

Dignity at Work Toolkit

This toolkit supports staff and Institutions in implementing the Dignity at Work Policy and provides additional information to assist them in doing so.

In this toolkit the following areas are included:

A Guidance for managers and staff

- 1) Guidance for staff
- 2) Guidance for Managers
- 3) Acceptable and unacceptable behaviour

B Sources of support

- 1) Sources of support
- 2) Dignity@Work Contacts
- 3) The Mediation Service

A. Guidance for Managers and Staff

This guidance provides detailed advice for managers and staff on the Dignity at Work Policy. It does not form part of any employee's contract of employment and may be amended from time to time as necessary.

A.1 Guidance for Staff

Guidance for Complainants

Sometimes individuals are unsure whether or not the way they are being treated is acceptable. If this applies to you there are a number of points to consider, including:

- Do you believe your manager is applying good management practices?
- Do you have a copy of your role description, and are you clear about what is expected of you in your role? Do you need any training or coaching?
- Has there been a change of management or organisational change to which you need time to adjust – perhaps because you have a new line manager or work requirements?

It may be useful to refer to Section A.3 which provides examples of acceptable and unacceptable behaviour. It may also be helpful, in the first instance, if you feel able, to discuss your concerns with your manager.

If the behaviour includes messages or offensive material sent to you by email and you can identify the source of the messages, you should follow the advice below. If you cannot identify the source of the material, you can, in the first instance, send an email to confidential@ucs.cam.ac.uk and a senior member of the Computing Service will look into the matter. You should keep your Institutional Administrator informed.

Personal approach

- You may want to keep a factual, chronological record of the incidents which are causing you distress (describing what happened and how you felt about it).
- If you are unhappy with somebody's behaviour towards you and feel able to tell him or her how you feel and what you would like to see changed, either face to face or by letter or email, this may resolve the situation and restore good working relationships (see the *Personal approach* section in the Dignity at Work Procedure). It is important that you give specific examples of the unacceptable behaviour, and can say why this has made you feel uncomfortable in a calm, clear and factual way.
- If you want to communicate this message informally by letter, you will find a suggested form of words below. If you wish, a Dignity@Work Contact can help you to write the letter.
- You may want to ask for the support of a Dignity@Work Contact, work colleague, or other source of support (See section B.1), to help you to work out what to say. You may wish to inform a colleague before you approach the person concerned, even if you feel able to take this action on your own.
- However you take your complaint forward, you should make every effort to work constructively with the person you are complaining about both during and after the process.

Using the right words

These are an example of some words which it may be helpful to use in a letter or in discussion:

- Describe the behaviour very precisely, and where and when it happened. If you are vague the person causing the problem may not understand what you are talking about.
- Tell the person how you feel about what has happened.
- Describe the effect it is having on you (you may find you are avoiding the person, or working less effectively so that your work performance is affected).
- Say precisely what you would like to happen, including the steps outlined in the 3 points above. You could write or say:
- *On the [date/day], at [time], you [describe the behaviour precisely]. When you [behaviour] I felt [describe your feelings and reactions.]. I wish to try and resolve this matter with you informally in a constructive and positive way.*

Informal approach with support

If you feel unable or reluctant to approach the other party on your own, you may want to obtain advice or ask for support from a colleague, your Manager, local HR staff, Institutional Administrator or HR Business Manager/Adviser assigned to your School (see section 5.4 of the Dignity at Work Procedure).

Formal procedure

If it has not been possible to resolve the matter informally or if the alleged behaviour is deemed by you, or the Head of Institution, in consultation with the relevant HR Business Manager/Adviser, to be sufficiently serious, it may warrant an immediate formal investigation under the formal Dignity at Work procedure.

Guidance for staff against whom a dignity at work complaint has been made

Personal approach by the complainant

When responding to a personal approach by a complainant:

- You may want to ask for the support of a Dignity@Work Contact or a work colleague, to help you formulate how you wish to respond, verbally or in writing, to the complainant, (see the section *Sources of Support* in the Toolkit for information on Dignity@Work Contacts).
- Listen carefully to what the complainant says to you, or read carefully what s/he has written. You may find that you have unintentionally caused offence, or you may believe that your words or actions have been misinterpreted or misjudged. In any of these cases you will need to keep calm in order to try to reach an understanding with the person who has raised the concern.
- If you realise that you have, or appear to have, behaved unacceptably towards another person, you may wish to seek support in changing your behaviour in future. Options, including coaching or training, can be discussed with your Institutional Administrator or HR Business Manager/Adviser <http://www.hr.admin.cam.ac.uk/contact-us>. Other sources of support are listed in the section *Sources of Support* in the Toolkit.
- If you believe the accusation to be unfounded say so, but arrange to seek advice and support as soon as possible, whether the situation is resolved informally or formally.
- Be prepared to participate in facilitated meetings or mediation if an attempt is made to resolve the matter informally (see section 5.4 of the Dignity at Work Procedure).
- However the complaint is taken forward, you should make every effort to work constructively with the person who has complained about you both during and after the process

Informal approach by the complainant with support

- If the complainant feels unable to approach you on their own they may seek advice or support from their manager, local HR staff Institutional Administrator, or Human Resources Business Manager/Adviser attached to the School ask for help in finding an informal resolution (see section 5.4 of the Dignity at Work Procedure).
- The informal procedure is set out in the *Informal procedure flow chart* (Annex B).

