

Bullying & Harassment Policy

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Additionally refer to:

Disciplinary Policy
Employee Investigations Policy
Equality Diversity & Inclusion policy
Freedom to Speak up policy
Grievance policy
Violence and Aggression Policy
Handling Concerns about Doctors and Dentists Policy

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Policy on a Page

The Trust is fully committed to promoting a fair and harmonious working environment in which everyone is treated with respect and dignity, where no one feels bullied, threatened or intimidated. Bullying and harassment will not be tolerated by the Trust in any form.

The Trust has a duty of care to its staff and has adopted a zero tolerance policy to protect our staff from bullying and harassment at work by other members of staff, the public, contractors, service users and patients. The policy represents a further step forward in developing a “just culture” and building on our values. One of our core values is CARING: showing compassion, respect and empathy for our patients, families and each other. This embodies our approach to zero tolerance - we expect all our staff to be treated with respect and dignity.

The policy provides a framework by which complaints of bullying and harassment can be dealt with informally with support of other colleagues, HR and their line manager or if serious allegations are raised this policy also provides the process of using the Trust’s formal policies and procedures to seek redress and resolution. Allegations of bullying, harassment and discrimination will be taken very seriously and treated confidentially. The Trust gives assurance that that there will be no victimisation against an employee making a complaint or against employees who assist or support a colleague making a complaint. However, action will be taken if a complaint is found to have been made maliciously or in bad faith.

Information is also provided for managers and employees about the type of behaviour that is acceptable and unacceptable and provides details of supportive interventions for those who believe they are recipients of bullying or harassment.

Informal process

The Trust’s informal process for addressing concerns and allegations of bullying and harassment has 3 parts: Challenge It, Share It, Resolve It.

Formal procedure

If informal attempts to resolve the complaint following the 3-part process have not been successful or the concerns raised, or allegations made are serious enough, the formal procedure should be followed immediately. The Trust will ensure that, a thorough and fair investigation is carried out using the Employee Investigations policy.

Policy Statement

- 1.1 The Trust is committed to providing a working environment that encourages tolerance and respectful treatment of colleagues, service users and members of the public. The purpose of this policy is to ensure a culture where everyone is treated with dignity and respect and any form of bullying and harassment is not acceptable and will not be tolerated. The Trust's position on zero tolerance is clear; staff must be able to come to work without fear of violence, abuse, harassment or discrimination.
- 1.2 This policy outlines the informal and formal procedures in place to support staff who have bullying and harassment complaints, and suggested guidance to manage and resolve such issues outlining the steps to follow.

2 Principles

- 2.1 The Trust believes that all employees have a right to be treated with dignity and respect at work and recognises that bullying and harassment is an inappropriate and unacceptable form of behaviour that causes stress at work and will not be tolerated under any circumstance. The Trust takes very seriously any bullying and harassment complaints and will investigate thoroughly if informal methods have been attempted but remain unresolved, taking appropriate action as necessary.
- 2.2 To prevent bullying and harassment, the Trust has created an environment underpinned by:
 - Having clear Trust Values of Partnering, Ambitious, Caring and Trusted and introduced Values Based Recruitment, to ensure we are employing people who meet the Trust Values.
 - Providing Values Based Conversations training and other leadership training to promote supportive conversations.
 - Creating a culture where reporting concerns about behaviour is normal.
 - Having processes that encourage informal and timely resolution of concerns.
 - Carrying out a formal investigation and taking appropriate action when serious concerns are raised or there is evidence of repeated poor behaviour.
- 2.3.1 It is for the recipient to define what they consider to be inappropriate behaviour. Appendix D outlines what Sath regards as acceptable and Appendix E outlines what is unacceptable behaviour amongst its staff.
- 2.4 Individuals who are made aware of the impact of their actions on others are expected to adjust their behaviour to prevent causing further offence.
- 2.5 Staff who observe other employees being bullied or harassed, are encouraged to discuss this first with their line manager in order to advise their colleague to find the most appropriate course of action to stop further bullying and harassment.
- 2.6 The Trust will support staff who raise legitimate concerns or bring a complaint in the knowledge that if at a later stage the concerns are not substantiated the member of staff will not be victimised.
- 2.7 Staff may seek appropriate advice and support from their line manager, other colleagues, Trade Union Representative/Professional Organisation (TUPO) or from HR.

