



ARGYLL AND BUTE COUNCIL

Dignity at Work: Eliminating Workplace Bullying and Harassment Policy and Procedure

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1. Introduction

	Action required	By whom / when
1.1	<p>This policy should be read in conjunction with:</p> <ul style="list-style-type: none">• Procedure for handling bullying & harassment matters (see Appendix below)• Council's Equality & Diversity Policy	All employees and Line Managers

2. Scope of this Policy

	Action required	By whom / when
2.1	<p>This policy covers bullying and harassment of, and by, all employees, contractors, agency staff, any other persons engaged to work at the Council, customers, service users or other members of the public whether by direct contract or otherwise. If the complainant or alleged harasser is not employed by the Council, this policy will apply with any necessary modifications (for example, if the alleged harasser's contract is with an agency, the Council could not dismiss the worker but would instead require the agency to remove the worker, if appropriate, after investigation and disciplinary proceedings by the Agency).</p>	
2.2	<p>The policy covers bullying and harassment in the workplace, originating from the workplace (such as texts / emails) and in any work-related settings outside the workplace (for example, business trips and work-related social events).</p> <p>Any related victimisation is also covered by the terms of this policy.</p>	

3. Policy Statement

	Action required	By whom / when
3.1	<p>Argyll & Bute Council is committed to creating a work environment free of harassment and bullying, where everyone is treated with dignity and respect.</p> <p>Harassment and bullying can have very serious consequences for individuals (such as affecting health and wellbeing, family / social / work relationships, work performance, etc.) and for the Council (such as affecting team morale, employee relations, team performance, employee turnover, reputation, etc).</p> <p>The Council will not tolerate bullying and harassment of any kind. All allegations of bullying and harassment will be investigated and, if appropriate, disciplinary action will be taken up to and including dismissal without notice. The Council will also not tolerate victimisation of a person for making allegations of bullying or harassment in good faith or supporting someone to make such a complaint. A complainant has a right not to be victimised for making a complaint in good faith, even if the complaint is not upheld. However, if the Council has good grounds for believing that the complaint was not made in good faith, the Disciplinary Procedures and Code of Practice will be initiated.”</p>	All employees
3.2	<p>As explained in more detail below, it is the recipient’s perception of bullying or harassment, and the impact of this on him / her, that are relevant, not its nature nor the intent of the perpetrator.</p> <p>Please also refer to the Council’s Equality & Diversity Policy</p>	

4. What are “bullying”, “harassment” and “victimisation”?

	Action required	By whom / when
4.1	<p>Definitions of bullying, harassment and victimisation vary and there is much overlap. For the purposes of this Policy and Procedure, bullying, harassment and victimisation are unacceptable and any responsibilities, actions, procedures, etc. set out in this document apply equally to bullying, harassment and victimisation.</p>	

4.2	<p>Bullying is offensive, intimidating, malicious or insulting behaviour, and/or an abuse or misuse of power through means that undermine, humiliate or injure the person on the receiving end.</p> <p>Unlike harassment (see below), there is no one piece of legislation which deals with work place bullying in isolation. Bullying might be part of discriminatory behaviour, or may relate to our wider employer's duty of care for all our employees. It may be deliberate, or unintentional (for example, behaviour that is considered bullying by one person may be seen as firm management by another).</p>	
4.3	<p>Harassment is unwanted conduct related to any of the relevant protected characteristics, which are sex, gender reassignment, race (which includes colour, nationality and ethnic or national origins), disability, sexual orientation, religion or belief and age, that has the purpose or effect (whether intentional or not) of:</p> <ul style="list-style-type: none"> • Violating a person's dignity, or • Creating an intimidating, hostile, degrading, humiliating or offensive environment. <p>Harassment relating to one of the protected characteristics constitutes unlawful discrimination under the terms of the Equality Act 2010. Fuller definitions of the protected characteristics are available in the Manager's Guide to Equality & Diversity</p>	
4.4	<p>Intentional / Unintentional Harassment: Conduct may be harassment whether or not the person behaving in that way intends to offend. Something intended as a "joke" may offend another person, as different people find different things acceptable. Everyone has the right to decide what behaviour is acceptable to him/her and to have his/her feelings respected by others.</p> <p>Behaviour which any reasonable person would realise would be likely to offend will be harassment without the recipient having to make it clear in advance that behaviour of that type is not acceptable to him/her (for example, sexual touching).</p> <p>It may not be so clear in advance that some other forms of behaviour would be unwelcome / could offend (for example, certain "banter", flirting or asking someone for a private drink after work). In these cases, first-time conduct which unintentionally causes offence will not be harassment but it will become harassment if the conduct continues after the recipient has made it clear, by words or conduct, that such behaviour is unacceptable to him/her.</p>	
4.5	<p>Harassment relating to protected characteristics: this may also occur where a person engages in unwanted conduct towards another who has a protected characteristic, or because he/she perceives that the recipient has a protected characteristic (for example, a perception that he/she is gay or disabled), when the recipient does not, in</p>	

