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independence together

Harassment and Bullying Policy and Procedure

Non-Statutory

Reviewed Two-Yearly

Signed:  (Chair of the Trust)

Date: 13/3/2026

Review Date: March 2028

1. Introduction

All employees are entitled to be treated fairly, consistently and with dignity and respect whilst at work. It is potentially damaging to employees and the Rivermead Inclusive Trust (RIT) if this does not happen.

Poor working environments can result in tension in the workplace, increased absence and staff turnover, poor performance, ill-health, low morale, difficult employee relations and all the associated costs, including possible litigation, and reflect badly on the RIT's image as a good employer.

There is a general duty under the Health and Safety at Work Act 1974 on the employer to provide safe systems of work. The employer who ignores the possibility of physical harm to an employee through allegations of harassment would almost certainly be in breach of this requirement.

This policy should also sit alongside adopted Equal Opportunities and Whistleblowing policies and Equality Information and Objectives Statement.

The policy and guidance notes have been drawn up after consultation with the recognised Trade Unions.

2. The Legal Position

There is no specific legal definition of bullying, and harassment is interpreted in UK law only in relation to the Sex Discrimination Act 1975 as it implements the EC Code. Employers have a duty of care for all their workers and liability at common law under the following laws:

Sex Discrimination Act 1975) under these Acts harassment may
Race Relations Act 1976) be considered to be discrimination
Disability Discrimination Act 1995)

Health and Safety at Work Act 1974 (employers are responsible for the health, safety and welfare at work of all employees, and are liable for the actions of their employees at work.

Employment Rights Act 1996 incorporates an employee's right to claim 'unfair constructive dismissal,' when an employee resigns in the face of the employer's breach of contract, which may include failure to protect their health and safety at work.

Criminal Justice and Public Order Act 1994 (this created a criminal offence of 'intentional harassment', whether in the workplace or elsewhere).

Protection from Harassment Act 1997 (this also created a criminal offence of harassment, and a right to damages for the victim).

3. Policy Statement

Schools within the RIT will continue to promote a working environment which values the contribution all employees can make to the efficient delivery of quality services.

Each employee is entitled to be treated fairly, consistently and with dignity and respect whilst at work and in all situations, including recruitment and selection, grievance, capability, health and disciplinary matters.

The RIT will not condone bullying or harassing behaviour and any allegations will be treated seriously, confidentially and fairly. Appropriate disciplinary action, including dismissal, will be taken against employees both in cases where harassment or bullying has been proved or allegations have been raised maliciously.

The principles of this policy will apply to any dealings employees might have with council members, school governors, parents, contractors and members of the public.

It is the responsibility of all staff to help to establish the right working environments and to promote dignity and respect at work.

4. Making the Policy Work

Further information is attached on the procedures for dealing with harassment, bullying and stress at work, together with detailed guidance for managers and for employees.

It falls, in particular, for Headteachers, governors and managers to set the standards and do all they can to ensure that staff and potential staff are treated fairly and courteously and are given the support and respect they need to do their jobs. They should also:

- ensure that employees are aware of the policy and the notes of guidance and that it is covered in discussions during the induction process and at appraisal or supervision meetings;
- implement the policy within their areas of responsibility and provide appropriate awareness and training on the key issues;

- ensure that all employees are aware of the Care First Counselling Service when any situations arise to make sure that the proper procedures are followed and the appropriate actions taken.

It follows that all employees can contribute to maintaining good working relationships and therefore help encourage dignity and respect at work. Whilst being encouraged to raise any concerns they may have, employees should understand that many management activities, such as instigating disciplinary proceedings, monitoring performance, dealing with attendance issues, changing deadlines and priorities, if handled reasonably and fairly do not constitute harassment or bullying.

There are other policies and procedures which can help support dignity and respect at work and good working environments. These include:

- Whistleblowing Policy
- Health and Safety Policy
- Equal Opportunities Policies

The Dignity and Respect at Work Policy and supporting guidance will be reviewed on a regular basis and updated in consultation with trade unions and management representatives in light of statutory developments and the operation of the Policy.

