

Working in Partnership – Bringing Respect to Work

Presented by
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Why have the document?

- Document written by Employment Practice Subgroup of the Welsh Partnership Forum – Director of H.R. (vice chair)
- Based on the document 'Designed for Life' and more importantly 'Designed to Work' and A4C (section 32 terms and conditions) to ensure that we develop and engage our staff in the delivery of healthcare.
- Simple objective - NHS in Wales can be confident that they will find a safe, supportive environment in which people feel able to freely express their needs and differences.
- Will require a review of all HR policies and procedures to ensure no adverse effect on the creation of a culture of mutual respect.



Legal framework

- Certain behaviours constitute a criminal offence
- No legislation specifically covering bullying and harassment at work. However, the health and safety at work legislation and the recent developments in human rights and equality legislation all place responsibilities on employers to take active steps to eliminate workplace safety risks.



What is bullying and harassment?

- **Bullying** – “Persistent, offensive, abusive, intimidating, malicious or insulting behaviour, abuse of power or unfair sanctions, which undermines their self-confidence and which may cause them to suffer stress”
- **Harassment** – “unwanted conduct that violates people’s dignity or creates an intimidating, hostile, degrading, humiliating or offensive environment”



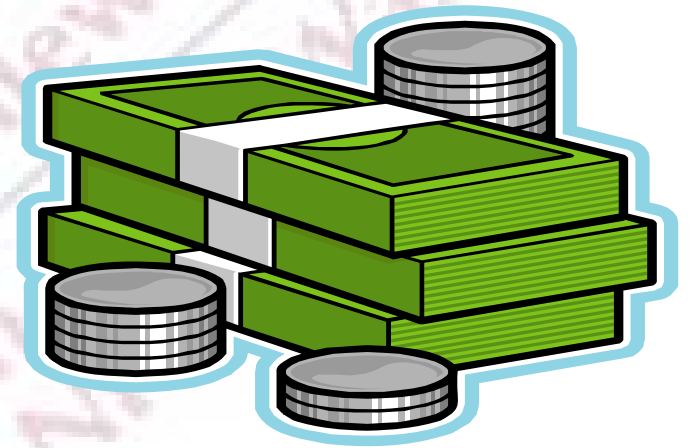
Need for guidance

- Employers have a legal and ethical responsibility as a reasonable employer to ensure that the staff they employ are not subjected to inappropriate behaviour which may not only affect their performance but more importantly their health and well-being.
- Bullying and harassment impacts upon individuals/groups, colleagues and on the organisation as a whole.



The cost to the Organisation

- The cost to an organisation can be looked at in terms of –
 - ▲ Under performance
 - ▲ Sickness and absence
 - ▲ Costs of recruiting & retaining staff
 - ▲ Legal actions
 - ▲ Tribunal proceedings
 - ▲ Possible loss of public image.



Key points of the document

- The guidance contains current principles of best practice to help organisations. The following principles and values should underpin any strategy, policy or procedure for dealing with bullying and harassment:-

- Organisation

- Value its employees
- Encourage staff to value each other
- Foresee the potential for B&H
- Take steps to reduce the risk
- Take action where incidents are raised

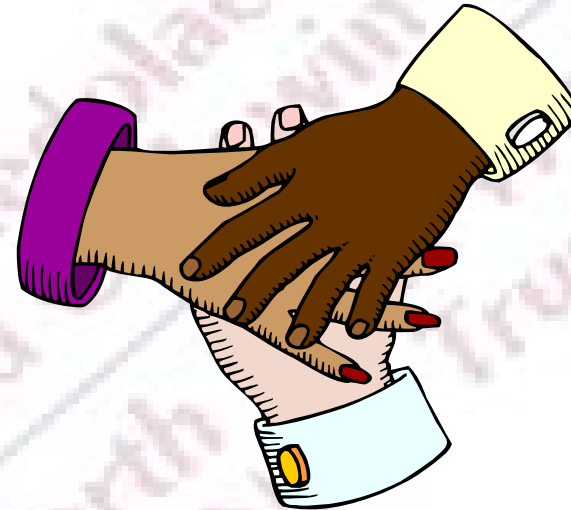
- Employee

- Safe working environment
- Promotes dignity at work
- Treated with respect
- open, transparent & fair



Strategy to eliminate bullying and harassment

- From research into “best practice” in both the public and private sectors there are key points to be taken into consideration when drawing up a strategy for eliminating bullying and harassment.
 - ▲ Organisational development
 - ▲ Policy and procedure
 - ▲ Communication
 - ▲ Training
 - ▲ Support



Leadership

- Leaders will be expected to demonstrate:
- Cultural competency.
- Assertiveness.
- Honest, open and transparent communication.
- Acknowledgment of rights and responsibilities.
- Ability to demonstrate fair and equal treatment.
- Acknowledgement of the evidence base that supports this work
- Knowledge and understanding of primary equality legislation.
- Belief and understanding of the principles of partnership working.
- Skills to effectively address the different needs, beliefs and values that can lead to conflict.



Current status of the Trust

- A Dignity at Work Policy applying to all employees.
- Code of Conduct (developed in partnership).
- Staff survey and exit interviews.
- Policy finalisation group developing all HR policies in partnership.
- Incidents (if proven) already lead to disciplinary and dismissal.
- Establishment of Dignity at Work Advisors and training programme in partnership with Unison.
- Professional counselling – ‘Medra’.



Trust Action Plan

The Trust Action Plan will include:

- Review of the Dignity at Work Policy (on PFG agenda – January).
- Review of existing code of conduct (to include leadership skills).
- Awareness programme for all staff built into Health & Safety risk assessment programme.
- Role out of Dignity at Work Advisors and training.
- Develop indicators of success and a process for evaluation.