- 2.8 If allegations of bullying and harassment are raised by an employee against another employee or manager and are proven to be knowingly malicious or vexatious, the individual raising it, maybe subject to disciplinary action in line with the Trust Disciplinary Policy.
- 2.9 There is an expectation that managers will record employee complaints from the staff they line manage, including the action/outcome of those complaints. Complaints made against an alleged offender should also be recorded including the action/outcome. Records of complaints should be stored as a file note on employees personal files. Both the individual who has made the complaint as well as those who are the alleged offender should receive a copy of the file note. File notes that cover bullying and harassment complaints should not be removed from employees' personal files.
- 2.10 Should similar complaints be raised in the future the employee file may be reviewed as evidence of patterns of behaviour and appropriate action taken in line with this policy. An individual who receives 3 file notes in any 12 month period should be subject to review by their line manager either during annual appraisal or normal supervision.

3 Scope

- 3.1 This policy applies to all Trust employees and workers engaged through the Temporary Staffing Department and via Medical People Services team.
- 3.2 Students, trainees, agency staff and contractors are also expected to adhere to the principles of this policy and failure to comply intentionally or unintentionally will be dealt with in accordance with the Trust's Disciplinary policy and procedure.
- 3.3 All staff will be treated fairly in accordance with the Trust's Equality Diversity and Inclusion Policy.
- 3.4 Legislation relating to sexual harassment at work is likely to be passed in October 2025. This policy will be updated accordingly.

4 Definitions

4.1 Bullying

- 4.1.1 Bullying can be described as behaviour that is unwelcome, unwarranted and causes a detrimental effect.
- 4.1.2 The Trust considers the behaviours below as bullying, but this list is not exhaustive:
- insulting someone by word or behaviour either in person or via email, text, social media etc.
 - spreading malicious rumours.
 - making critical comments about someone to others who do not need to know or are inappropriate.
 - ridiculing or demeaning someone – picking on them or setting them up to fail.
 - exclusion or victimisation.
 - overbearing supervision or other misuse of power or position.
 - unwelcome sexual advances – including touching, standing too close, displaying offensive materials, sexual comments.
 - making threats or comments about job security without foundation.

- deliberately undermining a competent worker by overloading and constantly criticising them.
- preventing individuals progressing by intentionally blocking promotion or training opportunities.

4.1.3 Appendix D contains a list of behaviours the Trust expects from staff and Appendix E lists behaviours that are unacceptable.

4.2 Harassment

4.2.1 Harassment relates to the behaviours associated with protected characteristics as set out in the Equality Act 2010:

- gender reassignment
- marriage and civil partnership
- pregnancy and maternity
- race
- age
- religion or belief
- sex
- sexual orientation.
- disability

4.2.2 Appendix A provides more detailed definitions of harassment associated with sex, culture and disabilities.

4.3 Victimisation

4.3.1 Victimisation under this policy is where an individual is treated less favourably because they have, or are believed to have, made a complaint, assisted in bringing a complaint or been involved in the investigatory or decision-making process regarding a complaint. The Trust will ensure that complaints of victimisation are dealt with appropriately.

4.4 Hate crime and the law

4.4.1 The police and Crown Prosecution service have agreed a common definition of hate incidents. A hate incident is something the victim thinks was motivated by hostility based on the protected characteristics as in 4.2.1.

5 Roles and Responsibilities

5.1 Trust Board

5.1.1 The Trust Board expects all employees to adopt the key principles that underpin this policy and seek informal resolution where possible to resolving complaints of bullying and harassment, recognising that every employee has the right to seek formal redress for problems that arise at work.

5.2 Directors

5.2.1 Senior managers have a responsibility to take appropriate action to prevent and deal with instances of bullying and harassment promptly and effectively. All Directors and Managers have a duty of care to ensure that bullying, harassment, discrimination or victimisation does not occur under their line management and are responsible for applying this policy and supporting any staff who report complaints and concerns. Training and support to line managers may be sought from Human Resources.

