



# Dignity at Work Policy for the Health Service

Supported by



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## PREFACE

We are pleased to introduce the ***Dignity at Work Policy for the Health Service*** which was produced on a partnership basis by a Working Group comprising representatives from health service employers in the Health Boards, Voluntary Hospitals and Intellectual Disability sectors, health service unions, HSEA and IBEC. This Policy is the national Dignity at Work Policy for the Health Sector and replaces the ***Anti-Bullying Policy for the Health Service (1999)***. This new Policy covers sexual harassment and harassment as outlawed by the Employment Equality Act, 1998 in addition to workplace bullying and reflects the experiences of both employers and union representatives in dealing with complaints of bullying and harassment.

This Policy is also designed to ensure compliance with the following Codes of Practice which issued under the Safety, Health and Welfare at Work Act, 1989; the Industrial Relations Act, 1990; and the Employment Equality Act, 1998 respectively:

- *The Health and Safety Authority's Code of Practice on the Prevention of Workplace Bullying*
- *The Labour Relations Commission's (LRC) Code of Practice Detailing Procedures for Addressing Bullying in the Workplace*
- *Equality Authority's Code of Practice on Sexual Harassment and Harassment at Work*

In addition to widening the scope of the Policy and incorporating the provisions of these Codes, the Working Group identified as a priority the need to devise a robust procedure for dealing with complaints of bullying and harassment. A key objective of the new procedure is to ensure that all reasonable efforts are made by local management to deal with complaints of bullying or harassment without outside intervention. In the event that the complaint cannot be resolved locally, the procedure sets out an investigation process which is designed to deal with complaints expeditiously and with minimum distress for the parties involved. The procedure also provides for mediation as an alternative to a formal investigation where both parties jointly agree to participate in this process.

The Policy has a strong preventative focus and emphasises that every staff member has a duty to maintain a working environment in which the dignity of everyone is respected. The Policy also places particular emphasis on the role of supervisors and managers in promoting the Policy and ensuring a working environment free from bullying and harassment. In order for the Dignity at Work Policy to operate effectively, the Working Group recognised that supervisors and managers would require training to enable them to discharge their specific responsibilities effectively. It is also recognised that local union officials play a significant role in providing information, advice and support to employees who feel that they have been subjected to behaviour which undermines their dignity or against whom an allegation has been made. To this end a training programme is currently being developed to assist health care agencies in delivering training to supervisors/ managers and local union officials. Funding has been received by the National Partnership Forum to support this training initiative.

We view the publication of this Policy as the first major step in an ongoing process to promote dignity in the workplace and pledge our commitment on behalf of our constituent members to ensuring that the implementation of the Policy within each health care agency will be done in a spirit of partnership.

This Policy will come into operation on 1 May 2004 and will supersede any other policy or guidelines for the purpose of dealing with complaints of bullying/harassment. The Policy will be reviewed at national level on a partnership basis in two years' time.



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IBEC

IMPACT

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Craft Group of Unions

ATGWU

## Acknowledgement

The Working Group wishes to convey its appreciation to the National Partnership Forum for providing funding to develop a training programme to support the implementation of this Policy.



# INTRODUCTION


The National Health Strategy *Quality and Fairness – A Health System for You* establishes a vision for the health service which is fair, available, can be trusted, and which enables and supports everyone to achieve their full health potential. Central to the realisation of this vision are staff who are motivated and committed to the highest possible quality of service delivery and patient care. Ensuring this commitment and motivation requires an environment where people feel valued, recognised and safe, and where their dignity is supported and respected at all times. This Policy is designed to ensure a working environment which supports the dignity of all staff.

Another important backdrop to this Policy is the Employment Equality Act 1998 which outlaws harassment in the workplace on any of the following nine grounds: gender, marital status, family status, age, race, sexual orientation, membership of the Traveller Community, religion and disability. The Act provides that an employer may be held liable for any sexual harassment and harassment perpetrated by employees, or by a 'client, customer or other business contact' with whom employees may come into contact during the course of their work. This legislation imposes a requirement on employers to develop and promote anti-harassment procedures and investigate complaints of harassment.

This Policy aims to inform health service employees of their rights and responsibilities in terms of maintaining a working environment which is free from bullying, sexual harassment and harassment. It also outlines the complaints procedure to be followed if an employee feels that they are being subjected to any form of behaviour which undermines their dignity.