5. Responsibilities

5.1 The Individual

It is the responsibility of all employees to ensure that their behaviour is appropriate to the workplace and does not contribute to the creation of an environment in which bullying is condoned or encouraged. Employees should challenge bullying behaviour or bring it to the notice of management as appropriate, and support any colleague who is being bullied.

5.2 The Manager

It is the responsibility of all managers to eliminate bullying and to take appropriate action against it when necessary. In particular, managers shall:

- as part of their normal responsibilities, be alert to the possibility of bullying occurring;
- use their judgement in correcting standards of conduct or behaviour which could be seen as offensive, and remind employees of the RIT when appropriate;
- set out the RIT's policy during induction programmes and raise the issue where necessary at section meetings, briefings etc.;
- provide a supportive framework for any employee with a complaint of bullying;
- take prompt action to deal with bullying as soon as it is identified;

- institute disciplinary action where appropriate;
- treat all cases of bullying with appropriate confidentiality.

6. Equality Impact Assessment

Under the Equality Act 2010 we have a duty not to discriminate against people on the basis of their age, disability, gender, gender identity, pregnancy or maternity, race, religion or belief and sexual orientation.

This policy has been equality impact assessed and we believe that it is in line with the Equality Act 2010 as it is fair, it does not prioritise or disadvantage any pupil and it helps to promote equality at this school.

THE PROCEDURES

Harassment and Bullying at Work

1. Introduction

1.1 What is 'Harassment'?

Harassment is unwanted behaviour which affects the dignity of men and women in the workplace, and which the recipient finds threatening, demeaning or offensive, **even if this is not the intention behind it.**

Harassment can be direct, indirect, blatant or subtle. It may be persistent or an isolated incident. It can be based on a person's disability, sex, gender identity, sexual orientation, race, age, religion or other personal circumstances. It can take the form of intimidation, particularly against those who are viewed to be in a vulnerable position either socially or physically or because, in the work context, of their relationship to the perpetrator of the harassment.

Fun and jokes in social interaction at work, provided they are acceptable to the recipient, may well not constitute harassment, but sensitivity needs to be exercised.

Harassment can take many forms. Some general examples of unacceptable harassing behaviour include:

- Physical** - physical contact, ranging from unnecessary touching, patting or brushing against someone, indecent assault, physical attacks or threats;
- intrusive or anti-social behaviour such as staring, pestering, unwarranted spying, offensive gestures or body language;
- Verbal** - the threat of dismissal, loss of promotion, benefits of other entitlements etc., as a result of refusal of sexual or other favours; or
- coercion to participate in political, religious or other social groups;
 - subjecting someone to ridicule or insults because of their gender or sexual orientation, e.g. sexist or homophobic remarks;
 - subjecting someone to ridicule or insults because of their race, religious beliefs, cultural beliefs or personal appearance;

- jokes or verbal abuse of a sexist, racist or ageist nature;
- the use of offensive language or gossip;
- continued suggestions for social activity outside the workplace after it has been made clear that such suggestions are unwelcome;
- the display or circulation of sexually suggestive material, offensive posters, graffiti, emblems, badges, e-mails, etc.

1.2 What is 'Bullying'?

Bullying is an abuse or misuse of power or position, through means intended to undermine, humiliate, denigrate or injure the recipient. It is intimidating and is typified by a disrespectful treatment of others and the unfair use of power. This power may not always relate to status or position in the organisation, but may be personal, affecting social activities outside work; expert, which may be based on particular technical or professional knowledge and skills; or negative power, which may be used to undermine and sabotage positive relationships and ideas at work.

Some general examples of unacceptable bullying behaviour include:

- deliberate exclusion from social activities in the workplace
- unnecessary or malicious threats of formal complaints, or grievances that cause intimidation
- shouting or screaming at any person, in public or in private
- embarrassing or humiliating people in front of colleagues
- persistent, unfounded criticism, accusations and spreading malicious rumours
- isolating, ignoring or excluding a person
- arbitrarily and constantly changing work targets, guidelines and deadlines without adequate support
- refusing to delegate, and unreasonably taking away work or responsibilities
- victimising any person
- setting someone up to fail in their job, e.g. by not passing on important information or by being fed false information
- constantly undermining effort, blocking reasonable applications for leave, training or promotion without appropriate justification or explanation
- Any comments, actions or behaviours which go expressively against one of the protected characteristics of:
 - Disability

- Gender reassignment
- Marriage or civil partnership
- Pregnancy and maternity
- Race
- Religion or belief
- Sexual orientation
- Sex (gender)
- Age

Bullying and harassment does not always occur in face to face communication, but can take the form of written communications, e-mail or telephone.

