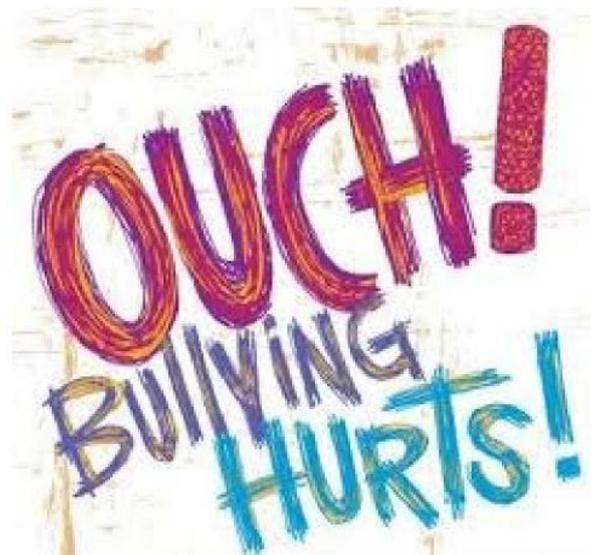


Bullying and Harassment:

*some facts,
and how to help
yourself*

Department of Oncology



Head of Department's Introduction



The Department of Oncology is committed to creating a working environment where we treat each other with mutual respect, courtesy and consideration, regardless of position or status. Any form of harassment or victimisation cannot, and will not, be tolerated and should be challenged where perceived. We all have a responsibility when it comes to creating the community we aspire to.

There is an Anti-Bullying Week every year, and this is a chance for us to focus on how we can create such an environment and to become aware of some of the resources that are available to help.

I would encourage you to take a few moments to reflect on the contribution you can make to an environment free of harassment. Information leaflets are available, along with further information, via the HR section of the Department's intranet.

The Department has three trained Harassment Officers who are available to talk to at any time. Details are available on the intranet and on posters displayed around the Department.

Mark Middleton

Reducing and eliminating bullying in the Department of Oncology

The Department of Oncology is committed to reducing and eliminating bullying and harassment.

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

What is bullying?

Bullying is a form of harassment. It is defined by the Equality Act 2010 as being characterised by offensive, intimidating, malicious or insulting behaviour, or misuse of power through means intended to undermine, humiliate, denigrate or injure the recipient.

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:
 - inappropriate body language
 - sexually explicit remarks or innuendoes
 - 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, disability, race, religion or sexual orientation, or bullying

Why is behaviour important?

Bullying and harassment both link to the behaviour of one person to another. 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**.

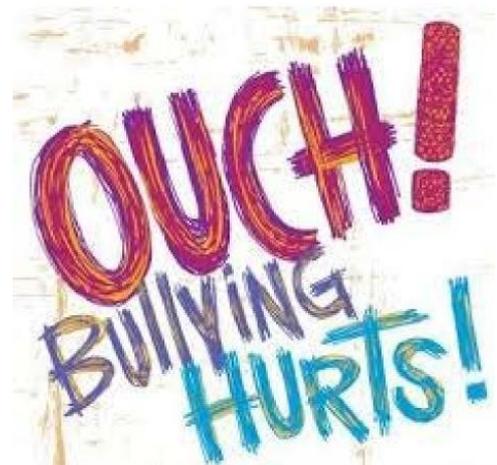
- Autonomy and empowerment: Has trust in employee capabilities, involving them in problem-solving and decision-making
- Development Feedback: Helps employees in their career development and progression
- Praise and Recognition: Gives positive and constructive feedback, offers praise and rewards good 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?

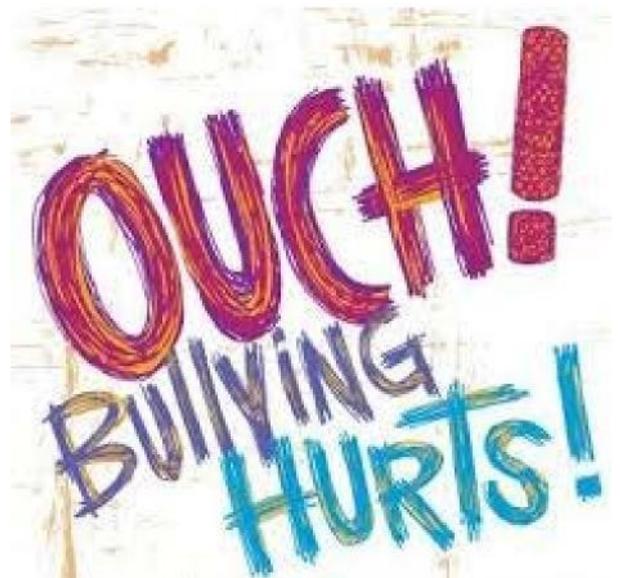
Some of these words do not actually sound too bad, but, when combined with other factors, constitute bullying. We all have elements of the above behaviours in us, but if you act in that manner towards others, particularly on a regular basis, then you could be perceived as a bully. The more behaviours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

	Aggressive	Assertive
What is the behaviour?	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'.
What do they say?	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.
How do you feel on the receiving end?	Intimidated, upset, lowered self-esteem, frightened, guilty, angry, and wondering.	Respected, encouraged to behave in the same way.
How do they feel?	"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.	Content, clear about where they and others stand, confident that workable solutions can be achieved.
What are the pay-offs?	Aggression can lead to the person getting his/her own way initially. A reputation for "directness" may mask aggression.	Treated with respect, and will respect themselves.
Consequences	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.	When everyone knows where they stand, it encourages an open environment, in which disagreements can be resolved and things get done.