## Policy Statement

The Health Service recognises the right of all employees to be treated with dignity and respect and is committed to ensuring that all employees are provided with a safe working environment which is free from all forms of bullying, sexual harassment and harassment. This Policy protects employees from bullying, sexual harassment and harassment regardless of whether it is carried out by a work colleague, patient/client, member of the public, business contact or any other person with whom employees might come into contact during the course of their work. It also sets out a complaints procedure which ensures that complaints are dealt with promptly and with sensitivity.



Workplace bullying and harassment adversely affect the quality of patient/client care by resulting in poor staff morale, increased absenteeism, stress-related illnesses, reduced efficiency and higher turnover of staff. Bullying and harassment can have a devastating effect on the health, confidence, morale and performance of those subjected to it and may result in the person taking sick leave due to stress, being less efficient and motivated at work or even leaving the job. Bullying and harassment may also have a damaging impact on employees not directly subjected to inappropriate behaviour but who witness it or have knowledge of it.

Under this Policy all employees, regardless of their position, have a responsibility to treat their colleagues with dignity and respect and to maintain a working environment where bullying and harassment is not tolerated. Managers and supervisors have a particular responsibility to promote dignity in the workplace by being alert to inappropriate behaviour and dealing promptly with incidents or complaints of bullying and harassment.

### Statutory Redress

Nothing in this policy is designed to prevent a person from exercising his or her statutory entitlements under the Employment Equality Act, 1998 and the Industrial Relations Acts, 1946-2001. Complaints under the Employment Equality Act must be brought within 6 months of the last act of discrimination.

# WHAT IS BULLYING, HARASSMENT AND SEXUAL HARASSMENT?

This section contains the definitions of bullying, harassment and sexual harassment as set out in the following Codes of Practice:

- The Health and Safety Authority's *Code of Practice on the Prevention of Workplace Bullying*
- The Labour Relations Commission's (LRC) *Code of Practice Detailing Procedures for Addressing Bullying in the Workplace*
- Equality Authority's *Code of Practice on Sexual Harassment and Harassment at Work*

## What is Workplace Bullying?

*Workplace bullying is repeated inappropriate behaviour, direct or indirect, whether verbal, physical or otherwise, conducted by one or more persons against another or others, at the place of work and/or in the course of employment, which could reasonably be regarded as undermining the individual's right to dignity at work.*

*An isolated incident of the behaviour described in this definition may be an affront to dignity at work but as a once off incident is not considered to be bullying.*

A key characteristic of bullying is that it usually takes place over a period of time. It is regular and persistent inappropriate behaviour which is specifically targeted at one employee or a group of employees. It may be perpetrated by someone in a position of authority, by staff against a supervisor/manager or by staff in the same grade as the recipient.

## What Bullying is Not

An **isolated incident** of inappropriate behaviour may be an affront to dignity at work but, as a once-off incident, is not considered to be bullying, e.g. an occasional bout of anger or a conflict of views.

**Fair and constructive criticism** of an employee's performance, conduct or attendance does not constitute bullying.

**Complaints relating to instructions issued by a supervisor/manager, assignment of duties, terms and conditions of employment or other matters which are appropriate for referral under the normal grievance procedure** do not constitute bullying. Complaints that are appropriate for referral under the normal grievance procedure are usually relatively straightforward to formulate as they refer to a specific issue or incident. Bullying on the other hand is repeated inappropriate behaviour which is specifically targeted at the recipient in order to undermine his/her dignity. Complaints of bullying are sometimes difficult to articulate as it may involve a series of small, seemingly innocuous incidents which culminate to create an intimidating and hostile working environment.

**Legitimate management responses to crisis situations** which require immediate action or which arise from staff shortages, increased workload, etc.