It is not always easy to recognise bullying and harassment, and employees may be anxious about the responses if they make a complaint. People who are bullied and harassed often feel very isolated and very vulnerable, and complaints are rarely made lightly. They can experience a loss of self-confidence, ill health and stress. Their work performance and the efficiency of the organisation can also be affected.

2. Procedures for Dealing with Complaints of Harassment or Bullying

The Council has an established network of trained Whistleblowing officers whose role is to provide impartial information and advice, to discuss options and to offer support.

The complainant may contact a Whistleblowing officer, line manager, trade union representative for advice and support. **Everyone involved must respect the need for confidentiality.** Whistleblowing officers in Education are listed in Section 9 of the Personnel handbook. The employee has the right to be supported at meetings by a trade union representative or work place colleague.

Care First may also be contacted for confidential counselling on 0800 174319.

Personnel staff can give general advice to staff but their role is primarily to support managers to manage.

The complainant should be advised to record details of the alleged incident(s) and to continue to record any further incidents. Before reaching a decision about what course of action to take, it is important to gather as much advice and information as possible and to be aware of all the options available.

It is in everyone's interest for a mutually agreeable resolution to be found as soon as possible, and unless there are exceptional complicating factors the aim should be to complete the process within a month.

Where other recognised procedures, e.g. capability, disciplinary, are already underway, they should continue.

However, when harassment and bullying issues are raised as part of these other procedures, it is essential that employees are given the opportunity of having them dealt with fairly and impartially, and managers must seek advice from their Personnel Section in these circumstances.

The grievance procedure may not be used as a mechanism for dealing with formal complaints of harassment or bullying. The procedures set out below should be used.

3. Informal Approach

Complainants may initially choose to simply raise the matter directly with the alleged perpetrator pointing out that they find the behaviour unacceptable and they wish it to stop. This may be done orally or in writing. In some cases, this may be all the action that is required to mutually resolve the matter because the alleged perpetrator may be genuinely unaware that their behaviour caused offence.

4. Formal Procedures

Alternatively, the complainant may request a formal investigation be conducted by their line manager or supervisor, as outlined in bullet points below.

If that manager is the subject of the complaint, it should be referred to an appropriate senior manager, who must notify his/her senior management and their personnel section to decide on the appropriate course of action, being mindful of the need for an impartial and objective approach.

They may conclude that the senior manager should conduct the formal investigation, or they may arrange for a designated officer from another department to carry out an independent investigation, in either case as outlined in the bullet points below.

- Any investigation must be seen to be objective and independent. It is therefore important that managers think carefully about the appropriateness of who should

make enquiries and decisions, the recording of any meetings that take place etc. especially if it is necessary to talk to any other staff who may be involved or affected.

- Both parties are entitled to the same advice and support and should be advised to contact appropriate sources of help. This may be their line manager, whistleblowing officer or trade union representative. **All parties must be aware of the need for confidentiality, and of an agreed framework for record keeping.**
- The complaint should be discussed separately with the complainant and the person against whom the complaint is made and full statements taken from each. Both can be accompanied by a trade union representative or work place colleague. It is the designated officer's responsibility to make them aware of their right to support and representation.
- If it is necessary to hold any interviews with the complainant's work colleagues in connection with the investigations, the complainant must be consulted first, **and any colleagues that are interviewed must be reminded of confidentiality.**
- A monitoring programme should be established after the case has been resolved to ensure there is no further harassment or bullying. The monitoring should take place at regular planned intervals and allow for staff to talk through and review the changes made.

A plan chart of the process is attached at Appendix 1.

