

Respectful **Resolution**

I'VE

WITNESSED

INAPPROPRIATE BEHAVIOUR

**A quick guide for those who think they
have seen inappropriate behaviour**

I have witnessed inappropriate behaviour or bullying

What to do if you think someone else is experiencing inappropriate behaviour or bullying.

Everyone in our Trust has the right to work in a safe, respectful culture, free of abuse, harassment, bullying or other inappropriate behaviour. It can be upsetting to witness poor behaviour. You may be worried for your colleague, confused about what you witnessed, or feel powerless or scared to do anything about it.

You are not alone.

Together we are committed to supporting you to sort this out in a way that helps everyone involved to be heard and move forward.

Poor behaviour affects everyone - witnesses as well as those on the receiving end. It can harm physical and mental health and impact work and home life.

Speak up.

We want you to feel safe and supported to speak up about inappropriate behaviour. Or to ask someone else to speak up on your behalf. Review these steps to find the best way to resolve things.

In many cases it only takes one person to give feedback for poor behaviour to change. Often the person doesn't realise they were doing it, or the impact it was having.

Everyone involved will be treated fairly and with compassion. Our focus is on resolving issues through reflection, feedback and discussion, only using a formal process when appropriate.

The role of your manager is:

- To actively build a safe culture in the team
- To create an environment where people feel safe to talk to each other about issues
- If people raise concerns to respond in a neutral, impartial, fair, professional way, with discretion
- To think about the person before the process
- Provide clarity so everyone involved knows what is happening and what is going to happen.

If you have witnessed behaviour that you don't like, please don't just keep going but say something to someone, so that we can resolve it together.

We have a series of guides to help you which you can find on the intranet. **Start with the 'Overview'** then work through the Respectful Resolution pathway.

Step 1. Creating a safe culture

Your team should have had a discussion about your team culture and what our values and behaviours mean to you. Talk to your manager about this.

Step 2. Reflect

In the moment stay calm, try not to react or take sides. Let people know that you witnessed the behaviour. Check people are OK, and if they would like to talk.

Identify the issue. Focus on the specific behaviour not the person. Then use the flowchart to work out what is going on and think through your options.

Occasionally things happen at work people don't like but if they are done with respect and to help them meet work goals, it may be it is acceptable behaviour.

Talking to someone you trust may help, Freedom to Speak Up Guardian, your manager, a senior person, a Staff Side representative, or HR.

Step 3. Direct Feedback

Speak up there and then if you feel comfortable. Use BUILD to feedback about that specific behaviour only. Do not use inflammatory language. Describe the behaviour and its impact – then listen, hear and talk about what could be different. Learn more about this or practice with our e-learning.

Be kind. Stepping into their shoes helps build empathy. They may not have done it intentionally. Afterwards write down what you saw and heard. Use a Reflection Note so you can accurately remember the specifics. If they change, let them know you noticed, and thank them. Or ask someone else to speak up: your manager a leader or someone else you trust.

Step 4. Supported resolution or

Step 5. Formal process

If the behaviour is repeated despite giving feedback - you or the person experiencing it could ask a manager to lead an informal resolution or register a formal complaint.

Your notes, as you work through your options

Your notes about what you observed and your feelings about it.

Your notes about how you might give feedback to the person demonstrating the behaviour.

What did you hear from them about their perspective; your thoughts about the situation now.

Your notes about your subsequent discussion with the person experiencing poor behaviour.

Your notes about what is happening as a result and possible next steps.

Your notes about how you are feeling and any support you may need.

Further support and guidance

If you feel you need more guidance on what to do next, you can visit the intranet where you can download the following tools and resources:

For you

- Information about our approaches, policies and procedures
- Guidance on what is acceptable and unacceptable behaviour
- Who to speak to for support
- Step-by-step guides walking you through all of your options

For your Team

- Guides and templates to help you discuss and improve team culture
- Roles and responsibilities
- Guide for managers

This is one in a series of guides to support anyone who feels they are experiencing inappropriate behaviour, has witnessed or had an allegation of such behaviour made against them, and for managers dealing with poor behaviours in their teams.



For more assistance accessing these materials or if you have any questions, you can get in touch with the people listed below who can advise you on informal/formal procedures and support you throughout the process.

- HR Advisory Team – ext. 5360 ghn-tr.hradvisory@nhs.net
- Staff Health & Wellbeing Hub ext. 2020 ghn-tr.2020@nhs.net
- Freedom to Speak Up Guardian ghn-tr.speakingup@nhs.net
- Your Staff Side Representative (Trade Union Representative)

Our approach to giving feedback

We use the A Kind Life approach to giving and receiving feedback – including the ABC of Appreciation and the BUILD kinder feedback model. You can learn more about this in the guide to Step 3 of our Respectful Resolution pathway. And in a suite of e-learning tools which you can find on our Learning Management System.

