



Dignity at Work Policy

Date Approved:

Consultation:

GMB, UNISON, ASCL, ATL, NUT, NAHT, NASUWT and UCAC.

Corporate Leadership Team

PSJCC

Please note that all of our policies are fully inclusive of all staff regardless of age, marriage (including equal/same sex marriage) and civil partnership, disability, sex, sexual orientation, pregnancy and maternity, race, religion or belief, gender identity and gender expression

Version History

Issue Date	Version	Reason for Change	Changed by
Feb 2025	3		R Newell

Contents

Contents

1. Policy Statement.....	3
2. Scope	3
3. Principles	3
4. Equality and Diversity	5
5. The Council's Equality Promise	5
6. Responsibilities.....	5
7. Definitions	7
7.1 Harassment:	7
7.2 Third party Harassment	9
7.3 Bullying	9
7.4 Cyber Bullying	10
7.5 Discrimination.....	10
7.6 Victimisation	11
8. Malicious or Vexatious Complaints	11
9. Reporting and Investigation of incidents	12
10. Informal Resolution	12
11. Formal Resolution	13
12. Right to be Accompanied	13
13. Investigation Outcome Meetings	13
14. Suspension	14
15. Confidentiality.....	14
17. Criminal behaviour	15
18. Advice and Support.....	15

1. Policy Statement

- 1.1 Torfaen County Borough Council is committed to creating and maintaining an environment of positive working relationships within the Council by utilising its policies and procedures that set out the standard of conduct that is expected from all Council employees. This policy can be considered in conjunction with the Council's/Schools' Disciplinary Procedure, Whistleblowing Policy, Code of Conduct and Anti Sexual Harassment Policy 2024.
- 1.2 The Council believes all employees have the right to be treated with, and share a responsibility for treating others with dignity, courtesy and respect in the course of their employment. It is committed to providing a supportive working environment to foster a positive working culture where the diversity of its workforce is respected and valued.
- 1.3 This policy has been developed in line with the Council's zero tolerance approach and sets out the steps we will take to investigate and deal with complaints of bullying (including cyber bullying), harassment, discrimination or victimisation, and how we support those affected.
- 1.4 This policy applies to all Council employees including school-based staff and as such is recommended to school governing bodies for adoption.

2. Scope

- 2.1 This Policy applies to all Council employees and workers.
- 2.2 Council visitors, volunteers, retired staff, suppliers and others will be expected to behave in a manner that is lawful and is not in breach of the principles of this policy, when engaging in activities related to the Council and in the course of their employment.

3. Principles

- 3.1 The Council seeks to promote positive behaviours in the work environment which fully underpin the Council's principal values of being supportive, fair, innovative and effective. It seeks to ensure that behaviours displayed in working relationships and with customers are positive and are displayed in such a way that intentions cannot be misinterpreted and do not cause offence to others.
- 3.2 Employees have the right to work in an environment free from unwanted conduct or inappropriate behaviour and are encouraged to raise concerns where this is occurring. All complaints of bullying, harassment or victimisation will be taken seriously and investigated promptly in line with this procedure.

3.3 It is expected that all Council employees, will ensure that:

- i) Jokes, comments, behaviours, remarks and imagery are not potentially hurtful to others;
- ii) An individual's right to privacy is respected;
- iii) No individual or groups of individuals are subject to discrimination, harassment or victimisation directly or indirectly on the grounds of age, disability, gender re-assignment, marriage, civil partnership, pregnancy and maternity, race, religion or belief, sex or sexual orientation or any other improper grounds, by any requirement or regulations which cannot be fully and legally justified;
- iv) All employees are entitled to be treated with dignity, respect and courtesy;
- v) All employees are entitled to be valued for their skills and abilities;
- vi) Complaints of bullying, discrimination, harassment, victimisation or unacceptable behaviour can be brought without fear of ridicule, reprisal or victimisation;
- vii) Unfair and discriminatory behaviour and failure by management to tackle it will be viewed as a serious disciplinary offence.

3.4 Under the Equality Act 2010, harassment because of someone's age, disability, race, religion or belief, sex, sexual orientation or gender reassignment is unlawful.

3.5 The Act prohibits three types of harassment related to a 'relevant protected characteristic', these are:

- harassment related to a 'relevant protected characteristic'
- sexual harassment – Please see 'Anti Sexual Harassment Policy' for further details.
- less favourable treatment of a worker because they submit to, or reject, sexual harassment or harassment related to sex or gender reassignment.