Formal procedure

If informal action has been unsuccessful or if the alleged behaviour is deemed by the complainant, or Head of Institution, in consultation with the Director of Human Resources, to be sufficiently serious, it may warrant an immediate formal investigation under the formal Dignity at Work procedure.

A.2 Guidance for Managers

Management responsibilities

Managers have a duty to implement the University's Dignity at Work Policy and seek to ensure that unwanted, unreasonable and offensive behaviour does not occur. They should set a good example by treating all staff and members of the University community with respect and should take prompt and appropriate action in respect of allegations of unwanted conduct which are brought to their attention.

Managers should be fully conversant with the Dignity at Work Policy and procedures and should ensure that staff are aware of them. Managers should also be aware of the University support services which are available. *Dignity at Work Training Courses are run through the University's Personal and Professional Development section (PPD), <http://www.admin.cam.ac.uk/offices/hr/ppd/>. Managers may also contact their HR School Team who will be able to organise tailored/ad hoc briefings.*

While the procedure is designed to enable the concerns of members of the University community to be addressed, the onus should not be on the individual only to address the problem or to make a complaint. It is important that bullying and harassment are not ignored. If a member of staff becomes aware of the existence of unacceptable behaviour, including bullying or harassment, they should raise this with their manager. Where a manager becomes aware of unacceptable behaviour they should meet with the member of staff to discuss the best approach for him/her to take. It is recommended that in the first instance managers discuss the issues with the HR Business Manager/Adviser assigned to their institution as soon as possible, <http://www.hr.admin.cam.ac.uk/contact-us>.

Staff affected by unacceptable behaviour may be reluctant or nervous about complaining. They may be worried about not being taken seriously, about reprisals or about damaging their career prospects. Managers must therefore take steps to quickly resolve any problems in a sensitive manner, supporting and reassuring staff as necessary. Confidentiality must be maintained at all times and the rights of both parties should be respected.(see para 5.1.3 of the policy).

Practicing Good Management

Managers must behave in a professional manner at all times and should be aware of how their own behaviour can impact on staff and potentially be perceived as harassment or bullying. Dignity at work complaints can sometimes arise when good management practices are not being exercised, for instance where there is a lack of consistency of treatment of staff. Of course managers must and should be allowed to manage, in a constructive and fair way, without fear of complaints. Exercising the following good management practices can help ensure that complaints are avoided:

- Taking steps to create a positive work environment;
- Challenging unprofessional or unacceptable behaviour;

- Communicating and consulting with staff effectively;
- Being fair and consistent;
- Ensuring staff have a good induction and ensuring expectations regarding performance are made clear;
- Monitoring probation periods in accordance with University policy, providing support where necessary and carrying out staff reviews (appraisals) when probation ends;
- Managing expectations of staff, monitoring workloads, providing regular feedback and addressing problems constructively when they arise;
- Managing absence and performance problems in a fair and positive way.

Managing staff and dealing with challenging staff situations can be very difficult even for experienced Managers but it is a skill that can be developed. It is important that managers feel empowered to take responsibility for these situations, with support from their HR Business Manager/Advisor when needed.

PPD offers a number of training courses for managers to help them to develop these skills in order to lead their team effectively, to motivate and develop individual team members so they perform at their best and to deal with difficulties as they arise. For further information please see <http://www.admin.cam.ac.uk/offices/hr/ppd/>.

Procedures for dealing with Dignity at Work concerns

The Dignity at Work Policy and procedure suggest three distinct ways for staff to address any problems they encounter relating to the unacceptable behaviour of others: personal approach by the complainant, informal approach with support, and formal complaint. Where possible, one of the two informal approaches should be followed. However, it is recognised that there will be occasions where the alleged behaviour is deemed to be sufficiently serious to warrant a formal complaint being made as the first step.

Resolving a difficulty may involve several stages, and it is not appropriate for the same individual to manage all stages. Further, where, because of particular circumstances, it would be inappropriate for the Head of Institution to take part in the process, the matter should be referred to the Director of Human Resources who will ask the Head of the School or other appropriate senior person or, in Council Institutions, the Registry, to initiate action.

It is important that the HR Business Manager/Adviser assigned to the complainant's institution is consulted at an early stage.

A member of staff who wishes to raise a Dignity at Work complaint, or about whom a complaint has been made, may approach his/her Manager, local HR staff or Institutional Administrator or the HR Business Manager/Adviser assigned to their School for advice on how to deal informally with the complaint. Sections 1 - 5 of the

Dignity at Work Policy and the section *Advice for staff* in the Toolkit provide guidance on this process.

Personal approach by the complainant

If an institution is notified of a situation that has been resolved by personal action, the management of the institution should informally keep the situation under review.