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 Department of Oncology Harassment Advisors are:

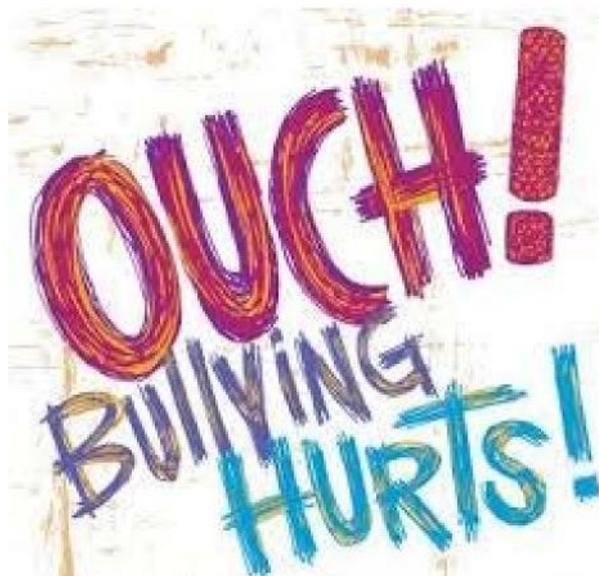
Name	Phone
Val Macaulay	(6)17337
Claire Shingler	(6)17059
Katie Morrison	(6)17323
Michael Youdell	(6)17021
Gillian Roberts	(6)17331

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.

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/personnel/during/stress/annexc/

Counselling Services for students

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:

<https://online.learning.ox.ac.uk/login/index.php>

You can also access information on harassment training at:

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

Additional Resources

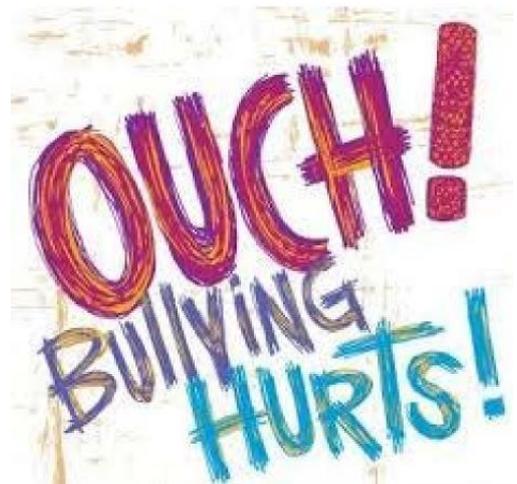
You can also access online courses on *Assertiveness* and *Working with Challenging Behaviour*, among others, via lynda.com, the University's online learning resource. This is also accessible via your single sign on. Go to: www.learning.ox.ac.uk/courses/lynda/

Equality and diversity briefing: online course

This practical course is strongly recommended for all University staff. It introduces you to what equality and diversity mean and why they are so important both to the University and to you as an individual. It provides an overview of the legislation, your rights and responsibilities, and guidelines for ensuring that equality and diversity are embedded in your work.

Click to access this online course using your single sign on credentials:

<https://online.learning.ox.ac.uk/login/index.php>



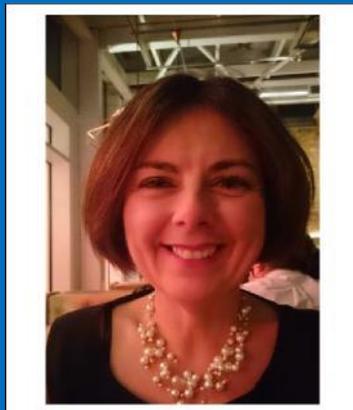
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The University condemns harassment as an unacceptable form of behaviour, and has a service to help staff and students who think they are being harassed in any way.

Support available to you

You can talk to your harassment advisor appointed to the Oncology department (see above).
Contact the University's confidential harassment line and ask for a referral
to someone outside the department Tel. (2)70760 harassment.line@admin.ox.ac.uk

Talk to the OUSU Student Advice Service Tel. (2)88466 advice@ousu.org
For further advice on dealing with harassment visit
www.admin.ox.ac.uk/eop/harassmentadvice
or pick up a leaflet available from Oncology HR