5. Mediation

In many cases a successful resolution can be achieved at the end of informal discussion or a formal investigation. For some however mediation may be the means to a solution. Mediation helps the parties agree a course of action and a solution and can be used at any point in the process. It may also save 'face' for those involved, most of whom will be glad of a way out that stops the bullying and harassment. For details of mediation services available contact Education Personnel.

All mediators are fully trained and experienced.

Meetings with a mediator will normally take place outside of the RIT's premises.

6. Outcome

The investigating manager or designated officer will compile a report and recommend the course of actions they consider to be appropriate, which could include:

- the complaint appears to lack substance and no further action should be taken;

- the complaint is not upheld, although there are still issues to resolve;
- the complaint has substance, and the person against whom the allegation has been made should be the subject of formal action;
- the complaint appears to have been made maliciously, with no basis in fact, and was purely an attempt to damage the alleged harasser or bully in some way. The complainant could be the subject of formal action.

The outcome and recommendations of the investigation, and its implications for any consequent action should be discussed with both the complainant and the person against whom the complaint has been made, and with the management concerned. Management must either act on the recommendations or identify a suitable and justifiable alternative approach to them.

If the complaint is upheld, the following action should be considered:

- keeping the complainant 'safe';
- making sure the perpetrator is made fully aware of the affect that their behaviour has on others;
- helping the perpetrator to change his/her behaviour style.

Most complainants want to get back to their job although some may feel that a change is necessary while their confidence is rebuilt. Any change should not lead to a disadvantage for the complainant.

An agreed monitoring plan must be drawn up at the conclusion of the investigation, whether the complaint was founded or not, but particularly to confirm that harassing and bullying behaviour has stopped and that no victimisation occurs. Victimisation may be difficult to spot but can take the form of continuing inappropriate behaviour, blocking promotion or training opportunities.

Any disciplinary hearing against a perpetrator or complainant should be held under the RIT school's formal Disciplinary Procedure.

A record of the investigation and the outcome must be kept. Where formal action is taken against a particular individual(s) a copy of all the records, including any disciplinary action, must be kept on their personal file(s).

Stress at Work

1. Introduction

The council, and schools are responsible for the health, safety and welfare of its employees at work and recognises that their well-being is important to the RIT's performance.

Stress is a difficult issue to raise openly within some workplaces because individuals can feel uncomfortable in admitting to experiencing stress.

Individuals can experience stress whether they are aware of it or not. If instead of using the word "stress", terms such as pressure, deadlines, challenge, opposition, disagreement, lack of resources etc. are used, these might be more readily recognised and acknowledged.

All employees will be subject stresses in carrying out their roles, and particularly where resources are severely restricted and expectations are high, as is prevalent within public services.

As any of us can experience stress on occasion, we need to understand how this can happen.

2. Understanding Stress

Stress is a word which can be used in different contexts and can mean very different things. It is both simple and complex.

Put simply, stress is our natural response to any real or perceived threat. It is a very old survival mechanism which releases adrenaline into the blood stream enabling the body to be stronger, the mind to be quicker thinking so that we are better able to stay and "fight" the threat or "run away" from it.

It becomes more complex because this same physiological mechanism enables us, on the one hand, to rise to challenges, deal with deadlines and solve apparently insurmountable problems, whilst on the other hand can lead to deteriorating performance and health.

Stress is the individual's response to an inappropriate level of pressure. It is the response not the pressure itself.

This guidance provides information to enable adjustments to be made when stress leads to overload or distress for an individual or a staff group, and the stress equation below may help to illustrate this:

GENERAL DISPOSITION	+	COPING SKILLS	+	SUPPORT RESOURCES	-	POTENTIAL STRESSORS	=	STATE OF WELLBEING STRESS OR DISTRESS
<i>(attitude to life, state of health)</i>		<i>(assertiveness, being organised)</i>		<i>(family, friends, money)</i>		<i>(time pressures, conflict)</i>		

The guidance at how we can minimise unnecessary stressors and the assistance which is available to individuals.