Both of the other approaches require intervention by the institution at the request of the complainant.

Informal approach with support

Many problems can be resolved at a very early stage. Sometimes people are not aware that their behaviour is unwelcome and an informal discussion can lead to greater understanding and an agreement that the behaviour will cease. It may be possible for the manager (or other individual from whom help has been requested), with the support of the HR Business Manager/Adviser, to take steps to address problems and improve relationships, for instance:

- without being intrusive, giving individuals the opportunity to raise any concerns;
- where there is a perception that an employee may be behaving unacceptably, discussing with that individual the behaviour and its likely impact on others;
- facilitating the development or restoration of good working relationships, for example, by facilitating a meeting between the parties;

This approach can be relatively unstructured, for example a facilitated meeting where the facilitator meets with each party individually to give them the opportunity to express their points of view, followed by a meeting with both parties to agree a resolution. Advice on conducting meetings about Dignity at Work complaints is given at the end of this section.

Where this is not feasible, the procedure provides for the consideration of a referral to the Mediation Service who will work with both parties towards a resolution and an agreement. This process requires the agreement of both parties; and it is understood that either party can withdraw from the process at any stage (see the section on *Mediation* in the Toolkit).

In attempting to achieve an informal resolution there are a number of points which need to be borne in mind:

- Interpersonal issues should be dealt with quickly; the longer they are ignored, the more difficult it will be to resolve them.
- If not resolved, such issues may have an impact on the health, and the work, of those involved.
- The person involved in assisting an informal resolution should not make a judgment as to which party is 'right' or 'wrong'. It is important to treat both parties with respect and to acknowledge the distress that either or both parties may feel.

- It is important to seek the advice of the HR Business Manager/Adviser assigned to the institution before taking action.

As part of, or following, a reconciliation process, there may be ways in which practical arrangements can be made to reduce stress (for example changing working arrangements or revising room allocations in order to reduce friction between the parties) but without victimising anyone (see the section on *Victimisation* in the Toolkit). Any such arrangements need to be discussed with the parties concerned, if possible agreed, and implemented as a supportive not a punitive process. It is important that in making arrangements there should be no inappropriate attribution of blame. It is also important to bear in mind that such arrangements may not always affect a resolution, as they may leave the underlying problem unaddressed.

The informal procedure is set out in the *Informal procedure flow chart*. (Annex B)

Formal procedure

If the situation is not resolved by the informal process or the matter is particularly serious, a complainant may make a formal written complaint. The formality of this procedure is essential in order to adequately test the evidence and to protect the interests of both the complainant and the person against whom the complaint has been made. The application of this level of formality to difficult interpersonal issues requires a sensitive approach and both parties will require support during the process. Points to be borne in mind include:

- Complaints may be made to the Head of Institution, who may delegate responsibility for appropriate action to a university colleague (who may or may not be a member of the institution concerned). Where it would be inappropriate for the Head of Institution to take part in the process, the matter should be referred to the Director of Human Resources who will ask the Head of the School or other appropriate senior person or, in Council institutions, the Registry, to initiate action. References to the Head of Institution below will include, where relevant, references to their appointed deputy or alternative.
- On receiving the formal complaint, the Head of Institution may arrange to meet with the complainant to clarify the grounds of the complaint and how the complainant thinks it should be resolved, and explain what will happen next. Following the meeting, unless the Head of Institution finds that an informal approach is more appropriate, or if no further action is required, s/he will initiate an investigation by appointing an independent investigator. For further information on Dignity at Work Investigations please contact your HR Business Manager or HR Advisor.
- The Head of Institution will also meet with the person against whom the complaint has been made and will provide him/her with a copy of the complaint. The Head of Institution will explain that an investigation into the allegations will be carried out.
- There may be circumstances in which the complainant is not willing, or able, to make a formal complaint but where the Head of Institution considers that the implications for the complainant or others actually or potentially affected are so

serious as to warrant an investigation being taken forward. In this case the Head of Institution, having taken advice from the Director of Human Resources, may initiate a formal investigation and make a decision on further action on the basis of such evidence as is available.

