NHS
Gloucestershire Hospitals
NHS Foundation Trust

Respectful Resolution

Overview of the approach

Overview of the approach
This is how we manage issues with inappropriate behaviour.

We all deserve a workplace where we are respected and supported; where positive behaviours are encouraged, modelled and appreciated; where poor behaviours including bullying are addressed, not tolerated; and where staff are supported to safely challenge negative behaviour.

Respectful Resolution. Resources for you.

If you've opened up this guide it probably means you want to be a part of developing a safe culture, or you may want to address some inappropriate behaviour you have seen or been involved in.

This guide is part of a suite of resources, a pathway, for staff to help you create a safe culture and address issues of behaviours that are inappropriate. Whether you are an individual experiencing inappropriate behaviour, a witness, the manager, or an allegation has been made against you, these guides contain practical tools to help

you decide the best route forward and start to take appropriate action. We want you to find the information or help you need, so you can build a great culture and resolve issues quickly and respectfully.

The full suite of resources listed here are available on the intranet.

If you can't find what you need, talk with the HR Advisory Team, Staff Health & wellbeing Hub , Freedom to Speak Up Guardian, Staff Side Representative or your manager.

Overview of the Respectful Resolution approach
Clear and straightforward processes, developed by colleagues

Quick guides to resolving issues of behaviour
Explore your options if you are experiencing poor behaviour, a witness, manager, or an allegation has been made against you.

Step 1. Creating a safe culture in your team
Practical discussions and tools to build your values-led team culture

Step 2. Reflect
Guides to help you think about what happened, and what to do

Step 3. Direct feedback
Safely giving and receiving feedback as respectful colleagues

Step 4. Supported resolution
Facilitated approach to reviewing, resolving and moving forward

Step 5. Formal process
Formal approach to resolving complaints about behaviour

Introduction to bullying and its effects

The impacts of bullying at work are severe, and we need to act together to reduce it. As we start to do that it's helpful to be reminded about the definitions of bullying, or harassment, and of the ways they may show up in people's behaviours. The Respectful Resolution e-learning that supports this programme explores this in more detail.

The **impacts** of bullying

Lost **time** – 7 days more sickness absence [1]

Lost **motivation** – 48% deliberately reduce effort [2]

Lost **productivity** – down by 50 – 70% [3]

Lost **quality** – 50% worse on cognitive tests [4]

Lost **resources** – 12–29–72% left job as a result [5/6/7]

Effects of bullying

- **80%** severe anxiety
- **75%** loss of concentration
- **60%** heart palpitations, high blood pressure, insomnia
- **49%** depression, loss of affect
- **48%** severe headaches

Suicidal thoughts **2x** more likely

What is **bullying**?

Bullying at work involves **repeated** negative actions and practices that are directed at one or more workers. The behaviours are **unwelcome** to the *victim* and undertaken in circumstances where the victim has **difficulty in defending** themselves. The behaviours may be carried out as a **deliberate act or unconsciously**. These behaviours may intimidate, offend, degrade, insult, humiliate or cause **distress** to the victim.

Examples of bullying

Personal insults
Humiliation, personal criticism, ridiculing or demeaning comments

Work-related
Withholding information, work over-load, withdrawing responsibilities

Intimidation
Threats of physical violence, misuse of power, psychological intimidation

Social exclusion
Isolation, exclusion, scapegoating, gossip or victimization

What is **harassment**?

Harassment is **unwanted** conduct, which **affects the dignity** of people at work. It may put down, or show **hostility** or **aversion** to a person **based on** age, sex, race, religion or belief, mental or physical disability, nationality, sexual orientation, gender reassignment or some other **specific characteristic**.

"The intention or motive of an alleged behaviour is not relevant when determining if the behaviour is acceptable."

Royal Australasian College of Surgeons

Let's get beyond bullying

Is poor behaviour always bullying? When people are asked in surveys *how often* they experienced the poor behaviour they describe as bullying, around 1/3 say it's happened just once or twice. If we accept the formal definitions, then once or twice isn't usually bullying, which is typically repeated over time.

The issue may be that we don't have the words to describe the behaviours we are experiencing. Calling it bullying is an easy short-hand. But it's subjective and can be very hard to hear. It might make things worse. We need to get 'beyond bullying' – by describing the specific behaviours being experienced it's easier to hear, easier to discuss and easier to resolve and change.

This poster, which is used in some schools, suggests it's only bullying if it's repeated *after* the person has been told about their behaviour.