5.3 Line Managers

5.3.1 In order to promote a positive working environment all Managers must:

- establish and maintain a work environment free of bullying and harassment.
- treat all complaints of bullying and harassment seriously, sensitively, fairly and confidentially and ensure complaints are dealt with promptly.
- set a positive example by treating others with respect and setting standards of acceptable behaviour.
- resolve incidents of bullying and harassment and correcting conduct or behaviour inconsistent with our values.
- have undertaken relevant statutory mandatory training including Equality and Diversity training.
- recognise the responsibility as line manager by being a role model demonstrating the Trust's values, conducting themselves in a way which does not intimidate or cause offence or embarrassment to others, and to be aware of types of behaviours in others which may cause offence, even if unintentionally.
- recording as a file note on an employee's personal file, complaints of bullying and harassment either where they are the victim or the alleged offender. This should include the action and the outcome of the complaint.
- to offer support to their employees to enable the resolution of their complaints both at the informal and formal stages of this policy.

5.4 Employees

5.4.1 It is the responsibility of all employees:

- To be familiar with the contents of this policy, and make sure behaviour is consistent with what we want to see.
- To take personal responsibility for ensuring that they comply with the Policy and the expectations of conduct and behaviour set out in Appendix D and they treat colleagues, patients and other members of the public with dignity and respect.
- To conduct themselves in a way which does not intimidate, cause offence or embarrassment to others, and to be aware of behaviours which may cause offence, even if unintentional.
- To conduct themselves in a way that adheres to the behavioural standards/agreement developed using the Trust values: <http://intranet.sath.nhs.uk/library> intranet /documents /hr/values/values.pdf
- To help promote a working environment in which the dignity of employees is respected.
- To discourage bullying or harassment by making it clear that they find such behaviour unacceptable and to report any concerns in accordance with this policy.

5.5 Human Resources

5.5.1 The Director of People Services (HR) has overall responsibility for this policy:

- providing support and guidance to staff and managers on the implementation and application of this policy.
- monitoring the application of this policy and updating it as required.
- ensuring there are appropriate interventions that enable the informal resolution of bullying and harassment complaints.
- ensuring that the formal process is managed in a timely way having regard to equity and fairness when applying the procedure.

6. Informal procedure for Resolving complaints of Bullying and Harassment

6.1 The Trust encourages employees who experience bullying and harassment to firstly raise their concerns and attempt to resolve their complaints or allegations by the steps outlined in the informal procedure below. Seeking support from their line manager and other colleagues as appropriate and referring to the guidance in the Appendices.

6.2 If the complaints are very serious, or repeated attempts to resolve the complaint informally have failed, the employee should seek advice from their line manager about moving straight to the formal procedure. If the complaint is against the line manager, then advice should be sought from the line manager's manager or HR. It is important that the alleged offender is informed that the complaint against them will be considered at the formal stage of the procedure.

6.3 The Trust's informal process has 3 parts:

- Challenge It – Most problems can be resolved early on with an honest conversation.
- Share It – Sometimes that conversation can be difficult to start, or employees might need help with getting across what they want the other person to hear.
- Resolve It – Informal resolution may be the best way of getting the outcome that the employee is looking for and help to maintain good working relationships going forward. Appendix C contains a list of interventions to help resolve issues with others and seek support in using these.

6.3.1 **Challenge It – The initial conversation:** speaking up and having an honest conversation with the person the employee has a bullying and harassment complaint against: In most cases this can be done informally, usually on a one-to-one basis, in a professional and supportive way aimed at helping the individual understand the effect of their behaviour on the employee. Ideally, this would happen very soon after any specific incident.

- Witnesses to inappropriate behaviour can play an important part in diffusing and resolving issues between their colleagues.
- Guidance on how to prepare for and hold this conversation can be found in Appendix C, Option 1.
- If staff do not feel able to have this conversation directly, it could be done in an alternative way. Appendix C contains a list of different ways of resolving the issue.

