared commitment to a dignified, respectful workplace, the University and the PSC have agreed to develop a joint campaign regarding bullying in the workplace.”

December 10, 2020, PSC Delegates Assembly passes Resolution to Form an Ad-Hoc Anti-Bullying Committee of the PSC Delegate Assembly

Whereas, PSC members of the City University of New York community are subjected to bullying and other forms of disrespectful and inappropriate behaviors while on CUNY campuses; and **Whereas**, Article 1 of the UN Declaration of Human Rights declares, “All human beings are born free and equal in dignity and rights. They are endowed with reason and conscience and should act towards one another in a spirit of brotherhood”; and **Whereas**, bullying is on-going and system-wide, and harmful to health and safety; and **Whereas**, conditions of austerity and institutional poverty are likely to increase the incidence of workplace harassment and bullying as supervisors are put under increasing pressure to do more with less and colleagues are put in the position of competing for scarce resources; and **Whereas**, the PSC gained agreement from CUNY management in 2019 to engage in an anti-bullying campaign; and **Whereas**, in recognition of National Bullying Prevention Month in October 2020 CUNY management agreed to a joint statement with the PSC affirming a “commitment to a workplace that respects all employees, honors the dignity of all students, faculty and staff, and does not tolerate discrimination or harassment”; and **Whereas**, the PSC/CUNY is an important agent in the shift towards a safe and respectful workplace that honors the dignity and values the contributions of all workers in a workplace free from harassment, retaliation, and other forms of disrespectful and harmful behavior; and **Whereas**, PSC members have formed an Anti-Bullying Committee to address these issues on CUNY campuses and held several events, PSC officers and staff have convened meetings on anti-bullying throughout the year; therefore be it **Resolved**, that the PSC Delegate Assembly form an ad hoc Anti-Bullying Committee for a period not to exceed one year. The committee will advise and participate in the anti-bullying campaign and consider, and recommend, and formulate policies for accountability and transparency related to workplace bullying and harassment. PSC anti-bullying campaign affirms workers’ rights to be treated with dignity and respect in a safe and healthy work environment.

December 11, 2020, First meeting of the PSC Anti-Bullying Committee to effectuate as prescribed in the PSC DA approved anti-bullying resolution

December 2020, Clarion: The PSC response to COVID-19 (<https://www.psc-cuny.org/clarion/december-2020/psc-response-covid-19>)

June 4, 2021, PSC CLT Chapter Unity Day keynote presentation on “The Achievement of Dignity and Respect While Building Community” (<https://youtu.be/9sIEj3RK5A?t=720>)

September 24, 2021, Launch PSC Anti-Bullying Committee website. (<https://psc-cuny.org/anti-bullying>)

DISCUSSION

It is clear that bullying in CUNY is a critical issue for many. It is a workplace concern that has had a serious psychological and mental health impact on many of our members. It has even affected the health of some of the committee members. Among the many obstacles that prevent targets of bullying and harassment from coming forward are issues of tenure, promotion and the possibility of alienation and retaliation. There may also be other issues that play a significant role.

There have been a number of initiatives in the past to address bullying as an organization, to move the state legislature to create a law against bullying, and for contract language. Most of these efforts have been met with resistance, particularly the effort to include contract language.

As it currently stands, the CUNY administration does not recognize bullying as an issue that warrants its attention. In the PSC, grievance counselors do not provide the attention that it deserves. Both management and this sector of our union, perhaps even members of our union leadership, do not see bullying as a problem that undermines the very accomplishments that the union has achieved throughout the many years of contract negotiations.

If it is not in the contract, it is not grievable. Hence a lot of our members are left to fend for themselves. There is no one or no place to go to find a remedy. Additionally, like racism which is the other side of the same coin, bullying is manifested in similar ways, both subtle and overt, intentional and unintentional. Therefore, it is sometimes difficult to pinpoint and address.

It is important to understand that bullying is intrinsically knitted with racism in a patriarchal society. The university is a microcosm of the society at large. Unfortunately, many of the perpetrators come from backgrounds that we should assume have a better understanding. They are of different ethnic backgrounds, speak different languages and some are female, yet as explained by those of us working at the bottom of the pit "...they are doing the white men's dirty work." In our case, the administration of the colleges.

For October 2020, the PSC Members Anti-Bullying Committee for Bullying Prevention conducted a survey sent to PSC Members. <https://tinyurl.com/AntibullyInventory>

Here are the results (n = 95; and nearest tenth of a percent)

- 89/95 = 93.7% know what bullying behavior is about.
- 65/95 = 68.4% have been targeted and 43/65 = 66.2% were not happy with the way the targeted bully worked out.
- 80/95 = 84.2% have been bystanders.
- 21/95 = 22.1% says their college has an anti-bullying policy but, 32/95 = 33.7% say it's not enforced, and 39/95 = 41.1% say not sure it's enforced.
- 68/95 = 71.6% feels their college actually needs an anti-bullying policy.

- 39/95 = 41.1% know where to go if bullied but 16/95 = 16.0% are not sure where to go if bullied.
- 20/95% = 21.1% have an ombudsperson at their college to assist when bullying arises but

4/95 = 4.2% feel the ombudsperson role is effective while 69/95 = 72.6% feel that an ombudsperson or similar is needed to direct faculty and staff on campus to appropriate resources.

According to this analysis it is clear that 72.6% faculty and staff need an ombudsperson to direct them on campus to the appropriate areas if bullied. However, for those colleges which have an ombudsperson only 4.2% feel that their ombudsperson has been effective. So we need to consider other possible recommendations for combating workplace bullying on campus, to include ideas from members who participated in anti-bullying presentations conducted in 2020:

1. Set up a permanent committee of CLTs, Faculty, HEOs, Adjuncts, NTA etc.to address the issue.
2. There should be a point person at every campus, perhaps an Ombudsperson, to assist those who feel they do not have anywhere to go and that there be training for those who serve in this role.
3. In the case of bullying between union members, there should be some kind of mediation process.
4. That the union leadership follow up with the Chancellor for a joint Management Union committee on bullying.
5. As part of our strategy, we work on all fronts, including the state legislature to get a law passed against bullying. Along these lines, it was suggested that we reach out to the New York City Council to pass appropriate legislation, also.
6. A Code of Professional Conduct be created that all Faculty and Staff shall follow and be accountable to. However, how to ensure accountability was not addressed in very clear terms.
7. All Grievance Counselors need to be trained to help targets of bullying. Telling a target that bullying is not in the contract, and, therefore, not grievable is not acceptable. It leaves the member defenseless and isolated. We need to create mechanisms so that the members can fight back.
8. It was suggested that we have a bullying seminar featuring CUNY administrators.
9. We need to continue to fight for anti-bullying contract language. But we are not going to be successful with this unless the membership is involved in the campaign. The anti-bullying campaign has to be year-round, not something only for the month of October.
10. We need to organize a number of annual seminars and presentations for the Anti-bullying Prevention and the Freedom Workplace, such as those that have occurred this month.
11. For this year, we have adopted the Respect and Dignity slogan. (Do you want to make this permanent for every year?)
12. Conduct anger management workshops
13. Create a CUNY-wide permanent committee on bullying prevention-that creates a policy on bullying prevention-include diverse constituents from all the campuses-CLTs, adjuncts, etc.
14. Have an educational campaign on bullying prevention like we are doing now.

