

DIGNITY AT WORK CODE OF CONDUCT

September 2021

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1. Introduction

All employees have the right to be treated fairly and free from discrimination in their working environment. We all should expect to be treated with consideration, dignity and respect, and we all have a responsibility to set a positive example by treating others with respect and act in a way which is in line with Slough Borough Council's (the council) values.

The council is committed to providing an inclusive and supportive working environment for all of our employees. This includes providing an environment with zero tolerance from harassment, bullying, discrimination or inappropriate behaviour from colleagues, managers or service users. Complaints and concerns will be taken seriously, and this code applies to all people identified within the scope of the code who consider that they have been bullied or harassed in any way.

The council will expect zero tolerance on bullying, harassment or discrimination in any form. Discrimination, bullying or harassment based on protected characteristics which is illegal under the Equality Act (2010). The following characteristics are covered by the act:

- Disability
- Age
- Gender Reassignment
- Marriage and Civil Partnership
- Pregnancy and Maternity
- Race
- Religion or Belief
- Sex (Gender)
- Sexual Orientation

You do not need to have the protected characteristic yourself: the Equality Act 2010 also protects you from discrimination, bullying or harassment based on association (someone connected to you), or on perception (that is when someone thinks you have the characteristic even if you do not). It also applies if you have witnessed inappropriate, offensive or discriminatory behaviour towards someone else and you wish to report it.

2. Purpose

This code has been developed to ensure that everyone knows:

- the sort of behaviour we expect to see to ensure dignity at work for all
- the sort of behaviour which is not acceptable
- what support is available to staff who feel bullied, harassed, victimised or discriminated against
- what steps you can take if you feel you are not being treated with dignity and respect, including how to make an informal or formal complaint
- steps you can take if you are concerned a colleague is not being treated with dignity and respect

- Please refer to Appendix A or section 4.2; for details of what may or may not constitute bullying and/or harassment.

3. Scope

This code of conduct relates to incidents which occur between employees; a separate policy relates to third party harassment involving members of the public.

This code of conduct applies to all employees of the council. It also applies to agency workers, casual workers, volunteers and contractors who may not be directly employed by the council but are carrying out work on behalf of the council. Employees, contractors and agency workers will be referred to as “employees” for ease throughout the code.

If employees wish to formally raise a complaint about matters in relation to harassment, bullying, discrimination or victimisation, they should do so under the Grievance Policy, if an informal approach has not resolved the situation.

For third party harassment please refer to the relevant Equality Act (2010) guidance on insite.

4. Roles and Responsibilities

Both managers and employees have roles and responsibilities under this code.

4.1 Managers will:

- Apply the provisions of this guidance on a day-to-day basis, especially in setting a good example for other employees to follow and for intervening where necessary to protect and reassure employees. Managers should make effort to resolve issues informally in the first instance.
- Ensure that employees are familiar with this code with guidance and where it can be found
- Ensure that all complaints of discrimination, harassment, bullying and victimisation are dealt with promptly, seriously and confidentially and in accordance with our internal grievance policy and procedure
- Set a good example by treating employees with fairness, dignity and respect at all times
- Be alert to unacceptable behaviour and take appropriate action to challenge and stop it without delay
- Monitor all incidents of alleged discrimination, harassment and bullying and review the effectiveness of this code and the grievance policy and procedure periodically
- Deal with all complaints in a confidential way and only discuss the case on a need-to-know basis
- Conduct a risk assessment with the employee where allegations of discrimination, bullying, harassment or victimisation are made to ensure steps are taken to safeguard their wellbeing

- Within any organisation it is necessary for managers to be able to manage their staff in a fair and consistent manner and be able to carry out their duties without threat of vexation or malicious complaints. It is therefore important to distinguish between firm, fair management and bullying or harassing behaviour. Because of differences in perception, there is sometimes confusion between firm, fair management and bullying and harassment. However, the following useful comparisons have been developed to highlight some general disparities:

4.2 Firm and Fair Management

Firm/Fair Manager	Bullying/Harassing Manager
<ul style="list-style-type: none"> • Consistent and fair • Determined to achieve best results, but reasonable and flexible. • Knows their own mind but is willing to consult with colleagues and staff before drawing up proposals. 	<ul style="list-style-type: none"> • Aggressive, inconsistent and unfair • Unreasonable and inflexible • Believes that they are always right, has fixed opinions, • believes they know best and are not prepared to value other people's opinions.
<ul style="list-style-type: none"> • Insists on high performance standards in team and accountability. 	<ul style="list-style-type: none"> • Insists on high standards of service and behaviour, but blames others if things go wrong. • Loses temper regularly, degrades people in front of others, threatens official warnings without listening to any explanation
<ul style="list-style-type: none"> • Will discuss in private any perceived deterioration before forming any views or taking action and does not apportion blame on others if things go wrong. • Loses their temper regularly, degrades people in front of others, and threatens • Will discuss issues in a timely manner • Asks for people's views, listens and assimilates feedback 	<ul style="list-style-type: none"> • Tells people what will be happening, does not listen to the view of others • Ignores set down policy and procedures

Also see further examples in Appendix A

4.3 Employees will:

- Conduct themselves in accordance with this code and the provisions of this guidance in a way which does not intimidate, cause offence or embarrassment to others, and to be aware of behaviour which may cause offence, even if unintentional. Upholding the council values.

- To contribute towards a working environment free from bullying, harassment or victimisation.
- To raise their concerns, if appropriate, in the first instance by telling the perpetrator to 'Stop' their unacceptable and inappropriate behaviour verbally or in writing, respectfully outlining how their behaviour is causing concern and make every attempt to resolve the concerns informally.
- Where employees do not feel they can raise concerns informally they should raise concerns relating to discrimination, bullying, harassment and victimisation with their line manager or their line manager's manager in the first instance as soon as they occur or as is reasonably practicable
- Treat others fairly and with dignity and respect
- Not commit, condone, or encourage any acts of discrimination, harassment, victimisation or bullying against any person, such as their colleagues, job applicants or the council's customers. Such behaviour will not be permitted or tolerated. This will be treated as misconduct which may lead to dismissal from the council.
- Discourage discrimination, harassment, victimisation and bullying by making it clear that they find such behaviour unacceptable and by supporting colleagues who suffer such treatment.
- Be aware of language, including jokes, at work as whilst these may not be directed at anyone in particular may unintentionally can cause offense or be inappropriate.

5. Unacceptable Behaviour

The council defines unacceptable behaviour as any form of conduct or behaviour of a physical, verbal or non-verbal kind which has some or all of the following elements;

- is unwanted, unsolicited, unreasonable and personally offensive to the recipient(s) (irrespective of the intentions) This can also include when such behaviour has been heard or witnessed, even if it was not directed at you personally
- creates an intimidating, hostile or humiliating work environment for the recipient(s) affecting their dignity whilst at work
- fails to both respect the rights and recognise the impact that such behaviour may have on others
- threatens job security or disadvantages the recipient(s) in some way

6. Discrimination

Discrimination can come in one of the following forms:

- direct discrimination - treating someone with a protected characteristic less favourably than others
- indirect discrimination - putting rules or arrangements in place that apply to everyone, but that put someone with a protected characteristic at an unfair disadvantage
- harassment - unwanted behaviour linked to a protected characteristic that violates someone's dignity or creates an offensive environment for them

- victimisation - treating someone unfairly because they've complained about discrimination or harassment
- Discrimination based on perception
- Discrimination based on association

It can be lawful to have specific rules or arrangements in place, as long as they can be justified.

Further information about different types of discrimination is included in the ACAS booklet Equality-and- discrimination-understand-the-basics – <https://www.acas.org.uk/discrimination-bullying-and-harassment>.

7. Bullying

Bullying is the offensive, intimidating malicious or insulting behaviour involving the misuse of power that can make a person feel vulnerable, upset, humiliated, undermined or threatened. Power does not always mean being in a position of authority, it can include both personal strength and the power to coerce through fear or intimidation.

Bullying, like harassment, may be verbal, non-verbal or physical. It can be carried out by one individual against another individual or group, or by a group against an individual or a group. Please refer to **Appendices A and section 4.2 on firm and fair management** for further details.

8. Harassment

Harassment is defined in the Equality Act 2010 as unwanted conduct related to a relevant protected characteristic, which has the purpose or effect of violating an individual's dignity or creating an intimidating, hostile, degrading, humiliating or offensive environment for that individual. It is regarded as any conduct related to sex, race, colour, ethnic or national origin, disability, age, sexual orientation, gender reassignment, religion or belief or any other personal characteristic that is unwanted by the recipient. Harassment may take place over a period of time or it could be an isolated incident.

Examples: shouting, humiliating, public or private verbal abuse and intimidation. Please refer to **Appendix A** for further details.

