

DIGNITY AT WORK:

Survey Report



Dignity at Work Survey Report

The very least any worker should expect is 'Dignity at Work' and yet unacceptable behaviour, bullying and harassment show themselves in the workplace all too frequently.

The Not for Profit Sector is not exempt from the issue of unacceptable behaviour. In fact one of the most frequent issues that Unite representatives and Officers deal with in the Sector appertains to bullying in one form or another.

It is well documented that 1 employee in every 5 will experience bullying at some point in their working lives and the outcome of this can be devastating. Many remain scarred from their experiences; others have to move from their job, whilst most will testify that it has resulted in ill health, distress and an adverse impact on their personal and family lives, not to mention their work.

It is also our experience that employers in the Not for Profit Sector struggle to manage unacceptable behaviour appropriately and expeditiously, causing further distress to the targets of such behaviour.

Unite is leading the way in reversing these trends. From drawing on the experience of our members and representatives, progressive employers and that of international experts, Unite has spearheaded the drive to secure dignity at work for all.

This survey has highlighted how serious these issues are in the Not for Profit Sector and how much work still needs to be done to guarantee every worker dignity at work.

Rachael Maskell
Unite National Officer
Community and Not for Profit Sector

Executive Summary

Unite Amicus section conducted the following survey on the prevalence of bullying and harassment in the Community and Not for Profit Sector.

KEY FINDINGS:

- 43% thought that they had been subject to harassment or bullying in their workplace over the last 2 years.
- 61% felt that unwelcome behaviour had negatively affected their mental health.
- 49% felt that unwelcome behaviour had negatively affected their physical health.
- 67% felt that unwelcome behaviour had negatively affected their private and social life.
- 63% felt that unwelcome behaviour had negatively affected their work and work life.
- 38% of organisations had a specific Dignity at Work policy and procedure.
- 29% of organisations had a specific Bullying and Harassment policy and procedure.
- 22% thought that their organisation did not encourage equality and diversity.

Introduction

Unite is campaigning to combat all forms of bullying, harassment and unacceptable behaviour in the workplace. With the support of the Dignity at Work Partnership between the Union and the Government, Unite has been encouraging organisations to take a zero tolerance approach.

Despite its kindly image, the Not for Profit Sector is not exempt from bullying issues. Unite finds that many workplaces have developed a culture where unwelcome behaviour, bullying and harassment are prevalent.

As a union, we are about changing cultures, and improving the working lives of our members. It is therefore our endeavour to promote positive behaviour, dignity and respect in every workplace. Every employee should come to expect this from both their employer and colleagues.

The Dignity at Work Project can prove that there are real benefits to be gained through adopting and implementing best practice policies and procedures that create a more effective working environment.

These benefits include:

- Improvement in working relationships and increased levels of trust
- Reduced employee turnover and higher retention rates
- Higher quality productivity
- Ethical and socially responsible management practices
- Improved customer loyalty
- Enhanced well-being of employees and healthier working climates

We want every representative to join in this campaign, to ensure that their workplaces have done all they can to combat bullying.

The harmful effects of bullying behaviour on organisations and individuals should not be underestimated. They include:

- An increase in absenteeism and ill-health
- Loss of trained, experienced employees and an increase in recruitment costs
- Ineffective management processes and an increase in poor management styles
- Unhealthy working climate and elevated conflict in teams
- Loss of management time
- Poor customer service
- Poor industrial relations
- A rise in expensive employment tribunal claims
- Loss of public image and reputation damage.

Unite is therefore championing the cause of Dignity at Work for all its members.

This survey was designed to assess the levels of bullying and harassment experienced by members in the Community and Not for Profit Sector of Unite.

The intention was to understand the extent to which members had experienced unwelcome / unwanted behaviours in the workplace, which are the types of behaviours we normally associate with harassment and bullying.

