



MANAGEMENT RESPONSIBILITIES

Recognise your ongoing and fundamental responsibility to deal with bullying and harassment throughout your areas of responsibility

Become thoroughly familiar with the Bullying/Harassment Policy and related policies and procedures on Discipline and Equal Opportunities

Recognise the legal and personal significance of equality, bullying and harassment issues

Do not hesitate to initiate the formal Disciplinary Procedure in the case of serious or ongoing bullying or harassment

Be aware of how to conduct a simple advisory interview with a member of your team who may have experienced bullying/harassment. Do not assume that complainants are overly sensitive or lack a sense of humour

Regularly emphasise the need for appropriate words and actions at your team meetings. Pay particular attention to new employees, who may have come from a different working culture and environment

Do not condone inappropriate language and behaviour within your team. Do not wait for a complaint to be made. Do not accept the excuse that 'I was only joking' in harassment cases

Treat all complaints of bullying/harassment seriously

Do not assume that 'no complaints, means that there are no problems

Review your own use of language and expression so as to be sure that you are not inadvertently causing offence

Ensure that no-one is harassed or victimised for making a complaint or supporting a complainant

Co-operate enthusiastically with your own manager on measures to improve relationships within the workplace.



USEFUL HINTS FOR ALL MANAGERS

- Recognise that bullying does go on and its effects can be profoundly damaging to all the individuals concerned as well as to your organisation.
- Provide a listening atmosphere where staff can raise their problems in confidence and recognise that, whatever the facts of the case, the staff member considers that their problem is serious enough to need addressing.
- Assure anonymity for personal grievances, but be prepared to give practical help and support to all those concerned.
- Introduce stress audits – ask staff what causes them most stress in their work and ask them how they feel if it could be relieved.
- Offer alternative channels for complaints, bearing in mind that the bully is often the individual's immediate boss, and make it clear that these are available.
- Build up a team structure to encourage shared decision-making and shared responsibility.
- Seek the views of your staff and show them that you care for their welfare. By asking their opinion they will feel respected and will respect you in return.
- Make it known to all staff that there is help and support available, and procedures that can be followed to deal with bullying at work
- Provide comprehensive awareness training courses for all staff
- Lead by example, be honest and keep your promises. Make clear the organisation's vision, mission and values. Listen, consult and respect and value other views. Reason and negotiate to get results.
- Accept and implement change, and respond constructively to secure improvements
- Encourage others to accept change and take risks without apportioning blame