And of course we know that even one-off acts of rudeness or incivility can have a significant impact on morale and teamwork and make mistakes more likely, so it needs to be raised and resolved whether or not they are bullying.

Incivility makes mistakes and errors more likely. Even an uncivil tone of voice.

- A 2015 study of NICU teams, published in Pediatrics, showed that rudeness in a clinical setting resulted in significantly more errors of diagnosis and mistakes in execution of clinical procedures.
- People who experience rudeness are more likely to be rude to others
- People who witness rudeness are 50% less likely to offer help to others

Is it bullying?

When someone says or does something **unintentionally** hurtful and they do it once
That's **RUDE**

When someone says or does something **intentionally** hurtful and they do it once
That's **MEAN**

When someone says or does something **intentionally** hurtful and they **keep doing it even when you ask them to stop** or show them that you're upset
That's **BULLYING**

A new pathway for respectful resolution

So we are introducing a new pathway to help us reduce poor behaviours, and respectfully resolve things when they do happen. Whenever we experience poor behaviour these tools can help us to talk things through and work things out together, with the formal investigation being a last resort not a first step.

1. **Team discussions** to grow awareness of bullying, its causes and impacts, and make it easier for teams to talk about it, and create a safer, kinder culture

2. **Reflection tools** to get 'beyond bullying' to better understand the behaviours that are happening, whether they are bullying, and how we can best resolve them

3. **Speaking Up** using the kind, safe and effective BUILD feedback model

4. **Our supported resolution** tools and, only when necessary, 5. **Formal policy**

Our Respectful Resolution pathway

This respectful resolution pathway is our approach to creating and maintaining a safe culture, and the steps you can take to resolve issues with poor behaviour. For each step there is a detailed guide with more information and advice.

At any point, as a person involved in dealing with inappropriate behaviour, including bullying (experiencing, has had an allegation made against them, a witness, or manager of someone involved) you can talk with a manager, HR Advisor, Staff Side representative or Freedom to Speak Up Guardian

STEP 1. Pro-actively creating a safe team culture

It is everyone's responsibility as individuals and within teams to do all we can to create a culture where we all can thrive, to think about the impact your behaviour has on others, and to speak up when you need to. The guide for STEP 1 contains a series of discussions you can have as a team to create and sustain a safe culture.

STEP 2. Reflect on the behaviour

In a high-pressure environment people may display or experience behaviours that are inappropriate. The guide for STEP 2 will help you to be really clear and specific about the behaviour being experienced and includes a behaviours diary to log your experiences. This will make it much easier to discuss and resolve. It also includes a detailed list of behaviours to help you decide if the behaviour is bullying, if it is a one-off inappropriate act, or whether it may be acceptable – for example reasonable performance management.

STEP 3. Direct feedback

We aim to have a fair and just culture. So it's important to give feedback to the person or people involved, so they have a chance to learn and change. We use the BUILD model to give feedback without judgment, with the aim of resolving the issue together. The STEP 3 guide introduces BUILD. In many cases letting the person know their behaviour doesn't work for you will result in a change.

STEP 4. Supported resolution

If direct feedback doesn't result in a change that makes you feel safe, we have a range of support resolution approaches, designed to resolve concerns through dialogue and without a formal complaint. The informal process isn't disciplinary and doesn't disadvantage anyone involved. It will not be reflected on your personal record or performance reviews.

STEP 5. Formal process

Our aim is to resolve issues with bullying or poor behaviour informally wherever possible. Our formal disciplinary policy is for serious issues or for when informal approaches haven't worked.

What approach might you take?

Our aim is to support people to discuss and de-escalate situations wherever possible. Use this flowchart to work through your options.

1. Pro-actively creating a safe team culture

We all have a PERSONAL responsibility to role model our values, live up to our behaviour standards, and reflect and change if you are given feedback about our own behaviour.	Each of our TEAMS should discuss the values-led behaviours they want to see from each-other and use the tools in the "Creating a safe culture" guide to create safer ways to work together.	We see FEEDBACK as an opportunity to learn and grow. If you experience or witness poor behaviour your first step is to use BUILD to give feedback and discuss changes to improve things.

This behaviour feels inappropriate– I don't like it

2. Reflect on the behaviour

You may still want to give them feedback

Review again

Use the 'Reflect' guide to think about what's happening. Talk with someone you trust.	Are you clear about the specific behaviour you're experiencing? The examples of behaviours in the Reflect guide can help you do this	If you are still not quite sure what's happening make a reflective note of the event	It may be that while you don't like the behaviour it is reasonable. Use 'reflect cycle' coaching model.

