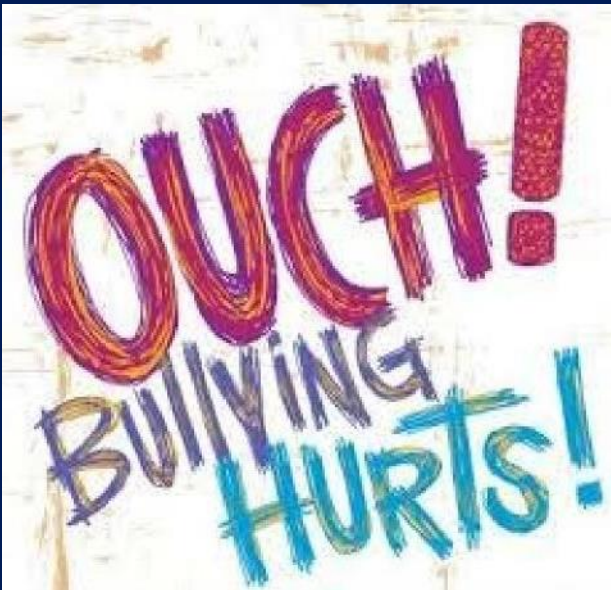


Bullying & Harassment

SOME FACTS, AND HOW TO HELP YOURSELF
AND OTHERS



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 2016 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 have completed training for Senior Staff, Group Leaders and Line Managers in 2016/17, and will roll-out training to all staff in 2018.

The Department has twenty one 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:
<https://www.rdm.ox.ac.uk/intranet/personnel/anti-harassment-and-bullying-web-page-2>*

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:

Agata Antepowicz	agata.antepowicz@spc.ox.ac.uk 01865 220485	Alex Hamilton	alexander.hamilton@seh.ox.ac.uk 01865 857071
Naveed Akbar	naveed.akbar@cardiov.ox.ac.uk 01865 234656	Suzanne li	suzanne.li@rdm.ox.ac.uk 01865 222433
James Brown	james.brown@cardiov.ox.ac.uk 01865 287585	Sue Marcus	sue.marcus@rdm.ox.ac.uk 01865 234307
Barbara Casadei	barbara.casadei@cardiov.ox.ac.uk 01865 234664	Massimo Masiero	massimo.masiero@ndcls.ox.ac.uk 01865 220993
Ruth Coleman	ruth.coleman@ocdem.ox.ac.uk 01865 857253	Ruth McCaffrey	ruth.mccaffrey@rdm.ox.ac.uk 01865 234649
Stacey Da Silva	stacey.dasilva@ndcls.ox.ac.uk 01865 220555	Simon McGowan	simon.mcgowan@imm.ox.ac.uk 01865 222609
Carol Davey	carol.davey@rdm.ox.ac.uk 01865 572585	Matthew Neville	matthew.neville@ocdem.ox.ac.uk 01865 857220
Hal Drakesmith	alexander.drakesmith@ndm.ox.ac.uk 01865 222329	Charlotte Rush	charlotte.rush@cardiov.ox.ac.uk 01865 234647/222793
Lorna Fiedler	lorna.fiedler@ndcls.ox.ac.uk 01865 222373	Charlotte Smith	charlotte.smith@rdm.ox.ac.uk 01865 223826
Anne Goriely	anne.goriely@imm.ox.ac.uk 01865 222380	Mark Stevenson	mark.stevenson@ocdem.ox.ac.uk 01865 857537
Felicity Green	felicity.green@rdm.ox.ac.uk 01865 231458		

All members of the University have a personal responsibility for complying with the University Harassment Policy and must demonstrate active commitment to the 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?

Confide in someone

You may, in the first instance, wish to discuss the matter with a friend or colleague. Alternatively, in RDM, 21 Harassment Advisors are trained to listen and confidentially support those who feel they are being bullied.