- Because of the stress which a complaint can cause to both parties, it is vital that the investigation be carried out as soon as is reasonably practicable, in line with the formal procedure.
- The Institution's HR Business Manager/Adviser will be able to advise on the investigation process. The Head of Institution will appoint the investigator, who will normally be a senior person who has no connection with either party's institution, in order to ensure impartiality. The investigator will not make any prior assumptions about the validity or otherwise of the complaint.
- The investigator, on receiving the complaint, will need to consider what further evidence s/he will need, and how the evidence will be tested. Good preparation for interviews should ensure that questioning is adequate to gather the necessary information without being excessive or oppressive.
- The Institution's HR Business Manager/Adviser will support the investigator during the process.
- The HR Adviser will attend each interview and provide a note of each meeting. A copy of the relevant meeting note will be provided to the interviewee.
- In the interests of confidentiality, meeting notes provided to the two parties to the complaint may be anonymised.
- At the conclusion of the investigation, the investigator will write a report for the Head of Institution, detailing the facts as established and saying whether, in their opinion, there is a case to answer. It will then be the responsibility of the Head of Institution, with the support of the Human Resources Division, to decide the matter and what action to take.
- Once the Head of Institution (see section 5.2.3 of the Dignity at Work Procedure) has reviewed the report, s/he will invite the complainant and the person about whom the complaint has been made to individual meetings. The Head of Institution will send both parties a copy of the report in advance of the meetings.
- Both the complainant and the person against whom the complaint has been made may be accompanied to any meeting by a companion, who should be either a trade union representative or a work colleague. The companion will be allowed to address the meeting, to put and sum up the member of staff's case, respond on behalf of the member of staff to any views expressed at the meeting and confer with the member of staff during the meeting. The companion does not, however, have the right to answer questions on the member of staff's behalf, address the hearing if the member of staff does not wish it or prevent the employer from explaining their case.
- Advice on conducting meetings about a Dignity at Work complaint is given at the end of this section.
- Having carefully considered the investigation report, the accompanying paperwork and any comments on the report provided by the complainant and the person complained about, the Head of Institution will decide what action is appropriate.

- As soon as is reasonably possible, the Head of Institution will give both parties written confirmation, including the reasons for the decision and what action s/he intends to take to resolve the issue. It may also be advisable for the Head of Institution to meet with the complainant and the person against whom the complaint has been made to detail his/her decision and explain what action s/he intends to take to resolve the issue.
- One possible action which the Head of Institution may take is to invoke the appropriate disciplinary procedure, (<http://www.admin.cam.ac.uk/offices/hr/policy/grievance/>), either where the complaint is upheld and the behaviour complained of is such as to warrant disciplinary action, or where the complaint is not upheld and thought to be malicious or vexatious. Any action necessary should be taken irrespective of the status of the individuals concerned.

The formal procedure is set out in the *Formal Dignity at Work procedure flow chart* (Annex B).

Support for Managers

It is recognised that such complaints are stressful for all concerned and sources of support for the parties concerned, together with managers, can be found in the section *Sources of Support* in the Toolkit.

Conducting informal Dignity at Work meetings

The aim of both the informal and formal meetings is to encourage both the complainant and the person complained of to resolve their issues and work together to build a constructive working relationship.

The following general principles may be useful for Managers when conducting informal meetings, whether with the complainant and person complained about together or separately:

- approach the meetings positively and calmly
- prepare the key points for the meetings and possible solutions in advance
- be sensitive, the person complained of may not know there is a problem
- be factual and give examples, do not express personal opinions
- be specific and avoid generalisations
- ask open questions to enable both the complainant and the person complained of to effectively self-review and identify options for resolving the issue
- listen to both employees and take what they say on board
- use a friendly tone and open body language
- ensure a problem-solving approach, seek to identify all possible options and agree the best plan for resolving the situation

It is suggested that the Manager meets first with the complainant, then with the person against whom the complaint has been made, and finally with both together. The following guidance applies to all three meetings:

Preparation

- establish the facts of the complaint

- reflect on what you know about the complainant and the person against whom the complaint has been made
- decide what questions you will ask the parties concerned to help them reflect on their behaviour
- check relevant policies and seek support from your HR Business Manager/Adviser if you need it
- plan the meeting and be clear what you are aiming to achieve
- be prepared to listen and react calmly and professionally

During the meetings

- Begin the conversation by explaining the purpose of the meeting
- Set out the structure of the meeting
- Agree ground rules for the meeting
- Adopt a calm and professional manner and use supportive and encouraging gestures, such as nods of the head and smiles
- Make eye contact: look at the speaker directly without staring
- Take notes: jot down key words and use these for later questions
- Look interested by facing the speaker, altering your facial expression and staying relaxed and calm
- Ask questions – but try to avoid interrupting
- Explain to those present the boundaries of confidentiality – both prior to and after the meeting (see section 5.1.3 of the Dignity at Work Procedure)

Meeting with the complainant

- Ask the complainant to detail their complaint
- Ask the complainant the impact the problem is having on them, and, if appropriate, their team and the organisation
- Listen to what the complainant has to say – they may need to fully express how they feel
- Keep an open mind and don't jump to conclusions
- Acknowledge their view of events and any mitigating circumstances they raise
- Introduce your questions and explore the issues together

Agree a way forward

- Ask the complainant for proposals to resolve the situation
- Discuss the options
- Make a decision about the best solution, actions and timescales
- Record the outcome

Meeting with the person against whom the complaint has been made

- Tell the person complained of what the complaint against them is.
- Explain the impact the problem is having on the complainant, and, if appropriate, the team and the organisation

Ask for a response

- Listen to what s/he has to say – s/he may need to let off steam

- Keep an open mind and don't jump to conclusions
- Acknowledge their view of events and any mitigating circumstances they raise
- Introduce your questions and explore the issues together

Agree a way forward

- Ask the person against whom the complaint has been made for proposals to resolve the situation
- Discuss the options
- Make a decision about the best solution, actions and timescales
- Record the outcome