You decide it is...

YES

NO

Check severity: Is it harmful, repeated and / or physical?	Bullying or harassment	One-off poor behaviour	Acceptable behaviour

3. Direct feedback

OR

| You give feedback | | | | | |
| Ask someone else to support you | Use BUILD planning guide (p10). Practice with a trusted person. | Give BUILD feedback. | Give them time to reflect | Has their behaviour changed? | |

NO   YES

Continue your discussions to mutually agree future ways of working together

OR

4. Supported resolution

Did the discussion resolve the situation?

YES

NO

Discuss with Speak Up Guardian, your manager, Staff Side representative, 2020 Hub, HR or another senior person. Discuss your notes / views.	We can arrange a facilitated meeting with all parties to support you to speak with the person.	Manager continues to observe. Speak with your manager or the person's manager to discuss your concern

OR

5. Formal process

Confirm your concerns in writing to the manager	The manager will investigate under the Disciplinary Policy	The manager will confirm in writing when the matter is in hand

Steps in our approach

The following pages summarise the five steps in the Respectful Resolution pathway. You can find more information in detailed guides to each step.

Step 1. Pro-actively building a safe team culture

It is up to everyone who works in healthcare to build a safe culture, and the Respectful Resolution pathway offers a range of resources to support you as individuals and teams to do that.

In 2019, we worked with colleagues from across the Trust to develop our new compassionate behaviours framework and understand how they fit alongside our three values, Caring, Excelling and Listening. We're grateful for the input from all the groups who engaged with this process, so these behaviours have been co-designed with colleagues, for colleagues. Together, our values and behaviours fit into our compassionate culture.

A full version of these foundation values and behaviours can be found in "Step 1. Creating a safe culture".

Our values demonstrate the way in which we aim to act at our Trust. They are as follows:

caring
We care for our patients and colleagues by showing respect and compassion

listening
We listen actively to better meet the needs of our patients and colleagues

excelling
We are a learning organisation and we strive to excel. We expect our colleagues to be and do the very best they can.

The guide to step 1 in this process called **'Step 1. Creating a safe culture'** can be used by a manager or anyone else in the team and provides lots of practical discussions you can have in your team:

- Understand what your values mean to you and how you can apply it in your day-to-day work as a team

- Create a positive culture to build engagement and performance in the team

- Identify behaviours you do and don't want to see in your team, making it easier to speak up and resolve issues

- Understand the evidenced impact of incivility, rudeness and bullying on colleagues and on patient safety

- See and empathise with different people's perspectives

- Take practical actions to keep improving your team's culture

This approach to inappropriate behaviour aims to find the most respectful way to de-escalate and resolve each situation, only moving to the formal process where it is genuinely necessary.

Step 2. Reflecting on the situation

Using words like 'inappropriate', 'bullying' or 'harassment' can raise the temperature of a situation, making them more difficult to resolve. This section contains a guide – developed by colleagues at several healthcare organisations – that will help you to describe the behaviour you have experienced, witnessed or had alleged against you.

It starts with a behaviours diary so that you can more accurately recall what happened. All of this will make it easier to discuss, feedback and resolve the situation.

Studies have shown that by stepping into other people's shoes for a moment, imagining what might have been going on for them, we boost empathy and understanding, which can also help to resolve conflict. A first step you might like to take is to reflect on the situation and the interaction using the 'give / get' coaching model which can be found in the 'Step2. Reflect' guide. This will help you to work through the other person's behaviour and its impact on you, and to think too about what you can do to influence the situation in ways that work for you.

Reflection cycle.
Understanding our interactions
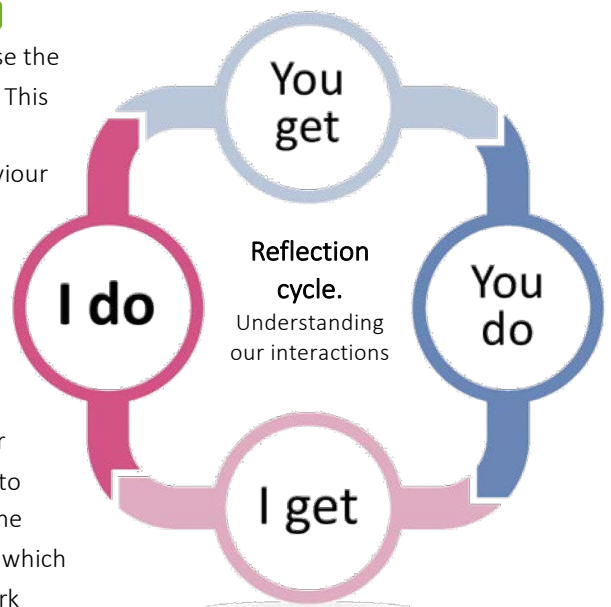
Step 3. Direct Feedback