	fact, have that protected characteristic. The Manager's Guide to Equality & Diversity gives several examples of this.	
4.6	3rd-party harassment: Harassment also includes circumstances where an employee is subjected to unwanted conduct by a third party, such as a client or customer. This is unacceptable under the terms of our Customer Charter . Bullying or harassment of customers, suppliers, vendors or visitors or others by an employee will be dealt with through our normal Customer Complaints Procedure and / or our disciplinary procedure where appropriate.	
4.7	Victimisation is harassment which is normally, but not exclusively, carried out by an employee in a more senior position than that occupied by the complainant, and consists of taking action against a person or treating them less favourably for asserting their rights under the Equality Act, or the Council's Equal Opportunities Policy or alleged (expressly or otherwise) that anyone had acted in breach of the legislation and was therefore treated less favourably because of those proceedings.	

5. Preventing Bullying and Harassment:		
	Action required	By whom / when
5.1	<p>Employees' responsibilities:</p> <p>We all have a responsibility to help create and maintain a work environment free of bullying and harassment. You can help to do this by:</p> <ul style="list-style-type: none"> • Attending / completing any relevant training provided by the Council which will help to ensure you understand your rights, personal responsibilities and actions you can take under this Policy, as well as recognising the signs and impact of bullying and harassment on yourself and others. • Being aware of how your own behaviour may affect others and changing it, if necessary - you can still cause offence even if you are "only joking". • Treating your colleagues with dignity and respect. • Being prepared to challenge if you think inappropriate jokes or comments are being made. • Making it clear to others when you find their behaviour unacceptable. • Intervening, if possible, to stop harassment or bullying and giving support to recipients. • Making it clear that you find harassment and bullying unacceptable. • Reporting harassment or bullying to your manager or HR and supporting the Council in the investigation of 	Employees

	<p>complaints.</p> <ul style="list-style-type: none"> If a complaint of harassment or bullying is made, not prejudging or victimising the complainant or alleged harasser. 	
5.2	<p>Line Managers' responsibilities:</p> <p>In addition to the employees' responsibilities set out above, line managers have a particular responsibility to:</p> <ul style="list-style-type: none"> Set a good example by your own behaviour. Ensure these procedures are followed promptly and fully. Ensure that there is a supportive working environment. Make sure that employees know and demonstrate the standards of behaviour expected of them. Intervene to stop bullying or harassment. Report promptly to HR any complaint of bullying or harassment, or any incident of bullying or harassment witnessed by you. 	Line Managers

6. Sources of Support:		
	Action required	By whom / when
6.1	<p>At any stage of the formal or informal procedure, the complainant and alleged perpetrator should be made aware of the sources of support listed below:</p> <p>a) Individual's line manager;</p> <p>b) HR team</p> <p>c) Senior manager if line manager is alleged perpetrator;</p> <p>d) Any recognised Trade Union representative.</p>	

7. Record Keeping:

	Action required	By whom / when
7.1	Any individual who feels that they are subject to harassment or bullying should keep a record of the behaviour that is being directed towards them, noting dates, times, what happened, what was said or what was sent and any other relevant information, such as potential witnesses.	

8. Making this Policy work:

	Action required	By whom / when
9.1	<p>The Council provides training and/ or guidance to ensure everyone understands their rights and responsibilities under the terms of this Policy, and what they can do to help create a working environment free of bullying and harassment. We will provide additional training to managers to enable them to deal more effectively with complaints of bullying and harassment.</p> <p>We may also periodically monitor how successful it is being in creating a workplace free of bullying and harassment by other means.</p>	HR

9. Procedure for Handling Bullying and Harassment Matters

	Action required	By whom / when
9.1	<p>What should I do if I think I am being bullied and/or harassed?</p> <p>Any employee who believes that the conduct of another employee or of a third party (eg customer, supplier, etc)</p>	Employee

amounts to bullying or harassment has the right to complain.