Meeting with both parties

- Outline what was discussed and agreed in separate meetings
- Listen to what the complainant and person against whom the complaint has been made have to say in response
- Acknowledge their views and any mitigating circumstances they raise
- Introduce your questions and explore the issues together
- Record outcomes with dates and changes to behaviour required
- Record how the outcomes will be reviewed

A.3 Acceptable and unacceptable behaviour

Acceptable behaviour

The University expects that all employees will conduct themselves in a professional manner when interacting with others or when managing colleagues. All members of the University should consider their own behaviour and the impact that this can have on others. The University recognises that personalities, characters and management styles may differ but, notwithstanding these differences, as a minimum standard all staff are expected to:

- Work co-operatively with others in order to achieve objectives
- Manage performance in an appropriate and fair manner
- Give and receive constructive feedback as part of normal day-to-day work. Such feedback should be evidence-based and delivered in an appropriate manner
- Consider other people's perspectives in order to help reach agreement
- Establish good working relationships.

The University has a framework of behavioural attributes which communicates the behaviours that are valued in the University of Cambridge. Details can be found here <http://www.admin.cam.ac.uk/offices/hr/policy/behavioural/>.

Unacceptable behaviour

Unacceptable behaviour (including bullying, harassment and victimisation), may involve actions, words or physical gestures that could reasonably be perceived to be the cause of another person's distress or discomfort. Bullying or harassment may be by an individual against an individual or involve groups of people.

The University defines behaviour as being unacceptable if:

- It is unwanted by the recipient.
- It has the purpose or effect of violating the recipient's dignity and/or creating an intimidating, hostile, degrading, humiliating or offensive environment, and
- Having regard to all the circumstances, including the recipient's perception, it was reasonable for the behaviour to have that effect.

Unacceptable behaviour does not have to be face-to-face, and may take many forms such as written, telephone or e-mail communications or through social media. For the University's policy on Acceptable use of computer facilities email and the internet go to <http://www.admin.cam.ac.uk/offices/hr/policy/computer.html>.

If a third party who is not a member of the University staff (for example, a customer, a supplier or a visitor) behaves in an unacceptable manner, this should be reported to the relevant Head of Institution who will determine an appropriate course of action to deal with the issue. If the Head of Institution is not able to resolve the issue, the complaint will be taken forward by the Director of Human Resources.

Some examples of unacceptable behaviour are:

- Aggressive or abusive behaviour, such as shouting or personal insults
- Spreading malicious rumours or gossip, or insulting someone
- Discrimination or harassment when related to a protected characteristic under the Equality Act 2010
- Unwanted physical contact

- Stalking
- Offensive comments/jokes or body language
- Publishing, circulating or displaying pornographic, racist, sexually suggestive or otherwise offensive material or pictures
- Isolation, deliberate exclusion and/or non co-operation at work
- Persistent and unreasonable criticism
- Unreasonable demands and impossible targets

Bullying and Harassment

Unacceptable behaviour may contravene equalities and/or other legislation.

Whilst bullying and harassment will always be deemed to be forms of unacceptable behaviour, the two terms have distinct and separate legal meanings.

Harassment is connected to anti-discrimination legislation. Therefore if an individual is on the receiving end of unacceptable behaviour which relates to their sex, race, sexual orientation, age, disability, religion or belief or gender reassignment (collectively known as 'the protected characteristics'), this will be deemed to be harassment. Harassment may be established from a single event and a series or pattern of behaviour is not necessary in order to establish that an individual has suffered harassment.

Individuals are also protected from harassment based on someone else's protected characteristic, or based on the perception that they have a protected characteristic .

Harassment, as defined in the Equality Act 2010, is **unwanted conduct related to a relevant protected characteristic which has the purpose or effect of violating an individual's dignity or creating an intimidating, hostile, degrading, humiliating or offensive environment for that individual.**

Bullying is a broader concept which may generally be characterised as: **offensive, intimidating, malicious or insulting behaviour, an abuse or misuse of power through means that undermine, humiliate, denigrate or injure the recipient (ACAS).** For bullying to be established, there will generally be a series of pattern of events in which one individual has demonstrated unacceptable behaviour towards another individual.

With regards to both harassment and bullying, the unacceptable behaviour may be overt (for example, verbal abuse/threats/physical violence) or it may be more subtle and insidious. In either case, unacceptable behaviour is a breach of the University's Dignity at Work Policy and should be reported in accordance with the Dignity at Work Policy, <http://www.admin.cam.ac.uk/offices/hr/policy/dignity/>.

Victimisation

Victimisation is unfavourable treatment of a person ('the victim') to a detriment because they have:

- brought discrimination (including harassment) proceedings or given evidence or information in connection with such proceedings
- done anything other thing in connection with discrimination (including harassment) proceedings

- made an allegation (whether expressly or otherwise) of discrimination or harassment
- or because it is suspected that the victim has done or intends to do any of these things.

Unfavourable treatment of a complainant or a Dignity@Work Contact or a witness in relation to a dignity at work complaint which relates to a protected characteristic is likely to be victimisation.