## Examples of Bullying

The following are some examples of the type of behaviour which may constitute bullying. *These examples are illustrative but not exhaustive:*

- Constant humiliation, ridicule, belittling efforts – often in front of others
- Verbal abuse, including shouting, use of obscene language and spreading malicious rumours
- Showing hostility through sustained unfriendly contact or exclusion
- Inappropriate overruling of a person's authority, reducing a job to routine tasks well below the person's skills and capabilities without prior discussion or explanation
- Persistently and inappropriately finding fault with a person's work and using this as an excuse to humiliate the person rather than trying to improve performance
- Constantly picking on a person when things go wrong even when he/she is not responsible

## What is Harassment?

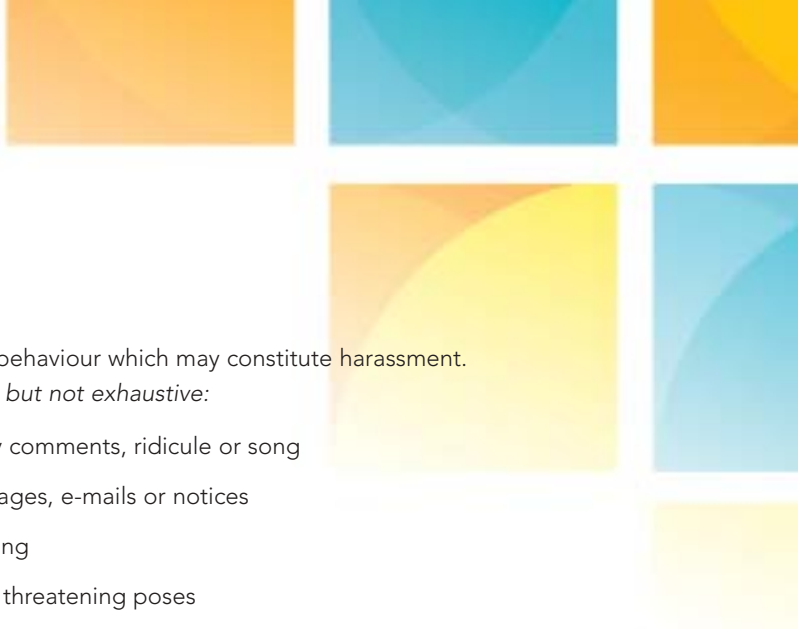
Harassment is a form of discrimination in relation to conditions of employment on any of the eight grounds (other than gender) covered by the Employment Equality Act. These grounds are:

- marital status
- family status
- sexual orientation
- religious belief (or none)
- age
- disability
- race
- colour
- nationality or ethnic or national origin or membership of the Traveller community.

Harassment is defined in the Act as follows:

*Any act or conduct including spoken words, gestures or the production, display or circulation of written words, pictures or other material if the action or conduct is unwelcome to the employee and could reasonably be regarded as offensive, humiliating or intimidating.*

Harassment is inappropriate behaviour based on the relevant characteristic of the employee such as race, religion, age or any of the other grounds covered by the Act. Inappropriate behaviour that is not linked to one of the eight discriminatory grounds is not covered by this definition. It may be targeted at one employee or a group of employees. ***Harassment may consist of a single incident or repeated inappropriate behaviour.***



The following are examples of inappropriate behaviour which may constitute harassment. *These examples of harassment are illustrative but not exhaustive:*

- Verbal harassment, e.g. jokes, derogatory comments, ridicule or song
- Written harassment, e.g. faxes, text messages, e-mails or notices
- Physical harassment, e.g. jostling or shoving
- Intimidatory harassment, e.g. gestures or threatening poses
- Visual displays, e.g. posters, emblems or badges
- Persistent negative body language
- Ostracising a person

An act of harassment may occur outside the work premises or normal working hours provided the perpetrator was acting *in the course of employment*, for example, at a training course, conference or work-related social event.

## What is Sexual Harassment?

Sexual harassment is a form of discrimination on the **gender ground** in relation to conditions of employment and is defined by the Employment Equality Act 1998 as follows:

*Any act of physical intimacy, request for sexual favours, other act or conduct including spoken words, gestures or the production, display or circulation of written words, pictures or other material that is unwelcome and could reasonably be regarded as sexually offensive, humiliating or intimidating.*


***Sexual harassment may consist of a single incident or repeated inappropriate behaviour.***

It may be targeted at one employee or a group of employees.

The following are some examples of inappropriate behaviour which may constitute sexual harassment. *These examples are illustrative but not exhaustive:*

- Physical conduct of a sexual nature, e.g. unwanted physical contact such as unnecessary touching, patting or pinching or brushing against another employee's body
- Verbal conduct of a sexual nature, e.g. unwelcome sexual advances, propositions or pressure for sexual activity, continued suggestions for social activity outside the work place after it has been made clear that such suggestions are unwelcome, unwanted and offensive flirtations, suggestive remarks, innuendos or lewd comments
- Non-verbal conduct of a sexual nature, e.g. the display of pornographic or sexually suggestive pictures, objects, written materials, emails, text-messages or faxes.
- Unwanted or derogatory comments about dress or appearance
- Leering and suggestive gestures

An act of sexual harassment may occur outside the work premises or normal working hours provided the perpetrator was acting *in the course of employment*, for example, at a training course, conference or work-related social event.