All work will have inherent stressors and individuals will have differing capacities to adapt to these. In any job there needs to be a match between the challenge of the job and the post holder. It is unlikely that there ever will be a perfect match. In any case, jobs, structures, managers, colleagues, available resources, etc. can change and have the potential to be additional stressors. If employees are also experiencing problems or significant change (even positive change) in their home lives then their capacity to adapt to work place challenges might be significantly affected.

In addition to the pressures of the job itself, there are often a number of organisational stressors which can affect an employee's ability to deal effectively with these challenges. Examples of organisational stressors include:

- Insufficient training to carry out job role
- Insufficient guidance from manager on job role
- Persistent, inappropriate management style
- Insufficient feedback (both positive and negative) on work performance
- Poor physical working conditions e/g/ cramped accommodation, uncomfortable working temperatures
- Limited resources to carry out the tasks required
- Limited scope to carry out diverse and stretching work
- Lack of consultation over work content, priorities etc
- Excessive or uncontrolled workloads and/or conflicting demands
- Poor management of change e.g. inadequate consultation, leadership etc.
- Discordant and uncooperative working relationships

- Issues that can arise from working with people with special needs or challenging behaviour.

3. Symptoms of Stress

3.1 In the Individual

Some common signs of stress are listed below; however, these do not necessarily indicate that an individual is suffering from the negative aspects of stress. This is likely to be the case only when one or more of the signs occur:

- Persistent or recurrent moods - anger, irritability, worry, depression, guilt, sadness.
- Physical sensations/effects - aches and pains, raised heart rate, increased sweating, dizziness, blurred vision, skin or sleep disorders.
- Changed behaviours - difficulty concentrating or remembering things, unable to switch off, loss of creativity, making more errors, double-checking everything, eating disorders, increasing use of tobacco, alcohol, drugs.

When stress is experienced over long periods other signs can develop, for example, high blood pressure, heart disease, ulcers, anxiety, long term depression.

3.2 In the Workplace

The following are common signs:

- Increases in overall sickness absence - particularly frequent short absences.
- Poor work performance - less output, lower quality, poor decision making.
- Relationships at work - conflict between colleagues, poor relationships with clients.
- Staff attitude and behaviour - loss of motivation or commitment, poor time-keeping, working longer hours but with diminishing effectiveness.

Pressures people experience in their home and personal lives can make people more vulnerable to stress at work. The harmful effects of stress are often caused by a combination of work and home stress.

MANAGERS' GUIDANCE

1. Harassment and Bullying at Work

Managers have an important role in setting standards of behaviour and creating good working environments and should be aware of any specific initiatives in their departments.

Managers and supervisors should:

- Promote a working environment where dignity is the norm and harassment and bullying are unacceptable;
- Promote a working environment in which staff feel free to challenge harassment or bullying without fear of victimisation;
- Be aware of harassment or bullying as an issue, and be familiar with the appropriate procedure for dealing with complaints, where possible resolving a situation before a formal complaint becomes necessary;
- Take immediate and appropriate action to investigate complaints of harassment and bullying;
- Set standards of acceptable behaviour, e.g. stopping the use of offensive language, ban the display of offensive material.

If a member of staff complains of bullying or harassment, the manager's response must be to investigate the complaint promptly and objectively in line with the procedures and the wishes of the complainant.

It is important that any complaints are treated seriously, not only so that the complainant feels safer and more secure, but also to ensure that those against whom the complaints are directed are treated fairly and given appropriate advice and support.

Maintaining confidentiality is vital and managers must ensure from the outset that all parties respect this, and agree the framework for confidentiality in each case. However, where employees raise their concerns with their line manager but request that it remains confidential, this cannot be guaranteed. The manager, having knowledge that potential bullying and harassment is taking place is under a duty to take data to protect the health, safety and welfare of the employee.

2. Stress at Work

This list is not intended to be comprehensive but gives an idea of workplace issues managers can look at to reduce organisational stressors.

2.1 Recruitment and Selection

Candidates should be given an accurate picture of the job, highlighting areas of potential pressure. Any questions to candidates about their ability to manage stress should be specific to the job tasks and not general. This also applies to questions asked of referees.