Informal Procedure

If an individual feels that they have been subjected to harassment or bullying, it is important to take action promptly.

Most harassment and bullying issues are resolved if they are dealt with quickly and informally and as close as possible to the point of origin.

The Council encourages individuals to take one of the following informal options to resolve the situation before considering a formal complaint.

- **Informal discussion:** you may be able to sort out matters informally as the person may not know that his/her behaviour is unwelcome or upsetting, and may agree to change it. You can approach the person yourself, or with the help of your Manager, a colleague or someone in HR. Alternatively, an initial approach could be made on your behalf by one of these people. You should tell the person what behaviour you find offensive and unwelcome, and say that you would like it to stop immediately. You may want to add that, if the behaviour continues, you intend to make a formal complaint to your manager or HR. You should keep a note of the date and what was said and done - this will be useful if the unacceptable behaviour continues and you wish to make a formal complaint
- **Mediation:** where an impartial person helps 2 or more people to reach a solution that's acceptable for everyone, can be a good way of dealing with bullying or harassment situations (depending upon the nature of any allegations). Mediators do not make judgments or determine outcomes - they talk to both sides separately or together, and ask questions that help to uncover underlying problems and to clarify the options for resolving the issue. The overriding aim of workplace mediation is to restore and maintain the employment relationship wherever possible. This means the focus is on working together to go forward, not determining who was right or wrong in the past. Achieving this goal requires both parties' willing cooperation.

Please speak to HR if you feel this approach would be helpful.

	<p>Formal Procedure</p> <ul style="list-style-type: none"> • Formal complaint: If an informal approach does not resolve matters, or you think the situation is too serious to be dealt with informally, you can make a formal complaint by using the Council's Grievance Procedure. In the case of grievances about bullying or harassment, the normal grievance procedure is modified so that you can choose whether to raise your grievance with your manager or directly with HR. A full investigation will be carried out (see section below on Investigations). • It is helpful if you can provide the following details in your grievance: <ul style="list-style-type: none"> ○ The name/s of the alleged perpetrator/s ○ Dates/times/locations of any incidents ○ Nature of incidents ○ Witnesses to the incidents; and ○ Any actions you have taken to resolve the situation informally if appropriate • In very serious cases, a criminal offence may have been committed and you may wish to report matters to the police. <p>All employees have access to counselling through the Employee Counselling Service. Full information is available through the HUB.</p>	
9.2	<p>What happens if I am accused of bullying or harassment?</p> <ul style="list-style-type: none"> • Informal discussion: If someone approaches you informally about your behaviour, do not dismiss the complaint out of hand because you were only joking or think the complainant is being too sensitive. Someone being bullied or harassed may appear to over-react to something relatively trivial, but this may be the “last straw” following a series of incidents. Remember that different people find different things acceptable and everyone has the right to decide what behaviour is acceptable to him/her and to have 	Line Manager/Investigating Manager

	<p>his/her feelings respected by others. You may have offended someone without intending to. If that is the case, the person concerned may be content with an explanation and an apology from you and an assurance that you will be careful in future not to behave in a way that you now know may cause offence. Provided that you do not repeat the behaviour that has caused offence, this may well be the end of the matter.</p> <ul style="list-style-type: none"> • Mediation: You may be asked to participate in a Mediation process. Please see Section A.1 above. Your cooperation with this process and any agreed actions to resolve matters going forward will help to restore and maintain employment relationships. • Formal complaint: If a formal complaint is made about your behaviour, this will be fully investigated (see section below on Investigations) and the Council may initiate informal or formal disciplinary action, if appropriate, under our Disciplinary Procedure and Code of Practice. You will have the right to be informed of the allegations against you and to put your side of the story and to be accompanied to meetings by a trade union representative or other person of your choice. The procedure will be implemented at the appropriate stage depending on the seriousness of the allegation. Complaints of bullying and harassment can amount to allegations of gross misconduct that, if proved, could lead to dismissal without notice. <p>All employees have access to counselling through the Employee Counselling Service. Full information is available through the HUB.</p> <p>Investigations:</p> <p>If we receive a complaint of bullying or harassment, or we have grounds to believe that an employee is being bullied or harassed (whether or not there has been a formal complaint), the Council will instigate an investigation promptly into the alleged bullying or harassment. Please note that the Council will decide what steps to include and who to interview as part of any investigation. Guidance for the investigation Meeting, which will be held under the Council's Grievance Procedure is detailed in Appendix 2.</p> <p>As part of our investigations, we will:</p> <ul style="list-style-type: none"> • Talk in confidence to any employees / individuals who may have evidence relating to the alleged bullying or harassment. While we will treat complaints of bullying and harassment sensitively and maintain 	<p>All employees</p> <p>Line Manager/Employees</p> <p>Employees</p> <p>Investigating Manager</p>
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confidentiality to the maximum extent possible, an investigation will normally require limited disclosure on a "need to know" basis (for example, the complainant's identity and the nature of the allegations must be revealed to the alleged perpetrator so he/she is able to respond to the allegations). Some details may also have to be given to potential witnesses but the importance of confidentiality will be emphasised to them.

