

HUMAN RESOURCES

- Foster a positive culture for working, studying and living which supports freedom of thought and expression within the law, and within a framework of respect for the rights of other people.
- Promote an enabling and inclusive environment where all individuals are treated with dignity and respect, free from bullying, harassment and discrimination.
- Ensure that allegations of bullying, harassment and discrimination are taken seriously, and dealt with promptly and with due sensitivity.
- Set out the framework for raising, addressing and resolving concerns about individual and/or organisational behaviour. See Annex A and Annex B.

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2.1 This policy applies to all staff and students of the University and relates to both individual and collective activities and dealings with others in the University. It also extends to those who provide services to us, and to visitors to our campus.

2.2 This policy also applies to the behaviour of members of the University of Sussex community when operating in a professional capacity off-campus (e.g. at a conference, at a sporting event) and online (e.g. in email, on [social media](#)).

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3.1.1 As members of the University community we all have a responsibility to:

- Demonstrate dignity and respect in our interactions with individuals and groups.

3.2.1 In addition, managers of staff and others with responsibility for areas of work or study have:

- A responsibility to take the lead in promoting a culture of dignity and respect.
- A duty to take timely, relevant action to resolve concerns, either informally or formally.
- Complete [online training on Diversity in the Workplace](#), Unconscious Bias, and Recruitment and Selection.

3.3.1 Expectations of the University as an employer and provider of education will be to ensure that:

- We foster a positive culture for working and studying which permits freedom of thought and expression within a framework of dignity and respect.
- We create a framework through which complaints of harassment, bullying or discrimination are

4.5 The Dignity and Respect Policy is designed to:

- Make clear that Dignity is a fundamental right of all people and that it is the responsibility of all people to respect the dignity of others.
- Foster a positive culture for working, studying and living which supports freedom of thought and expression within the law, and within a framework of respect for the rights of other people.
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It involves behaviour that is unacceptable to the recipient and creates an intimidating, hostile or offensive environment for work, study or related social activities.

Bullying may consist of a single incident, sporadic events or a continuing process. Behaviour that may appear trivial as a single incident can constitute bullying when repeated.

Not all harassment is bullying, but bullying is always deliberate; someone may demonstrate bullying behaviour without intending to. Whichever form it takes it will often cause embarrassment, fear, humiliation or distress to an individual or group of individuals.

Bullying may be by an individual against another individual (perhaps by someone in a position of authority such as a manager or tutor) or groups of people (perhaps a person will act in a bullying manner towards several colleagues). Similarly, a group of people may also be responsible for bullying behaviour towards an individual (for example, if a group of staff members act in a way that leaves an individual feeling isolated or excluded). People in positions of authority can be bullied by those who are not (for example, staff may be bullied by students).

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Where they feel able to, the employee should make clear to the person causing the offence that their behaviour is unacceptable to them, making reference to this Dignity and Respect policy. In many instances, this can be sufficient to bring an end to that behaviour.

The employee should keep behaviour under review and make a note of any incidents of concern.

If the employee themselves does not feel able to raise their concerns directly with the person causing the offence, they may wish to seek advice and guidance from another person.

- This could be their manager or another manager, [an HR Business Partner](#), or a Trade Union representative.
- Alternatively, the University has a network of trained [Dignity Champions](#).
- Or the employee could access the [Employee Assistance Programme](#).

This other person will outline and offer advice on the different ways of dealing with the matter informally, which may include:

- Further informal discussion with the person causing offence
- Resolution with the assistance of a third party or formal mediation.

Whilst these people can provide impartial advice and guidance, the employee concerned will be expected to make the decision about which route to follow and take responsibility for progressing with their desired actions.

Where informal action is taken, resolution might take the form of an apology and / or an undertaking by the person causing offence not to repeat the behaviour.

Raising a Formal Complaint. See [Flowchart B](#)

If the problem has not been resolved by informal means, or the employee feels it cannot be resolved through informal means, then they may submit a formal complaint.

- If the complaint relates to another member of staff then this should be submitted as a grievance in line with the University's [Grievance Policy and procedure](#)
- If the complaint relates to the conduct of a student then this will be taken forward by the

Students are encouraged, where possible, to resolve concerns informally. See [Flowchart C](#).

Where they feel able to, the student should make clear to the person causing the offence that such behaviour is unacceptable to them, making reference to this Dignity and Respect policy. In many instances, this can be sufficient to bring an end to that behaviour.

The student should keep behaviour under review and make a note of any incidents of concern.

If the student does not feel able to resolve the matter themselves at an early stage, they may wish to seek advice and guidance from another person.

- Seeking advice and support from the [Student Support Officer](#), [Student Support Services](#), or a [student representative](#)
- Accessing [student support services](#)
- Alternatively, it could be an independent member of staff in their School such as the Director of Student Experience (DOSE).

This other person will outline and offer advice on the different ways of dealing with the matter informally, which may include:

- Facilitating further informal discussions
- Mediation with the assistance of a third party (for a complaint about the University or staff conduct)
- [Complaints Procedures](#) (for matters involving staff conduct for example)
- Where a complaint is by one student against another student, informal steps under the Student Discipline procedure.
- Restorative Justice (for a matter involving another student).

Whilst these people can provide impartial advice, the student concerned will make the decision about which route to follow and take responsibility for progressing with their desired actions.

Where informal action is taken, resolution might take the form of an apology and / or an undertaking by the person causing offence not to repeat the behaviour.

Raising a Formal Complaint. See [Flowchart D](#).

If the problem has not been resolved by informal means, or the student feels it cannot be resolved through informal means, then they may submit a formal complaint.

- If the complaint relates to the conduct of a member of staff, this should be submitted as Level 2 complaint through the [Student Complaints Procedure](#) on submitting a complaint.
- If the complaint relates to the conduct of another student, a student can formally report an allegation of student misconduct under the [Student Disciplinary Procedure](#)

Reporting concerns to Police (harassment or potential Hate Crime). Where a student is the victim of harassment and considers that their safety is at risk, they are advised to report the matter to the Police. Where a person other than the victim identifies behaviour

Police, they are asked to inform the Un

We do not allow intimidating or threatening behaviour, language and tone of language. Persons in authority may not abuse their position by assuming a threatening or intimidating style (e.g. ignoring people who are waiting to contribute to the meeting or seminar, cutting people off whilst they are speaking in a disrespectful way, aggressive questioning, being dismissive of them and their suggestions, publically disparaging or criticising performance, excluding relevant people from departmental plans and communications).

It is not acceptable to undermining a member of staff through, for example, unfair work allocation, persistent unjustified criticism, public criticism, raising issues in meetings which could or should have been raised more appropriately with the individual directly. Allocating staff unreasonable workloads that require an individual to work excessive hours for sustained periods, or scheduling work without due consideration of the need for meal breaks is not acceptable.

Staff must be afforded equal opportunities for development or promotion and be given due consideration and/or explanation of refusal to reasonable requests covered by University of Sussex policy, such as flexible working / lea

[Grievance Procedure](#) (Regulation 30)

[Disciplinary Procedure](#) (Regulation 31)

[Harassment and Bullying at Work](#)

[Social Media Guidelines and Tips](#)

[Policy on Definitions of Violence](#)

Online training - www.sussex.ac.uk/organisational-development/online

[ACAS Disability discrimination: key points for the workplace](#)

[ACAS case studies of handling Bullying and Harassment](#)

<https://www.acas.org.uk/index.aspx?articleid=1580><https://www.acas.org.uk/index.aspx?articleid=1580>

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