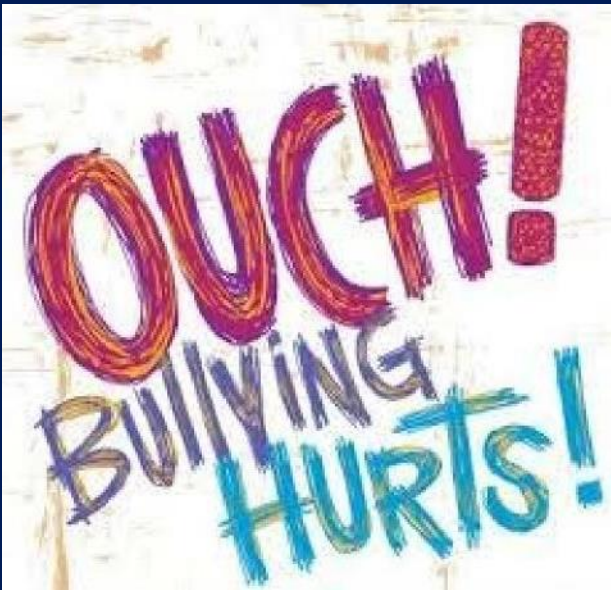


Bullying & Harassment

SOME FACTS, AND HOW TO HELP YOURSELF



Head of Department's Introduction



Zero tolerance to bullying and harassment is an essential requirement for a happy and healthy working environment, i.e. a workplace in which we all treat each other with mutual courtesy, respect and consideration, regardless of gender or status. This is a responsibility that we must all share.

Our 2014 staff survey reported unacceptably high levels of individuals who had reported that they had been subject to, or witnessed, harassment and bullying. Our Silver Athena SWAN action plan includes a commitment to champion a culture of dignity and respect in RDM, where positive behaviour is recognised and there is zero tolerance of harassment and bullying.

As part of a major initiative within the Department we commenced awareness training for Senior Staff, Group Leaders and Line Managers in 2014, and this will be ongoing. The Department has nineteen trained Harassment Officers who are available to talk to at any time, details are available in this booklet, on the website and on posters displayed around the Department.

I hope this booklet will raise awareness of what constitutes bullying behaviour, highlight the roles of RDM's harassment advisors, and promote the support services available to staff and students. Information leaflets and further information is available on the RDM website: <http://www.rdm.ox.ac.uk/harassment-and-bullying-3>

I am committed to ensuring any form of harassment will not be tolerated and should be challenged.

I would encourage you all to take a few moments to reflect on the contribution you can make to an environment free of harassment.

With very best wishes

Hugh Watkins

Head, Radcliffe Department of Medicine

Eliminating bullying in the Radcliffe Department of Medicine

The Radcliffe Department of Medicine is committed to eliminating bullying and harassment.

This booklet outlines elements of bullying and harassment, and details some of the support solutions available.

*Please refer to the Working at RDM web pages for further information:
<http://www.rdm.ox.ac.uk/harassment-and-bullying-3>*

What is bullying?

Bullying is a form of harassment. A person subjects another to **harassment** where they engage in unwanted and unwarranted conduct which has the purpose or effect of:

- violating another person's dignity, or
- creating an intimidating, hostile, degrading, humiliating or offensive environment for another person.

Examples of behaviour which may amount to harassment and bullying include (but are not limited to) the following:

- unwanted physical contact, ranging from an invasion of space to an assault, including all forms of sexual harassment, including:
 - i. inappropriate body language
 - ii. sexually explicit remarks or innuendoes
 - iii. unwanted sexual advances and touching
- offensive comments or body language, including insults, jokes or gestures and malicious rumours, open hostility, verbal or physical threats
- insulting, abusive, embarrassing or patronising behaviour or comments, humiliating, intimidating, and/or demeaning criticism
- persistently shouting at, insulting, threatening, disparaging or intimidating an individual
- constantly criticising an individual without providing constructive support to address any performance concerns
- persistently overloading an individual with work that s/he cannot reasonably be expected to complete
- posting offensive comments on electronic media, including using mobile communication devices
- threatening to disclose, or disclosing, a person's sexuality or disability to others without their permission

- deliberately using the wrong name or pronoun in relation to a transgender person, or persistently referring to their gender identity history
- isolation from normal work or study place, conversations, or social events
- publishing, circulating or displaying pornographic, racist, homophobic, sexually suggestive or otherwise offensive pictures or other materials.