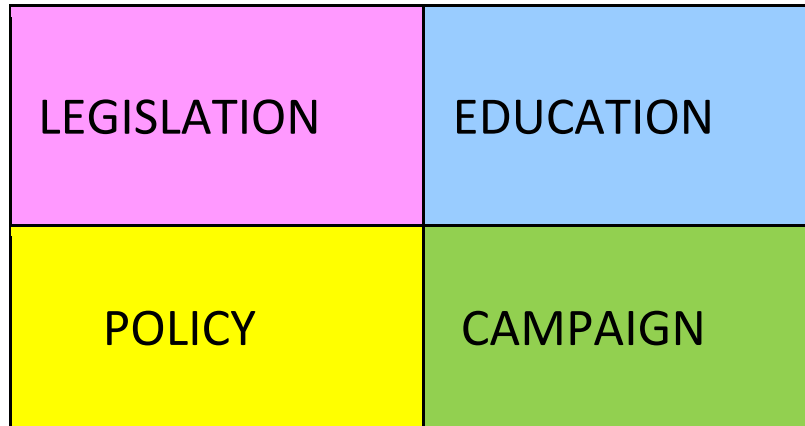
15. Establish a bullying prevention policy with accountability.
16. Have a discussion on shifting the culture at CUNY-so that bullying is not accepted.
17. Discuss workplace bullying issues on a regular basis-group format.
18. Go public-newspapers, etc. to address bullying problem at CUNY.
19. Restore mediation, conflict resolution and mentoring at CUNY. Consider transformative grievance training for those on the committee.
20. CUNY is responsible for providing its members with a healthy and safe environment-so something must be done-especially as the CUNY policies do not address workplace bullying. We can start with the Workplace Violence Prevention policy and expand to a workplace bullying policy.
21. Hire an independent ombudsperson.
22. Institute bullying prevention training with scenarios and feedback. Create awareness.
23. Bring up bullying and retaliation at staff meetings.
24. Create an anti-bullying committee at each campus-with an overall committee at CUNY PSC Central.

Campus-Wide Bullying and Hazing Reporting Form for CUNY Faculty and Staff

Link to survey form: <https://tinyurl.com/BullyActionForm>

NEXT STEPS

Bullying in CUNY remains a critical issue for many. From an ad-hoc committee we aspire to develop into a full fledged permanent union committee. It is the only way we are going to address this scourge and eventually eliminate it from our workplaces. A permanent union committee could ensure there is a change, that there is a cultural shift in the institution we work in as well as a cultural shift in our union.



Permanent anti-bullying committee: We propose the establishment of a permanent Anti-Bullying Committee to provide both central and local campus support to members seeking information and guidance on workplace bullying and harassment. This will include organizing for changes in our contract and CUNY policy, and to support for legislative initiatives such as Senate Bill S2261.

The PSC Anti-Bullying Committee will work to gradually build campus-based advocacy support teams, and

1. organize and lead all meetings of the Anti-Bullying Committee, to include making requests to PSC Central to announce all meetings to the general membership, coordinating a yearly calendar for members and work with the PSC staff to schedule and coordinate activities for the committee;
2. provide leadership for campus-based advocacy support teams that will be formed as the Anti-Bullying Committee grows. PSC members will be supported by the Anti-Bullying Committee to play leadership roles on their local campus;
3. participate in Professional Development on topics related to bullying and harassment. The committee members will attend regular professional development activities (with PSC Central) in the areas of workplace bullying and harassment. Training information will be shared with members at Anti-Bullying Committee Meetings. This will inform the development of educational events for all PSC members.

Education: At committee meetings, trained professionals will rotate offering presentations on topics to include bullying, harassment, hostile or toxic work environment, mobbing,

advocacy, health and wellness, CUNY policies and contract negotiation updates, and case presentations. The anti-bullying committee will work with PSC Central to create and provide related educational materials and trainings.

Case Reporting: An electronic PSC bullying membership survey form will be distributed to all members of the PSC bargaining unit. Members will be given an opportunity to tell us their bullying story.

Guidance: Local campus-based advocacy support teams will develop gradually. The campus support teams will be responsible for providing advocacy support for targets and guidance to those who feel they are being bullied; as well as raising awareness about workplace bullying and harassment at the campuses; including encouraging attendance at anti-bullying sponsored events. A member of the advocacy support team will work directly with the impacted target to provide additional guidance and support.

Organizing: Gaining support for the anti-bullying campaign will be an important aspect of the committee work at all levels (local to union-wide to CUNY community). This may include participating in the PSC contract campaign and PSC legislative efforts.

Responsibilities of the anti-bullying committee:

1. Meets on a regular basis.
2. Serves as the promoter of education, campus awareness, workshops and trainings, and legislative actions for the bullying prevention campaign.
3. Provides training opportunities related to bullying prevention including presentations by experts.
4. Guides and develops communication strategies, such as articles, handbook, website.
5. Prepares budget requests related to the committee's work.
6. Collaborates with the PSC Legislative Director and the PSC Legislative Committee on legislative priorities related to bullying and harassment.
7. Explores how CUNY policies or contractual language can be amended to incorporate workplace bullying or workplace abuses with accountability and transparency.

Campus Level Solutions

To combat workplace bullying on campus, we recommend:

- Set up a super committee at the CUNY central level, having about 10-12 persons, consistent with each representative Union on the campuses including representatives from the Research Foundation, Title IX officer, Diversity Officer, and HR representative who will serve as a hearing panel to review and evaluate bullying complaints on the campuses.