2.2 Induction and Promotion

Starting a new job can be stressful and as a part of the induction programme new employees must be made aware of the Dignity and Respect at Work Policy and advised from the outset where they can turn to for help and support. Similar arrangements and support should also be offered to existing staff when they are promoted or take on new roles.

2.3 Attendance Management

Managers must ensure that absences due to organisational stress are properly recorded and discussed as part of regular supervision, including arrangements for on-going support. All such issues must be dealt with in accordance with the Absence Management Policy of each school.

2.4 Return to Work After Absence

In consultation with the employee and, if necessary, following advice from their Personnel Section and/or Occupational Health, managers must plan an individual's return to work after a stress related illness. For example, a person may be ready to return to some aspects of their job but not others and workload responsibilities may need to be adjusted. A phased return and options for working flexibly can be considered.

After the employee returns to work, managers should continue to be mindful of their continued need for support so that they are helped to make a full recovery. If the employee is still finding difficulties adjusting then the manager should consider other options and take advice from their Personnel Section and/or the Occupational Health on suitable alternatives.

2.5 Training and Development

Employees may experience stress through feeling that they are not adequately trained for their existing job or when they move into a new or changed role. Identifying and meeting training needs should be part of regular staff appraisals.

The management of stress should be included in all management, supervision and other appropriate skills training courses. Managers and supervisors are expected to be mindful of their own stress management training needs.

Critical Incident Stress Debriefing (CISD)

In extreme situations, following serious incidents, it may be appropriate for managers to make arrangements for professional advice and assistance to be brought in.

General

Managers should also consider the following which need to be continuously monitored and reviewed:

- identify jobs with specific stress factors and provide what can be done to reduce the effect on job holders;
- meet with all staff on a planned and regular basis to discuss their concerns and listen to what they say, e.g. through formal Supervision, Team Brief or team meetings;
- take care over the allocation of work, ensuring that employees have the required skills, and are confident to undertake the work and that time-scales are achievable;
- keep in touch and visit employees on long term sickness absence;
- involve staff in issues which affect them and may change their work or work environment.

EMPLOYEES GUIDANCE

1. Harassment and Bullying at Work

1.1 Raising your Concerns

The RIT does not condone harassment or bullying and understands how distressing it can be for any employee. However, some situations can be misunderstood. Nevertheless, if you believe you are being harassed or bullied you must raise your concerns. Provided you do so in good faith, that is, not maliciously, you have nothing to fear.

You may feel that if you complain, others will think you are making a fuss about nothing or, at worst, they will not believe you. Similarly, it is very distressing to be accused of harassing or bullying someone as a result of a genuine misunderstanding about the worst of behaviour or legitimate management expectations which are acceptable. It is important, therefore, for all cases to be dealt with in a sensible, careful and supportive way.

If you think you are being harassed or bullied you should contact your line manager or whistle blowing officers for help and advice. Their names and locations are listed in the Whistleblowing policy.

Any approach from you will be treated in strictest confidence. The Whistleblowing Officer will be happy to discuss both your own situation and/or the more general issues of harassment and bullying and the actions and behaviour which people may find offensive. Any initial contact will be regarded as informal and it will be for you to decide whether, and how, to take matters further.

If the alleged perpetrator is a service user or member of the public rather than a colleague, you can expect the same level of support.

You should report any such incidents to your line manager.

1.2 Informal Approach

If you feel you are being harassed or bullied make it clear to the person concerned that their behaviour is unwelcome, that you find it offensive and that you want it to stop. In most cases this should be sufficient to stop the actions recurring. It would be helpful for you to keep a record of such incidents; e.g. date, time, location, witnesses, your response and feelings at the time.

1.3 Formal Procedure

If the behaviour persists, you should speak to your manager or supervisor and/or your trade union representative. Your manager will then be able to undertake an informal investigation, and ensure that it is progressed as quickly as possible and with the utmost confidentiality.

If it is your manager or supervisor who is harassing or bullying you, speak to an appropriate senior manager, or contact the Whistleblowing officer.

If a formal investigation is initiated, a more senior manager or a designated officer will carry out the investigation, including discussing the incidents individually with you and the person against whom the allegation has been made, and take full statements from each of you.

