



PRE-PLANNING

This is one of the most important phases. Send out the signal that this is an important document that concerns everybody in the organisation.

DO'S

DO think about ways of engaging people (senior management, trade unionists, line managers, workers from remote sites and members of minority groups)
There is much more chance of the policy being successful if everybody feels involved at the planning stage

DO think what your organisation needs from a policy

DO make a list of the criteria
of a good policy

DO be prepared to spend some time considering the sources and options
available

DO think of the possible barriers that you might meet and how you are going to
overcome these

DO think how you are going to evaluate the success of your policy

DON'TS

DON'T be tempted to think that a policy will solve all your bullying / harassment
problems

DON'T be tempted to leap into the policy making process THINK first

DON'T be tempted to think that ANY policy will be suitable

DON'T be tempted to think that consultants will be able to do the whole job for
you. Remember, it's your policy, and nobody knows the needs of your company
better than the employees

INFORMATION GATHERING

Involve all your expert groups in Identifying possible sources of information on culture.

DO'S

DO allow an adequate amount of time collecting information

DO consider the size and make up of your own organisation and the appropriateness of the policy statements

DON'TS

DON'T collect information from only one source or type of source

EVALUATING THE INFORMATION GATHERED

Remember your own criteria for establishing a good policy.

DO'S

DO consider whether your own organisation can deliver on the specifications in the policy

DON'TS

DON'T think that because a policy works for another company that it will automatically work for yours

MAKING A DRAFT POLICY

The policy should be owned by the members of an organisation, so it should be developed with and for them.

DO'S

DO consider the appropriateness of the policy for all parts of the organisation (remote sites, outworkers, departments etc)

DO include a definition of bullying / harassment that is appropriate for your organisation

DO consider including details of specific bullying behaviours that might occur in your own organisation (remember all organisations are different and unique)

DO spell out that bullying / harassment will be taken seriously

DO consider whether the policy should be framed in a positive manner (emphasising do's rather than don'ts)

DO include references to the importance of confidentiality

DO consider whether it is really possible to cover every eventuality in a policy document. Think about the possibility that people will argue that, with such an approach, if it isn't specifically mentioned it isn't covered. Maybe you should think about a 'spirit of the law' framework rather than a prescriptive document.

DO think about who the policy is written for. Think about the suitability of the wording.

DO consider having the grievance procedure as a separate policy document, (a) in order to keep the size of the policy down, and (b) because the grievance procedure comes into place when the policy has failed

DO include details of the responsibilities of employees at all levels in the organisation. Do think of the role of observers

DO consider how people are to be re-integrated into the work team after an instance of bullying

DON'TS

DON'T make your policy so long that nobody will bother to read it. If your own policy has to be long, think about having a shorter summarised version at the front.

DON'T promise things that you cannot deliver

DON'T include impossible time limits

CONSULTATION ON THE DRAFT POLICY

The more people that 'sign-up' to the policy, the greater the likelihood that it will be adopted and will be effective

DO'S

DO include all parts of the organisation in the consultation process (department's employee representatives, managers, trade union reps, minority workers groups, remote sites)

DON'TS

DON'T exclude any particular population from the consultation process

IMPLEMENTATION

DON'T think that having written the policy, the job is now done

COMMUNICATION AWARENESS RAISING

There is no point having a policy document that nobody knows about

DO'S

DO consider the importance of communication and making the policy available to everyone

DO consider awareness raising (newsletters, meetings, road shows...) on the issues and policy for all employees

DO training in the policy, HR staff, managers and trade union reps understand their roles, the need for confidentiality and the details of the policy. All staff need to know what to do if they feel bullied or harassed

DO have nominated individuals who become expert in the issues and policy in order to advise employees on their rights and to support them

TRAINING

DO'S

DO training in the policy, HR staff, managers and trade union reps understand their roles, the need for confidentiality and the details of the policy but they still need specialist training and all staff will need to know what to do if they feel bullied or harassed so run awareness training courses

APPLYING THE POLICY

Remember to be fair to all parties

DO'S

DO listen to what targets have to say, and to what they want

DO take all cases of bullying / harassment seriously. Support all parties.

DO deal with all cases of bullying / harassment swiftly. There is much more chance of sorting things out in the early stages before people retreat to the trenches

DO ensure that the policy is applied consistently to ALL employees

DO make the process as transparent and open as possible

DON'TS

DON'T put the target or the alleged bully at risk from retaliation or isolation

DON'T make things worse for the target or the alleged bully by ignoring them or assuming they will get support elsewhere

DON'T rush into the formal procedure

DON'T underestimate the effect of bullying on the target or the alleged bully, and observers

DON'T focus on what the target can do to improve the situation, focus on eradicating the behaviour

DON'T encourage the target to raise a complaint if there is little chance of it succeeding

LEARNING FROM PROBLEMS

DO learn from cases heard. Use the information to refine the policy, to recognise and reduce risk areas for future bullying / harassment

EVALUATION

DO evaluate the success of:

- (a) The communication of the policy
- (b) Awareness of the policy
- (c) The policy itself (usage and usefulness)