- The PSC Anti Bullying Committee will work to gradually build the campus-based advocacy support teams that will coach the individual, develop an action plan and implement measures to resolve the situation. The team will play an ongoing support role on a continuous basis, by listening to the target and proceeding with fact-finding.
- In addition, there will be an advocacy support network (a group of allies) for the target that will serve to ally with the target, and will serve as an upstander for the target. The advocacy support network will show support to the target and will direct the target to resources. The ally will listen, confirm it is bullying, offer reasonable suggestions for resolution.
- The Union options available for the target who needs to discuss the incident with someone are:
 - Approach the advisory support network
 - Approach the advisory support team
 - File a complaint with the Central Super Committee

Individual Level Solutions

For those who have experienced workplace bullying:

Assertiveness training

Goals: Engage, Educate, Equip, Empower, Encourage

For those who have witnessed workplace bullying:

Active bystander training

Upstander training

For those who have received reports, complaints or allegations of workplace bullying:

Take action

Be Accountable, Caring, Trustworthy, Intelligent, Open, Non-negligible

ANTI-BULLYING CAMPAIGN

VISION

We envision a University where students, faculty, and staff regardless of ethnicity, race, sexual preference, etc. can study and work with dignity and respect, free from bullying and all forms of harassment.

GOALS

As the anti-bullying committee, we seek to consider, recommend, formulate and implement policies for accountability and transparency related to workplace bullying and harassment. The PSC anti-bullying campaign affirms worker's rights to be treated with dignity and respect in a safe and healthy work environment.

- Ensure dignity at work
- Preventing disrespect
- Eliminating or eradicating workplace bullying
- Contract language that prohibits workplace bullying
- Raising awareness and education
- Adoption of community norms and practices
- Shift culture at CUNY (unhealthy -> healthy)

CORE VALUES

- Safety
- Dignity
- Respect
- Integrity
- Collaboration
- Communication
- Empowerment
- Creativity
- Innovate
- Trust
- Social plasticity

PRONGS

- Legislation / Policy
- Education / Awareness
- Advocacy
- Community

STATEMENT OF THE PROBLEMS

1. Our members are being bullied in the workplace
2. There is no formal process in writing to combat bullying
3. When members are bullied in the workplace, they can generally approach their grievance officer, their union, their department chair/supervisor, outside agencies, but there are no contractual obligations to address bullying => so these entities cannot address bullying.

<u>Issues #1</u>	<u>Problem</u>	<u>Solution</u>
1. Department Chair/ Supervisor	Member-to-member Break union solidarity Causes bias Imbalance of power between members of the union	Create policy and contract language to address workplace bullying
2. Elected officers of the Union (Chapter Chairs, Executive Council Members, Delegates)	Only lend sympathetic ear No standard for expected responses. Roles and responsibilities of job descriptions do not describe in writing that they deal with bullying No policy of conduct within union, itself	Advocacy support teams on each campus, with training for advocacy support team members. Have a written job description outlining responsibilities Prepare toolkits of resources – directing the target to resources Coach the target (use role play, etc.)
3. Grievance Counselor/PSC staff	Contractual obligations follow contract enforcement and bullying is not addressed in the contract Job is to determine that there are no violations in CUNY policy; no misuse or breach of policy nor misinterpretation of policy and bullying is not involved in CUNY policy.	Create policy and contract language If this occurs the grievance counselor can serve as coach and direct targets to resources without bias.
4. State/Federal Levels (EEOC, etc.)	No laws against workplace abuse	The union needs to beef up their legislative efforts to encourage more laws against workplace bullying. Create policy and contract language.

Issues #2

The problem shows we are not addressing bullying at our campuses impartially nor promptly.

1. No written procedures for resolution
2. No formal policy nor procedure that investigates allegations of bullying in a transparent nor accountable manner
3. No penalties are incurred for misusing the definition of bullying

STRATEGIES TO ADDRESS THE PROBLEMS

- Principal Officers & EC
 - New CUNY Workplace Bullying Policy / Respectful Workplace Policy
 - Expand CUNY Workplace Violence Prevention Policy to include workplace bullying
- Anti-bullying Committee
 - Membership education
 - Workshops
 - Bystander training
 - Toolkit for advocacy support teams
 - Community norms and practices
 - Advocacy support teams
- Bargaining Team
 - Contract language
- Legislative Committee
 - Senate Bill S2261
 - DAWA Act
 - Liaisons to elected officials
- Contract Administration
 - Grievance Counselor training
 - Case reporting / Guidance

SUMMARY OF ACTIVITIES

- Invited speakers – as needed
- Workshops – monthly (October – May) (corresponds to statements in community norms and practice)
- Book group – Fall semester (*required for members of the advocacy support teams)
- Bystander training – Spring semester
- Celebrate Freedom from Bullies Week – third week of October
- World Day of Bullying Prevention – first Monday of October
- Unity Day with students (Uniting through action for kindness, acceptance and inclusion) – Wednesday during Freedom from Bullies Week

TIMELINE

Phase 1 2021 – 2022

Awareness and education/Advocacy

- every month to focus on one statement in community norms and practices as PSC sponsored event
- write articles on bullying in Clarion
- launch website
- create Tool Kit for advocacy
- work with campus chapter chairs on how to use Tool Kit
- book club discussion chapters on bullying resolution
- open call for advocate training – so all advocates will have skills to coach targets (grievance training)
- membership survey on bullying

Phase 2 2022 – beyond

Advocacy

- arrange advocacy support teams on campus
- arrange PSC Bullying and Harassment permanent committee
- training and workshop arrangements

MEMBERSHIP EDUCATION COMPONENTS

1. The purpose is to raise awareness of the CUNY community in order to combat bullying, by offering a range of educational initiatives, and to empower members, through strength and self-confidence.
2. To hold CUNY accountable by taking appropriate steps that respond to bullying prevention.
3. To effect system change/change in culture through improved procedures by the existence of a community agreement, the existence of an advisor on each campus, and training and education programs for CUNY members.
4. To create a support network for people who have been bullied, through a reporting mechanism at the college.
5. To survey CUNY personnel on prevalence and severity of bullying at their campuses.

Component #1

Table. 2021-2022 Workshop topics related to community norms and practices

Month	Statements from Community Norms and Practices document	Workshop topic
2021		
Oct	I commit to conduct that is mutually respectful and not considered to be discriminatory, harassing, bullying or threatening.	Bullying 101. The costs of bullying - physical, emotional, financial, suicide prevention Freedom From Bullies Week
Nov	I take responsibility for my actions and my personal perspectives recognizing that there may be disagreement with another's.	Handling disagreements
Dec	I will respect everyone's contributions and honor the roles and responsibilities of all members through my words and actions.	Assertive vs Aggressive communication. Micro and macro aggression
2022		
Jan	I will be mindful and reflect on how I might be using or misusing my power and privilege in my interactions.	Cliques - how to avoid falling into the culture - how to be all-inclusive
Feb	I will intent to be inclusive and support others with the same respect and compassion that I want for myself.	Powerful listening skills
Mar	I am willing to be an active ally (upstander) by speaking, intervening, or acting on behalf of a person being attacked or bullied.	Allyship
Apr	I will seek to understand others and assume best intentions in all interactions.	Workplace politics
May	I will seek to understand other perspectives and avoid making assumptions.	Enhancing our communication skills. Mediation. Conflict resolution.
June	I commit to listen actively and with compassion at the workplace and in all union meetings.	(Will be covered in powerful listening skills and Allyship)