9. Victimisation

Victimisation occurs when person A treats person B unfavourably and A knows or suspects that B has already done or intends to do one of the following: bring discrimination proceedings, give evidence or information in connection with discrimination proceedings, make an allegation of unlawful discrimination, or do anything else under, or by reference to, discrimination legislation (these are known as 'protected acts').

10. Cyber-bullying

Cyber-bullying can be defined as the use of information and communication technologies to support deliberate, repeated and hostile behaviour by an individual or group that is intended to harm others.

Typically, it involves the use of the Internet, e-mail or mobile phones to send or post text or images, including links to other websites, intended to hurt or embarrass another person. In many cases, the spreading of offensive jokes or shocking or sexual material via phone or e-mail may also constitute cyber-harassment.

In the workplace, bullying by e-mail is probably most often recognised as cyber-bullying. This usually takes the form of curt, rude or unpleasant e-mails sent by a superior or by a colleague. In some cases, such an e-mail may be sent with no malicious intent but may be poorly written or insensitive. Other e-mails can include relatively inoffensive messages in terms of content, but the implied meaning behind the message can constitute a form of bullying.

Workplace cyber-bullying is not always limited to working hours. Posting malicious or offensive blogs and comments about others on social networking sites, for example, would also fall under the umbrella of cyber-bullying, as would the taking of inappropriate pictures on mobile phones and spreading these on the Internet.

Cyber-bullying is no less unpleasant than conventional bullying, and staff are protected in the same way by the law. Managers should always be alert to this form of bullying and take any complaints seriously. They should investigate and take appropriate action, adapting policies as required and working with ICT, where necessary. **Please refer to Appendix A** for more details.

11. Speaking Out (Whistleblowing)

Speaking out, or whistleblowing, is when you speak out about something you are concerned about at work because you believe it needs bringing out into the open for the public good.

If you see something at work that you believe is negligent, improper or illegal, then you should report this to the relevant people. The Whistleblowing using this link: [Whistle blowing – Slough Borough Council](#) tells you what types of concerns are covered and the process to follow.

12. How to Complain

Breaches of this code are disciplinary offences under the council's disciplinary policy and procedure. No individual should be subjected to unacceptable and unreasonable behaviour, or suffer discrimination based on a protected quality characteristic. Those on the receiving end have the right to seek resolution, firstly, through the informal procedure, defined below, unless the matter is so serious it warrants immediate escalation to the formal procedure under the council's grievance policy. If the individual does not feel they can register their concern initially through their line management or HR then they can refer to the Diversity and Inclusion Manager or Employee Relations and Policy Manager. If a resolution cannot be found at this stage, then the employee can make a formal complaint under the council's grievance policy and procedure.

13. Vexatious or Malicious Complaints

All complaints of bullying and harassment will be treated within the context of the right of each individual to be treated with dignity and fairness. Staff that have bona fide complaints are encouraged to raise them without fear of recrimination, in the knowledge that the council takes the issue of bullying and harassment very seriously.

However, if a complaint is found to have not been made in good faith and/or made with malicious intent, or it has been identified through the investigation that the complainant's behaviour or actions has contributed towards the alleged incident(s) this will be treated as a disciplinary offence which may result in disciplinary action.

If a member of staff believes that someone has deliberately made a false complaint against them, they may bring a grievance against that person (or persons) under the Councils Grievance policy. If that grievance is upheld, this may lead to disciplinary action being taken against the person or people who brought the malicious or vexatious complaint.

14. Informal Procedure

Informal methods of dealing with unacceptable behaviour are often the quickest and most effective.

If you think that someone is bullying you or behaving in another way which is not acceptable and you, should talk to them about it, explain to them how they are making you feel and ask them to stop. Sometimes individuals don't realise the effect their behaviour is having on other people, so this direct approach might make them stop and think.

If this does not work, or you feel that you cannot approach the individual directly, ask your line manager, their manager, or a senior colleague for help.

If the complaint is about your line manager, then it should be raised with the manager at the level above. Employees and managers are encouraged to try and resolve the complaints as quickly as possible.

A risk assessment should be conducted at this stage with the employee to ensure appropriate steps are being taken to safeguard their wellbeing. See **Appendix A** for more details.

15. Facilitated Meeting

If you don't feel able to discuss the matter with your manager or if you are not satisfied with your manager's response, you can contact the Human Resources team to ask for a facilitated meeting.