3.6 'Relevant protected characteristics' are:

1. [age](#)
2. [disability](#)
3. [gender reassignment](#)
4. [race](#)
5. [religion or belief](#)
6. [sex](#)
7. [sexual orientation](#)

3.7 Pregnancy and maternity, and marriage and civil partnership are not protected directly under the harassment provisions. However, pregnancy and maternity harassment would amount to harassment related to sex, and harassment related to civil partnership would amount to harassment related to sexual orientation.

3.8 The Equality Act 2010 requires public bodies to have due regard to the need to:

- eliminate unlawful discrimination, harassment, victimisation and any other unlawful conduct prohibited by the act

- advance equality of opportunity between people who share and people who do not share a relevant protected characteristic
- foster good relations between people who share and people who do not share a relevant protected characteristic
-

4. Equality and Diversity

Torfaen County Borough Council values the positive benefits that a diverse workforce can bring to assisting it achieve its' aims and objectives. A culturally diverse workforce makes the Council better equipped to provide services that benefit the local population. The Council values the difference between individuals in its workforce and recognises that a workforce that is diverse in culture, language and ethnicity that reflects the community it serves and values the wide range of skills, ideas, innovations and talents that diversity of its workforce can bring to enhancing the Council's performance.

5. The Council's Equality Promise

Torfaen County Borough Council is committed to achieving greater equality as an employer and in the performance of all aspects of its business. The Council will ensure that the community we serve and current and potential members of staff have equality of opportunity to access all our services and opportunities. The Council will seek to ensure that no one receives less favourable treatment as a result of possessing a protected characteristic. Where it is evident that there is inequality of treatment or outcome the Council will actively take steps to address such inequality.

We will focus upon identifying the inequality issues within Torfaen and how we will work towards achieving better outcomes for people where there is evidence of inequality in our service provision. We believe all Torfaen citizens can expect to be treated fairly and with respect when using or coming into contact with Council services and we will work closely with the public and our partners to resolve issues where such standards are not evident. Ensuring our services help and support vulnerable people within our communities is an important priority for the Council. We will work towards improving and maintaining our services so they assist and protect the rights of the people and groups covered by the Equality Act.

6. Responsibilities

6.1 Employees

All employees have a responsibility to help create and keep our work environment free of bullying and harassment by:

- 6.1.1 Treating others with respect, dignity and professionalism,
- 6.1.2 Consider how their own behaviour can affect others and make the necessary changes to ensure they don't unintentionally offend.

- 6.1.3 Co-operating with all formal investigations, being open and honest in statements and interviews, and not deliberately withholding any relevant facts or material evidence.
- 6.1.4 Not making pre-judgements or victimising any employee who makes a complaint or who is the subject of the complaint.
- 6.1.5 Speaking out against unacceptable behaviour they may have witnessed.
- 6.1.6 Challenging all forms of discrimination, harassment and victimisation and ensuring the personal dignity of others.

6.2 Line Managers

Line Managers/ School Line Managers are responsible for

- 6.2.1 Ensuring that acceptable standards of behaviour are known by all staff and that their own behaviour is of the highest standard.
- 6.2.2 Making it clear to their team that bullying and harassment will not be tolerated and encourage their team to speak out against unacceptable behaviour they may have witnessed.
- 6.2.3 Advise their team to report any incidents immediately and ensure that appropriate and prompt action is taken to challenge and correct inappropriate and/or offensive behaviour.
- 6.2.4 Managers/School Line Managers who fail to investigate allegations of discrimination, harassment, victimisation or bullying will be subject to a disciplinary investigation.
- 6.2.5 Setting a good example by their own behaviour.
- 6.2.6 Ensuring their reports have undertaken all applicable and mandatory diversity and inclusion training.
- 6.2.7 Supporting employees who raise a concern about bullying, harassment or victimisation, and to any employee who is the subject of a complaint whilst the investigation is on-going
- 6.2.8 Chief Officers/Head teachers are responsible for ensuring that acceptable standards of behaviour are known by all staff and that their own behaviour is of the highest standard.
- 6.2.9 Individuals personally responsible for acts of discrimination, harassment or victimisation may be personally liable to pay compensation and can be prosecuted under criminal as well as civil law.

6.3 The Head of HR will be responsible for:

- a) advising upon the application of this Policy;
- b) maintaining a record of complaints of harassment, discrimination and victimisation;
- c) implementing training within service areas either upon request or where records indicate a training need.

