

Respectful **Resolution**

HELP!

I'M EXPERIENCING INAPPROPRIATE BEHAVIOUR

A quick guide for those who feel they are on
the receiving end of inappropriate behaviour

I'm experiencing inappropriate behaviour

We are sorry you are experiencing this.

Everyone in our organisation has the right to work in a safe, respectful culture, free of abuse, harassment, bullying or other inappropriate behaviour.

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.

Inappropriate behaviour affects different people in different and often significant ways, harming your physical or psychological health and impacting on work and home life.

We want to help you resolve it.

We want you to feel supported, heard and understood, and that there is a fair way to resolve the situation. We want being at work to be a positive experience for you.

You may be worried about the repercussions of coming forward, or even feel responsible in some way. Please be reassured that we take every allegation of inappropriate behaviour seriously and commit to fairly supporting everyone involved.

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
- To provide clarity so everyone involved knows what is happening and what is going to happen.

If you are experiencing behaviour that you don't like, please don't just keep quiet 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 of the approach' guide** then work through the Respectful Resolution pathway to help you resolve things.

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

Talk to someone you trust, to your manager, HR, a senior person, Freedom to Speak Up Guardian, your union representative or Occupational Health.

Identify the issue. Write down what's happening in a behaviours diary. Focus on the specific behaviour not the person. Then you can use the flowchart to work out what is going on and think through your options.

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

Step 3. Direct Feedback

Speak up directly. Use the BUILD approach. Learn more about this or practice with our e-learning programme. Describe the specific behaviour rather than labelling it.

Speak up indirectly. Ask one of the people you trust – noted above – to talk to the person on your behalf.

If the person changes their behaviour, let them know you've noticed the change, and thank them.

Step 4. Supported resolution

Ask your line manager about your options, and for help in resolving the situation informally. This could include a facilitated meeting with the other person.

Step 5. Formal process

If you've tried these options and the behaviour continues, you can request a **formal process**, using the 'Instances of inappropriate behaviour' form.

Your notes, as you work through your options

Your notes and reflections about what is happening, and your feelings.

Your notes about conversations with the person.

Your notes about giving the person feedback, their perspective and their response.

Your notes about changes in their behaviour or how your own perspective might have changed.

Your notes about next steps.

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 is a target of 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.

- [Health & wellbeing pages on the intranet](#)
- HR team
- [Freedom to Speak Up Guardian](#)
elft.freedomtospeakup@nhs.net
Tel: 07436027388
- Occupational Health
elft@teamprevent.co.uk
Tel: 01327 810777
- [Carefirst](#)
Tel: 0800 174 319
- Or contact your Union rep

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.