This is a meeting between the person who feels they have been the subject of unacceptable behaviour and the person they are complaining about, with an appropriate person there to facilitate (make it easier). The appropriate person might be an independent manager or a member of the Human Resources Team. They will make sure that the issues are discussed in a safe, confidential, and supported way with the aim of reaching a resolution.

If a facilitated meeting is appropriate, a member of the Human Resources team will contact an appropriate person to request the meeting and let you know that they have done so. At this meeting the issues should be discussed and, if possible, resolution reached. If necessary, more than one facilitated meeting can take place to resolve the issue. (This might be with a different appropriate person facilitating the meeting.)

Where at all possible this would be the preferred way of resolving the matter in a timely way and with the least distress and disruption to those involved.

If an employee feels that the above is not possible and has exhausted the informal approach or wants help and support in dealing with a complaint then they can do so by

making contact with the Human Resources team who can speak to the Associate Director or appropriate senior manager about arranging mediation. The employee can also contact their trade union representative or there is a confidential support service (Employee Assistance Programme), you can contact them to have a confidential discussion on <https://www.employeeassistance.org.uk/>

16. Mediation

If it has not been possible to reach a resolution through a facilitated meeting (or meetings), then the more structured Mediation process might be appropriate.

Mediation is a completely voluntary and confidential form of alternative dispute resolution. It involves an independent, impartial person (usually one who has been trained as a mediator) helping two or more individuals or groups to reach a solution that is acceptable to everyone.

Mediation can be used at any stage in a dispute but is most effective before positions become entrenched. The overriding aim of workplace mediation is to restore and maintain the working relationship wherever possible. This means the focus is on working together to go forward, not determining who was right or wrong in the past.

If it is decided that mediation is appropriate and should be arranged, the mediator will contact the individuals involved to explain the process.

Where agreement is reached and the mediator and all parties have a reasonable belief that the matter has been satisfactorily resolved, no further formal action will be taken.

For more information in respect of mediation please refer to **Appendix 2 of the Grievance Policy and Procedure**.

17. Formal Procedure

Employees are encouraged to seek to resolve their concerns informally and through mediation wherever possible. Where an employee wishes to raise a formal complaint, this must be done using the council's Grievance Policy and Procedure, <http://insite/people/hr-policies/grievances/>. The employee can be accompanied by a trade union representative or a work colleague or support worker at any stage of the grievance procedure.

18. Confidentiality

The council will deal with all complaints sensitively and with respect for the privacy of all individuals involved. All parties involved must treat as confidential any information communicated in connection with an investigation into a bullying, harassment or victimisation matter. Inappropriate access or disclosure of employee data constitutes a data breach and should be reported under the Council's Data Protection Policy. It may also constitute a disciplinary offence which will be dealt with under the disciplinary policy and procedure.

19. Policy Approval and Review

Policy version	MH/DM/HR POLICY/DIGNITY AT WORK/V2.V3
Title	DIGNITY AT WORK CODE
Consultation with Management	August 2021
Approved by EAC	19 October 2021
Approved by CCF	08 September 2021
Approved by UNIONS	August and September 2021
Approved by Executive Management	October 2021
EIA completed CF	August 2021
This document replaces	Version v1 - 2011
Last up-date	3 September 2021
Effective release date	October 2021
Review date	September 2024
Author(s)	M Higgs / D Mistry/ C Ford
File path	X/HR Advisory/ Master Policies
Distribution	All staff and Managers; Available Insite

Appendix A

Definitions and Examples of Bullying and Harassment

There are many definitions of bullying and harassment.

ACAS characterises bullying as offensive, intimidating, malicious or insulting behaviour, an abuse or misuse of power through means that undermine, humiliate, denigrate or injure the recipient.

The impact on the individual can be the same as harassment and the words bullying and harassment are often used interchangeably in the workplace.

Behaviour that is considered bullying by one person may be considered firm management by another. Most people will agree on extreme cases of bullying and harassment but it is sometimes the 'grey' areas that cause most problems.

Examples of what is unacceptable behaviour in organisations may include:

- spreading malicious rumours, or insulting someone by word or behaviour
- copying memos that are critical about someone to others who do not need to know
- ridiculing or demeaning someone – picking on them or setting them up to fail
- exclusion or victimisation
- unfair treatment
- overbearing supervision or other misuse of power or position
- unwelcome sexual advances – touching, standing too close, display of offensive materials, asking for sexual favours, making decisions on the basis of sexual advances being accepted or rejected
- making threats or comments about job security without foundation
- deliberately undermining a competent worker by overloading and constant criticism
- preventing individuals progressing by intentionally blocking promotion or training opportunities.