Methodology and Sample

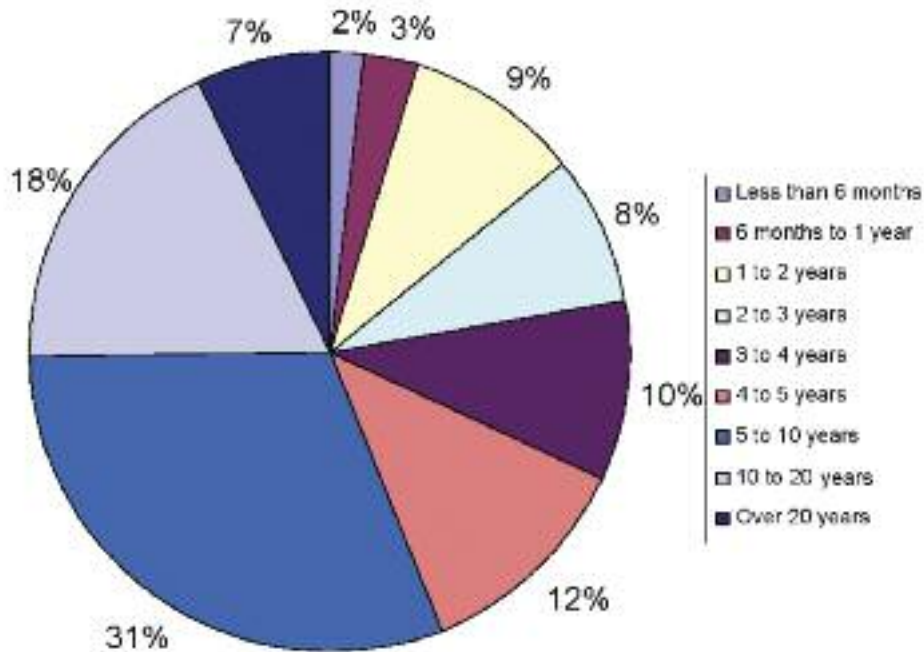
The survey questionnaire was sent via email to 522 workplace representatives with the request that they forward the survey on to their members. A link was also placed on the Unite Amicus section website. This resulted in 335 responses from 60 organisations in the sector.

ORGANISATIONS

Responses came from members from a wide range of organisations including charities, professional bodies, housing associations and others.

They also came from a range of different sized organisations, although no correlation could be drawn between organisational size and the propensity of unacceptable behaviour.

Figure 1: How long have you been with your current employer?



Well over half of those that responded to this survey had been with the same employer for over 5 years. A sizable number (18%) have been with the same employer for more than 10 years.

| Figure 2: How long have you been with your current employer? | 331 | |
|---|------------|--------|
| Less than 6 months | 6 | 1.8 % |
| 6 months to 1 year | 10 | 3.0 % |
| 1 to 2 years | 31 | 9.4 % |
| 2 to 3 years | 27 | 8.2 % |
| 3 to 4 years | 32 | 9.7 % |
| 4 to 5 years | 39 | 11.8 % |
| 5 to 10 years | 102 | 30.8 % |
| 10 to 20 years | 60 | 18.1 % |
| Over 20 years | 24 | 7.3 % |

Unwelcome behaviour

The terms 'bullying' and 'harassment' are often misused and a failure to clearly define can lead to confusion, misunderstanding and conflict between all of the parties involved.

Behaviours associated with bullying and harassment are often subtle in nature, may seem very trivial when viewed in isolation and tend to take place without witnesses. This makes it far more difficult to prove as it tends to be regarded as people's subjective interpretations of events.

Throughout this survey Unite attempted to focus mainly on 'unwelcome behaviour' rather than make a formal judgement whether the behaviour could be interpreted as harassing and bullying behaviour. Figure 5 shows the prevalence of different sorts of unwelcome behaviour.