The University will not tolerate victimisation and a perpetrator will be subject to disciplinary action which may result in action up to and including dismissal or expulsion from the University.

What does not constitute Unacceptable Behaviour?

For the avoidance of doubt and for the purposes of this policy, invoking University procedures connected to areas such as conduct, capability or discipline where such procedures are applied reasonably and appropriately will not constitute unacceptable behaviour.

It is important to note that behaviour that is considered bullying by one person may be considered acceptable by another. For instance, legitimate, constructive and fair feedback on a member of staff's performance or behaviour at work is not bullying.

Isolated incidents of unreasonable behaviour such as abruptness, sharpness or rudeness whilst unacceptable, will generally not be considered to amount to bullying. However, individuals may want to let the other person know how their behaviour has made them feel in order to avoid a repeat of such behaviour. If the behaviour does continue over a period of time this may be considered to be bullying/harassment.

If a complaint brought under the Dignity at Work Policy is judged to be vexatious or malicious, disciplinary action may be taken against the complainant. However, please note that disciplinary action will not be taken if a complaint made in good faith is judged to be unfounded.

<http://www.acas.org.uk/media/pdf/d/I/Bullying-and-harassment-at-work-a-guide-for-employees.pdf>

Criminal offences

Some forms of unacceptable behaviour may be serious enough to constitute a criminal offence.

If the University becomes aware that an employee has (or may have) committed an offence the University may report its concerns to the police or other authorities, as appropriate.

Where matters are reported to the police, whether by an individual or the University, internal investigations and disciplinary action may still take place, whether or not the police decide to proceed. However, in some cases there may have to be a delay whilst police investigations are carried out.

Contacting the Police: In an emergency dial 999. Other contact details for the Cambridgeshire Police can be found on their web-site: <http://www.cambs.police.uk/contactus/>.

B.1 Sources of support

Human Resources Division

The HR Business Manager and HR Adviser(s) in the appropriate HR School Team can provide confidential support to potential complainants, employees against whom complaints have been made and Managers by explaining options under the procedure, suggesting sources of support, and facilitating the process of attempting to resolve the problem, at any stage in the procedure.

For contact details of HR school teams, see: <http://www.hr.admin.cam.ac.uk/contact-us>

Dignity@Work Contacts

Dignity@Work Contacts are volunteer employees, drawn from a variety of backgrounds and roles throughout the University, who have received training to act as a first point of contact for employees, and sometimes students, who are being bullied or harassed, or have been accused of bullying or harassment.

For more information on Dignity@Work Contacts and the service they offer, please see section B2

Confidential telephone number: (7)65031

Confidential email address: dignitycontacts@admin.cam.ac.uk

Staff Counselling Service

In general, if a situation is affecting your emotional or psychological health, or if your emotional or psychological health is affecting your work, you may find counselling helpful. Employees at the University can approach the Staff Counselling Service for help with a wide range of issues. Staff may come with work issues such as stress, bullying or harassment, work block or difficult relationships with colleagues. They may also come with personal issues such as bereavement, family or relationship difficulties, cultural experiences, or for support with questions relating to their sexual orientation or gender identity. The Staff Counselling Service is inclusive of all University staff and is able to respond sensitively to a diverse range of different concerns that people may have. Most work or personal issues can be helped through counselling. If you are not sure whether counselling could help you, please ask for a pre-counselling session, when you could discuss this with one of the counsellors, telephone: (3)32865, Email: reception@counselling.cam.ac.uk, <http://www.counselling.cam.ac.uk/>

Occupational Health Service

The Occupational Health Service provides a support service that promotes and preserves both the physical and mental wellbeing of all staff.

Working alongside their colleagues in the Safety Office they assist in ensuring that the work environment is safe and that a person's health is not adversely affected by their work activities. This is reflected in their mission statement which is 'to prevent ill health and promote health amongst University staff'.

Telephone: (3)36594,

Email: OccHealth@admin.cam.ac.uk,

Website: <http://www.oh.admin.cam.ac.uk/>

Stress at work

The University's Managing Stress and Promoting Wellbeing Policy provides a source of reference material for all staff dealing with stress at work. Managing stress presents a challenge to all those concerned. It can be difficult to identify and tackle, with an impact both on the stressed person and those around them, seriously affecting the quality of their working lives and their effectiveness in the workplace. It is therefore important to take prompt action to prevent, minimise and take action to manage stress. Advice on how to do this is accessed by this link: <http://www.admin.cam.ac.uk/offices/hr/policy/stress/>.

Diversity Networks

Diversity Networks are open to individuals who work for the University, a College or an associated institution and are members of one of the protected groups. The groups are:

- BME Staff Network
- Disabled Staff Network
- Lesbian, Gay, Bisexual and Transsexual Networks
- Women in Science, Engineering and Technology Initiative (WiSETI)
- Student Links
- E&D Partners
- CUSU Women's Union
- Women's Staff Networks
- women@CL
- PdOC
- Graduate Union
- Students Campaigns
- CUSU LGBT
- The Disabled Students Campaign

Information for disabled employees

Information and guidance for staff and managers can be found at <http://www.admin.cam.ac.uk/offices/hr/staff/disabled/>. The Human Resources School teams can also provide advice on disability issues for staff and managers.