6.3.2 **Share It** – Talk about it with your line manager or your line manager's manager and get some help and support from colleagues or witnesses:

- The Trust recognises that for a variety of reasons it may be difficult for staff to make a complaint against someone who has bullied or harassed them, particularly junior members of staff who are making a complaint against a more senior manager.
- The Trust encourages any staff affected to seek advice and support from trusted colleagues and the list of contacts below provides access to a range of sources where appropriate support is available:
 - Line manager
 - An alternative senior manager if the line manager is not available or the complaint is against the line manager.
 - Human Resources (ext 4527 or email: sath.hradvice@nhs.net)

- A Trade Union/Professional Organisation representative (details and contact numbers are available on the HR pages of the Trust intranet site or via switchboard)
 - Freedom to Speak Up Guardians (telephone via switchboard or email: sath.fts@nhs.net)
 - Occupational Health or the Trust's Employee Assistance Programme (see Appendix C, option 8).
 - Equality, Diversity and Inclusion team.
- The Trust will ensure that employees who escalate concerns or complaints of bullying and harassment are supported and not victimised. Where an employee wishes to remain anonymous, they should discuss this with the person they are seeking advice (see above).

6.3.3 **Resolve It** – Using a range of methods to resolve complaints (see Appendix C)

- **Direct Informal Discussion:** This is where the recipient, or a witness to poor behaviour speaks with the alleged perpetrator directly to explain how they feel and ask them to change their behaviour.
- If the employee does not feel able to talk to the person they are in conflict with, or they have tried to have the initial conversation and it's not worked, there are various options. Appendix C provides a list of interventions.
- The Trust believes that timely and informal resolution of most issues is best for all involved, although this will not be appropriate for serious concerns.
- There are different ways that matters can be resolved informally. In selecting the appropriate intervention to resolve the individual's complaint, employees are encouraged to discuss with their line manager or manager's manager or contact the HR advice line. Summarised below and detailed in Appendix C:
- **Interventions requiring a 3rd party:**
 - **Facilitated Informal Discussion:** An independent manager (who both parties agree is suitable) meets with the employee and the person being complained about, to support a direct discussion to seek agreement on how they will work together to avoid issues in future. If the alleged offender refuses to engage, and therefore does not follow a reasonable management instruction, the independent manager will write a file note and place it on the individual's personal file.
 - **Mediation:** The Trust's approach to mediation is to use external mediators, particularly where there are complex issues and there has been a breakdown in working relationships. Both parties must first agree to involve a mediator. A trained mediator will meet with each party individually, to understand their perspective and what they think needs to change. The mediator will then lead a joint meeting where an action plan is agreed by both parties and the line managers of both individuals are informed. The action plan needs to be monitored by the line managers of both individuals to ensure this brings resolution. This should be undertaken after one month, three months and six months to ensure the action plan has been successful. If the alleged offender refuses to engage, and therefore does not follow a reasonable management instruction, the independent manager will write a file note and place it on the individual's personal file.
 - Facilitated discussion and Mediation are different. Firstly, the mediator is external to the Trust and is trained. Second the facilitated discussion is to enable the parties to speak together and agree to avoid repeating the behaviour that has arisen to date that caused the complaint to be raised. Whereas mediation is to seek an undertaking from both

parties (who typically work together) to a behaviour plan that will prevent bullying and harassment complaints being raised in the future.

- **Interventions aimed at the individual:**

- Coaching: employees can be assigned a trained coach to help on a 1 to 1 basis, to assist in thinking about things differently and to enable employees in understanding what they want to change and how they can change it.
- Peer to Peer Listening Service: A confidential listening service made up of trained 'first line' staff able to signpost colleagues to other services where appropriate: sath.p2p@nhs.net.
- Employee Assistance Programme: Our external provider (HELP) offers confidential, independent and unbiased information and guidance from a team of trained wellbeing and counselling practitioners. Telephone: 0800 047 8843.
- SDI Review: A Strength Deployment Inventory (SDI) is a tool that helps people understand the motives that drive their behaviours when things are going well and when they face conflict. This can help individuals to understand their own behaviours, and those of others.

- **Alternative Employment**

- Where attempts to resolve the problems the individual is experiencing with another employee have not been possible, and as such working relationships have broken down to an extent that the prospect of the parties being able to continue working together will only make matters worse; then with the express agreement of their line manager suitable alternative employment can be considered at this stage and after the formal procedure as a last resort.