## How does Sexual Harassment and Harassment differ from Friendly Workplace Banter?

It is the unwanted nature of the conduct which distinguishes sexual harassment and harassment from friendly behaviour which is mutual and welcome. It is up to each employee to decide what behaviour is unwelcome, irrespective of the attitude of others, and from whom such behaviour is unwelcome. The fact that the employee has previously tolerated the behaviour does not stop him/her from deciding that it has now become unwelcome and objecting to it.

## Is Motive Relevant?

The intention of the person engaging in the unwelcome behaviour is irrelevant – the effect of the behaviour on the employee concerned is what is important.

## Bullying/Harassment by Non-Employees

This Policy protects employees from bullying, sexual harassment or harassment perpetrated by a patient/client, supplier, visitor or any other person with whom employees may come into contact during the course of their work. Bullying/harassment by non-employees may result in the termination/non-renewal of business contracts, the suspension/non-renewal of services, exclusion from the premises or the imposition of other appropriate sanctions.

If an employee feels that s/he has been subjected to inappropriate behaviour by a non-employee, s/he should bring the matter to the attention of his or her supervisor/manager so that the matter can be investigated and appropriate action taken.



## ROLES AND RESPONSIBILITIES UNDER THE POLICY

This section sets out the responsibilities of:

- The employer
- Employees
- Managers and supervisors
- Union officials

### The Employer's Responsibilities

Each health service employer will ensure that adequate resources are made available to promote respect and dignity in the workplace and to deal effectively with complaints of bullying and harassment. This policy and procedure will be communicated throughout the organisation and all employees will be made aware of their responsibilities to create a working environment which is free from bullying and harassment. The Policy will form part of the induction process for all employees and appropriate training will be provided to supervisors and managers to enable them to communicate the Policy to staff and deal with complaints.

Support Contact Persons will be appointed to provide confidential advice and support to employees who feel that they are being subjected to bullying or harassment. Appropriate training and ongoing support will be provided to enable Support Contact Persons to carry out their role effectively.

Progress on the implementation and effectiveness of the Policy will be regularly monitored and reviewed at local level.

### Employees' Responsibilities

All employees have a responsibility to help maintain a working environment in which the dignity of all individuals is respected. All employees must comply with this policy and ensure that their behaviour does not cause offence to fellow workers or any person with whom they come into contact during the course of their work.

Employees should discourage bullying and harassment by objecting to inappropriate behaviour. Employees should inform a manager or supervisor if they are concerned that a colleague is being bullied or harassed.

## Managers' and Supervisors' Responsibilities

Managers and supervisors have a particular responsibility to implement this policy and to make every effort to ensure that bullying and harassment does not occur, particularly in work areas for which they are responsible. Managers and supervisors have an obligation to deal promptly and effectively with any incidents of bullying or harassment of which they are aware or ought to be aware.

Managers and supervisors should:

- Explain the Dignity at Work Policy to all staff and ensure understanding of the definitions of bullying and harassment, roles and responsibilities and how the complaints procedure operates
- Explain the Policy and complaints procedure to new staff as part of their induction
- Promote ongoing awareness of the Policy amongst staff
- Communicate the Policy to non-employees (e.g. ensure posters and leaflets are prominently displayed and copies of the Policy are readily available)
- Set a good example by treating all staff and any other person with whom they come into contact in the workplace with courtesy and respect
- Be vigilant for signs of bullying and harassment and intervene before a problem escalates
- Respond sensitively to any member of staff who makes a complaint of bullying or harassment
- Respond promptly to requests from employees to intervene and seek to resolve the matter informally where appropriate
- Facilitate Support Contact Persons to carry out their role
- Ensure that an employee is not victimised for making a complaint of bullying or harassment in good faith
- Monitor and follow up the situation after a complaint is made so that the behaviour complained of does not recur
- Keep a record of all complaints and how these were resolved.