7. Definitions

7.1 Harassment:

- 7.1.1 Harassment, in general terms, 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. Harassment may be persistent or an isolated incident. It is important to remember that it is not the intention of the perpetrator that is key in deciding whether harassment has occurred but whether given the actions or comments by the perpetrator, it is reasonable to consider that the conduct that has taken place would have the purpose or effect of violating people's dignity or creating an intimidating, hostile, degrading, humiliating or offensive environment.
- 7.1.2 **Unwanted behaviour**, that is behaviour that is 'unwelcome' or 'uninvited' related to the protected characteristics; age, disability, race, sex, gender reassignment, religion or belief or sexual orientation which has the purpose of violating a person's dignity or creating for that person an intimidating, hostile, degrading, humiliating or offensive environment. As well as the person being subjected to unwanted behaviour the law extends to a person who is incorrectly thought to have a protected characteristic or who is associated with someone who has that characteristic i.e. someone who is thought to have a disability or someone who experiences unwanted behaviour because of the sexual orientation of a family member
- 7.1.3 If it is the intention of the person carrying out the unwanted behaviour to violate the other person's dignity, or create an intimidating, hostile, degrading or humiliating or offensive environment for them, this will be harassment in itself regardless of how this is interpreted by the individual. If it is not the intention of the person to carry out the unwanted behaviour, it will amount to harassment if it is reasonable to consider that that an environment that violates someone's dignity, is intimidating, hostile or degrading is being, or has been created.
- 7.1.4 Harassment includes unacceptable comments, statements or remarks. It may also take the form of differential treatment. Harassment is often a display of power that undermines, isolates or degrades the victims.

7.1.5 Examples of types of harassment:

Please see the following examples of harassment, however this list is not exhaustive:

Racial Harassment

- abusive language
- stereotyping
- derogatory words and racist “jokes”, racial name calling
- display or circulation of racially offensive written (including e-mails) or visual material including graffiti
- physical threats, assault and insulting behaviour or gestures
- open hostility to employees from the minority ethnic groups, including organised hostility, or unfair allocation of work and responsibilities
- Exclusion from normal workplace conversation and activities, i.e. being frozen out”

Sexual harassment / harassment on the grounds of gender re-assignment

- sexually based derogatory statements
- offensive behaviour
- unwanted and unwelcome sexual attention, verbal or physical
- embarrassing gestures, suggestive remarks
- display of pornographic pictures/calendars
- circulation of sexually explicit material via e-mails

Harassment on the grounds of disability

- jokes about or at the expense of someone’s impairment
- offensive or patronising behaviour
- negative observations or comments about a person’s impairment
- effects of impairment on appearance, behaviour or performance

Harassment on the grounds of sexual orientation

- comments about someone’s perceived sexuality
- anti-lesbian and anti-gay “jokes”
- graffiti
- verbal abuse and innuendo
- threats to make public the fact that a colleague is lesbian, gay, bisexual or transsexual.

Harassment on the grounds of age

- treating someone differently and less favourably because they are perceived to be “too young” or “too old” for certain jobs
- excluding them from social activities
- making derogatory remarks about someone’s age or abilities due to youth or seniority

Harassment on grounds of religion or belief

- making derogatory remarks about someone's beliefs or religious observances, e.g. dress, prayers or fasting,
- making jokes about celebrating religious festivals.
- failure to adapt working practices to accommodate the needs of people who practice a faith, e.g. allowing time for prayer, provision of kosher, halal or vegetarian food at training events

7.2 Third party Harassment

An employer can be held responsible for harassment of a worker by someone who is not employed by them. When a worker has been harassed in the course of their employment, not necessarily by the same person, the employer becomes legally responsible and must take reasonable steps to protect them from further harassment. In such circumstances managers are responsible for ensuring that these reasonable steps are taken.

7.3 Bullying

7.3.1 Bullying may be characterised as offensive, intimidating, malicious or insulting behaviour, an abuse or misuse of power through means intended to undermine, humiliate, denigrate or injure the recipient.

The following are examples of behaviour, which could be construed as constituting bullying, please note the list is not exhaustive:

- Using power or position to coerce others by fear
- Attempting to force others to comply by singling out
- A culture endorsing or ignoring aggressive and intimidating style of management
- Diminution of others, giving public “dressing down”
- Undermining, gradually wearing down, making unreasonable demands
- Having a personal style which is domineering, overbearing, obsessional, reprimanding, disapproving and humiliating
- Using abusive language and aggressive body language
- Name calling and personal insults
- Spreading rumours – often unfounded and malicious
- Criticising excessively and rarely listening to others points of view

7.3.2 Autocratic management styles, work overload, a blame culture or tolerating and/or promoting aggressive behaviour can create an organisational culture of institutional bullying. A bullying culture does not make this behaviour acceptable in any circumstance.