| Figure 3: Have you ever experienced any of the following unwelcome behaviour at work? (please tick all that apply) | 309 | |
|--|------------|--------|
| My views and opinions were ignored | 115 | 37.2 % |
| I was unfairly/constantly criticised | 96 | 31.1 % |
| I was subject to sarcastic/teasing remarks | 90 | 29.1 % |
| I was shouted at and subjected to temper tantrums | 78 | 25.2 % |
| I was unfairly overburdened with work | 72 | 23.3 % |
| I was intimidated by aggressive body language/ invasion of my personal space | 65 | 21.0 % |
| I was subject to malicious gossip/rumour/allegations | 63 | 20.4 % |
| Some of my key responsibilities were taken away without consultation | 62 | 20.1 % |
| I was made to work below my level of competence | 56 | 18.1 % |
| I was deliberately given misleading information or information was deliberately withheld | 53 | 17.2 % |
| I was given unrealistic targets/deadlines | 53 | 17.2 % |
| My work was excessively monitored | 52 | 16.8 % |
| My work was sabotaged and interfered with | 51 | 16.5 % |
| I was subject to unfair appraisals/performance reviews | 42 | 13.6 % |
| Memos/emails/reports/comments that were critical of me were passed on and copied to those in higher authority or who didn't need to know | 39 | 12.6 % |
| I was unfairly threatened with disciplinary action | 39 | 12.6 % |
| I was ignored by my colleagues/given the silent treatment | 38 | 12.3 % |
| I was excluded from anything to do with the running/ operation/working/management of the team/office/ department/function | 37 | 12.0 % |
| I was subject to offensive remarks about my private life/beliefs/attitudes | 34 | 11.0 % |
| I was denied the induction/training/supervision/ equipment necessary to do my job | 34 | 11.0 % |
| It was suggested that I resign/move job | 34 | 11.0 % |
| I was excluded from social occasions | 26 | 8.4 % |
| I was coerced into working over and above my contracted hours | 26 | 8.4 % |
| I was unfairly punished/disciplined | 23 | 7.4 % |

| | | |
|--|----|--------|
| I was coerced into not taking/denied from taking contractual/legal entitlements e.g. holidays, sick leave, compassionate leave, time off in lieu, carer's leave etc. | 20 | 6.5 % |
| I was called offensive names/nicknames | 16 | 5.2 % |
| I was subject to obscene and offensive pictures/graffiti/emblems/flags/language/materials/gestures/email/screen savers/text messages etc. | 12 | 3.9 % |
| I was threatened with physical abuse/violence | 10 | 3.2 % |
| I was the subject of constant practical and verbal jokes | 7 | 2.3 % |
| Other, please specify | 27 | 8.7 % |
| None | 91 | 29.4 % |

Figure 3 shows that about 70% of respondents had experienced some unwelcome behaviour at work. Unwelcome behaviour is always a serious concern however as they stand the survey results do not provide enough information to judge the seriousness of these experiences.

There are a small minority that claimed to have experienced between 10 and 24 of the options above. This is a good indication that these people are not being treated with dignity at work.

Perpetrator

Figure 6 shows that the majority of those people reporting unwelcome behaviour attributed that behaviour to someone in a position of authority over them. This is corroborated by Figure 7 which shows that a large majority (83%) of those that claimed to have experienced unwelcome behaviour attributed it to an individual.

Bullying and Harassment often happen when there is an unequal balance of power between the two individuals or groups in a conflict situation.

| Figure 4: Who was responsible? | 271 | |
|--|------------|--------|
| Director(s) | 42 | 15.5 % |
| Manager(s)/supervisor(s) other than your line manager(s)/supervisor(s) | 81 | 29.9 % |
| Your line manager(s)/supervisor(s) | 118 | 43.5 % |
| Colleague(s) | 75 | 27.7 % |
| Individual(s) that you manage | 21 | 7.7 % |
| Client(s) or customer(s) | 26 | 9.6 % |
| Male | 69 | 25.5 % |
| Female | 79 | 29.2 % |
| Not applicable | 56 | 20.7 % |
| Other, please specify | 13 | 4.8 % |

| Figure 5: Was it by an individual or a group? | 270 | |
|--|------------|--------|
| Individual | 163 | 60.4 % |
| Group | 33 | 12.2 % |
| Not applicable | 74 | 27.4 % |

Duration and Frequency

Most definitions of bullying and harassment refer to the duration and frequency of the behaviour. Isolated or occasional incidents of negative behaviour are not normally defined as bullying, even though they should still be regarded as unacceptable.

| Figure 6: How long have you been subject to such unwelcome behaviour? | 264 | |
|--|------------|--------|
| Never | 63 | 23.9 % |
| Under 1 month | 16 | 6.1 % |
| 1 to 3 months | 20 | 7.6 % |
| 3 to 6 months | 25 | 9.5 % |
| 6 months to a year | 38 | 14.4 % |
| 1 to 2 years | 38 | 14.4 % |
| Over 2 years | 64 | 24.2 % |

| Figure 7: How regularly have you experienced such unwelcome behaviour? | 259 | |
|---|------------|--------|
| Daily | 15 | 5.8 % |
| More than once a week | 37 | 14.3 % |
| Weekly | 33 | 12.7 % |
| Monthly | 47 | 18.1 % |
| Rarely | 65 | 25.1 % |
| Never | 62 | 23.9 % |

Figure 6 shows that a significant number (53%) of respondents who had been experiencing unwelcome behaviour had so for over 6 months. At the same time Figure 7 shows that about 34% had experienced the behaviour on a weekly or more regular basis.