Refer to the University Policy and Procedure on Harassment and Bullying

This procedure (and associated flowcharts at the end of this document) outlines managing Bullying and Harassment both informally and formally.

www.admin.ox.ac.uk/eop/harassmentadvice/policyandprocedure

Address with the individual

You can face the person and say: 'I am sure you are not aware but when you treat me like this (give examples), I feel bullied. Please stop or I will have to use the formal harassment procedure'.

Keep a diary

Whenever you feel you are being bullied, note down the time, place, who was there, what was said, in what tone, and any other actions.

Mediation

Mediation involves a trained independent third party – a *mediator* – who will help both sides come to an agreement. Please contact HR for further details.

Speak to a Harassment Advisor

Please see posters for details of the Harassment Advisors or go to the RDM website:

<https://www.rdm.ox.ac.uk/intranet/personnel/anti-harassment-and-bullying-web-page-2>

Alternatively, you can contact the Harassment Hotline (2) 70760 to request an advisor outside of the department.

Refer to Occupational Health

If bullying is having an effect on your physical or mental health, a referral can be made to Occupational Health. Please contact HR for a management referral or www.admin.ox.ac.uk/uohs/at-work/mental-health/counselling.

Student Advice Service

Specifically designed for students to provide support in a wide range of situations, contact <https://www.oxfordsu.org/wellbeing/student-advice/>

Formal complaint

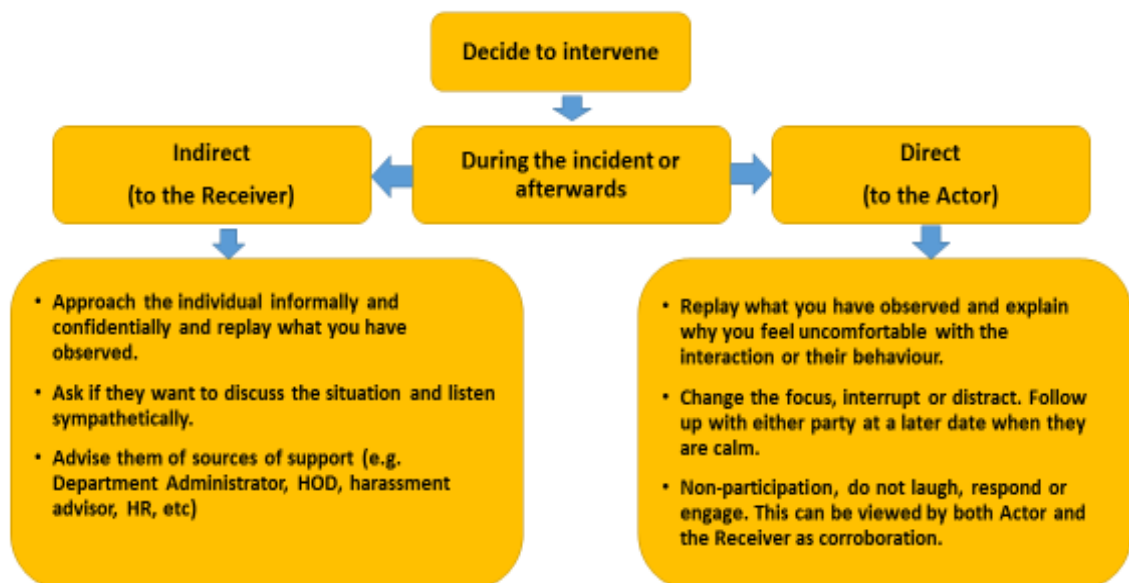
If all other actions have failed to resolve the issue, or the situation is sufficiently serious, a formal complaint can be made against the person you feel is bullying you to the Head of Department.