What is harassment?

A person subjects another to harassment where s/ he engages in unwanted and unwarranted conduct which has the purpose or effect of:

- violating another person's dignity, or
- creating an intimidating, hostile, degrading, humiliating or offensive environment for that other person.

Harassment may involve repeated forms of unwanted and unwarranted behaviour, but a one-off incident can also amount to harassment. Reasonable and proper management instructions administered reasonably, or reasonable and proper review of a member of staff's or a student's work and/or performance will not constitute harassment or bullying. However, please refer to the examples of behaviour listed under 'What is bullying' to get a better idea of what 'reasonable' means.

Behaviour will not amount to harassment if the conduct complained about could not reasonably be perceived as offensive.

Harassment may involve:

- physical or verbal harassment
- harassment relating to people's sex, age, disability, gender identity, race, religion or belief or sexual orientation, or
- bullying

Why is behaviour important?

Bullying and harassment both link to the behaviour of one person towards another, as well as to the prevailing workplace or study environment. The intentions of the alleged harasser are not always determinative of whether harassment has taken place; and the perception of the complainant will also be relevant.

Research shows that behaviour affects how people perform at work and how respectful, positive behaviour is important for positive outcomes in work.

Positive behaviour from a manager, supervisor or colleague can contribute towards the person's level of engagement with their work, which has been found to have a positive impact on productivity, profitability and safety (Harter *et al*, 2002). Schaufeli and Bakker (2003) view employee engagement as:

- the antithesis of burnout, characterised by vigour (high levels of energy and investing effort into one's work),
- dedication (work involvement and experiencing a sense of pride and enthusiasm about one's work), and
- absorption (fully concentrated and engrossed in one's work).

Lewis et al (2011) identified specific management behaviours important for employee engagement.

- **Autonomy and Empowerment:** Has trust in employee capabilities, involving them in problem-solving and decision-making
- **Development Feedback:** Helps employees in their career development and progression
- **Praise and Recognition:** Gives positive and constructive feedback, offers praise and rewards good work
- **Individual Interest:** Shows genuine care and concern for employees
- **Availability:** Holds regular one-to-one meetings with employees and is available when needed

Personal Manner: Demonstrates a positive approach to work, leading by example

- **Ethics:** Respects confidentiality and treats employees fairly
- **Reviewing and Guiding:** Offers help and advice to employees, responding effectively to employee requests for guidance
- **Clarifying Expectations:** Sets clear goals and objectives, giving clear explanations of what is expected
- **Managing Time and Resources:** Is aware of the team's workload, arranges for extra resources or redistributes workload when necessary
- **Following Processes and Procedures:** Effectively understands, explains and follows work processes and procedures

The interaction between people can mean the difference between an engaged, positive person, and someone who is barely coping with the role. In order to 'create a working environment where we treat each other with mutual respect, courtesy and consideration, regardless of position or status', appropriate behaviour towards each other should be displayed at all times.

Ensuring that all employees and students are engaged is essential in delivering the high quality science which is expected from a leading department at a world-renowned university and centre of excellence for scholarship, research, teaching and learning.

Are you a bully?

The answer, obviously, is no! But is that right? In the thesaurus, 'bullying' is a synonym for:



Does this sound more familiar?

Some of these words do not actually sound too bad, but, when combined with other factors, constitute bullying. We all have elements of the above behaviours in us, but if you act in that manner towards others, particularly on a regular basis, then you could be perceived as a bully. The more behaviours you emulate, especially if this is done frequently, the greater the possibility of being called a bully.

The following may help you to adapt your 'bullying' behaviour.

Some ideas on how to turn bullying behaviour into best practice are detailed below:

- **Be firm but fair:** Everyone does things wrong occasionally, and sometimes this does need to be pointed out.
- **Make your point firmly without being intimidating or frightening:** Be factual and keep emotion or preconceived ideas away from the discussion.
- **Take a deep breath:** Don't shout when you feel your temperature rising. Do your best to restrain yourself and take a step back. This behaviour is one of the most likely to see you labelled as a bully.
- **Communicate:** Find time to sit down and communicate with your team or group, no matter how busy you are. Thrashing out the week's priorities over a coffee will reduce stress levels and any potential conflict when the going gets tough.
- **Measure yourself:** If you have a problem with one of your team or group then address it in the right manner. Do not rant or moan about their shortcomings behind their back as this will undermine them and ultimately make them feel inferior and excluded. It might also make them a target for others.
- **Keep a level playing field:** While people deserve praise when they have done a good job, make sure you play fair. Letting 'favourites' develop can upset group politics and make people feel excluded.
- **Don't be a mirror:** If you don't like the way others treat you, don't act like them. Think about how you feel when someone treats you badly. Just because you've been treated or even managed badly, doesn't mean you have the right to act in that way.