Disability Resource Centre

The Disability Resource Centre provides information and advice on disability issues, and individual support to disabled students and those staff supporting them.

Telephone: (3)32301,

Website: <http://www.admin.cam.ac.uk/univ/disability/>

Email: disability@admin.cam.ac.uk

Chaplaincy for University Staff

The Chaplain to University Staff is based at Great St Mary's, the University Church, and is available to all employees. The Chaplain is always happy to signpost people of other faith traditions to relevant sources of support.

The Chaplain also coordinates a Multi-Faith Chaplaincy Centre at Merton Hall Farmhouse on the West Cambridge site (corner of Madingley Road/JJ Thomson Avenue). The Centre has a number of prayer rooms, meeting rooms, a coffee lounge

and a kitchen. It is accessible 24 hours a day (The key combination is available from the Chaplain).

<http://www.gsm.cam.ac.uk/Chaplaincy/chaplaincies>

Telephone: (07415) 669649 (including details of all faith chaplaincies)

Email: chaplain@gsm.cam.ac.uk

For the University's guidance on religion and belief, see
<http://www.hr.admin.cam.ac.uk/hr-staff/information-staff/religion-and-belief>

Research Ethics and Integrity

The information on the following link sets out the principles to which all research and scholarship at the University of Cambridge should adhere and provides guidance on where to seek further advice on specific research integrity issues

<http://www.research-integrity.admin.cam.ac.uk>

Linked policies:

Misconduct in Research policy

<http://www.admin.cam.ac.uk/offices/hr/policy/misconduct.html>

Good Academic practice and plagiarism

<http://www.admin.cam.ac.uk/univ/plagiarism/>

RCUK Policy and Guidelines on Governance of Good Research Conduct

<http://www.rcuk.ac.uk/publications/researchers/grc/>

Trade Union Representatives

Unite

<http://unite.org>

Telephone: (3)34444

Email: ws103@cam.ac.uk

UNISON

<https://www.unison.org.uk/>

Telephone: 665258 (answerphone only)

Email: unison@hermes.cam.ac.uk

Cambridge UCU

<http://www.ucu.cam.ac.uk>

Telephone: (7)64944

Email: admin@ucu.cam.ac.uk

Cambridge University Students Union

<http://www.studentadvice.cam.ac.uk>

Telephone: (7)46999

Email: advice@studentadvice.cam.ac.uk

Cambridge University Graduate Union

<http://www.gradunion.cam.ac.uk>

Telephone: (3)33312

Email: enquiries@gradunion.cam.ac.uk

Outside the University you may wish to contact your GP and/or any of the following:

The Samaritans <http://www.samaritans.org/branches/cambridge-samaritans> Telephone: 08457 909090

Cambridge Rape Crisis Centre

<http://www.cambridgerapecrisis.co.uk>

Helpline: 01223 245999

(Wednesday from 7pm-9.30pm, Saturday from 3pm-5.30pm and Sunday from 10am-12.30pm. Answerphone service out of hours)

Rape Crisis England and Wales

For details of other Rape Crisis Centres, see

<http://www.rapecrisis.org.uk/centres.php>

Telephone: 0808 8029999

Police

Parkside Police Station, Cambridge

Telephone: 01223 358966

Cambridge Racial Harassment Service

Cambridge City Council can offer advice and help to anyone living in Cambridge suffering racial harassment.

Racial Harassment Service: 01223 457967

24-hour emergency: 07973 883 261.

<https://www.cambridge.gov.uk/racial-harassment>

Cambridgeshire Human Rights and Equality Support Services (CHESS)

CHESS aims to support victims of racial harassment and make sure that relevant information, support, counselling, advice and assistance are available to them. They can visit you in your home, be there with you during court cases, when you give statements, or put you in touch with other organisations that can offer help.

Drop-in centre: The Courtyard, 21b Sturton Street, Cambridge CB1 2SN (Tuesdays and Thursdays, 5-8 pm)

Telephone: 01223 462615

Email: chessenquiries@cecf.co.uk.

Tcrime.net

TCrime.net enables Transgender hate crimes to be reported confidentially and leaves it to the individual to decide what information should be passed on to the police. For more information and/or to report an incident of Transgender hate crime, see <http://tcrime.net>

London Lesbian and Gay Switchboard

Provides information and advice to the LGBT communities

Helpline: 0300 330 0630 (daily 10am-11pm)

Dhiverse

Dhiverse provides support for issues relating to HIV and AIDS.

Office open 10am – 5.30pm, Monday-Friday

Tel: (01223) 508805

www.dhiverse.org.uk/

Broken Rainbow UK

Broken Rainbow provides support for domestic violence issues in same-sex relationships.

Helpline: 0300 999 5428

Monday and Thursday 10am–8 pm; Tuesday and Friday 10 am–5 pm (Tuesday 1pm-5 pm, trans* specific service)

Press for Change

Press for Change provides support for gender identity and transsexual issues.