What can I do to help others? – Be a supportive bystander

If you witness someone being bullied, be a supportive bystander, by taking safe and effective action to support and help. People respect those that stand up for others who are bullied but being a supportive bystander can be tough. Sometimes it is not easy to work out how best to help. There is no one size fits all approach to being a supportive bystander, but here are some suggestions:

- Make it clear to your friends and colleagues that you won't be involved in bullying behaviour
 - Never stand by and watch or encourage bullying behaviour
 - Do not harass, tease or spread gossip about others, including on social networking sites
 - Never forward on or respond to messages or photos that may be offensive or upsetting
 - Intervene if you witness harassment and bullying, either during the incident or afterwards.
- Some options are:

Bystander: options



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:

<http://www.admin.ox.ac.uk/personnel/during/stress/annexc/>

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:

<http://www.admin.ox.ac.uk/uohs/mentalwellbeingresilience/>

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.

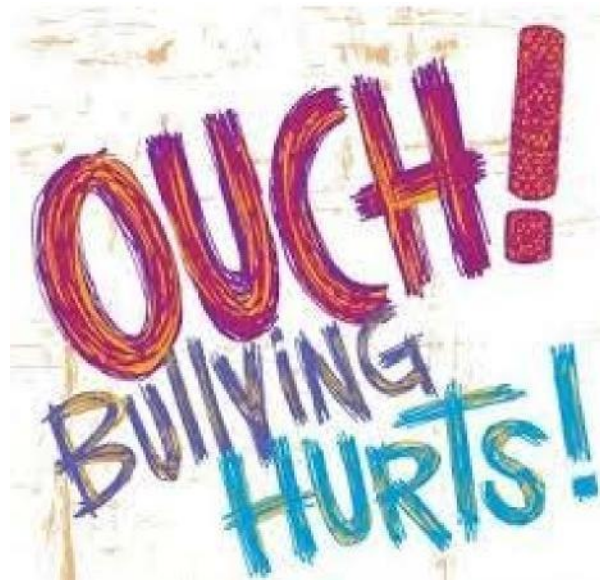
The course should take no more than 80 minutes and you can access through your single sign on at:

www.learning.ox.ac.uk/seminar_desc.php?cat=az&ls=&cc=MAN/HAR/ONLI&page=3&id=2046

Additional Resources

You can also access online courses on Assertiveness, Working with Challenging Behaviour and emotional resilience at work, 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



Harassment Procedure flowchart for University Staff

College Procedure

If the harassment arises solely in the college environment or is by a member of college staff, please follow the college's procedures.

Criminal misconduct

If a criminal offence has been committed, the harassment Procedure may not be appropriate. These cases will include, but not be limited to, serious assault or threat of serious assault. Staff members can seek advice from the Director of Human Resources and/or approach the Police directly. Further guidance on dealing with cases of sexual assault or sexual violence is available at www.admin.ox.ac.uk/eop/harassmentadvice/policyandprocedure/guidance

IF YOU FEEL YOU HAVE BEEN HARASSED, SPEAK TO ONE OF THE FOLLOWING PEOPLE:

- * Local Harassment Advisor or * Harassment line
- * Trade Union representative
- * Occupational Health
- * HR / Personnel contact in your department
- * Your supervisor / manager

You can speak to the above people at any time during this process

Complaint against a student

Initial action

Seek advice from your *Head of Department or Line Manager.

Statute XI

Staff complaints of Harassment against a student will normally be dealt with through Statute XI.

Complaint against a member of University Staff

Initial action

If it is safe to do so and you feel able, write to or tell the person that you are unhappy with their behaviour. You can talk through what you might write / say with one of the above contacts.

Informal resolution

Approach your *supervisor, * Departmental Administrator or *Head of Department and ask for help in seeking an informal resolution.

Mediation or conciliation

An experienced mediator or conciliator will work with both parties to seek a resolution and this may be attempted at any time before or after a formal investigation. Agreed outcomes will be recorded in writing.

If these actions do not succeed in resolving the situation, or would not be appropriate given the nature of the complaint, you should proceed to a formal complaint.

Informal steps

Key

* These contacts may be obliged to investigate and may need to share information on a need to know basis and they will, other than in exceptional circumstances, follow the guiding principle of asking for your permission to liaise with others. You will be kept informed at every stage.