Component #2

Pilot Program for Development of Advocacy Support Teams by Campus

Chapter	Chair	Phase	Notes	Anti-Bullying POC
Baruch	Vincent DiGirolamo			
BMCC	Kathleen Offenholley			
BCC	Yasmin Edwards	1	Build from the ground up	Jeanette Batiz
BXOC				
Brooklyn	Carolina Munoz			
BEOC	Daron Henry			
City	Pamela Stenberg	1	Reported to PT liaison	Pamela Stenberg
CLT	Jeanette Batiz			
CSI	George Sanchez			
Central Office	Lucy Scalici-McIntyre			
Graduate Center	Lynne Turner			
Guttman	Maggie Dickinson			
HCO	Cindy Bink			
Hostos	Craig Bernarini	1	Established local anti-bullying subcommittee of Hostos Chapter	Lizette Colon
HCS	Christina Moore			
Hunter	Jennifer Gaboury			
JJ	John Pittman			
Kingsborough	Scott Cally			
LaGuardia	Lara Beaty			
Lehman	Ruth Wangerin			
MEOC	Karen Berry			
ME	Clinton Crawford			
CityTech	Benjamin Shepard			
Queens	David Gerwin			
QEOC				
QCC	Edmund Clingan	1	Established QCC local labor-management anti-bullying committee	Clara Wajngurt
RF Central Office	Charles Chaung			
RF Field Units	Antonica James			
Retirees	Bill Friedheim			
York	Ian Hansen			

**Phase 1 begins Fall 2021 at campuses.*

Recommended advocacy support teams by title affiliation

General framework:

Based on the target's title, the target can reach out to any of the members in the advocacy support network.

Target with Title is Bullied =>

May approach anyone of the five members on advocate support team =>

Member of support team who is trained (Hollaback training, Guided Learning, PSC Training, etc.) will make initial assessment with target =>

Support team member will ask questions, will refer target to resources will try to resolve.

If not resolved =>

Bring in the other four members of Advocacy Support Team to resolve and make suggestions

CLT model	local campus Chapter chair	cross campus CLT chapter chair (PSC)	local CLT rep	grievance counselor (campus)	CLT cross campus officer (PSC)
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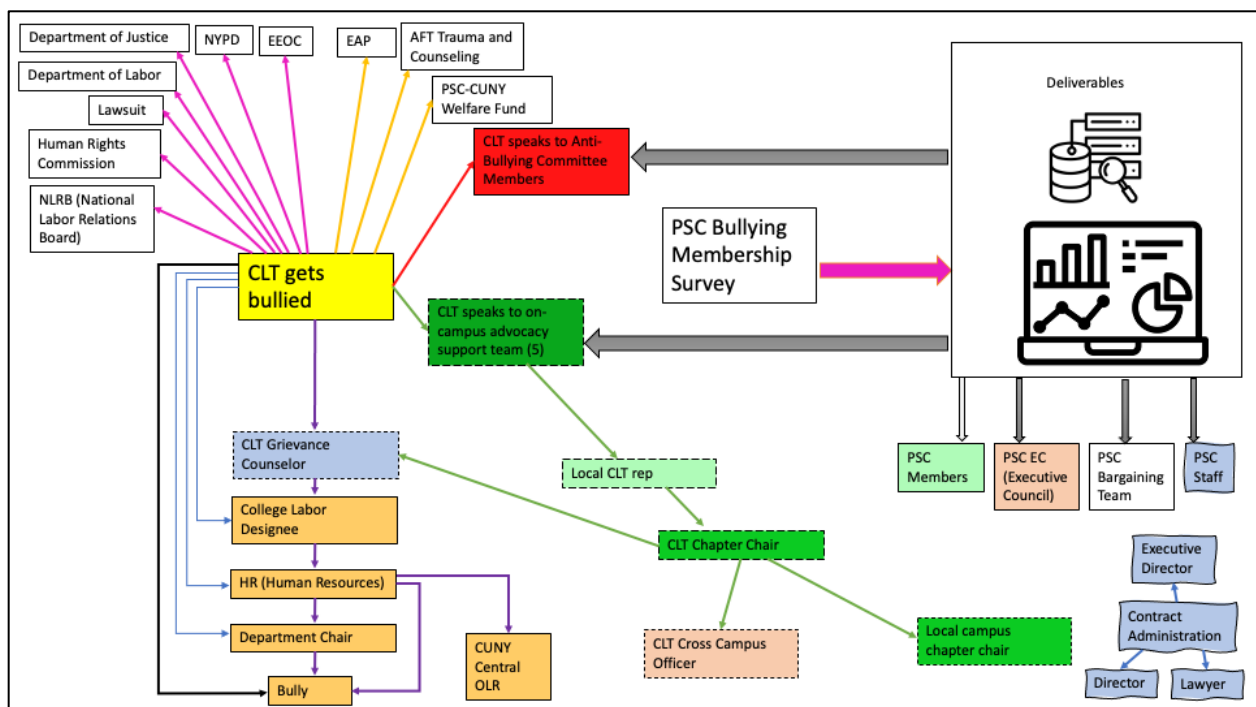


Figure 1. CLT model.