Bullying and harassment is not necessarily face to face, it may occur through written communications, visual images (for example pictures of a sexual nature or embarrassing photographs of colleagues), email, phone, and automatic supervision methods – such as computer recording of downtime from work, or recording of telephone conversations – if these are not universally applied to all workers.

Bullying

Bullying can occur in a number of different ways. Some are obvious and easy to identify. Others are subtle and difficult to explain. Examples of bullying behaviour include:

- ignoring views and opinions
- withholding information which can affect a worker's performance
- setting unreasonable or impossible deadlines
- setting unmanageable workloads
- humiliating staff in front of others
- spreading malicious rumours

- intentionally blocking promotion or training opportunities
- ridiculing or demeaning someone by picking on them or setting them up to fail
- overbearing supervision or other misuse of power or position
- deliberately undermining a competent colleague

Cyber-bullying

Technology has seen the development of new ways in which to bully, harass and abuse workers.

Cyber bullying is defined as ‘any use of information and communications technology to support deliberate and hostile attempts to hurt, upset or embarrass another person’.

Examples of cyber bullying include.

- Offensive emails
- Email threats. This includes emails that appear to be inoffensive, but the implied meaning:
 - behind it constitutes bullying. For example, a manager using email to bombard an employee
 - with more work than they can handle, and not treating other employees in the same way
- Posting defamatory gossip on blogs on social networking sites. It is possible that a person:
 - does not immediately experience the bullying directly because they are unaware of what is
 - being posted about them on sites
- Threats or offensive comments by SMS text messages and other messaging platforms on mobile phones (e.g. Twitter, Facebook, Instagram, WhatsApp)
- Harassment by email
- Posting private and personal details about someone online

Bullying Case Examples:

Public verbal abuse

“I was blamed for my mistakes in front of the entire office. I was shouted at and told to do the work that should have been done and not to do it again. Everyone was listening as the manager shouted at me”

“Rubbishing your work, including public humiliation through doing a job not to the required standard”

“Setting unrealistic targets, being made to feel ‘unprofessional’”

Contract manipulation

“I was threatened with job loss because I wanted the bank holiday off with my family”

“I needed time off with a viral infection. My manager told lies to other members of staff about why I was off work”

Undermining actions

“The manager totally undermined me in front of clients, giving them the impression I was not capable of helping them and advising them to come another day”

“Taking my clock card out of the rack and discussing my hours with general office staff. Not passing on messages; delaying paperwork so deadlines were missed”

Harassment

The Equality Act 2010 uses a single definition of harassment to cover the relevant protected characteristics.

Employees can complain of behaviour that they find offensive even if it is not directed at them. Harassment is “unwanted conduct related to a relevant protected characteristic, which has the purpose or effect of violating an individual’s dignity or creating an intimidating, hostile, degrading, humiliating or offensive environment for that individual”.

1. Sexual Harassment

Sexual harassment includes unwanted verbal, non-verbal or physical conduct of a sexual nature that has the purpose or effect of creating an intimidating, hostile, degrading, humiliating or offensive environment. Often, it can cause distress, interfere with job performance, over-emphasise a person’s sexuality and fail to respect the rights of others. It demoralises and diminishes people's skills and capabilities. The following are examples of inappropriate behaviour, which could cause offence:

- inappropriate comments about dress or appearance, unwanted physical contact, e.g., touching, brushing against another person's body, patting, pinching and any form of sexual assault
- unwelcome sexual advances, propositions or pressure for sexual activity
- continued suggestions for social activity outside the workplace after it has been made clear that such suggestions are unwelcome
- sexually suggestive remarks, jokes or gestures
- the display of sexually suggestive pictures, objects or written material
- conduct that ridicules, destroys or is physically abusive or minimises the skills and abilities of a member of staff because of their sex

2. Racial Harassment

Racial Harassment is an act which can intimidate, humiliate, ridicule, exploit or undermine the confidence of a person by reason of the person's race, colour, nationality, ethnic origin or religion. The following are examples of inappropriate behaviour, which could cause offence:

- racist language or abuse directed towards and within the hearing of a member of staff
- racist "jokes" which includes all jokes made about any group, e.g., Asian, African, Irish and Jewish people as well as people from other racial/ethnic groups
- racial stereotyping within the workplace resulting in limited employment opportunities because of the individual's membership of their racial group;
- written abuse and the display of offensive material

- differential and less favourable treatment, e.g. unfair allocation of work failure to recognise the quality of someone's work because of preconceptions about race and ethnicity
- deliberate exclusion from conversations and/or work/social activities

3. Disability Harassment

Disability Harassment is directed at those staff who have a disability or specific health condition.