- Endeavour to persuade any employees who may have been witness to the alleged bullying or harassment, or who may have knowledge of it, to give a written statement to that effect.
- Where possible, set up an interview with the individual believed to have bullied or harassed an employee, allowing him/her the right to be accompanied at the interview.
- Allow the employee a full and fair opportunity to answer any allegations against him/her and/or explain his/her conduct.
- Objectively assess all available evidence, and decide on the balance of probabilities whether or not harassment or bullying has occurred. When assessing such evidence, **it is the impact it has had on, and perception of, the recipient, which is relevant, not its nature or intent.**
- Avoid allowing personal views about the employee to influence the overall assessment of the conduct under review, but check whether the employee suspected of bullying or harassment has received previous warnings for similar misconduct (or other types of misconduct) and, if so, whether any earlier warnings are active.
- Keep confidential records of the investigation and ensure that these are handled in accordance with the Data Protection Act 1998.

We reserve the right to suspend or temporarily redeploy either the employee suspected of bullying or harassment or the employee raising a complaint of bullying or harassment during the investigations, if it is considered in the interests of the individual(s) or the Council to do so. Suspension in these circumstances does not constitute disciplinary action and will be on full pay.

<p>10.1</p>	<p>bullied or harassed by a service user, client or member of the public. If a member of staff is bullied or harassed in the course of carrying out their duties the following procedure should be adopted. It is inappropriate to swap the employee with another employee without explaining to the individual the reasons for this action. It is a priority of Argyll and Bute Council to ensure that no staff are put in a situation of potential risk and the following procedures are put in place to protect staff whilst carrying out their duties. In all cases a PERS 100 Accident/ Incident Report Form should be completed.</p> <p>Informal Stage</p> <ul style="list-style-type: none"> • Where possible incidents should be dealt with informally in the first instance. • If the employee feels able to do so they should inform the bully or harasser, at the time if possible, that they find their actions/remarks and behaviour to be unacceptable. They should state that they wish the unwanted behaviours to stop. If the situation warrants the need for a witness staff are advised to approach a colleague to accompany them when approaching the alleged bully or harasser. The employee should then report the matter to their manager as soon as possible. • If the employee does not feel able to speak to the bully or harasser personally they can ask their manager to do this on their behalf. • It will be the responsibility of the manager involved to discuss the action taken to date and what should be done in the future if any further incidents occur. • If the harasser is a client or service user it may be appropriate to discuss the matter with a carer, or relative at the earliest opportunity. (It may be that they could be more successful in getting them to change their behaviour) • If the bully or harasser is a carer/relative or member of the public it may be appropriate to discuss the matter with the patient/service user. • The manager must inform the harasser of the consequences of further incidents. Where it appears the individual is refusing services on personal/racial grounds they should be advised that their action may be discriminatory. It should also be made clear to the individual that in taking this action they may be deemed to be refusing services altogether which could result in either the withdrawal of a service or the loss of access to organisation premises. • A file note should be kept of the details of the incident, the action taken and by whom. • If informal action proves insufficient to deal with persistent acts of bullying and harassment then management reserves the right to take further formal action. (In serious cases it may be appropriate to move directly to this stage) 	<p>Employee</p> <p>Line Manager</p>
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<p>10.2</p>	<p>Formal Action</p> <p>The manager must consider the following prior to taking any action and making their decision:</p> <ul style="list-style-type: none"> • The degree to which the incident undermines the relationship between parties; • If any previous incidents have occurred and the severity of these; • The effects of the incident on the employee. <p>If the incident is serious, or a repetition of a previous incident(s) for which informal action has been taken then the bully or harasser should be written to officially by the relevant senior manager informing them:</p> <ul style="list-style-type: none"> • That their comments, actions, behaviour is not acceptable and is potentially discriminatory; • That further incidents will not be tolerated. • Further incidents may result in the withdrawal of services. <p>Where the incident is sufficiently serious the senior manager will meet with the individual prior to putting the matter in writing as above. Any letters should be copied to the appropriate senior management.</p> <p>In cases of physical violence or serious threats of violence the senior manager should also involve the police as appropriate. Notwithstanding this a member of staff may at any time involve the police as they wish.</p>	<p>Line Manager</p>
<p>10.3</p>	<p>Formal Review</p> <p>If a decision to take no further action is made an employee or their representative may request a formal review. This request should be made to the next senior management level or other individual as agreed with HR. It will be for this individual to decide once they have reviewed the investigative material as to whether further interviews or hearings are required. It is recommended that further interviews or hearings are kept to a minimum to protect those involved. An agreed timescale for notification of the requirement for a formal review should be included in the policy. This should not exceed four weeks.</p>	<p>Employee Senior Manger</p>