HEO Model	local campus HEO rep (chosen)	HEO Advisor/ HEO delegate	campus HEO chapter chair PSC	grievance counselor (campus)	HEO cross campus officer (PSC)
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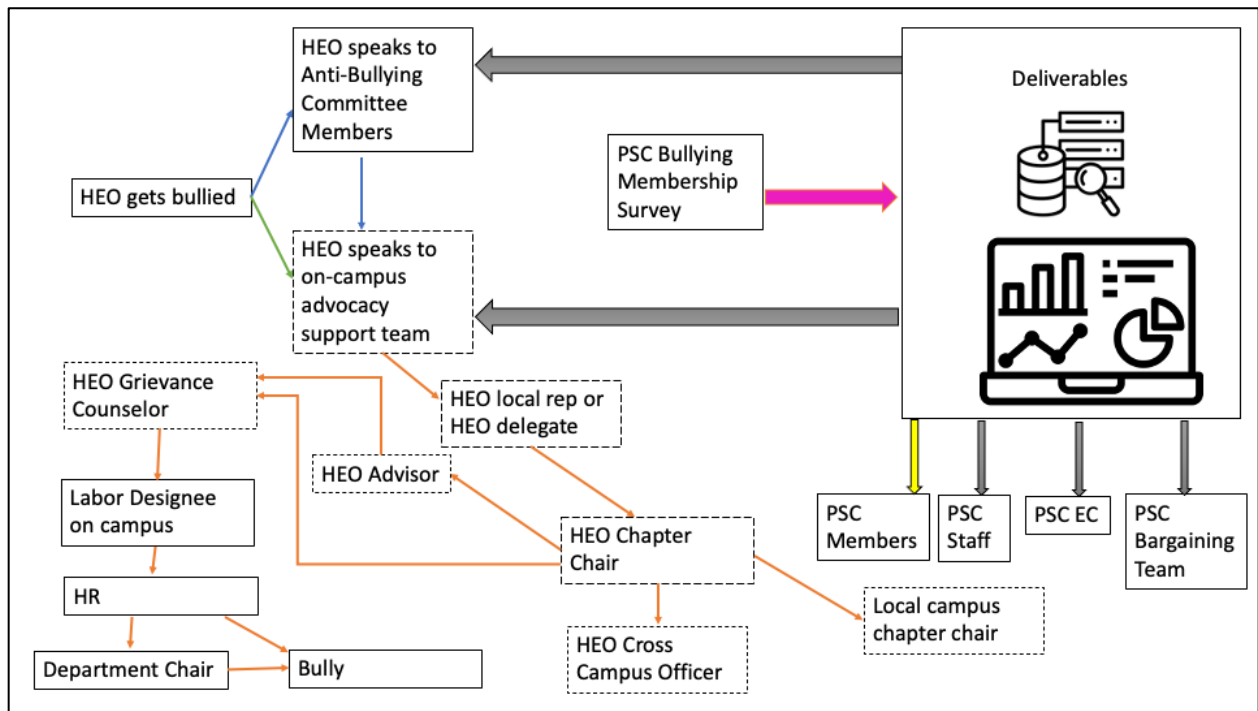


Figure 2. HEO model

Faculty Senior College Model/ Faculty Community College Model	2 local faculty chosen by chapter chair on campus	local campus chapter chair	Grievance counselor (campus)	Senior /Community College Officer (PSC)
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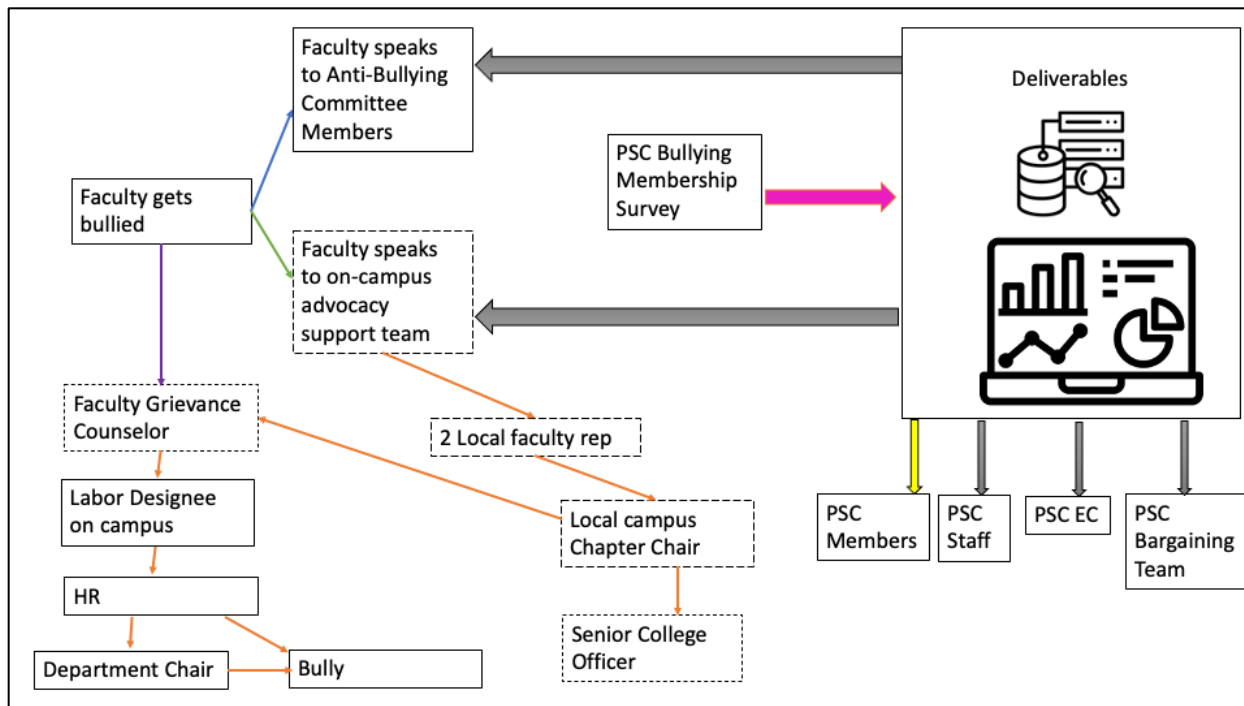


Figure 3. Senior College model.