* Your conversation with these contacts will be confidential, unless they fear for your or others' safety.

The support services and welfare contacts are also available to the alleged Harasser.

Appeal

If either party is unhappy with the outcome they can invoke the relevant grievance or complaint procedure.

Outcome

Both parties will be informed in writing of the conclusion of the investigation, the action the Head of Department decides to take and the reason for this action.

Formal complaint

Submit a written complaint to your *Head of Department / Head of Division, copied to the *Director of Human Resources.

Investigation

The HOD or their nominee will inform the alleged harasser of the basis of the complaint. Witness statements and evidence will be collected.

Formal steps



Harassment Procedure flowchart for Students

College Procedure

If the harassment arises solely in the college environment or is by a member of college staff, please follow the college's procedures.

Criminal misconduct

If a criminal offence has been committed, the harassment Procedure may not be appropriate. These cases will include, but not be limited to, serious assault or threat of serious assault. Student members can seek advice from the Director of Student Welfare and Support Services office and/or approach the Police directly. Further guidance on dealing with cases of sexual assault or sexual violence is available at www.admin.ox.ac.uk/eop/harassmentadvice/policyandprocedure/guidance

IF YOU FEEL YOU HAVE BEEN HARASSED, SPEAK TO ONE OF THE FOLLOWING PEOPLE:

- * Member of your college Welfare Team
- * Peer Supporter
- * Local Harassment Advisor or * Harassment Line
- * Counselling Service
- * OUSU Student Advice Service

You can speak to the above people at any time during this process

Complaint against a student

Complaint against a member of University Staff

If these actions do not succeed in resolving the situation, or would not be appropriate given the nature of the complaint, you should proceed to a formal complaint.

Initial action

If it is safe to do so and you feel able, write to or tell the person that you are unhappy with their behaviour. You can talk through what you might write / say with one of the above contacts.

Contact the Director of Student Welfare and Support Services' Office
Director of Student Welfare and Support Services' Office will give you advice and help you make a decision on your next step. If necessary they will refer you to an appropriate support service. The Director may arrange for mediation or conciliation.*

Formal complaint

Submit a written complaint to the * Proctors. The Proctors will normally seek your consent to refer you to the * Director of Student Welfare and Support Services' Office, if you have not already contacted them, so that you can be offered appropriate support from a trained member of staff.

Submit a written complaint to the * Head of Department/ Head of Division, copied to the * Director of Human Resources. The Director of Human Resources, with your permission, will forward the complaint to the * Director of Student Welfare and Support Services' Office, if you have not already contacted them, so that you can be offered appropriate support from a trained member of staff.

Investigation

The Proctors will inform the alleged harasser of the basis of the complaint. Witness statements and evidence will be collected.

The Head of Department or their nominee will inform the alleged harasser of the basis of the complaint. Witness statements and evidence will be collected.

Outcome

Both parties will be informed in writing of the conclusion of the investigation, the action the Proctors decide to take and the reason for this action. The Director of Student Welfare and Support Services' Office will also be informed to ensure the appropriate support is put in place. → Possible appeal to OIA

Both parties will be informed in writing of the conclusion of the investigation, the action the Head of Department decides to take and the reason for this action. The Director of Student Welfare and Support Services' Office will also be informed to ensure the appropriate support is put in place. → Possible appeal to Registrar

Key

* These contacts may be obliged to investigate and may need to share information on a need to know basis and they will, other than in exceptional circumstances, follow the guiding principle of asking for your permission to liaise with others. You will be kept informed at every stage.

* Your conversation with these contacts will be confidential, unless they fear for your or others' safety. The support services and welfare contacts are also available to the alleged Harasser.

For more information on Confidentiality in Student Health and Welfare: tinyurl.com/mzpschp

This flowchart is a guide; please ensure you read the Policy and Procedure in full: www.admin.ox.ac.uk/eop/harassmentadvice/policyandprocedure

Informal steps

Formal steps