7. Formal Complaints Procedure

- 7.1 If informal attempts to resolve the concern/complaint or allegations have not been successful, or if the member of staff feels that the issue cannot be resolved informally; this may be raised with their line manager or if the line manager is the person with whom the individual has a complaint against, then this should be raised with the line manager's manager, who will identify an independent manager to manage the employee's complaint.
- 7.2 The definition of an independent manager is a manager who is impartial and has not been involved in discussions with either party in the process leading up to this point. An independent manager can be sourced from within the same department as long as they are not in a line management relationship with either party. With smaller departments or Directorates, it may be advisable to seek an independent manager from another Department/Directorate. Either party can object to the appointment of the named individual acting as the independent manager but must provide credible reasons.
- 7.3 It is important that the individual's involved seek advice and representation from their trade union representative, professional organisation (TUPO) or work place colleague.
- 7.4 Where the concerns are considered by the independent manager to be sufficiently serious, the matter may be investigated using the Trust's Employee Investigations Policy. For Medical and Dental staff, the Handling Concerns about Doctors and Dentists Policy may be used. Advice must be sought from the HR Advisory Team before any formal investigation starts. It is good

practice for an initial fact find to be undertaken by the independent manager before a full investigation is deemed necessary.

- 7.5 The investigation and any action arising from it will be carried out in line with the Trust's Employee Investigations Policy.
- 7.6 The independent manager will act as the Commissioning manager and a different person appointed as the investigating officer who must also be independent and impartial. In cases of an alleged sexual misconduct, consideration should be given to the gender of the investigating officer. In highly complex cases, the Commissioning manager has the option to refer the case to a Decision Making Group for a steer, before a full investigation is carried out. It is important that an initial fact find is undertaken before referring to the DMG, in order that the facts of the case can be outlined to the DMG.
- 7.7 If the DMG proposes that an investigation should be carried out it is important that the independent investigating officer has the full facts that led to the alleged bullying and harassment:
- The name(s) of the other person(s) involved,
 - The nature of the alleged behaviour giving rise to the complaint,
 - Dates and times where the alleged behaviour took place,
 - Names of any witnesses to any alleged incidents,
 - Details of the impact of the behaviour on them,
 - Any action already taken by them or on their behalf to stop the behaviour from continuing,
 - Any other supportive documentation or evidence,
 - All information relating to this case is kept confidential to the parties involved and should not be discussed with others not related to this case.

Appendix B contains a template to help with this.

- 7.8 All discussions taking place in the formal process are strictly private and confidential to the individuals concerned. The Trust recognises that being accused of bullying or harassment is difficult and managers should consider how best to support those who are accused. This might include some of the options available in Appendix C. It is important that no judgement is made until all relevant information has been collated and considered.
- 7.9 The investigating officer will provide a written report to the Commissioning Manager and Human Resources representative outlining their findings. Following receipt of the report the Commissioning Manager will respond to both parties outlining the results of the investigation and what action, if any, is being taken in resolving the complaint.
- 7.10 If the allegations are substantiated following an investigation and there is a case to answer, this may result in a formal disciplinary hearing being set up in accordance with the Trust's Disciplinary Policy.
- 7.11 If there is no case to answer and therefore the formal process comes to an end, those involved should consider whether the informal resolution options in Appendix C would be appropriate and helpful in rebuilding working relationships. If there are further behaviours of a similar nature within a period of 12 -18 months, or new evidence comes to light, this decision will be reviewed again and a suitable approach will be discussed with the staff involved, line manager or independent manager and HR. The Commissioning manager will complete a file note which will be recorded on both the personal files of the employees involved.

7.12 It is incumbent on the Commissioning manager to inform all parties of the progress of the investigation and provide indicative timelines when key milestones in the procedure will be met in order to manage expectations.

7.13 HR will review all cases regularly and take appropriate action where there are significant delays, often including case reviews.

8. Bullying or harassment by non - Trust employees

8.1 The Trust will not tolerate bullying or harassment towards staff from patients, service users, members of the public, agency staff or contractors. Please see the Violence and Aggression Policy for more information.

8.2 The Trust has also created a guide to help managers support staff who have been assaulted or suffered an act of aggression. This can be found in the Managers Resources folder or by contacting the HR Advisory Team.