The following are examples of inappropriate behaviour, which could cause offence:

- staring and / or uninvited touching
- deliberate exclusion from conversations and/or work/social activities
- speaking to others rather than to the disabled person directly
- verbal or physical abuse or intimidation
- questioning a disabled person's work capacity and / or ability
- making assumptions or speculating about someone's impairment
- asking intimate questions about disabled people
- failure to recognise ability
- offensive or patronising remarks or actions ridicule

4. Harassment of Trans, Non Binary, Lesbian, Gay, Bisexual employees

Employees may suffer harassment because of their sexual orientation or gender identity, resulting in offence being caused to their dignity. The following are examples of inappropriate behaviour which could cause offence:

- homophobic jokes or the implication homosexuality is a negative trait
- the asking of intimate questions about someone's personal or sexual life
- assumptions that everyone is heterosexual or cis gender
- gossip and speculation about someone's sexuality or gender
- deliberate exclusion from conversations and/or work/social activities
- offensive actions and physical attack
- verbal or physical abuse and offensive actions
- deliberately using the incorrect pro-noun or name
- disclosing that someone is homosexual or transgender without their consent
- assumptions about medical treatments and transitioning

5. Age Harassment

This is discriminatory, ridiculing or demeaning behaviour based on stereotypical perceptions and prejudices about a person's age. Examples of inappropriate behaviour are similar in kind to the list included for racial harassment but are based on ageist grounds.

6. Harassment on Religious Grounds

This is behaviour which fails to tolerate or acknowledge the rights or needs of individuals with different religious beliefs and practices. Examples of inappropriate behaviour are similar in kind to the list included for racial harassment but are based on religious grounds.

7. Harassment at Work by Others

An employee can make a complaint against their employer where they are harassed by someone who doesn't work for that employer such as a customer, client or passenger. As an employer, once you are aware of this unwanted behaviour you should take reasonable and proportionate action to address the issues.

Harassment Case Examples:

It is important to note that the complainant need not possess the relevant characteristic themselves to be considered as having been subject to harassment. Harassment can occur because of their association with a person who has a protected characteristic, or because they are incorrectly perceived to have one, or are treated as if they do:

- Paul is disabled and is claiming harassment against his line manager after she frequently teased and humiliated him about his disability. Claire shares an office with Paul and she too is claiming harassment, even though she is not disabled, as the manager's behaviour has also created an offensive environment for her
- Steve is continually being called gay and other related names by a group of employees at his work. Derogatory homophobic comments have been posted on the staff noticeboard about him by people from this group. Steve was recently physically pushed to the floor by one member of the group but is too scared to take action. Steve is not gay but heterosexual; furthermore, the group know he isn't gay. This is harassment related to sexual orientation.
- Chris manages a Council Benefits Office. One of her staff, Raj, is a Sikh. Raj mentions to Chris that he is feeling unhappy after a claimant made derogatory remarks regarding his faith in his hearing. Chris is concerned and monitors the situation. Within a few days the claimant makes further offensive remarks. Chris reacts by having a word with the claimant, pointing out that this behaviour is unacceptable. She considers following it up with a letter to him pointing out that she will ban him if this happens again. Chris keeps Raj in the picture with the actions she is taking and believes she is taking reasonable steps to protect Raj from harassment.

Risk Assessment - Bullying and Harassment

Although there are no specific laws relating to bullying at work, legislation exists that can be used by employers to help them prevent or tackle the problem. Under the Health and Safety at Work Act 1974, all employers must provide a safe and healthy working environment, including protection from bullying and harassment at work. The Management of Health and Safety at Work Regulations 1999 require employers to assess the nature and scale of workplace risks to health and safety (this includes mental health), ensure that there are proper control measures in place to avoid these risks wherever possible and reduce them so far as is reasonably practicable where not. Please refer to the Stress at Work Code of Practice to conduct a risk assessment for cases where bullying or harassment is alleged. Please use the following link: <http://insite/people/health-and-safety/stress-at-work/>