

## Charlotte Rayner Presentation slides

### Tackling workplace bullying and harassment

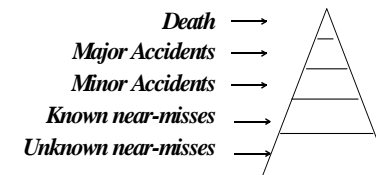
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NASUWT Centre

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Portsmouth Business School

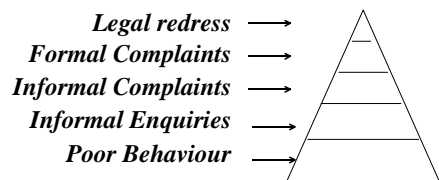
### The session overview

- A schema
- The Amicus/ DTI project & method
- Results
  - The Business Case
  - The Typology
  - The AMOSIS Model
- Where to start tackling WPB/H
  - Diagnosis
  - Sequencing action
- Conclusion

### An overall Schema: Heinrich H&S 1931 Pyramid



### A Schema for B@W: The Event Hierarchy



### DTI/ Amicus study

#### The funders

- Dept of Trade and Industry (DBERR)
- Amicus (Unite)

#### The Task

To tackle bullying and harassment at work

1. Research stage
2. Training design
3. Training with pre- and post- testing

### The research

- 46 interviews on what to do:
    - 12 with sector experts,
    - 34 with orgs; HR or TU, senior and engaged
  - 14 Focus groups with 120+ people: what is B&H, what can individuals do, what can orgs do?
    - 11 general respondents (HR, TUs, managers etc)
    - 3 minority specific; disability, targets, sexuality
- Covering public, private, 3<sup>rd</sup> sector, but almost all large organizations (i.e. not small)

## The Business Case for Action

### 1. Reputation Damage

- a. Media coverage from court appearance
- b. Within local labour market affecting recruitment
- c. To image, affecting sales
- d. Within professional networks affecting standing

### 2. Direct Costs within the Organisation

- a. Sickness absence
- b. Disruption from staff leaving and their replacement costs
- c. Senior staff time on ineffective complaint processes

### 3. Indirect Costs within the Organisation

- a. Lowered morale / productivity
- b. Disruption to productivity

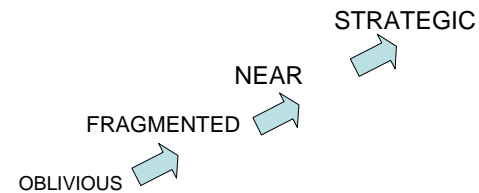
## Data analysis for Action

### 1. Descriptive of the problem:

- Poor definition – policies too generalised
- Management /leadership: selection, role modelling, (in)action on occurrences, confidence to act, lack of support.
- Job targets make it hard to complain & get colleagues' support, hard to act – distraction from the task.
- Remote HR, TU & HR geared to formal
- Legal and formal complaint = failure ... Change Event H

### 2. Descriptive of organisations at stages (see h'out)

## Typology: 4- Stage progression



## 4- Stage progression: outputs

1. OUTPUTS	OBLIVIOUS	FRAGMENTED	NEAR	STRATEGIC
Incidence of B&H	High, maybe measured	High, maybe measured	Medium	Low
ROI for intervention measures	None	None	?sickness exit. OK reputation	Costs avoided + retention, + reputation
Legal cases	Few major cases, org often found at fault.	Cases scattered, org often found at fault.	Cases scattered; org sometimes found at fault.	Few cases; org rarely found at fault.
Employee exit/ Redeployment	High	High	Reducing	Low
Employee LT sickness	High	High	Reducing	Low
Early retirements	High	High	Reducing	Low

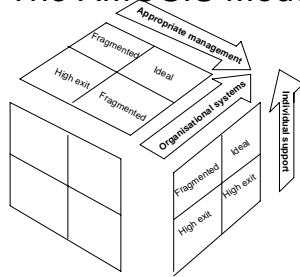
## 4- Stage progression: inputs

2. INPUTS	OBLIVIOUS	FRAGMENTED	NEAR	STRATEGIC
Mindset on bullying and harassment	Accepted within culture thus no problem	Concern, but overall passive approach	Active concern but accept weaknesses in own system	Strategic with monitoring/ change. Proactive.
Whose problem?	No Problem	Individuals	Individuals	Organization
Tolerance	Complete – part of job	High, 'people can complain'	Exceptions allowed (low)	Zero tolerance, no exceptions
M'gt selection & training	Task orientation. No real training.	Task orient. Training unlikely.	Task + people orient. some training & ment.	High people + task. Ment for managers.
Managers promoted on	Achievement of task	Achievement of task	People Mgt included but not too important.	Tasks achieved through people.