- **Listen to ideas:** If someone challenges you, listen. Think about what they have to say, consider the implications. Don't disregard their views just because they are not yours.
- **Don't leave people out:** When you organise a get-together, make sure everyone is involved. Try and encourage everyone to attend if they can, and don't let anyone feel that they are being excluded or left out.

When is communication harassment or bullying?

When trying to deal with others, language and communication are essential. However, sometimes it is difficult to see where behaviour moves between being assertive, and being aggressive, which constitutes bullying.

Below is an excerpt from the Oxford Learning Institute online course Introduction to Management. This table outlines the difference between being assertive, and being aggressive. Aggressiveness is likely to be viewed as bullying and therefore should be avoided.

	<i>Aggressive</i>	<i>Assertive</i>
<i>What is the behaviour?</i>	Shouting, overbearing, unwilling to compromise, confrontational, aggressively angry, getting wound up, losing control, not listening, belittling others and giving orders instead of making requests.	A person who behaves assertively will stand up for their rights and respect your rights as well as being direct, honest, clear and considerate. They strive to find a workable compromise; it isn't all about 'getting their own way'.
<i>What do they say?</i>	Lots of "You" expressions – e.g. "You should...." "Your fault", "You're useless".	Wants, needs and feelings are expressed appropriately: in "I think" and "I feel" statements, rather than "you" statements.
<i>How do you feel on the receiving end?</i>	Intimidated, upset, lowered self-esteem, frightened, guilty, angry, and wondering.	Respected, encouraged to behave in the same way.

<p><i>How do they feel?</i></p>	<p>“What am I doing wrong? I wish I could handle the situation better”. This behaviour can be a cover up for low self-esteem, lack of confidence. There is a drive to win at all costs.</p>	<p>Content, clear about where they and others stand, confident that workable solutions can be achieved.</p>
<p><i>What are the pay-offs?</i></p>	<p>Aggression can lead to the person getting his/her own way initially. A reputation for “directness” may mask aggression.</p>	<p>Treated with respect, and will respect themselves.</p>
<p><i>Consequences</i></p>	<p>Relationships suffer and change. The aggressor may get left out and may feel lonely. In the long run, others avoid making requests and even avoid contact with the person who behaves aggressively. There are lots of unspoken feelings and misunderstandings. Aggressive behaviour can lead to people losing the respect of others as well as losing respect for themselves.</p>	<p>When everyone knows where they stand, it encourages an open environment, in which disagreements can be resolved and things get done.</p>

Harassment Advisors – what do they do?

First and foremost, they listen to anyone who feels they are being bullied or harassed, or feels that they may be viewed as being a bully. They will provide advice to individuals based on what they have been told, and provide support wherever possible. Any employee or student may ask to talk to any Harassment Advisor, and all discussions are confidential unless agreed otherwise.

Harassment Advisors will not take any action on behalf of an individual, but will advise what courses of action can be taken and offer support to the individuals where appropriate.

The Radcliffe Department of Medicine's Harassment Advisors are:

Sue Beatty	sue.beatty@ocdem.ox.ac.uk 01865 257202	Chris Groves	chris.groves@drl.ox.ac.uk 01865 857366 or 857351
James Brown	james.brown@cardiov.ox.ac.uk 01865 287585	Alex Hamilton	alexander.hamilton@rdm.ox.ac.uk 01865 857071
Barbara Casadei	barbara.casadei@cardiov.ox.ac.uk 01865 234664	Suzanne li	suzanne.li@rdm.ox.ac.uk 01865 222433
Ruth Coleman	ruth.coleman@dtu.ox.ac.uk 01865 857253	Sue Marcus	sue.marcus@rdm.ox.ac.uk 01865 234307
Stacey Da Silva	stacey.dasilva@ndcls.ox.ac.uk 01865 220555	Massimo Masiero	massimo.masiero@ndcls.ox.ac.uk 01865 220993
Carol Davey	carol.davey@rdm.ox.ac.uk 01865 572585	Ruth McCaffrey	ruth.mccaffrey@rdm.ox.ac.uk 01865 234649
James Dean	james.dean@ndm.ox.ac.uk 01865 221324	Simon McGowan	simon.mcgowan@imm.ox.ac.uk 01865 222609
Hal Drakesmith	alexander.drakesmith@ndm.ox.ac.uk 01865 222329	Chris Price	chris.price@rdm.ox.ac.uk 01865 234648
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Felicity Green	felicity.green@rdm.ox.ac.uk 01865 231458		