Tel: (08448) 708165

Email: office@pfc.org.uk

<http://www.pfc.org.uk/>

There are external sources of information and guidance that can raise knowledge and insight into issues that affect different members of the community (specific publications have been highlighted).

- The Equality and Human Rights Commission is the strategic body overseeing equalities and human rights in the UK.
- The Equality Challenge Unit provides higher education specific information and guidance on issues related to equality.
- Publications:
- Experience of lesbian, gay, bisexual and trans staff and students in higher education: research report 2009
- Experiences of black and minority ethnic staff working in higher education: literature review 2009
- Trans staff and students in higher education: revised 2010
- Bullying: Preventing the bullying and harassment of gay employees by Stonewall

The University's Equality & Diversity webpages provide more information on the law and the University's response to it, <http://www.admin.cam.ac.uk/offices/hr/equality/>

B.2 Dignity@Work Contacts

Dignity@Work Contacts provide confidential advice to those who feel that they are experiencing difficult working relationships, including bullying or harassment, have witnessed bullying or harassment or who have been accused of it. They are a group of trained volunteers who may be employees in any staff group and in any institution.

They will be available if for any reason you feel unable to seek advice from within your own institution. The role of the volunteer Dignity@Work Contact is to meet with individuals and provide appropriate support such as:

- Listening effectively to their concerns and fully exploring the issues involved
- Helping them to analyse the problem they face
- Providing full, clear and accurate information on the University's Dignity at Work Policy and Procedures and other University policies as appropriate
- Helping them to understand the courses of action open to them and advising on the practicalities involved in progressing each course of action
- Advising on appropriate sources of support – both internal and external to the University.

If the individual wishes to attempt an informal resolution, the Dignity@Work Contact can:

- Explain the informal procedures
- Help them to think about how they might approach the other party and a form of words to address their concerns

If the individual wishes to make a formal complaint, the Dignity@Work Contact can:

- Explain the formal procedures
- Advise the individual as to how to prepare a complaint and the process that will be followed.

The Dignity@Work Contact cannot:

- Decide or give a view about whether the behaviour constitutes harassment
- Give legal advice
- Offer ongoing emotional support
- Except in exceptional cases, meet with you more than once
- Act as a representative if you decide to take action
- Attend meetings with you
- Write letters on your behalf

If you would like to talk confidentially to a Dignity@Work Contact, you should call (7)65031 which is a confidential voice-mail number and leave your name and contact details, or email dignitycontacts@admin.cam.ac.uk with your name and contact details. Your message will be picked up by a Dignity@Work Co-ordinator who will put you in touch with a Contact, ensuring that there is no conflict of interest. The Contact will then call or email you to arrange an appointment.

If an individual suffers a physical or sexual assault, a contact will be able to offer initial advice and support, but the individual should read the section on *Criminal offences* in the Toolkit and follow the advice given there.

Contacts may well be able to provide all the support an individual needs, but they are not professional counsellors and if a party does need longer-term help, especially if a complaint cannot be resolved informally, assistance should be sought from one of the other sources of professional help listed in the Sources of Support section.

B.3 Mediation

Mediation is an informal process for resolving problems between staff in the workplace quickly and effectively. It can be used where working relationships between employees are difficult or have broken down. The process is entirely voluntary and needs the agreement of both parties. It is possible for either party to withdraw from the process at any time after agreeing to participate.

Mediation can be used at any time during the Dignity at Work process as a means of informal resolution. A matter may be referred to the Mediation Service by the parties themselves, or referred by the Manager or the relevant HR Business Manager/Adviser, if both parties agree.

The Mediation Service

The mediators are an experienced team of trained volunteers from a variety of roles across the University. They act as an impartial third party to bring two people in dispute together to find a mutually acceptable resolution.

The benefits of mediation are that relationships can be preserved and resolution achieved more quickly than through more formal procedures. Individuals are able to have greater flexibility to suggest and agree solutions themselves, which leads to better understanding and satisfaction with the outcomes.

Once the Mediation Co-ordinators receive the request for mediation, they will allocate two mediators to the case and check that there are no conflicts of interest between either of the mediators and the two parties and confirm a date suitable to both parties and mediators. The mediators will then contact both parties to confirm the mediation date and advise of all the necessary arrangements.

A mediation starts with both mediators meeting with each party individually for about one hour. This provides an opportunity for each to describe what has been happening and how it has affected them. Once both the individual meetings have taken place, the two parties and the two mediators have a joint meeting during which the difficulties can be discussed in a safe and structured environment. The mediators ensure that both parties have the opportunity to talk and be heard: they will be encouraged to explore past issues and concerns and then to focus on the outcome they would like to achieve. A mediation usually takes the best part of a day and is confidential between the four individuals (two parties and two mediators).

For further information on the internal mediation process, please see <http://www.admin.cam.ac.uk/offices/hr/policy/mediation/> or contact the Mediation Co-ordinators on mediation@admin.cam.ac.uk.