Bullying and Harassment

It is common for the two concepts of harassment and bullying to be viewed as the same phenomenon. However, though they may be similar in terms of impact and underlying principles, and always involving some abuse of power, they are different in other respects.

The key difference is that harassment focuses on an individual or groups' social identity i.e. their gender, ethnicity, sexuality etc. There is no such focus with bullying. Another key difference is that in contrast to the generally subtle, persistent and long term nature of behaviours associated with bullying, a single gross act, say of a sexual or racist nature, can be regarded as harassment.

There are also a number of different definitions of what constitutes Bullying and Harassment but for the purposes of this survey Unite used the following:

HARASSING BEHAVIOUR: "Harassment, in general terms, is unwanted conduct affecting the dignity of men and women in the workplace. It may be related to age, sex, race, disability, religion, sexual orientation, nationality or any other personal characteristic, and may be persistent or an isolated incident. The key to this is that the actions or comments are viewed as demeaning and unacceptable to the recipient." ACAS

BULLYING BEHAVIOUR: “Bullying can take many forms. It is generally accepted as unwanted behaviour that offends, persecutes or excludes someone. It includes treating individuals in a demeaning and unacceptable way and can be intimidating, malicious or insulting, or a misuse of power to undermine, humiliate, threaten or cause injury. Harassment is usually seen as constant interference or intimidation that violates people’s dignity or creates a hostile or degrading environment.” *Dignity at Work Partnership: “Beat bullying in the workplace” guide, 2007*

When asked directly whether they had been subject to any harassment or bullying in their workplace over the last 2 years 43% of respondents said yes.

| | | |
|--|------------|--------|
| Figure 8: Referring back to the definitions above would you say that you have been subject to any harassment or bullying in your workplace over the last 2 years? | 259 | |
| Yes | 142 | 43.4 % |
| No | 185 | 56.6 % |

This is an extremely high figure and would be an absolute scandal for the sector. This result however should be treated with some caution. As a subjective assessment claims of bullying and harassment always should be properly validated and investigated. The respondents are also a self selecting sample of mainly union representatives which may skew the results.

A rough analysis of this result can be made by making a simple comparison of those claiming to have experienced bullying and harassment over the last two years with those that have experienced unwelcome behaviour weekly or more regularly for more than 3 months.

This comparison shows that 78% of those who have experienced regular unwelcome behaviour over a significant period claim to have been bullied or harassed (although the sample is only 71 respondents).

For those that have been recipients of unwanted behaviour, it is important to know what you need to do. Your organisation may have a Dignity at Work policy, however first we would advise you to speak to a trade union representative. If you are not a member of a trade union, you should seriously consider joining.

Here are some basic steps:

1. Seek immediate advice from your trade union representative who will be able to tell you if your employer has a policy on bullying.
2. Keep a record of all incidents – log date and details and write down how you felt and how you dealt with each incident.
3. Try to get witnesses to bullying incidents and avoid situations where you are alone with the bully.
4. Talk to colleagues and see if they are experiencing the same treatment as you.
5. If you are feeling unwell or suffering from stress, see your GP and tell him/her what is happening to you at work. Follow medical instructions and get signed off if necessary.
6. If counselling is available at work, make an early appointment to talk through your experience.
7. Get support from your friends and family, making sure that you do not become isolated outside of work.

CONSEQUENCES OF UNWELCOME BEHAVIOUR

Unwelcome behaviour can lead to stress. Numerous studies have documented the negative effects of stress on physical and mental health, social and personal life and the quality of a persons work.

The Health and Safety Executive estimates that a total of 12.8 million working days are lost to stress, depression and anxiety each year. Similarly research from the Department of Health indicates that the cost of sickness absence for stress is more than £5 billion a year and it is estimated that bullying, a major cause of stress, costs the UK economy £1.3 billion a year.