## Union Officials' Responsibilities

Union officials play an important role in providing information, advice and support to employees who feel that they are being bullied or harassed or against whom complaints have been made. The Policy requires union officials to co-operate with efforts by supervisors/managers to resolve complaints at local level.

Union officials provide representation to employees if the complaint is referred for formal investigation and are required to co-operate fully with attempts to conduct the investigation fairly and without undue delay.



# PROCEDURE FOR DEALING WITH ALLEGATIONS OF BULLYING, SEXUAL HARASSMENT AND HARASSMENT

## Making a Complaint

Any employee who feels that s/he is being subjected to behaviour which undermines his or her dignity should let his or her objections be known, otherwise the person engaging in the unwelcome behaviour may be unaware of the effects of his/her actions. The employee may either approach the alleged perpetrator directly and make the person aware that the behaviour in question is unwelcome or request a supervisor/manager to approach the person on his or her behalf. Sometimes the alleged perpetrator is genuinely unaware that his or her behaviour is unwelcome and causing distress. An informal discussion is often sufficient to alert the person concerned to the effects of his or her behaviour and can lead to greater understanding and an agreement that the behaviour will stop.

Before deciding what course of action, if any, to take, the employee may wish to discuss the matter on a confidential basis with a Support Contact Person, supervisor/manager, staff representative or EAP.

## Support Contact Person

An employee who feels that s/he is being bullied or harassed may wish to avail of the support of a **Support Contact Person** whose function is to listen, be supportive and outline the options open to the employee. Details of Support Contact Persons are displayed on staff notice boards or can be obtained from the Human Resources Department. The Support Contact Person will explain the definitions of bullying/harassment and the various elements of the procedure and will assist the employee in making an informed choice about what action, if any, s/he may wish to take. The Support Contact Person cannot act as an advocate or representative for the employee and may not approach the alleged perpetrator on his or her behalf (the role of the Support Contact Person is set out at Appendix 1).

Alternatively, the employee may seek information and advice regarding the policy and procedure on a confidential basis from any of the following:

- A supervisor or manager in the workplace
- Human Resources Department
- Staff representative
- Employee Assistance Programme

If, having consulted with the Support Contact Person or other appropriate person, the employee decides to pursue the matter, s/he may approach the alleged perpetrator directly or request the intervention of an appropriate supervisor/manager.

## Approach the Alleged Perpetrator Directly

In this case the employee may find it helpful to rehearse what s/he intends saying to the person concerned so that s/he feels more confident about initiating the discussion and articulating the precise nature of the offending behaviour and its effects.

## Request the Intervention of an Appropriate Supervisor/Manager

Where the employee is not confident about approaching the alleged perpetrator or where a direct approach has not resolved the matter, s/he should request the intervention of an appropriate supervisor/manager.

The supervisor/manager will attempt to resolve the matter in an informal low-key and non-confrontational manner by making the alleged perpetrator aware of the effects of his/her behaviour (see Appendix 2). Where this does not bring about a satisfactory outcome, the matter may be referred to a manager at a more senior level who will make every effort to resolve the matter between the parties.

Where the matter remains unresolved, the senior manager may request both parties to consider mediation.

## Mediation

Mediation is the preferred method under the Dignity at Work Policy for the resolution of complaints of bullying and harassment which are not capable of being resolved by local management. The objective of mediation is to resolve the matter speedily and confidentially without recourse to a formal investigation and with the minimum of conflict and stress for the individuals involved. Mediation requires the voluntary participation and co-operation of both parties in order to work effectively. An assigned mediator will meet with both parties, usually separately to begin with, to discuss the alleged offending behaviour. The mediator will then bring both parties together to reach a common understanding and agreement on acceptable future behaviour. A mediated agreement seeks to reach an accommodation between the parties and thereby restore harmonious working relations. A mediated solution **will not** result in the issues being dealt with under the disciplinary policy. Minimal paperwork and/or records will be generated by this process.

Mediation may be attempted at any/all points in the procedure to try to resolve the matter. The parties will be requested to attempt mediation before alleged offending behaviour is the subject of a formal investigation. If the mediation process does not produce a satisfactory outcome, the complainant may seek to have the matter resolved through formal investigation. Any information that emerges during the course of the mediation process remains strictly confidential and cannot be disclosed as part of the formal investigation.