Once the issue has been raised it is important to keep a record of any further incidents so that, if necessary, these can be accurately recalled later. The record should include the nature of the offence or offences; the dates and times when they took place; the names of any witnesses present and the action you took in response to the incident.

If your colleagues have been harassed or bullied by the same person or have witnessed the incidents which you are reporting, statements may also be required from them. Your permission to approach them will be sought, however, before any interviews with them are carried out. These interviews will be conducted in the strictest confidence.

At any time during these procedures you can contact the support line counselling service for support.

If for any reason other recognised procedures, such as capability or disciplinary, are underway when you decide to make a complaint of harassment or bullying, these will continue. Similarly, you may not use the grievance procedure as a mechanism for dealing with formal complaints of harassment and bullying, only the agreed procedures.

1.4 Outcome of any Investigation

After the incidents have been fully investigated the manager or designated officer will discuss with you, the alleged perpetrator and your manager the outcome of the investigations and recommend the way forward.

You should be aware that if the complaint is upheld, the following action will be considered:

- You should be aware that if the complaint is upheld, the following action will be considered:
- how to keep you 'safe';
- making sure the perpetrator is made fully aware of the effect that their behaviour has on others;
- how to help the perpetrator to change his/her behaviour style.

Most complainants want to get back to their job although some may feel that a change is necessary while their confidence is rebuilt. Any change should not be a disadvantage to you.

An agreed monitoring plan will be drawn up at the conclusion of the investigation, whether the complaint was founded or not, but particularly to confirm that harassing and bullying behaviour has stopped and that no victimisation occurs.

A record of the investigation and the outcome will be kept. Where formal action is taken against a particular individual(s) a sealed copy of all the records, including any disciplinary action, must be kept on their personal file(s).

If a complaint is not upheld it may still be preferable to relocate or transfer either party if it appears that there is little likelihood of a positive working relationship between them and this could result in a strained and unproductive work atmosphere. Such a transfer should take full account of both parties' wishes and should be carried out in an atmosphere where neither feels that he/she is being victimised.

Any disciplinary hearing against either a perpetrator or malicious complainant will be held under the formal Disciplinary Procedures.

2. Stress at Work

Understanding stress is described elsewhere and the following ideas could help you better deal with it.

Good Health - eating sensibly including the five recommended portions of vegetables and fruits, on a daily basis. Getting sufficient rest and avoiding the harmful effects of excessive alcohol and tobacco.

Exercise - taking regular exercise such as walking, swimming, cycling, jogging and sports and fitness exercises. Twenty minutes aerobic exercise three times a week is recommended to help exercise the heart.

Life Style - making time for yourself. Enjoy leisure activities and interests. Keep these up, even when pressure of work may lead you occasionally to work longer hours than you would wish.

Talking - talking things through with friends and relatives can help. A problem shared is a problem halved. If problems do become too much, talking to a counsellor may help.

Time to Think - giving yourself thinking time each day can help you to focus the time you have available on the right priority rather than simply the most urgent.

Rest and Relaxation - learning to relax. This does not necessarily mean learning to do nothing although this suits some people. It is for each of us to recognise the difference between working at peak performance and winding down.

Most people can get help informally from family, friends and colleagues, but sometimes it is helpful to talk to someone who is outside the situation. If you are feeling under stress, it is better not to wait for the problem to build up but to talk to someone you can trust straight away.

