



Increasingly, improper conduct enters the workplace and causes disruption. You may notice a range of disruptive behaviors in the workplace and academic setting, such as inappropriate and disrespectful actions, and even bullying or verbal threats. Safe at Hopkins has developed a proactive way to think about, talk about, and manage these behaviors. It is important to understand that concerning behaviors left unchecked can escalate into violence.

The time for taking action is well before the point at which violence occurs. If you sense something, say something! If you don't, maybe no one else will.

**You have a role to play in making Johns Hopkins a great and safe place to work.**

If you are concerned about disruptive behaviors at work, contact your supervisor or human resources/ labor relations, or Security.

**University Faculty, Staff, House Staff, and Students:**

*report incidents to your supervisor, human resources manager, academic department chair, or Security.*

Homewood Campus Security	410-516-7777
East Baltimore Campus Security	410-955-5585

**Johns Hopkins Health System unless listed below:**

HR Consulting & Labor Relations	410-955-6783
Security	410-955-5585

**Johns Hopkins Bayview Medical Center**

Human Resources	410-550-0433
Security	410-550-0333

**Johns Hopkins Community Physicians**

Human Resources	410-338-3500
Security	410-522-9800

**Johns Hopkins HealthCare LLC**

Human Resources	410-424-4615
Security	410-955-5585

**Johns Hopkins Home Care Group**

Human Resources	410-288-8135
Security	410-550-0333

**Johns Hopkins Hospital**

Human Resources	410-955-6783
Security	410-955-5585

**Howard County General Hospital, HR**

Security	410-740-7815 410-740-7911
----------	------------------------------

**Sibley Memorial Hospital, HR**

Security	202-537-4750 202-537-4674
----------	------------------------------

**Suburban Hospital, HR**

Security	301-896-3830 301-896-2500
----------	------------------------------

Or, you may contact the Safe at Hopkins program manager at [safeathopkins@jhmi.edu](mailto:safeathopkins@jhmi.edu).



## Prevent Disruptive Behaviors from Escalating at Work

You have a role to play

**JOHNS HOPKINS**  
UNIVERSITY & HEALTH SYSTEM

**Safe at Hopkins**

550 North Broadway, Suites 403 & 507  
Baltimore, MD 21205

443-997-7000  
[safeathopkins@jhmi.edu](mailto:safeathopkins@jhmi.edu)  
[www.safeathopkins.org](http://www.safeathopkins.org)

**JOHNS HOPKINS**  
UNIVERSITY & HEALTH SYSTEM

## Johns Hopkins Continuum of Disruptive Behaviors at Work

The Johns Hopkins Continuum of Disruptive Behaviors at Work has been developed to standardize the way we discuss, identify, and respond to concerning behaviors. The continuum includes eight categories of disruptive behaviors. Behaviors on the left side of the continuum are less severe and should be considered within the context of the work or academic environment. The behaviors on the right side are more severe and pose a greater risk of escalating into violence. The specific actions associated with each behavior have been seen in past risk assessment cases at Johns Hopkins. For a more complete description of the behaviors and associated actions, visit [www.safeathopkins.org](http://www.safeathopkins.org).

### Prevent Disruptive Behavior from Escalating at Work

Everyone has a role to play in prevention. Familiarize yourself with these behaviors and the specific actions of each. Know your resources and take action if you have a concern. In the spirit of prevention, members of the Johns Hopkins community are urged to report all behaviors of concern and acts of violence. Visit [www.safeathopkins.org/report](http://www.safeathopkins.org/report) for more details.