Mediation may be attempted again during the formal investigation or following the outcome of the investigation.



## Formal Investigation

If the matter cannot be resolved at local level or through mediation, it may be the subject of a formal investigation.

The complaint will be clearly formulated in writing setting out details of the offending behaviour (including dates and witnesses if any) and the context in which it occurred.

The alleged perpetrator will be advised that the complaint is the subject of a formal investigation. S/he will be given a copy of the written complaint and invited to respond to the allegations in writing within 2 weeks. A copy of the response will be forwarded to the complainant.

Both parties will be offered the opportunity to avail of in-house counselling and support services.

### Principles Governing the Investigation Process

- The investigation will be conducted thoroughly and objectively and with due respect for the rights of both the complainant and the alleged perpetrator.
- Both parties will be required to co-operate fully with the investigation.
- Confidentiality will be maintained throughout the investigation to the greatest extent consistent with the requirements of a fair investigation. It is not possible however to guarantee the anonymity of the complainant or any person who participates in the investigation.
- Notwithstanding the difficult circumstances, both the complainant and the alleged perpetrator may be expected to continue with their normal duties and maintain a professional working relationship during the course of the investigation. Management will however have due regard at all times for its obligations to safeguard the health, safety and welfare of staff and patients/clients.
- A written record will be kept of all meetings and treated in the strictest confidence.
- The investigator may interview anyone who they feel can assist with the investigation. Staff are expected to co-operate fully with the investigation and will be fully supported throughout the process.
- Employees who participate in the investigation process will be required to respect the privacy of the parties involved by refraining from discussing the matter with other work colleagues or persons outside the organisation.
- It will be considered a disciplinary offence to intimidate or exert pressure on any person who may be required to attend as a witness.

## Conducting the Investigation

- The investigation will be conducted by a designated person(s) agreed between the parties who is not connected to the complaint in any way.
- The investigation will be governed by clear terms of reference based on the written complaint and any other matters relevant to the complaint. The terms of reference shall specify the following:
  - The investigation will be conducted in accordance with the Dignity at Work Policy;
  - The timescale within which the investigation will be completed;
  - The investigator(s) may set time limits for completion of various stages of the procedure to ensure the overall timescale is adhered to;
  - Scope of the investigation i.e. the investigator(s) will determine whether or not the behaviour complained of falls within the definition of bullying/harassment, whether the complaint has been upheld and recommend an appropriate course of action in the circumstances;
- Both parties will be given copies of all relevant documentation prior to and during the investigation process, i.e.
  - Complaint
  - Written response from the alleged perpetrator
  - Witness statements (if any)
- Both the complainant and the alleged perpetrator may provide details of witnesses or any other person whom they feel could assist in the investigation.
- The investigator(s) will conduct separate interviews with the complainant and the alleged perpetrator with a view to establishing the facts surrounding the allegations. Both the complainant and the alleged perpetrator may be accompanied by a staff representative or work colleague if so desired.
- The investigator(s) will interview any witnesses to the alleged incidents of bullying/harassment and other relevant persons. Confidentiality will be maintained as far as practicable.
- Persons may be required to attend further meetings to respond to new evidence or provide clarification on any of the issues raised.
- The investigator(s) will form preliminary conclusions based on the evidence gathered in the course of the investigation and invite any person adversely affected by these conclusions to provide additional information or challenge any aspect of the evidence.
- On completion of the investigation, the investigator(s) will submit a written report of its findings and recommendations to senior management.
- Both parties will be given a copy of the investigation report and an opportunity to comment before any action is decided upon by management.



## Outcome

- If the complaint is upheld, the matter may be further progressed through the disciplinary procedure or other appropriate action may be taken, such as counselling or mediation.
- The complainant and the alleged perpetrator will be informed in writing of management's decision.
- Where a complaint is not sustained, no action will be made against the complainant provided that the complaint was made in good faith.
- In the interests of all employees any malicious or vexatious complaints will be treated very seriously and may lead to disciplinary action against the complainant.
- Victimisation or retaliation against a complainant, witness or any other party will constitute a serious disciplinary offence.

## Non-Employees

Where complaints against non-employees are the subject of a formal investigation the alleged perpetrator will be expected to co-operate fully with the process and will be afforded fair procedures and an opportunity to respond fully to the complaint. Where the complaint is upheld, appropriate sanctions will apply which may include:

- Exclusion of the individual from the premises
- Suspension or termination of service or other contract.