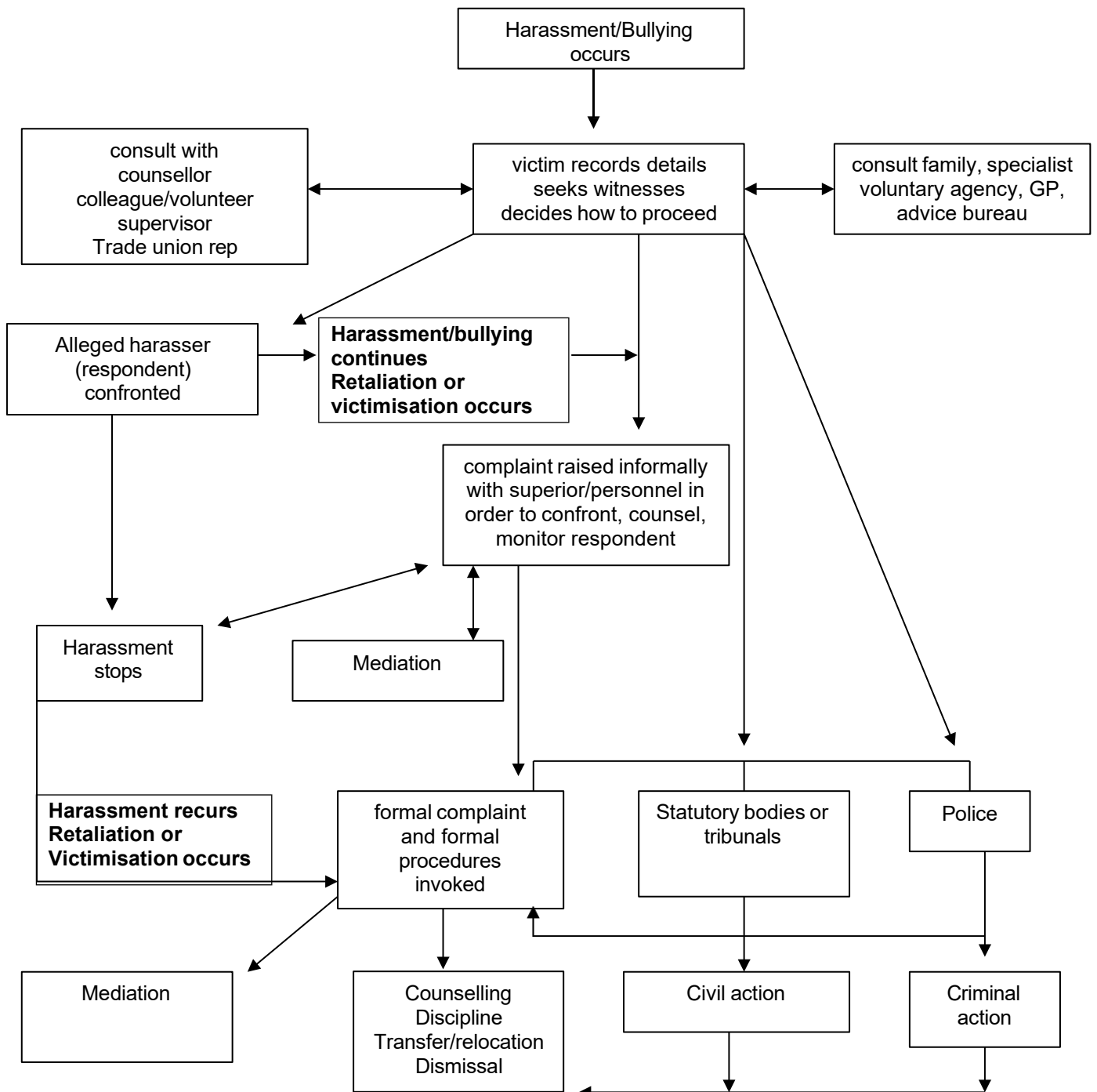
If it is a work problem, or a home problem affecting work, consider discussing it with your manager/supervisor. Your manager will then be aware of the situation and treat the matter in confidence, where this is possible.

If you do not wish to approach your manager you may contact the Care First Counselling Service.

If you are unfortunate enough to experience a period of ill-health due to stress, it is important that your return to work is discussed with your manager who may seek advice from the Personnel Section and/or the Occupational Health to facilitate a planned return. A phased return, and identification of any aspects of the work/post which could be adjusted, are options which may be considered.

On return to work you should meet with your manager to monitor progress. If, following your return, difficulties are experienced, your manager may need to take further advice from the Personnel Section and/or Occupational Health to consider and discuss other appropriate options.

PROCESS FOR RESOLVING HARASSMENT AND BULLYING COMPLAINTS



Internal process

External process