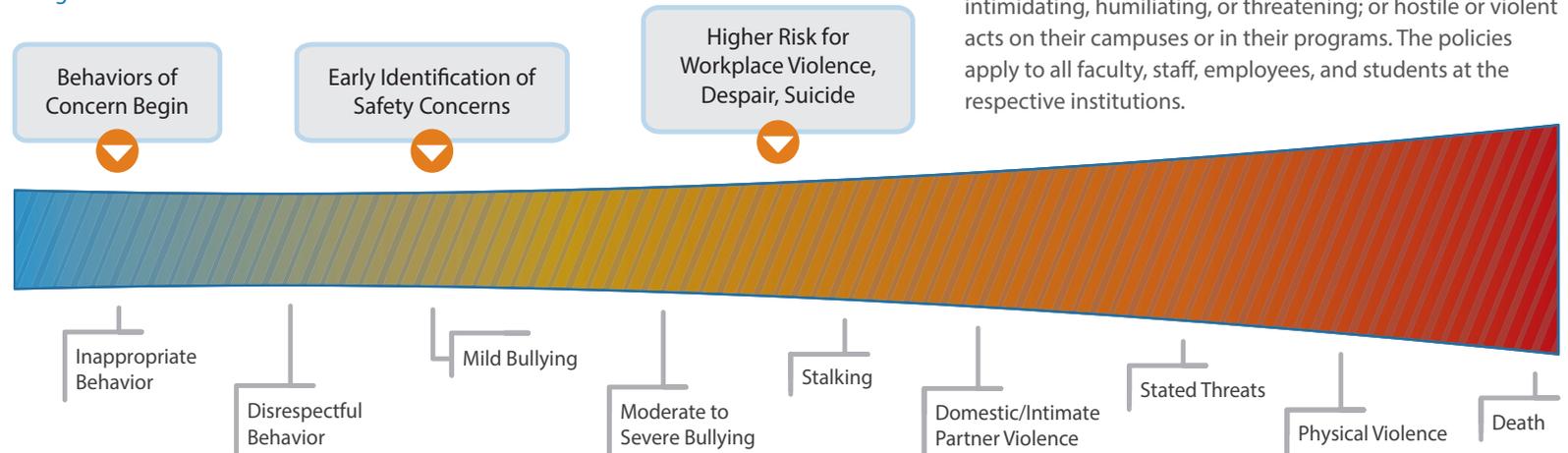
If you observe or experience disruptive behaviors or are concerned that behaviors might escalate into violence, talk with your supervisor or human resources/labor relations representative. Share with him or her the disruptive behaviors and how they impacted job or academic responsibilities. It may be important to note patterns and frequencies of behaviors. If at any point safety is a concern, contact Security or call 911.

Johns Hopkins will not permit employment-based retaliation against anyone who, in good faith, brings a complaint of disruptive behavior or act of violence, or who speaks as a witness in the investigation of a complaint.

### Respond to Disruptive Behaviors

Reported behaviors of concern and acts of violence will be responded to and handled in a manner that respects the privacy of all involved. If warranted, a thorough, systematic, and consistent evaluation will be conducted by the Risk Assessment Team who investigates all reports and provides guidance to management.

JHU and JHHS have adopted policies on workplace safety that call for zero tolerance of violent behavior, threats, bullying, intimidation, and any behavior of concern that contributes to an abusive work environment. Johns Hopkins will not tolerate verbal abuse; offensive conduct/behaviors which are intimidating, humiliating, or threatening; or hostile or violent acts on their campuses or in their programs. The policies apply to all faculty, staff, employees, and students at the respective institutions.



*Carlstrom, M., Meadowcroft, K. & Rammacca, J. (2013) Johns Hopkins University and Health System.*



## Johns Hopkins Continuum of Disruptive Behaviors at Work

**Inappropriate Behavior** is often seen as the way a person “broadcasts” him or herself. When inappropriate behavior is not managed, one may push the limits and become disruptive. Some specific actions include: making rude, loud, and off-colored remarks, telling degrading jokes, and swearing in public.

**Disrespectful Behavior** is more hostile than inappropriate behavior and is usually aimed directly at another person. Some specific actions include: criticizing or dismissing achievements, degrading others, and shouting.

**Bullying:** Johns Hopkins has defined workplace bullying as repeated mistreatment of a person that may result in harm to one’s health and that takes one or more of the following forms:

verbal abuse; offensive conduct/behaviors that are threatening, intimidating, or humiliating; or interference that prevents work from getting done.

**Mild Bullying** includes the behaviors defined above which are aimed directly at another person. Some specific actions are denying access to necessary information, creating isolation, and giving the silent treatment.

**Moderate to Severe Bullying** includes the behaviors of mild bullying with increased frequency and personalization of mistreatment. Some specific actions are starting gossip campaigns about a person’s character, falsely accusing someone of errors, imposing impossible deadlines, and retaliating for perceived wrongs.

**Stalking** involves individuals who harass, follow, or give unwanted attention and gifts. Specific actions include: a pattern of repeated unwanted, intrusive, and frightening communication by phone, email, text, or social media.

**Domestic/Intimate Partner Violence** occurs when one partner uses physical violence, intimidation, threats, or emotional, sexual, or economic abuse to control the other partner. Because the controlling partner can easily locate the victim at work, domestic violence can create a workplace safety concern.

**Stated Threats** express an emotional, sexual, psychological, or economic message of future danger. Specific actions include: a direct threat – I’m going to kill you; an indirect threat – I’m going to make sure that you get what you deserve; or a conditional threat – If he fires me, I will kill him.

**Violence** is any action that threatens the safety of employees, residents, students, or patients; impacts their physical or psychological well-being; or causes damage to the institutions’ property.

For a more complete description of the behaviors and associated actions, visit [www.safeathopkins.org](http://www.safeathopkins.org).