

## **Management of Counterproductive Work Behaviors**

The University EAP will provide consulting and direct intervention services for an array of counterproductive work behaviors. We define counterproductive work behaviors as follows.

- Any intentional behavior on the part of a workplace member viewed by the organization as contrary to its legitimate interests
- A facet of job performance or behaviors that oppose the primary institutional mission
- Within the work context, violation of applicable laws, manifestation of inappropriate conduct or out of the ordinary behaviors that disrupt or harm organizational operations

### **Range of Applicable Behaviors**

A wide variety of counterproductive work behaviors are connected to this policy. The range of these applicable behaviors is listed here. This list is non-exhaustive.

- Inadequate attendance such as unexcused absence, excessive tardiness or misuse of sick leave
- Waste of time and resources such as conducting personal business during work time, deceptive time reporting or misuse of work time
- Insufficient work quality that is intentionally slow or careless
- Exploitation of information such as revealing confidential data or falsifying documents
- Failure to learn or follow safety procedures
- Theft of property or cash, distributing organizational goods or services without authorization or misuse of employee discounts or associated privileges
- Damage or destruction of workplace property, or interference with organizational processes or procedures
- Entering the workplace under the influence of or use of alcohol or drugs while at work
- Possession or distribution of alcohol or drugs while at work
- Aggressive, belligerent or violent verbal exchanges with customers or coworkers including gossip
- Threats or acts of intimidation or physical violence toward customers or coworkers
- Intentional creation of inequities – injustice for customers or coworkers

- Sexual harassment
- Theft from coworkers
- Expression of suicidal thinking or intent or gross disorganization or incoherence along the emotional or psychological domain resulting in employee and work unit inability to complete required tasks

### **Intervention Strategies**

- Coaching
- Mediation
- Education
- Linkage with community resources
- Performance Management
- Organizational Consultation
- Disciplinary Action

### **University Resources**

- EAP
- Human Resource Services
- General Counsel
- Campus Mediation
- University of Missouri Health Care
- University Police
- Division of Diversity, Equity & Inclusion
- Affiliated Entities (Provost, University Affairs, Academic Department, Immediate Supervisor, etc.)

### **Policy Advantages**

- Provides a mechanism to assist employees and the larger organization in managing counterproductive behaviors
- Generates interventions that are employee and context-specific
- Utilizes an array of intervention techniques

### **Process Steps**

- Identify and document the specific behavior(s) in need of change
- Schedule a meeting with the employee(s) to review related behavior(s)
- Consider whether it is advisable to have a witness – recorder present for the discussion
- Use a supportive interpersonal style throughout the meeting – display integrity
- Review the incident(s) with the employee(s) and collect their statement – impression of the event
- Provide the employee(s) with a statement of impact or influence of related behavior on coworkers and the larger work context
- Discuss context-specific dimensions and possible antecedents of the behavior(s) with the employee(s) such as job or work group characteristics, organizational culture, control systems or features of organizational justice
- Decide upon action steps and make applicable referrals
- Schedule a follow-up meeting with the employee

**Note:** In cases involving extreme manifestations of counterproductive work behaviors such as threats, acts of intimidation, physical violence, sexual harassment or suicidal behavior, administrators should immediately activate University Resources such as EAP, Human Resources or University Police. The selected intervention technique should correspond with the type of counterproductive work behavior and its influence on coworkers and the larger work environment. Seeking consultation from University resources is an advisable first step in managing counterproductive work behaviors.

**Source:** Hunter, James. University of Missouri – Employee Assistance Program (FY 2010 - 2011).  
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