11.0

Bullying/Harassment by Contractors and Staff from Other Agencies

- In cases where the bullying or harassment involves contractors or staff from other agencies the stages as detailed above should be applied. However, due to the specific nature of the relationship between Argyll and Bute Council and these individuals/organisations the following additional step should be included in the informal stage.
- If the harasser is a contractor or staff member from another agency the manager will contact the appropriate senior person within the company/organisation concerned to advise them that this type of behaviour is unacceptable and that if it is repeated then the individual concerned may be refused entry to organisation premises. (This is predicated on the basis that all contractors are advised that the provisions of the Policy apply to them in advance of an award the contract for services under which they are operating. Also that partnership organisations are aware that whilst on organization premises or dealing with staff employed by Argyll and Bute Council, they will be expected to behave in an acceptable manner).
- Should the matter not be resolved informally the formal stage would require the appropriate senior manager to write to the appropriate senior person within the company/organisation concerned to advise them that this type of behaviour is unacceptable and that if it is repeated then the individual concerned may be refused entry to organisation premises or continued contact with staff of Argyll and Bute Council.

Formal Review

- If a decision to take no further action is made an employee or their representative may request a formal review. This request should be made to the next senior management level or other individual as agreed with HR. It will be for this individual to decide once they have reviewed the investigative material as to whether further interviews or hearings are required.
- It is recommended that further interviews or hearings are kept to a minimum to protect those involved.
- An agreed timescale for notification of the requirement for a formal review should be included in the policy.

Line Manager

Procurement

Senior Manager

Employee
Senior Manager

	This should not exceed four weeks. Also the timescale for any review must be agreed and should be completed as timeously as possible.	
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12.0	Additional Information	
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Information for Alleged Perpetrators

The Council encourages such individuals to listen objectively to the concerns that the complainant has about their behaviour and to seek advice as appropriate from one of the sources listed in Section 6 of this policy.

Any formal complaints raised against employees will be dealt with using the formal procedure as described in Section 10 of this policy. The alleged perpetrator will be informed of the allegations against them and will be given the opportunity to respond to the allegations in line with that procedure.

Information for employees who witness Harassment or Bullying

It is the responsibility of staff who witness incidents or behaviour that constitute harassment and bullying to bring this to the attention of management.

The Council would also encourage any witness to harassment or bullying to approach the individual that was subjected to the behaviour and to make them aware of the Harassment and Bullying Policy.

Harassment and Bullying by non-Council employees

Council staff who feel that they are being bullied or harassed by a third party/non-Council employee (e.g. a member of staff in a partner organisation) are advised to inform their manager and ask for their advice on how best to proceed.

It is the manager's responsibility to ensure that complaints of harassment by a third party are

	<p>investigated and dealt with accordingly. The manager should inform the external organisation of the Council's policy on third party harassment and bullying and state that it expects the employer to take appropriate action. Records should be kept of the interaction between the manager and the external organisation.</p> <p>The Council is committed to supporting staff to ensure that the matter is dealt with at the appropriate level.</p>	
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13.0 Review of Policy		
	<p>This policy will be regularly reviewed to incorporate any changes in relevant legislation.</p>	