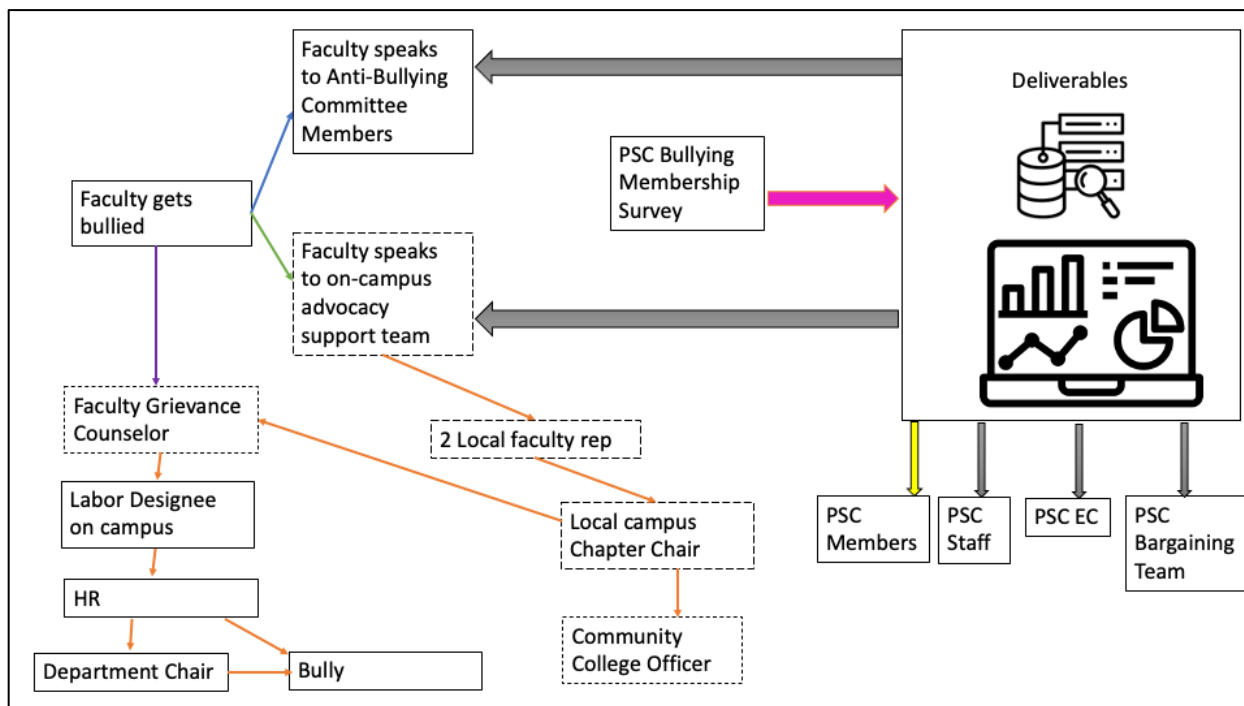


Figure 4. Community College model.

Part – Timer campus Model adjunct liaison	local campus chapter chair	Grievance counselor (PSC)	adjunct advocate PSC	Part-time personnel officer PSC
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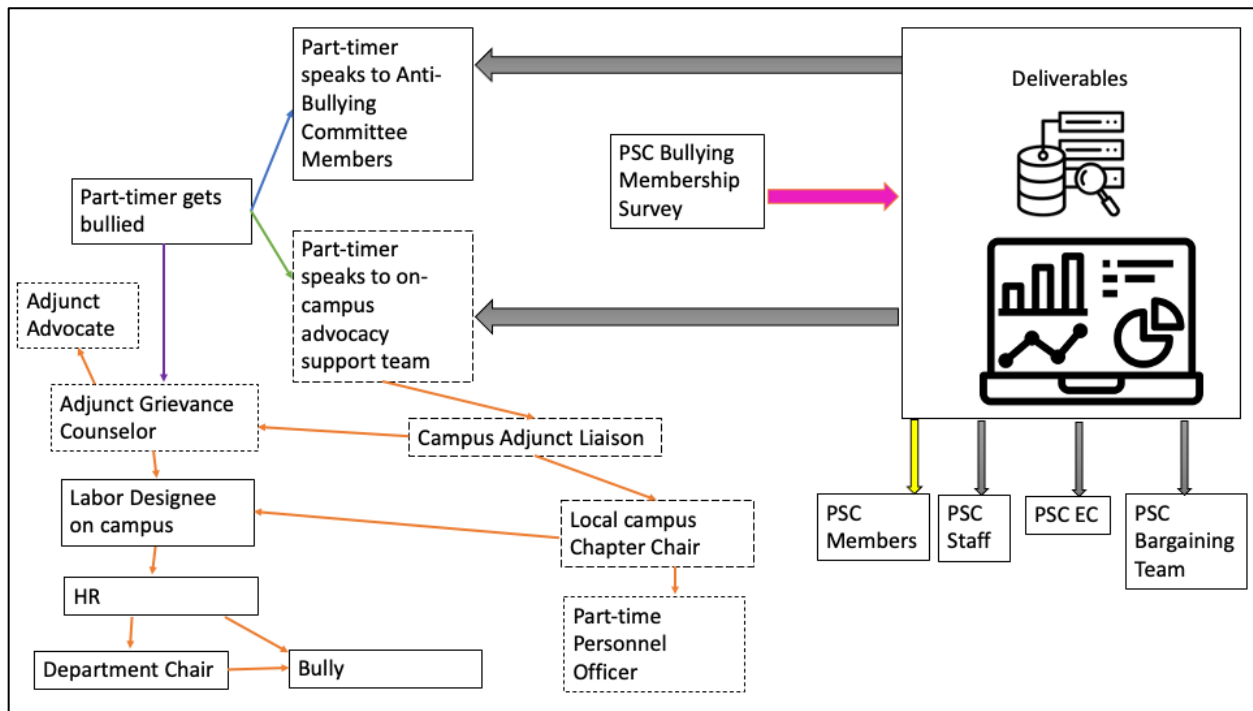


Figure 5. Part-timer model.

Component #3

Community Norms and Practices

Respect for every person's worth is fundamental - to a university, and particularly to CUNY, which was founded on principles of inclusion. As members of the PSC and CUNY community, we accept that our collective aspiration is to advance CUNY's mission. We remain resolute in our commitment to a workplace that respects all employees, honors the dignity of all students, faculty and staff, and does not tolerate discrimination or harassment.

As members of the Professional Staff Congress, we work to advance and secure the professional and economic interests of all the members of the union's bargaining units. To that end, we commit ourselves to nurture a work environment that is respectful and free from discrimination, harassment or bullying of any individual regardless of race, ethnicity, religion, gender or gender expression, age, sexual orientation, disability, ancestry, class or any other salient identity, protected or otherwise. We, therefore, agree to respect each other's differences, whether physical or experiential and to create a healthy, safe and rewarding environment that nurtures, challenges and supports the community.

In order for our community to function in this way, it is useful for its individual members to make the following commitments:

1. I commit to conduct that is mutually respectful and not discriminatory, harassing, bullying or threatening.
2. I take responsibility for my actions and my personal perspectives, recognizing that there may be disagreements with another's.
3. I will respect everyone's contributions and honor the roles and responsibilities of all members through my words and actions.
4. I will be mindful and reflect on how I might be using or misusing my power and privilege in my interactions.
5. I will intend to be inclusive and support others with the same respect and compassion that I want for myself.
6. I am willing to be an active ally (upstander) by speaking, intervening, or acting on behalf of a person being attacked or bullied.
7. I will seek to understand others and assume best intentions in all interactions.
8. I will seek to understand other perspectives and avoid making assumptions.
9. I commit to listen actively and with compassion at the workplace and in all union meetings.