7.3.3 As well as threatening an individual's dignity and being a potential cause of stress, increased absenteeism, employee turnover and unproductive teams and

individuals, a bullying culture can impact on an organisation and its' abilities to achieve its' goals because of the climate of fear that it creates. It may prevent creativity and innovation as individuals or teams are reluctant to try new ways of doing things or put forward new ideas for fear of blame or reprisal.

7.3.4 Both harassment and bullying may range from ignoring someone to physical violence. It may take place with or without witnesses and can be persistent behaviour over a period of time or a one-off act and will broadly fit into one or more of the categories outlined in Appendix (1).

7.4 Cyber Bullying

Cyber bullying is a form of bullying or harassment using electronic means. Examples include:

- Sending offensive e-mails to a colleague or other third party even if it is supposed to be a joke in which a person might be offended by the content of the message or any attachments.
- E-mail threats – as well as a direct threat this could also include relatively inoffensive messages in terms of content but the implied meaning behind the message can constitute a form of bullying.
- Sending aggressive and/or abusive emails to individuals or groups of individuals.
- Posting comments on blogs and social networking sites.
- Copying individuals into emails who do not need to know about the content, particularly in instances where an individual is asked to do something and more senior or junior members of staff are copied in.

The Council's policy regarding appropriate usage of the Council's IT equipment is outlined in the Council's IT Security Policy. There is an expectation that all individuals who use e-mail will follow appropriate etiquette i.e. will communicate in a courteous manner as with any other form of written communication that is written on behalf of the Council.

7.5 Discrimination

Direct discrimination occurs when a person treats another less favourably than they treat, or would treat, others because of a protected characteristic.

7.5.1 You must not treat a person worse than someone else just because of a protected characteristic, and must not do something to someone in a way that it will have a worse impact on them, than on people who do not have that characteristic. Only in circumstances where different actions could be objectively justifiable which could include making a decision or apply a ruling or way of doing things differently, may this be lawful. Where they cannot be objectively justifiable this will be direct or indirect discrimination. An Employment Tribunal will ultimately decide whether a different action is objectively justifiable.

- 7.5.2 Where you know or could reasonably be expected to know that a person is disabled, you must not treat that person unfavourably because of something connected to their disability where you cannot show that what you are doing can be objectively justified. In this case where someone was treated unfavourably it would be discrimination arising from disability.
- 7.5.3 You must not treat a person worse than someone else because they are associated with a person who has one of the following protected characteristics; age, disability, gender re-assignment, maternity, pregnancy, race, religion or belief, sex or sexual orientation.
- 7.5.4 You must not treat a person worse because it is your perception that they have one or more of the following protected characteristics; age, disability, gender reassignment, maternity, pregnancy, race, religion or belief, sex or sexual orientation. This applies regardless of whether or not the perception is correct.
- 7.5.5 In cases of pregnancy or on maternity leave the test is not whether someone was treated worse than someone else, but whether they were treated unfavourably during the 'protected period'. The protected period starts when a woman becomes pregnant and continues until the end of maternity leave, or upon return to work.
- 7.5.6 In the work context, the behaviour outlined in the preceding paragraphs may be considered as either discrimination, harassment, victimisation or bullying if it creates an unacceptable work environment, impairs job performance or adversely affects an individual, including impacting on a person's health and that of their family.

7.6 Victimisation

Victimisation is where a person is treated less favourably than another because they have brought proceedings, given evidence or information, rejected advances or complained about the behaviour of someone who has been harassing, discriminating against, or in some other way intimidating them. All cases of victimisation will be dealt with formally through the Council's/School's Disciplinary Process. Cases should normally be reported to the employee's direct line manager, unless the line manager is the perpetrator, in which case it should be reported to the next line manager in the Service Area's/School's structure. Where employees believe that they cannot report their belief of victimisation within their employing Service Area/School, they have the right to report the matter to the Head of Strategic HR or any employee of the HR Division and to seek advice upon their best course of action. Whilst such a reference will initially be treated in confidence, it will subsequently, and normally with the employee's consent, be discussed with the appropriate Chief Officer/Headteacher before action is taken.