9. Training

Reference has been made to the importance of training and briefing for those who are involved in addressing concerns/complaints and allegations brought by potential victims of bullying and harassment. There is a clear expectation that line managers need to be familiar with the policy and suitably trained, particularly if the formal process is enacted. For advice on available training and briefings please contact HR.

10 Policy Review Process

10.1 The Trust will review this policy when there are changes to relevant legislation or good practice, or within 3 years.

10.2 In order that this document remains current, any of the appendices to the policy can be amended and approved during the lifetime of the document without the document strategy having to return to the ratifying committee.

11 Equality Impact Assessment (EQIA)

An EQIA has previously been carried out on this policy which has been found not to have a negative impact on groups of staff or potential members of staff.

12 Process for monitoring compliance

Aspect of compliance or effectiveness being monitored	Monitoring method	Responsibility for monitoring	Frequency of monitoring	Group or Committee that will review the findings and monitor completion of any resulting action plan
Process for raising concerns about bullying and harassment	Retrospective review of incidents & cases to determine compliance with the process.	HR Team	Annual report	JNCC
Process to be followed once a concern has been raised	Staff Survey outcomes			
Organisation's expectations in relation to staff training	Management and monitoring of training will be in accordance with the Trust's Development & Training Support and Risk Management Training Policy			
Supportive Actions	Staff survey, leavers, freedom to speak up. Use this data for targeted training, awareness and support.	Senior Manager and Workforce Team	Ad Hoc	Divisional ward/department/board meetings

13 References and Additional Reading

- Equality Act 2010
- The Health and Safety at Work etc, Act. 1974
- The Protection from Harassment Act 1997
- The NHS Employers website provides further information and resources on bullying and harassment: www.nhsemployers.org.
- The Equality Act 2010, available from: <https://www.legislation.gov.uk/ukpga/2010/15/contents>
- ACAS - Bullying and harassment at work: A guide for managers and employers (2014) available from: www.acas.org.uk.
- British Medical Association (BMA). (2006). *Bullying and Harassment of Doctors in the Workplace*. London: BMA. Available at: www.bma.org.uk
- Chartered Institute of Personnel and Development (CIPD). (2005). *Bullying at Work: Beyond Policies to a Culture of Respect*. CIPD. Available at: www.cipd.co.uk
- NHS Employers. (2010). 'Health and safety essential guide'. *NHS Employers website pages*. NHS Employers. Available at: www.nhsemployers.org

Appendix A: Other definitions of Harassment

Sexual Harassment is defined under the Employment Equality (Sex Discrimination) Regulations 2005 as 'Where any form of unwanted verbal, non-verbal or physical conduct of a sexual nature occurs, with the purpose or effect of violating the dignity of a person, when creating an intimidating, hostile, degrading, humiliating or offensive environment'.

Sex-related harassment regulations were introduced in 2008 which mean that unwanted conduct related to an individual's gender, but not necessarily directed at them, is unlawful. An example may be sexist banter which is not directed at any one individual but causes offence to them.

Cultural Harassment is where certain practices or behaviours may cause distress or offence to staff from a particular racial or religious group.

Disability Harassment may take place where unwanted and offensive behaviour is shown towards an individual with a disability or where an unreasonable failure to take account of the needs of a disabled person at work causes distress or offence.



Appendix B – Form for Recording Complaints of Bullying and Harassment

Date, time, location that complaint took place	Nature of alleged behaviour that led to your complaint	Alleged offender name(s)	Witnesses (if any)	Impact on you	What action, if any, have you taken to resolve the complaint?
Your name, job title, date completing this form.					

Appendix C – Support Interventions

Option 1: Direct Informal Discussion

This is where the recipient, or a witness to poor behaviour speaks with the alleged offender directly to explain how they feel and ask them to change their behaviour.

	Good When: You feel comfortable talking to offender alone, you are in the right headspace to talk about it in a calm manner.		Drawbacks: Not suitable for serious concerns, can create further conflict.
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This can be a difficult conversation to have and if not done appropriately can make matters worse. But it can also resolve matters very quickly with no-one else having to become involved. In many cases the offender will be unaware of the consequences of their behaviour and will learn from this feedback.