Component #4

Fact-Finding

1. Ask about the alleged bullying incident
 - a. Date, time and location of incident
 - b. Description of incident(s)
 - c. Identify the people present and their title
 - d. Describe the disrespectful behavior
 - e. Describe how you felt
 - f. Describe response of target to the bully
2. Learn specifics of the bully-target relationship (learning the target's story)
 - a. How long has this been going on?
 - b. What is your day like?
 - c. What fears do you associate with your job?
 - d. How do you deal with these fears on your job?
 - e. What kind of job changes have occurred in the last six months?
 - f. What aspects of the job do you like?
 - g. How is your job different/similar to previous jobs?
 - h. How can you be of more service on the job?
 - i. What are some of the needs you have that are not being met on the job?
 - j. What are some action steps you would take to make your job more meaningful?
3. Advocates make recommendations about resources
4. Target and Advocates develop an action plan
5. Target and Advocates implement action plan
6. Advocates check-in with targets on resolution of issue

Component #5

Membership survey on workplace bullying

Purpose: Data collection to inform policy decisions.

Definition of workplace bullying:

Workplace bullying is *repeated*, unreasonable actions aimed at intimidating, humiliating, degrading or undermining an employee or group of employees. Bullying may create a risk to employee health and safety.

Workplace bullying often involves abuse or misuse of power. Bullying behavior creates feelings of defenselessness and injustice in the target and undermines an individual's right to dignity at work.

Bullying is different from aggression, which may involve only a single act. Bullying involves repeated attacks, creating an *ongoing pattern* of abusive behavior.

Bosses who are tough or demanding or who set high standards are not necessarily bullies, so long as they are respectful and fair and their expectations are reasonable.

Source: PSC Clarion: <https://psc-cuny.org/clarion/june-2012/what-workplace-bullying>

Suggested Survey Questions Modeled According to University of Massachusetts Amherst:

Workplace Bullying Final Report prepared by UMass Amherst's Campus Coalition Against Workplace Bullying, September 2012,
https://www.umass.edu/local1776/Flyers,%20Updates%20&%20Documents_files/WBS%20Final%20Report%202012%2010%2004.pdf

1. What is your title? (drop-down menu)
2. Are you a supervisor for other employees?
 - Yes
 - No
3. How many years are you employed at your college?
 - 0-5
 - 6-10
 - 11-15
 - 16-20
 - 21 or more

4. To which gender identity do you most identify? (fill-in)
5. To which race/ethnicity do you most identify? (fill-in)
6. Are you familiar with the term “workplace bullying”? (5 point slider)
- Extremely familiar
 - Very familiar
 - Moderately familiar
 - Slightly familiar
 - Not familiar at all
7. Have you ever attended a workshop on workplace bullying?
- Yes
 - No
 - Not sure
8. Have you witnessed any incidents of workplace bullying at CUNY?
- Yes
 - No
 - Not sure
9. Think about the most recent incident of bullying you witnessed and indicate the employee category of the bully: (checkbox)
- Staff member
 - A Co-worker
 - My supervisor
 - Department chairperson
 - Faculty member
 - Dean / VP
 - President
 - Director
 - Someone of lower rank than me
 - Undergraduate student
 - Graduate student
 - Other (describe)
10. Have you ever experienced workplace bullying at CUNY?
- Yes
 - No
 - Not sure

11. How many times have you reported having been bullied?

- Once
- Two or three times
- Four or five times
- More than five times
- None

12. Think about the most recent incident of bullying you experienced and indicate the employee category of the bully: (checkbox)

- Staff member
- A Co-worker
- My supervisor
- Department chairperson
- Faculty member
- Dean / VP
- President
- Director
- Someone of lower rank than me
- Undergraduate student
- Graduate student
- Other (describe)

13. Where did you seek help when you were bullied and were your satisfied with the help you received? (matrix)

Rows

- Your department / program
- Your Union
- Affirmative Action Officer, Title IX Officer, Diversity Officer or EEOC Officer
- The Ombuds Office
- Human Resources
- Outside the university (e.g., Human Rights Commission, lawyer, police department)
- Public Safety
- Labor Relations Designee
- Did Not Seek Help
- Other

Columns

- Very satisfied
- Somewhat satisfied

- Somewhat dissatisfied
- Very dissatisfied
- Does not apply

14. If you experienced workplace bullying, indicate the extent to which you agree or disagree with the eight statements pertaining to potential detrimental effects of bullying on yourself, personally. (matrix)

Rows

- I have stayed home from work because I have been bullied.
- I have considered changing my job because of the workplace bullying I have experienced.
- Being bullied at work has negatively affected my physical health.
- Being bullied at work has lowered my self-confidence.
- Being bullied at work has negatively affected my emotional health.
- I am less satisfied with my job because I have been bullied.
- Being bullied at work has negatively affected my work performance.
- Being bullied at work has increased my stress level.

Columns

- Disagree strongly
- Disagree somewhat
- Agree somewhat
- Agree strongly
- Does not apply

15. If you experienced workplace bullying, describe in your own words how your experience with workplace bullying has affected you. (paragraph)

16. If you experienced workplace bullying, indicate whether or not you think you were targeted for bullying on the basis of different personal characteristics. (matrix)

Rows

- Another personal characteristic
- Your sex or gender identity
- Your age
- Your race, ethnicity, or color
- Your socio-economic class
- A health condition or disability
- Your union activity
- Your national origin or the language you speak

- Your political beliefs
- Your religious beliefs
- Your sexual orientation

Columns

- Yes
- No
- Not sure

17. If you experienced workplace bullying for other personal characteristics not described in question 16, please describe. (paragraph)

Component #6

Book Group

Fall 2021 Dates: November 15, 22, 29; December 13, 20

Time: 6:30 PM

Book: Bully Free at Work by Valerie Cade

Book costs \$29.95 eBook version

Format: Covers approximately two chapters a week. There will be a facilitator with discussion questions.

<https://www.bullyfreeatwork.com/>

Supplemental Readings:

Bridging Differences Playbook by UC Berkeley's Greater Good Science Center

(https://greatergood.berkeley.edu/images/uploads/Bridging_Differences_Playbook-Final.pdf)

Teaching Respect For All by the UN Educational, Scientific and Cultural Organization

(<https://reliefweb.int/sites/reliefweb.int/files/resources/Teaching%20Preference%20For%20All%20Guide.pdf>)

The Bully at Work: What You Can Do to Stop the Hurt and Reclaim Your Dignity on the Job by

Gary Namie and Ruth Namie (<https://workplacebullying.org/books/>)

Component #7

2021 Overall Calendar of Events

Day	October	November	December
1			
2			
3			
4	Campaign kick-off. Bullying 101. The costs of bullying. Amy Jeu, Clara Wajngurt, Nichole McDaniel, Angie Beeman.		
5			
6			Workshop: Communicating in the CUNY Workplace Soribel Genao.
7			
8		Workshop: Handling Disagreements Claudia Shacter-deChabert.	
9			
10			
11			
12			
13	Listening Session on Possible Anti-Bullying Contract Provisions and Policy Language		Book Group
14			
15		Book Group	
16			
17			
18	Graciano Matos Remembrance Event		
19	Ali Askarinejad. Digital media day.		
20	Unity Day: Building Solidarity to End Bullying at CUNY		Book Group
21	Delegate Assembly Presentation on Anti-Bullying Initiative		
22	Lunchtime table talk on #BullyFreeCUNY.	Book Group	
23			
24			
25			
26			
27			
28	Digital Media Action Day		
29		Book Group	
30			
31			