It is therefore also in an employer's interest to take unwelcome behaviour seriously.

The tables below show that 61% of respondents felt that unwelcome behaviour had negatively affected their mental health, 49% felt that unwelcome behaviour had negatively affected their physical health, 67% felt that unwelcome behaviour had negatively affected their private and social life and 63% felt that unwelcome behaviour had negatively affected their work and work life.

| Figure 9: Has unwelcome behaviour at work ever affected your physical health? (please tick all that apply) | 308 | |
|---|------------|--------|
| No | 157 | 51.0 % |
| I developed skin complaints | 23 | 7.5 % |
| I developed stomach complaints | 44 | 14.3 % |
| I developed bowel/urinary complaints | 22 | 7.1 % |
| I suffered from increased minor health complaints e.g. colds | 49 | 15.9 % |
| I suffered from anxiety and panic attacks | 74 | 24.0 % |
| I suffered from headaches/migraine attacks | 62 | 20.1 % |
| Other | 39 | 12.7 % |

Other comments included experiences of insomnia, depression, hypertension, pains in chest, high blood pressure, stress, shingles, seizures, physical sickness and tension as well as one person suffering a miscarriage, one developing diabetes and one osteoporosis.

| Figure 10: Has unwelcome behaviour at work ever affected your mental health? (please tick all that apply) | 317 | |
|--|------------|--------|
| No | 124 | 39.1 % |
| It affected my confidence | 143 | 45.1 % |
| I became irritable | 71 | 22.4 % |
| I became depressed | 100 | 31.5 % |
| I became withdrawn | 65 | 20.5 % |
| I became obsessive | 28 | 8.8 % |
| I felt a lack of control | 90 | 28.4 % |
| I had suicidal thoughts | 21 | 6.6 % |
| Other | 24 | 7.6 % |

Other comments included experiences of stress, paranoia, lack of self belief, depression, anger, affected ability to trust, panic attacks while one person reported suffering a break down and taking over 20 weeks off work.

| Figure 11: Has unwelcome behaviour at work ever affected your private and social life? (please tick all that apply) | 312 | |
|--|------------|--------|
| No | 135 | 43.3 % |
| It affected my personal/private relationships | 76 | 24.4 % |
| It affected my family life | 66 | 21.2 % |
| It increased my alcohol/tobacco consumption | 62 | 19.9 % |
| It affected my sleeping patterns | 145 | 46.5 % |
| It affected my eating patterns | 66 | 21.2 % |
| Other | 9 | 2.9 % |

Other comments included experiences of low confidence, stopping socialising and it impacting on family members.

| Figure 12: Has unwelcome behaviour at work ever affected your work and work life? (please tick all that apply) | 318 | |
|---|------------|--------|
| No | 119 | 37.4 % |
| I had to take time off work | 61 | 19.2 % |
| It made me worry about coming to work | 141 | 44.3 % |
| It made me less productive at work | 115 | 36.2 % |
| It reduced the quality of my work | 86 | 27.0 % |
| It made it harder for me to work with others | 80 | 25.2 % |
| It made me move jobs | 26 | 8.2 % |
| Other | 11 | 3.5 % |

Other comments included experiences of questioning the quality of their work, difficulties in concentration, paranoia and in some cases resignation from their job.

If you are experiencing any of these issues, please make sure that you seek appropriate support from your trade union representative, your GP, counselling services, as well as family and friends.

Equality

Equality issues are often used as the focus for unwelcome behaviour. It is common for a victim of bullying or harassment to have aspects of their identity, background, appearance or abilities linked to the behaviour. It is therefore crucial that organisations do everything possible to promote tolerance and diversity in their workplaces.