Appendix 1

Examples of bullying or harassment:		
	Action required	By whom / when
A.1	<p>Bullying and harassment may be physical, verbal (including texts, emails, or other written formats), or non-verbal. Examples of unacceptable behaviour that are covered by this policy include (but are not limited to):</p> <ul style="list-style-type: none"> • Unwanted physical conduct ranging from unwelcome touching to serious assault; • Unwelcome sexual advances; • The use of obscene gestures; • The offer of rewards for going along with sexual advances, e.g. promotion, access to training; • Threats for rejecting sexual advances, eg suggestions that refusing advances will adversely affect the employee's employment, job evaluation, pay, advancement, assigned work, or any other condition of employment or career development; • Demeaning comments about a person's appearance; • Unwelcome jokes, comments, questions, nicknames, ridiculing, etc that relate to protected characteristics, or in the case of bullying, that may relate to any other characteristic. • Insulting, excluding, ignoring, picking on, spreading rumours about, or not cooperating with an individual because he/she is associated with someone with a protected characteristic, or perceived to have a protected characteristic, or in the case of bullying, that may relate to any other characteristic. The open display of pictures or objects with sexual or racial overtones, even if not directed at any particular person, e.g. magazines, calendars or pin-ups. • Overbearing supervision or other misuse of power or position. <p>Firm, Fair Management is not bullying and harassment</p> <p>Line managers are responsible for ensuring that staff who report to them perform to an acceptable standard within a performance management framework. Legitimate, justifiable, appropriately conducted monitoring of an employee's behaviour or job performance does not, therefore, constitute bullying or harassment.</p> <p>It is reasonable to expect a manager to carry out these functions in a fair, firm and consistent manner.</p>	

Carrying out these functions does not constitute an act of bullying or harassment, although some staff may feel stressed or anxious while the procedures are ongoing. However, abusing these procedures may constitute bullying or harassing behaviour.

It is important to differentiate between firm, fair management and bullying or harassing behaviour. It is in the interests of Argyll & Bute Council that managers should be able to carry out their duties without threat of ill-intentioned, malicious or vexatious complaints.

Because of differences in perception, it is not always easy to differentiate between firm, fair management and bullying and harassment. Some useful comparisons have been drawn up by the Benefits Agency Equality Team when developing their own Bullying at Work Policy. These are listed below:

Firm/Fair Manager	Bullying/Harassing Manager
Consistent and fair	Aggressive, inconsistent and unfair
Determined to achieve the best results, but reasonable and flexible	Unreasonable and inflexible
Knows their own mind and is clear about their own ideas, but willing to consult with colleagues and staff before drawing up proposals	Believes that they are always right, has fixed opinions, believes they know best and is not prepared to value other people's opinions
Insists upon high standards of service in quality of and behaviour within the team. Will discuss, in private, any perceived deterioration before forming any views or taking action and does not apportion blame on others when things go wrong	Insists on high standards of service and behaviour but blames others if things go wrong. Loses temper regularly, degrades people in front of others, threatens official warnings without listening to any explanation
Asks for people's views, listens and assimilates feedback	Tells people what will be happening, does not listen

It is accepted that these descriptions represent extremes of behaviour. In practice things will not be so clear and perpetrators may display characteristics which fall somewhere in the middle.

More examples and definitions are available in the [Manager's Guide to Equality & Diversity \(link\)](#).

What is victimisation?		
	Action required	By whom / when
A.2	<p>Victimisation is subjecting a person to a detriment because he/she has, in good faith, complained (whether formally or otherwise) that someone has been bullying or harassing him/her or someone else, or supported someone to make a complaint or given evidence in relation to a complaint. A “detriment” may include isolating the individual, giving him/her a heavier / more difficult workload, etc.</p> <p>Provided the individual acts in good faith (ie genuinely believes what they are saying is true), he / she has the right not to be victimised for making a complaint or doing anything in relation to a complaint of bullying or harassment, and the Council will take appropriate action (including disciplinary action) to deal with any alleged victimisation.</p>	

Appendix 2

Guidance for Investigation Meeting:		
	Action required	By whom / when
A.3	<p>Format for Grievance investigation meetings:</p> <ul style="list-style-type: none"> • Introduce those present and explain their respective roles. • Explain the purpose of the meeting which is to investigate the complaint of harassment and bullying and to gather information. • Explain the process and how the meeting will be run. • Ask the employee questions based on the complaint received – care should be taken not to ask leading 	Investigating Manager

questions.

- Ask further questions where responses are unclear and ask for names of any witnesses who are considered relevant to the investigation.
- At the end of the meeting reiterate the employee's obligation to keep details of the investigation confidential.
- Prepare accurate written summaries of the investigation meeting to be signed by the relevant parties.

Process from Chart Appendix 2