## Developing a Model

- We needed to get underneath to reveal positive dynamics
- Found 3 categories affecting acceptance
- Combined into the AMOSIS Model
  - Appropriate Management (AM)
  - Organisational Systems (OS)
  - Individual Support (IS)

## The AMOSIS Model



## The Best Result

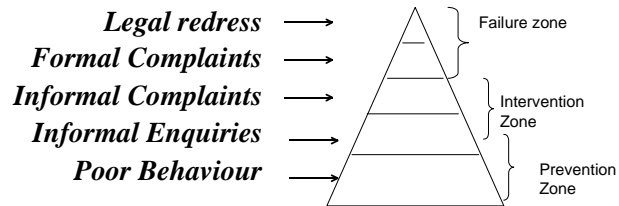
The excellent orgs used data in a classic Risk Management approach:

- Findings were taken seriously and acted on
- Org-as-problem enabled no-blame approach, de-personalised problem and solution (popped the energy) – fast solution as no avoidance.
- Employees taken very seriously, the HR capital argument accepted as crucial. We must stay on top of all negative issues.... Systems.

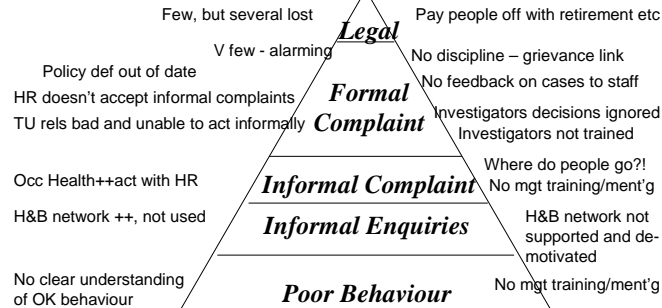
## Starting to tackling bullying and harassment

1. Diagnosis: Start involvement here....
  - Get metrics
  - Get views
  - Do not over-impose structure
  - LISTEN – It won't be comfortable
  - Then use Hierarchy .....

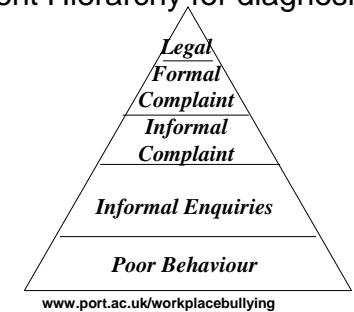
## Your Event Hierarchy



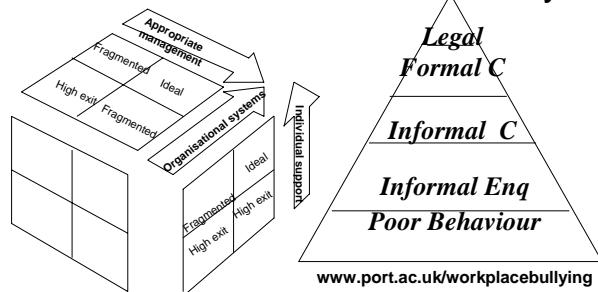
## Event Hierarchy Diagnosis



## Event Hierarchy for diagnosis



## AMOSIS Model Event Hierarchy



## 2. Sequencing Action – internal first

1. Sort out definitions; policy and practical
2. Work through your willingness to discipline (worst case)
3. Strengthen formal complaints: System process/tracking, Support/training for those involved, and Management
4. Strengthen policy with supporters; B&H advisors, Occ Health Trade unions etc. & allow them time to work on their AMOSIS aspects
5. Work out the informal complaints AMOSIS
6. Train managers (mandatory and don't stop)
7. Launch with awareness raising => monitoring/ review

## 3. Action – delivery last

- Train managers (mandatory and don't stop)
- Launch with awareness raising
- Get feedback on cases (no names) to staff
- Monitor: The data gets easier!
- Review annually
- Survey annually
- Embed until this is second nature

## Suggestions for you

- Assemble a group: HR/ TUs/ Occ health/ Finance/ helping agencies etc.
- Assess the organisation on the typology (to surface problem areas)
- Assemble your metrics – probably variegated
- Work as a team! Be persistent! 3 yrs min!
- Sequence – credibility is lost in a second..

## Conclusion

- Bullying and harassment can be tackled
- It needs genuine commitment
  - From top management, throughout org
  - Employees take their cues from management (in) action
- Tackling B&H costs money
- Tackling B&H saves money
- It's worth it!

## THANK YOU

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Report at

[www.port.ac.uk/workplacebullying](http://www.port.ac.uk/workplacebullying)