Component #8

Resources and Referrals

PSC

- <https://psc-cuny.org/anti-bullying>
- <https://www.youtube.com/user/PSCCUNYCommunication>

Counseling

AFT: Trauma Counseling and Bullying

https://www.aftorg/sites/default/files/wysiwyg/trauma_counseling_and_bullying.pdf

CUNY Work/Life Program

Presented by CCA e Your Service

Confidential 24/7 Employee Assistance Program

Website: www.myacconline.com

Company Code: CUNY

Phone: 800-833-8707

FROM NYSUT's WEBSITE

Web Resources

- *The Workplace Bullying Institute*: <http://www.workplacebullying.org/> ; self-help advice for individuals, personal coaching, research, public education, union assistance, training for professionals, employer consulting, and legislative advocacy
- *Project Bully Free*
Workplace: http://www.projectbullyfreezone.com/workplace_information.html ; provides on line statistics on bullying, free newsletter, workshops, keynotes and seminars
- *Minding the Workplace* blog of the New Workplace Institute: <https://newworkplace.wordpress.com/>; dedicated to news and commentary about work and employment relations. Dignity at work, workplace bullying, employment & labor law, and psychologically healthy work environments are recurring themes
- *Stand Up To Bullying*: <http://standuptobullying.net/>; school and workplace bullying resources and training
- *Overcome Bullying*: <http://www.overcomebullying.org/>; Canadian site; links to e-books on workplace bullying

Cyberbullying

- *Cyberbullying Research Center* : Advice for Adult Victims of Cyberbullying <http://cyberbullying.org/advice-for-adult-victims-of-cyberbullying>; dedicated to providing up-to-date information about the nature, extent, causes, and consequences of cyberbullying, esp. among adolescents
- *WiredSafety*: <https://www.wiredsafety.org/subjects/cyberbullying.php>; provides one-to-one help, extensive information, and education to cyberspace users of all ages
- *The Cybersmile Foundation*: <https://www.cybersmile.org/advice-help/category/advice-for-adults>; a multi award winning anti cyberbullying non-profit organization

Videos

- *The Workplace Bullying Institute*: <http://www.workplacebullying.org>; “Learning” link at the top of the web page leads to webinars, podcasts and tutorials
- *Stand Up To Bullying*: <http://standuptobullying.net/bullying-news-and-videos>; free videos on bullying prevention

Other (to be sorted)

- Hegranes, Colleen A., "Leadership Response to Workplace Bullying in Academe: A Collective Case Study" (2012). Education Doctoral Dissertations in Organization Development. 17.
https://ir.stthomas.edu/caps_ed_orgdev_docdiss/17
- University of Massachusetts Amherst
<https://www.umass.edu/umatter/bullying>
- NYSUT Workplace Bullying Toolkit
<https://www.nysut.org/resources/special-resources-sites/workplace-health-and-safety/nysut-workplace-bullying-toolkit>

Component #9

Tell Your Story

Purpose: To collect workplace bullying stories to be shared on social media. Stories will be curated by Anti-Bullying Committee members. Stories will be edited and can be submitted anonymously.

Form fields:

- Name
- Email
- College
- Title
- Your story

Component #10

Self-Guided Learning / Training (Recommended)

Selected List of LinkedIn Learning Videos available through CUNY

1. Managing Misconduct in the Workplace
2. Managing Depression in the Workplace
3. Preventing Harassment in the Workplace
4. Build a More Equitable and Inclusive Workplace
5. Teaching Civility in the Workplace
6. Driving Workplace Happiness
7. How to Proactively Manage Conflict As an Employee
8. Handling Workplace Change as an Employee
9. Handling Workplace Bullying
10. Managing Anxiety in the Workplace
11. Multinational Communication in the Workplace
12. Managing Conflict: A Practical Guide to Resolution In the Workplace

Sample List of Learning Modules to be Explored

- Bias
- Conflict Resolution
- Dealing with Change
- Effective Listening
- Email Effectiveness
- Emotional Intelligence
- Facilitation
- Fostering Inclusion & Respect
- Healthy at Work
- Managing Up
- Meeting Management
- Microaggressions
- Motivating Others
- Performance Management
- Personality Styles and Type
- Positivity at Work
- Receiving Feedback
- Resiliency

- Stress Management
- Supervising Employees
- Teamwork
- Time Management

POLICY

CUNY Policies & Resources:

<https://www.cuny.edu/about/administration/offices/legal-affairs/policies-resources/>

LEGISLATION

Senate Bill S2261

2019-2020 Legislative Session

2019-2020: S2261, A7366

<https://www.nysenate.gov/legislation/bills/2019/S2261>

Senate Bill S575

2021-2022 Legislative Session

2021-2022: S575, A3632

<https://www.nysenate.gov/legislation/bills/2021/S575>

TITLE OF BILL:

An act to amend the labor law, in relation to establishing healthy workplaces

PURPOSE:

To establish a civil cause of action for employees who are subject to an abusive work environment.

SUMMARY OF PROVISIONS:

Clearly states the definitions of abusive conduct; abusive work environment; constructive discharge; adverse employment decision; physical harm; and psychological harm.

Proposed section 762 of the labor law defines unlawful employment practice.

CONTRACT LANGUAGE

PSC Proposal from 2017-2023 Contract

PSC Proposal: Respect for the dignity and worth of every person

Add a new Article 39.3 as follows:

The PSC and CUNY recognize the dignity and worth of every person. The parties also recognize the importance of respect for students as central to the mission of the University.

The University shall provide a workplace based upon mutual respect between and among managers, employees, co-workers and supervisors. Behavior at the place of work in the course of employment that demonstrates a lack of respect for human dignity and worth, whether the behavior is direct or indirect, verbal, physical, or otherwise, shall not be tolerated. Repeated instances of such behavior constitute bullying, which shall not be tolerated.

In addition, no member of the bargaining unit shall be reprimanded or subjected to adverse evaluative comments by a supervisor in the presence of other employees or students or in electronic or written forms of communication that are distributed to other employees or students, unless the employee requests the presence of or distribution to another employee or union representative.

An alleged violation of this provision may be grieved up to and including Step 2 of the formal procedure for handling grievances provided by Article 20.4 of the collective bargaining agreement.