The survey attempted to gauge the perceptions of equality policy in numerous organisations. Figures 13-15 show that in the vast majority of cases members felt that staff were treated equally.

| Figure 13: Does your organisation treat its staff equally regardless of? | 248 | |
|---|------------|--------|
| Age | 220 | 88.7 % |
| Gender | 224 | 90.3 % |
| Race/ethnicity | 218 | 87.9 % |
| Religious belief | 220 | 88.7 % |
| Sexual orientation | 224 | 90.3 % |
| Disability | 204 | 82.3 % |

| Figure 14: Do you think individual differences are represented and valued with regard to? | 198 | |
|--|------------|--------|
| Culture | 181 | 91.4 % |
| Working styles | 131 | 66.2 % |
| Background | 158 | 79.8 % |
| Ideas | 129 | 65.2 % |

| Figure 15: Do you think your organisation encourages equality and diversity? | 323 | |
|---|------------|--------|
| Yes | 251 | 77.7 % |
| No | 72 | 22.3 % |

If members think that their organisation is not treating people equally or does not encourage equality and diversity they should immediately contact their regional office to seek advice. Unite will work to bring about appropriate policies and procedures appertaining to dignity at work, including diversity policies to guard against any form of discrimination, as well as provide the individual support.

Taking Action

It is crucial that people experiencing unwelcome behaviour take action to challenge this behaviour. Talking to your trade union representative can help clarify the cause of action that should be taken. Sometimes an informal approach can be as helpful as a formal route to restitution of the issue. Unite advises that you do not proceed in isolation.

Family and friends can provide a good source of support, as can other colleagues in the workplace. It will be different for everyone. One thing is clear, if nothing happens, then the situation cannot be expected to resolve itself, and therefore intervention of some kind is normally recommended. If going through any procedure or even when discussing this with HR or a line manager, it is advisable to have a representative with you.

When targeted with unacceptable behaviour, and under the pressure that such action against you can bring can cause you to react to things a different way. Having someone by your side can make all the difference.

| Figure 16: If you have experienced any unwelcome behaviour what did you do about it? (please tick all that apply) | 305 | |
|--|------------|--------|
| Nothing | 28 | 9.2 % |
| I confronted the perpetrator alone | 52 | 17.0 % |
| I confronted the perpetrator with support (please specify e.g. colleague, union rep, manager, HR) | 41 | 13.4 % |
| I spoke with my union/staff association representative | 66 | 21.6 % |
| I spoke with someone in the HR (Personnel) department | 56 | 18.4 % |
| I spoke with a senior manager/supervisor | 65 | 21.3 % |
| I spoke with my line manager/supervisor | 83 | 27.2 % |
| I spoke to my colleagues | 102 | 33.4 % |
| I spoke to family/friends | 120 | 39.3 % |
| I spoke to my G.P. | 66 | 21.6 % |
| I made an informal complaint | 41 | 13.4 % |
| I made a formal complaint | 30 | 9.8 % |
| I sought legal advice | 21 | 6.9 % |
| I contacted an external agency/helpline | 17 | 5.6 % |
| I started looking for another job | 58 | 19.0 % |
| I resigned | 12 | 3.9 % |
| Not applicable | 74 | 24.3 % |
| Other, please specify | 20 | 6.6 % |

| Figure 17: Did any of those actions deal with the problem? | 272 | |
|---|------------|--------|
| Yes | 34 | 12.5 % |
| Partly | 119 | 43.8 % |
| No | 45 | 16.5 % |
| It made things worse | 14 | 5.1 % |
| Not applicable | 60 | 22.1 % |

Organisational Policy

Figure 18 highlights that organisations are taking a variety of approaches to dignity at work issues.

| Figure 18: How does your organisation currently deal with unwelcome behaviour? | 319 | |
|---|------------|--------|
| It has a specific Dignity at Work policy and procedure | 121 | 37.9 % |
| It has a specific Bullying and Harassment policy and procedure | 93 | 29.2 % |
| Problems are dealt with through the Grievance procedure | 51 | 16.0 % |
| I am unaware of any policy | 21 | 6.6 % |
| Don't know | 33 | 10.3 % |

It is encouraging to see that a large minority of respondents (38%) report a specific Dignity at Work policy and procedure.

Dignity at Work Policies

Dignity at Work policies are a relatively recent concept. Previously most workplaces would have a number of stand alone policies dealing with issues such as bullying and harassment, discrimination, equal opportunities and diversity.