8. Malicious or Vexatious Complaints

It is anticipated that all complaints of bullying, harassment, victimisation or discrimination made under this policy will be based on a belief by the complainant that the allegations made are genuine. Where a complaint is found to be malicious or vexatious the Chief

Officer/Headteacher and/or Chair of Governors reserves the right to take action against that complainant in accordance with the Council's Disciplinary Code/School Staff Disciplinary Procedure.

9. Reporting and Investigation of incidents

- 9.1 The Council recognises the sensitive nature of bullying and harassment. Employees who believe they are being bullied or harassed may wish to discuss their situation before deciding what action to take with their immediate line manager, another manager and/or Trade Union Representative as appropriate.
- 9.2 Where employees seek advice regarding bullying and harassment, or make a complaint, the matter will be treated as confidential. However, depending on the seriousness of the complaint, the Council may have a duty to investigate this formally.
- 9.3 Any anonymous complaints of bullying and harassment received will be investigated. The employee who is the subject of the complaint will be informed that an anonymous complaint has been made and will be interviewed as part of the investigation.
- 9.4 If the report does not come directly from the person being harassed, the nominated investigator will confidentially speak to the person affected and ideally encourage them to report. In cases where individuals are reluctant to report despite encouragement, the investigating manager needs to respect the wishes of the person making the complaint as far as possible however, if the complaint is deemed as of a serious nature, the Council/school may have a duty of care to investigate
- 9.5 Employees who believe they are being bullied and/or harassed are encouraged to report this behaviour at the earliest opportunity. Cases should normally reported to the employees direct line manager, unless the line manager is the perpetrator, in which case it should be reported to the next line manager in the Service Area's/School structure. Where employees believe that they cannot report an issue within their employing Service Area/School, they have the right to report the matter to the Head of Strategic HR or any employee of the HR Division and to seek advice upon their best course of action. Whilst such a reference will initially be treated in confidence, it will subsequently, and normally with the employees consent, be discussed with the appropriate Chief Officer/Head teacher or Chair of Governors if the alleged perpetrator is the Head teacher, before action is taken.

10. Informal Resolution

- 10.1 In some circumstances it may be possible to rectify matters informally. Employees are encouraged wherever possible to seek to resolve issues informally and be prepared to engage in conflict resolution with appropriate support. It is acknowledged that this may not be possible in all cases.

10.2 People are not always aware that their behaviour is unwelcome and an informal discussion can lead to a greater understanding that the behaviour will cease. An individual may feel comfortable with requesting the alleged perpetrator to stop themselves, but if an employee finds this difficult or embarrassing they may ask for the support of an HR representative, their manager, work colleague or trade union representative.

11. Formal Resolution

11.1 An employee complaining of discrimination, harassment or victimisation may ask that their complaint be formally investigated. A meeting will be held with the complainant to discuss the event or events that have taken place. Where the actions, events or words could reasonably be considered to be an act of bullying and/or harassment, discrimination or victimisation the matter will be formally investigated with the alleged perpetrator in accordance with the terms of the Council's Disciplinary Code/School Staff Disciplinary Procedure.

11.2 Wherever possible a written record of any incidents should be kept, including the time, date, place and description of any incident and whether there were any witnesses. It is recognised that some forms of bullying, harassment, discrimination or victimisation are complex and it may be difficult to keep a definitive record of the dates, times and place of any incidents that have taken place and there may be no witnesses. It is however advisable to maintain a record so that if necessary evidence is available should the matter be dealt with formally. Normally, although not always, an employee who has complained of bullying, harassment, discrimination or victimisation will give evidence at a Disciplinary Hearing.

If you wish to make a formal complaint about victimisation, you should submit it in writing to your line manager or the HR Department.

11.3 Employees who are dissatisfied with the way in which their complaint of discrimination, harassment or victimisation has been investigated will have access to the Council's/Schools' Grievance Procedure.

12. Right to be Accompanied

At all stages of the formal process, the employee will have the right to be accompanied by a trade union representative or work colleague of their choice, who shall be able to present matters on their behalf. Requests to be accompanied at the investigatory interview will be accommodated as long as this does not prevent the investigation commencing at the earliest opportunity. Where agreed, employees may be accompanied by a trade union representative or work colleague of their choice,

13. Investigation Outcome Meetings

13.1 At the end of the investigation, the investigation Manager will inform the subject of the complaint whether or not there is a case to answer. Where it has been

established that there is a case to answer, the subject of the complaint may be required to attend a disciplinary hearing.

- 13.2 At the end of the investigation, a meeting will be arranged with the employee who made the initial complaint, where they will be informed what actions the Company has taken to ensure a fair resolution to the complaint and whether it was upheld.