Some things to think about:

- Think in advance about what you want to say and how it might be received. In essence, you want to make clear how you feel about their behaviour and ask them to change.
- Practice the conversation with someone close to you to see how you come across. If it helps, make some notes of the key points you want to get across, have the notes with you when you meet. Choose the right time and place; make sure it is somewhere private and that you are not catching them at a time they are very busy or stressed.
- Start by explaining what you want to talk to them about and ask if this is a suitable time to do that. Some people may need time to process what you are saying before they can talk about it. It also gives them a way out if they do not think they are in the right mind-set to have the conversation.
- One helpful way of explaining how you feel is to outline how you feel when they behave in a certain way, and then suggest. For example, “when you send me emails in capital letters I feel like you’re shouting at me, and it upsets me. If you could avoid using capitals I’d find it much easier to focus on what the email says rather than how you’re saying it”.


The Trust provide a 1-day training session called ‘Values Based Conversations’ which can help all staff to have better conversations.

If you do not feel able to have this conversation directly, you could ask a manager to sit in on the conversation (see Facilitated Informal Discussion below) or you could write your feelings in a letter to the offender and have it delivered by an appropriate manager. If you do write a letter, it is important to explain why you are writing to them rather than speaking with them and describe to them what you want to happen next (e.g. do you want them to come and talk to you about it, do you want them to write back to you, do you just want to move on and continue your professional relationship). You may want to ask a colleague or line manager (where appropriate) to confidentially review the letter and give you feedback before you send it.

Option 2: Facilitated Informal Discussion – An appropriate and independent manager meets with the recipient and alleged offender together to support a direct discussion between them about their perspectives and seek agreement on how they will work together and avoid issues in future. Many of the ‘things to think about’ for the direct informal discussion (above) apply here as well. If the offender


refuses to engage then the independent manager should complete a file note and copy the recipient and the offender and place on the individuals' personal files.


	<p>Good When: You do not want to talk to the offender alone, there is someone suitable who can facilitate and is available.</p>
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	<p>Drawbacks: Not suitable for serious concerns, could cause delays, having a 3rd person there could make it harder for people to 'open up' or make it feel more serious.</p>
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Option 3: Mediation – A trained mediator will meet with each party individually to understand their perspective and what they think needs to change. The mediator will then lead a joint meeting where an action plan is agreed by all parties.


Mediation can also be used for where there is conflict within wider teams, and all members of the team can take part in group mediation sessions. Further information about mediation can be requested from the HR Advisory Team by email sath.hradvice@nhs.net. If the offender refuses to engage then the independent manager should complete a file note and copy the recipient and the offender and place on the individuals' personal files.


	<p>Good When: You need someone independent to guide the discussion, the relationship is complicated, there are problems within a team</p>
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	<p>Drawbacks: Not suitable for serious concerns, can take time to organise, involving a 3rd person can make it feel more serious.</p>
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Where mediation fails, the employee who has made the complaint should consider what steps to take next which may include progressing to the formal stage of this policy.

Option 4: Redeployment - With the written agreement of the recipient's line manager, the Trust may consider finding suitable alternative employment with the Trust.


	<p>Good When: Other efforts to resolve matters have failed, the problems are likely to continue, there are likely to be other posts in the Trust that are suitable</p>
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	<p>Drawbacks: Leaves issues unresolved, can only happen if there is a suitable vacancy somewhere else.</p>
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The line manager (or an appropriate senior manager within that department) and the employee must agree to redeployment and the HR team must be involved before the process starts. The HR team can provide advice and support on how the process works. Redeployment will normally be a last resort

and the manager should establish appropriate ground rules and working arrangements while an employee is awaiting redeployment. Whilst the employee is seeking redeployment the manager should consider moving the employee or the offender to a different location.

Option 5: SDI Review – A Strength Deployment Inventory (SDI) is a tool that helps people understand the motives that drive their behaviours when things are going well and when they face conflict. This can help individuals to understand their own behaviours, and those of others.