Dignity at Work policies attempt to bring all of these topics together under one umbrella policy although this should not be at the expense of minimising the importance of each separate and distinct topic. Part of the intention is to focus more on promoting positive behaviours as opposed to the negative behaviours associated with bullying, discrimination and harassment.

| Figure 19: Are you confident that complaints will be dealt with effectively? | 320 | |
|---|------------|--------|
| Yes | 130 | 40.6 % |
| No | 190 | 59.4 % |

| Figure 20: Does your organisation do anything to promote dignity at work? (please tick all that apply) | 312 | |
|---|------------|--------|
| Nothing | 84 | 26.9 % |
| Training | 77 | 24.7 % |
| Briefings | 54 | 17.3 % |
| Publicise policies to all staff | 143 | 45.8 % |
| Agreed a dignity at work partnership with unions | 88 | 28.2 % |
| Other, please specify | 31 | 9.9 % |

Conclusions

Being aware of the situation is only part of the picture. The most important thing is to take this knowledge and to use it to bring about change in your workplace.

Clearly the experience of many members is truly shocking, and as a union, Unite does not want other to have similar experiences. We therefore recommend that this is used as a springboard to bring about change.

Unite has compiled a number of resources for representatives and managers to assist them in assessing where their organisation is at and how to bring about organisational change. Drafting appropriate Dignity at Work policies and providing training throughout the organisation, so that everyone is aware of Dignity at Work is essential if true change is to take place. This relatively small investment can have a huge impact on the organisation that you work for, as well as those that you work alongside.

For more information, contact your Regional Officer in Unite.

Signing up to the Dignity at Work project

Unite is pleased to launch its Dignity at Work Project in the Community and Not for Profit Sector of the union. It is our ambition that every workplace in the sector reviews its policies, procedures and organisational approach to ensure that it is doing all in its power to promote dignity and respect and eradicate bullying in the workplace, and where incidences do occur, to ensure that they are dealt with effectively and expediently.

"Bullying can take many forms. It is generally accepted as unwanted behaviour that offends, persecutes or excludes someone. It includes treating individuals in a demeaning and unacceptable way and can be intimidating, malicious or insulting, or a misuse of power to undermine, humiliate, threaten or cause injury. Harassment is usually seen as constant interference or intimidation that violates people's dignity or creates a hostile or degrading environment." Dignity at Work Partnership: "Beat bullying in the workplace" Guide, 2007

Dignity at work principles

- **Principle 1**
Our organisation will look to adopt a zero tolerance approach towards bullying in the workplace.
- **Principle 2**
Our organisation will work with Unite to ensure that we have effective policies and procedures for promoting Dignity at Work.
- **Principle 3**
Our organisation will work with Unite to ensure that all who work or volunteer for the organisation are fully aware of Dignity at Work issues.
- **Principle 4**
Our organisation will work expediently to resolve all cases of bullying, harassment and unacceptable behaviour.
- **Principle 5**
Our organisation will participate in Unite's research project on Dignity at Work.
- **Principle 6**
Our organisation will participate in Unite's training to support representatives and organisations in dealing with Dignity at Work issues.
- **Principle 7**
Our organisations will participate in on-going reviews of its Dignity at Work practices.
- **Principle 8**
Our organisation will participate in the Unite Seminar on Dignity at Work in Summer 2008.

APPENDIX



COMMENTS FROM THE SURVEY

It's hard to distinguish what is meant by a joke as it can be seen as you being over sensitive.

The repeated unfair way I was treated was nearly 10 years ago and would not be tolerated today. It was down to one individual who is no longer with our group.

I am a Workplace Rep., I have not suffered from the above, however, I have work colleagues who have. A number have just left the organisation because the bullying wasn't dealt with. Another took the case to Emp Tribunal - and won.

I have not experienced any bullying or harassment since I started working for Richmond Fellowship. I have, so far, found them to be an excellent employer.

The organisation does have policies does purport to promote dignity at work but this is not always the reality.

I'm already a workplace rep at NCB.

Main difficulty experienced by C of E clergy undergoing such retirement is that we have no rights of employment with which to support our case; C of E has no organised HR policy!

I am aware of at least one staff resignation that was in part influenced by the bullying attitude of a line manager. The union is keen to do more work around the Dignity at Work Policy that I hope would remedy this in time.

The swearing and aggressive behaviour used by some customers causes me to feel angry at the undeserved assault on my self respect.

I hope this survey helps to stop Harassing and Bullying behaviour. I hope the people who are at the receiving end could find the strength to say STOP. Where it Management who is causing this behaviour it is very hard to get this to stop.