## Training

The Policy will be communicated to all new staff as part of their induction process.

All staff will be briefed on the Policy and complaints procedure by an appropriate manager.

Appropriate training will be provided for supervisors/managers, union officials and Support Contact Persons.

## Monitoring and Review

This Policy comes into operation on 1 May 2004 and will be reviewed at national level on a partnership basis after two years. Each employer is required to monitor the effectiveness of the Policy at local level and ensure the necessary support and infrastructure is made available.



## APPENDIX I – ROLE OF THE SUPPORT CONTACT PERSON

The role of the Support Contact Person is to provide information and emotional support in a confidential, non-judgmental and off-the-record discussion(s) to any employee who feels that s/he is being subjected to bullying or harassment or against whom a complaint of bullying or harassment has been made.

The Contact Person only offers emotional support and advice for issues relating to workplace bullying or harassment. The role does not extend to any other forms of workplace grievances or personal problems.

*The Contact Person may not act as an advocate or representative on behalf of the person s/he is supporting nor can s/he direct the person as to the best course of action to take.* The aim of the Contact Person is to help the employee to clarify what s/he is experiencing and to empower the employee to decide what course of action, if any, s/he may wish to take.

A Contact Person may not approach the alleged perpetrator/complainant on behalf of the person s/he is supporting.

The Contact Person may offer support to an employee who feels that s/he is being subjected to bullying/harassment or against whom the complaint of bullying/harassment has been made but not both. If a Contact Person is approached by both parties, s/he should support the first person who requests support and refer the second person to another Contact Person.

The Contact Person will treat these discussions as completely confidential and will not be requested to disclose information to a third party. However, in a crisis situation of potential danger (e.g. assault or risk of suicide) the HR department should be contacted so that appropriate professional assistance can be sought.

Prior to taking up the role of Contact Person, the person's line manager will be made aware of what the role entails to ensure that s/he is fully supportive and facilitates time off for meetings.

Meetings between the Contact Person and the employee seeking support should normally take place during normal working hours when the Contact Person is rostered for duty. The Contact Person should notify his or her line manager in advance to ensure cover during his or her absence.

Meetings should take place in a suitable room where privacy can be assured. Where it is not practicable to meet on the work premises, an alternative suitable venue may be used. Under no circumstances should meetings be held where alcohol is served.

The Contact Person will not retain any notes or records of these discussions.

Meetings should generally last no longer than 45 minutes to an hour and no more than 3 to 4 meetings with any one individual should ever be needed. More than this number could mean that the Contact Person is being drawn into a counselling relationship.

No home or personal mobile phone numbers should be exchanged with the person seeking support.



## APPENDIX 2 – ROLE OF THE SUPERVISOR AND MANAGER

Supervisors and managers have a key role to play in the resolution of complaints of bullying and harassment. If an employee raises a complaint of bullying/harassment, the supervisor/manager must treat the complaint seriously and with sensitivity. The supervisor/manager should establish the precise nature of the offending behaviour and the context in which it occurred. In some cases the employee may wish to discuss the complaint on a strictly confidential basis without any intervention on the part of the supervisor/manager. In these circumstances the supervisor/manager should be supportive and discuss the options open to the employee and indicate that s/he is available to provide further assistance if requested.

If the employee requests the supervisor/manager to approach the alleged perpetrator on his or behalf, the supervisor/manager should undertake to speak with the person concerned as soon as possible. Where appropriate the supervisor/manager should attempt to resolve the matter in an informal low-key and non-confrontational manner by making the alleged perpetrator aware of the effects of his or her behaviour and the possible consequences. The supervisor/manager should avoid labelling the person as a bully/harasser but should impress upon the person concerned that his or her behaviour is causing distress to the employee and outline the possible repercussions of engaging in this behaviour. The supervisor/manager may facilitate a meeting between the parties to reach an accommodation.

Where this does not bring about a satisfactory outcome, the supervisor/manager may request the intervention of a manager at a more senior level who will make every effort to resolve the matter between the parties.

The supervisor/manager should keep a record of the complaint, the action taken to resolve the matter and the outcome.

The supervisor/manager should continue to monitor the situation to ensure that there is no recurrence of the behaviour or victimisation of the complainant e.g. hostile treatment from colleagues.