	<p>Good When: You want to learn more about your own behaviours, you want to understand someone else's behaviours</p>
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	<p>Drawbacks: Can take time to complete, helps understanding but does not resolve issues by itself.</p>
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Please contact sath.leadershipacademy@nhs.net to get more information and to access the tool.

Option 6: Coaching – Coaching is based on the principle that an individual is ultimately responsible for their lives and the results they are getting. If we acknowledge that we are responsible for something, it follows that we have power and influence over it. A coach may encourage you to:



- Understand the situation more clearly.
- Develop new ideas or approaches for situations.
- Take constructive action that gets you the results you want.

	<p>Good When: You want help to understand situations and develop ideas, you do not want to address the issue with the alleged perpetrator directly.</p>
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	<p>Drawbacks: Not suitable for serious concerns, need to be open-minded, does not resolve issues by itself.</p>
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You can be assigned a trained coach to help you on a 1 to 1 basis. More information on coaching, including a list of Trust coaches, can be found on the Leadership Academy section of the Trust Intranet or by email to sath.leadershipacademy@nhs.net.

Option 7: Peer to Peer Listening Service (P2P) - A confidential listening service made up of trained 'first line' staff able to signpost colleagues to other services where appropriate. To access this service email: sath.p2p@nhs.net.

	<p>Good When: You want someone to listen to you with non-judgement in a confidential way and can signpost you to other services offered in and out of the organisation</p>		<p>Drawbacks: Not suitable if issues need to be escalated. P2P is not an advice line a counselling service or a method of colleague representation.</p>
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Option 8: Employee Assistance Programme: Our external provider (HELP) offers confidential, independent and unbiased information and guidance from a team of trained wellbeing and counselling practitioners. Telephone: 0800 047 8843. The service is free of charge and staff do not need to tell anyone (including their manager) that they are contacting HELP. The service is available 24 hours a day, 7 days a week, 365 days a year and is accessible by phone or online.

Appendix D: Behaviours that underpin SaTH's values of a respectful working environment

At SaTH, every member of staff plays a part in creating a culture of mutual respect and a fair and harmonious working environment. The Trust actively encourages all staff to do the following:

Development & Support

Supporting colleagues with professional development.
Providing feedback in a supportive and constructive way
Timely approval and signoff of leave requests and payments
Signposting to appropriate supportive interventions
Providing constructive feedback
Setting realistic targets
Positive coaching and mentoring

Emotional Intelligence

Be self-aware
Accept and act on feedback
Put yourself in others' shoes
Positively reflect and act

Nurturing Psychological Safety

Instilling confidence and trust
Colleague compassion
Supporting culture and working relationships
Positive body language

Effective Supervision

Empowering others
Recognising contributions and achievements
Sharing relevant information
Fair and equal distribution of work and opportunity
Providing explanations for management action

Dignity

Praise, recognise and support others
Include, acknowledge and respect all
Be courteous, civil and polite at all times
Use humour the right way

Inclusiveness

Show genuine interest in other's wellbeing
Actively listen and ensure everyone is heard
Acknowledge and praise acts of kindness
Invite colleagues to meetings and gatherings

Appendix E: SaTH has zero tolerance to the behaviours listed below which can have consequences on staff wellbeing and patient care:

Pressure, Fear & Threats

Instilling fear
Verbal aggression in words or tone
Physical aggression
Poor body language
Unfair warnings
Unreasonable demands and/or consequences

Financial Sanctions

Threats of down banding or dismissal
Deliberately withholding or delaying payments
Threatening to provide a poor reference

Indignity and Ostracising

Belittling or undermining publicly or privately
Humiliation and Disrespect
Unfair targeting / 'singling out'
Excluding colleagues from meetings or social gatherings
Ignoring colleagues, 'Silent treatment'
Excluding colleagues from communications

Minimising Behaviour

Making light of negative behaviour
Telling people they're being oversensitive
Accepting that 'that's just how things are here'

Collective Bullying

Deliberately creating conflict within teams
Asking colleagues to pick sides
Ganging up on others
Bringing in others as bullying allies
Spreading harmful rumours

Supervisory Advantage

Patronising behaviour
Unjustified negative feedback
Deliberately withholding information or instructions
Taking credit, or not giving credit, for others work
Disrespecting others because of their pay band