Details of the above process can be found in the Disciplinary Rules and Procedure Document.

14. Suspension

- 14.1 When an employee's misconduct is thought to be sufficiently serious that dismissal may be an outcome of the disciplinary process, or that their presence in the workplace may involve a risk to the safety of others, they may be temporarily suspended from work on full pay.
- 14.2 During this period the employee is not required to attend work, but must remain able to do so, and be available to attend interviews/meetings during normal office hours on request. The investigation will take place as quickly as possible during the period of suspension. Please refer to the Disciplinary Rules and Procedure for further information.

15. Confidentiality

Any discussions relating to matters of bullying and harassment should be treated with the strictest confidentiality. Any employee who makes a formal or informal complaint, as well as anyone who becomes involved in the matter, are required to act with discretion and consideration for all those involved. Any information or documentation shared as part of a complaint investigation, must not be shared with anyone who is not already part of the investigation. Any breach of confidentiality regarding the complaint or any of the details discussed will be regarded as a disciplinary offence.

Records of bullying and harassment be kept by the Company in accordance with the Company's Privacy and Data Protection policy.

16. Mediation

In some circumstances, subject to the agreement of both parties, it may be appropriate for the matter to be dealt with by way of mediation, this will depend upon the nature of the complaint. This involves the appointment of a third-party mediator, who will discuss the issues raised by all of those involved and seek to facilitate a resolution. It may be appropriate at any time in this process for mediation to be utilised, and in particular may be helpful in instances where formal action has been taken and a complaint has been upheld or not upheld, but both the recipient and perpetrator are still in the same working environment and working relationships need to be rebuilt. Employees are encouraged, wherever it is achievable to attend mediation to seek resolution.

17. Criminal behaviour

Certain forms of bullying, cyber bullying and harassment are unlawful and criminal offences. Where an alleged incident may be a criminal offence, the complainant will be encouraged to report the matter to the police at the earliest opportunity. The employee will be supported and the Council/school will also liaise with the Police to enable a fair process for any subsequent disciplinary investigation. Employees who witness any behaviour that may be considered a criminal offence should report the matter to the Company as soon as possible.

18. Advice and Support

Torfaen Council understands that reporting bullying and harassment takes courage and can be extremely stressful. We will ensure that any individuals raising a concern or complaint are given reassurance and support throughout the process. The Council is committed to providing comprehensive support to employees who are the subject of harassment allegations and regardless of the outcome of any investigation. Support may include counselling services and, where appropriate, alternative work arrangements.

The Council will also ensure that employees facing allegations are also provided with the necessary support. They will be treated fairly and consideration given to their privacy and wellbeing throughout any investigation process.

We recognise the stress and emotional impact these situations can have and are dedicated to providing a supportive environment for all employees involved. Your Line Manager or a member of the HR team will be able to signpost employees to relevant services such as occupational health or counselling if appropriate.

Verbal

- Spreading rumours or gossip;
- Unwelcome remarks about a person's age, dress, appearance, race or marital status;
- Jokes, offensive language, gossip, slander, sectarian songs and letters;
- Failing to safeguard confidential information;
- Shouting at and being abusive towards others;
- Being hostile to others;
- Persistent criticism;
- Personal insults;
- Spreading malicious rumours or insulting someone, particular in relation to individuals who hold a protected characteristic;
- Ridiculing or demeaning someone – picking on them or setting them up to fail; and
- Making threats about job security without foundation
- Criticising an employee in front of colleagues and/or members of the public

Non-Verbal

- Removing areas of responsibility without consultation;
- Ignoring someone's views or presence;
- Isolation or non-cooperation and exclusion from social activities;
- Pestering, spying or stalking;
- Exclusion or victimisation;
- Unfair treatment;
- Overbearing supervision or other misuse of power or position; and
- Deliberately undermining a competent worker by overloading them, setting unreasonable tasks preventing individuals progression by intentionally blocking promotion or training opportunities;
- Copying memos that are critical about someone to others who do not need to know;

Physical

- Unwanted physical contact;
- Physically attacking others; and
- Unwelcome sexual advances – touching, standing too close, displaying offensive materials, asking for sexual favours, making decisions on the basis of sexual advances being accepted or rejected.

It is anticipated that all complaints made under this procedure will be based on a belief by the complainant that the allegations made are genuine. Where a complaint is found to be malicious or vexatious the Council reserves the right to take action against that individual in accordance with the Council's/Schools' Disciplinary Procedure.