All members of the University community must comply with and demonstrate active commitment to its Harassment Policy by:

- a. Treating others with dignity and respect.
- b. Discouraging any form of harassment by making it clear that such behaviour is unacceptable.
- c. Supporting any member of the University who feels they have been subject to harassment, including supporting them to make a formal complaint if appropriate.

What can I do to help myself?

Wellbeing Podcasts

Good mental health (as defined by the Mental Health Foundation) is characterised by a person's ability to fulfil a number of key functions and activities, including:

- The ability to learn
- The ability to feel, express and manage a range of positive and negative emotions
- The ability to form and maintain good relationships with others
- The ability to cope with and manage change and uncertainty

With up to 10% of the population struggling with a mix of depression and anxiety (classic symptoms of someone who feels they are being bullied), good quality mental health is essential.

The Wellbeing Podcasts cover elements from stress, fear and anxiety, and promote quality sleep, healthy diet and exercise and relaxation. These podcasts are promoted by Occupational Health and are available for free from www.mentalhealth.org.uk/help-information/podcasts. They range between 3 – 20 minutes long and can be used when and where you choose.

Online Stress Management System

Stress is the adverse reaction people have to excessive pressure or other types of demand placed on them, and is one of the effects of bullying and harassment. Each person will have a different level of tolerance in relation to the pressures they are exposed to, as well as a differing range of potential stress factors.

The University has an online system called Xanthis Stress Manager, which gives in-depth information about stress and how to recognise when it is problematic. It also provides some self-learning tools to help staff to identify stress, improve their skills in managing stressful situations, and links through, where appropriate, to other services such as the Occupational Health Service, University Counselling Service, and the Oxford Learning Institute. This tool is completely confidential and has an open username and password which all employees and students can access at any time. To access the online system, please go to:

www.stressmanagerplus.com/landing/oxford.php

For further information about stress, please go to www.admin.ox.ac.uk/personnel/during/stress

Managing Stress in the Workplace for Managers

Managers are key in supporting employees in dealing with stress and enabling them to return to working more effectively, more quickly. A manager's guide to stress can be found at:

www.admin.ox.ac.uk/uohs/at-work/mental-health/stress/managersguide

Counselling Services for employees and students

To support employees and students in their time at the University of Oxford there are a variety of counselling services available.

Occupational Health offers support for work-related issues, such as bullying, which can often lead to anxiety, depression and other conditions detrimental to wellbeing, and thus work performance. Employees may self-refer or speak to their manager about a management referral for counselling to deal with any work-related problem.

Counselling is managed directly through Occupational Health and is highly confidential between the counsellor and the employee. No information will be fed back to the Department without the explicit consent of the employee. For further information, please go to:

www.admin.ox.ac.uk/uohs/at-work/mental-health/counselling

The Counselling Service for students offers a wide range of options including individual and group counselling, workshops and other support for a wider range of concerns. Further information may be found at: www.ox.ac.uk/students/welfare/counselling

Challenging Behaviour: Dealing with bullying and harassment

The University is committed to maintaining a working, learning and social environment in which the rights and dignity of all members of the university community are respected. All members of the university community have the right to expect professional behaviour from others, and a corresponding responsibility to behave professionally towards others. In support of this aim we have purchased an online training course, Challenging Behaviour: Dealing with bullying and harassment. The course is designed to give all members of staff a better understanding of:

- Their legal and moral responsibilities
- The tools to recognise and put a stop to bullying and harassment
- Why certain behaviours are inappropriate
- The damage caused by bullying and harassment
- How to respond to inappropriate behaviour

- The knowledge and skills necessary to work successfully as part of a diverse team.

The course should take no more than 80 minutes and you can access through your single sign on at: online.learning.ox.ac.uk/course/view.php?id=35

Additional Resources

You can also access online courses on Assertiveness and Working with Challenging Behaviour, among others, via lynda.com, the university's online learning resource. This is also accessible via your single sign on. Go to: www.learning.ox.ac.uk/courses/lynda