I think the organisation as a whole deals well with equality and dignity at work, but within projects and departments this might not work so well. I feel that I wasn't supported well when I was being harassed by someone.

Initially I felt unsure that I was being bullied as separate incidents seemed like me just being over sensitive. The incidents became more frequent and more direct and it was only after keeping a diary and then talking to family and friends I realised I was being bullied.

I was bullied by my manager in another job, and the effects were far-reaching and damaging. His conniving, threatening behaviour made me question my ability, judgement and still affects my confidence, particularly with senior colleagues.

I love my job and I refuse to be pushed out, I have not taken any sick leave on principle, but have been micromanaged and controlled for over two years.

There is disability discrimination going on all the time but it's not dealt with.

I am a workplace rep and although have not been bullied myself I have supported other people in the organisation through experiences of bullying and harassment. I think the organisation has good policies on the whole for dealing with these, but is let down by poor training for management who are not aware of or don't understand the policies.

The church thinks it promotes equality, but it fails at grass roots level.

Undertaking this survey has helped me realise the difficulties I have been faced with and hiding from for a long time.

OTHER UNWANTED BEHAVIOUR COMMENTS

- I have often worked above my contractual hours.
- What I say is frequently treated as stupid.
- I was coerced into not taking pension benefits.
- I received unwanted attention from a colleague who has developed a fixation towards me and believes i fell the same towards her.
- I am continually watched and made to feel uncomfortable.
- I received criticism and being told off (humiliating) in front of colleagues, and have witnessed similar things happening to others.
- I was made scapegoat for an individual's malcontent with the organisation leading to lies and deliberate atempts to discredit me.
- When off on long term sick, I was punished for being off.
- I received unfairly/untrue worded e-mails and letters.

PHYSICAL HEALTH

- I suffered from lack of sleep and became very emotional.
- I suffered from depression.
- I developed hypertension.
- I had pains in chest and high blood pressure.
- I suffered from Stress.
- Developed shingles due to stress, anxiety of the future of what I was working on.
- I was regularly feeling and being physically sick.
- I went to counselling to help myself to deal with the situation
- I suffered a miscarriage.
- Hypertension and other underlining health issues worsened
- I had difficulty sleeping and was in tears at work on several occasions.
- I think a spell of blood pressure / nosebleeds may have been an issue resulting from stress.
- My general health has deteriorated rapidly and I now have oseoporosis.
- I feel stressed and unable to cope all the time.

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MENTAL HEALTH

- Always feel as if I am being observed.
- I developed a lack of belief in my ability.
- Bullying in my previous job made me anxious about my performance in my current job and attitude of my employer.
- I tried desperately to deal with the issue, but it currently still remains.
- I had a breakdown and was off work for over 20 weeks.
- I am anxious on some days about coming into work.
- I felt like leaving.
- I had panic attacks.
- I would find myself crying for no apparent reason after work.
- I have been burdened with worry even when not working.
- Insomnia and was also terrified to even speak.

PRIVATE LIFE

- My partner had to put up with me sounding off after work every day.
- Low confidence and depression.
- Stopped socialising.
- Unable to leave the worry behind when not at work.
- Family were also targets.

WORK AND WORKING LIFE

- I contemplated leaving a job I enjoy very much.
- It made me less trusting and more sensitive.
- It made me question the quality of my work.
- It made things very uncomfortable for me.
- It made it hard to concentrate at work.
- It made me paranoid about the quality of my work - worry means less productive.
- Made me hand my notice in.

WHAT DID YOU DO ABOUT THE TREATMENT YOU WERE EXPERIENCING?

- I went as far as an Employment Tribunal and then withdrew because things got much worse.
- I am seeking a meeting with management and support from my Regional Officer.
- I eventually changed department so I no longer worked with the person.
- I did nothing as i felt that nothing will or would happen.
- My contact was not renewed despite the fact that it was agreed that it would be one month previously.
- I worked with others who were in a similar position to take joint action - this was a very senior member of staff & challenging individually was either ignored or used against you to further jeopardise your job.
- I should have brought in the union at the outset, but when I wanted to do this, some way down the line I got some veiled threats. Indicating it would make it worse for me in the long run if I did.
- I am still there and still fighting on with the same line manager. The organisation did not want to know, or deal with my complaint; they have never even looked at the evidence over two years.

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