We welcome feedback as a gift and an opportunity to learn and improve. Giving and receiving feedback is a core skill for everyone.
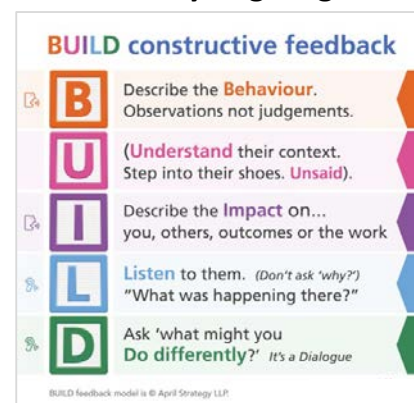
We use the BUILD model to give feedback to each other. This section outlines BUILD, with an option to practice using it. It also includes a template to prepare your BUILD feedback, as well as some behaviour scenarios to reflect and inform your approach.

If you are in a situation where you see or experience inappropriate behaviour, in the first instance, you should try to give the person feedback, as this can often help resolve the situation before it escalates.

Or you may ask your manager to talk to the person displaying the inappropriate behaviour. Although we encourage you to give feedback at the soonest opportunity, we know this doesn't always happen. If you do not talk to the person straight away, it is advisable to keep a record of the conversation and the date and time.

Feedback has been shown to be more effective when given at the time or quickly after the situation happened.

BUILD is our way of giving feedback

BUILD constructive feedback

B	Describe the **Behaviour.** Observations not judgements.
U	(**Understand** their context. Step into their shoes. **Unsaid**).
I	Describe the **Impact** on... you, others, outcomes or the work
L	**Listen** to them. *(Don't ask 'why?')* "What was happening there?"
D	Ask 'what might you **Do differently?'** *It's a Dialogue*

BUILD feedback model is © April Strategy LLP.

Feedback helps us learn and improve

Feedback is a GIFT

I'm Grateful for the Insight, this Feedback is True for them.

GIFT is © April Strategy LLP.

Step 4. Supported resolution

An informal approach can resolve concerns through dialogue and without a formal complaint. The informal process isn't disciplinary and doesn't disadvantage anyone involved. It will not be reflected on your personal record or performance reviews.

The aim of the informal process is to stop the unreasonable behaviour and restore a productive working relationship.

If you have tried to give feedback, or asked someone else to and the situation hasn't been resolved, or if you don't feel comfortable doing so, here are some **informal options you could consider**:

➢ Trying to resolve it yourself wherever possible. Speak to the person, explain how you felt, how it impacted you and the expectations going forward

➢ Reporting it to your manager and asking for nothing further to happen

➢ Asking your line manager to **talk to the person** whose behaviour you don't like

- To give BUILD feedback, which always includes hearing their perspective
- To agree actions, changes or next steps
- Then to tell you what has been agreed

➢ Seeking advice and support from our Freedom to Speak Up Guardians, another manager, leader, your Staff Side representative or Human Resources staff

➢ Asking your line manager to organise a **facilitated discussion or early mediation.** There are different types of approach which may lead to an agreement understood by all parties (this could be a written or verbal agreement).

A facilitated discussion may take place at any stage, including early on in the situation. Both parties should request and agree to participate.

This could be facilitated by your manager, or another manager, leader, or by a trained mediator, sitting with everyone involved to try to get to an agreement and a way forward. The discussion requires a safe and constructive environment. if all support has been sought and you require further support then please contact your HR department.

If you are leading a supported resolution approach here are some steps for you to consider to get the most out of the process.

1. **Be specific about the facts and avoid using opinions**
   > Get clear descriptions of the behaviour and what happened, and be able to describe it
   > Listen and gather the information in an unbiased, empathetic and respectful way
   > Understand the issues and what is needed to resolve them for the different parties involved.

2. **Describe the behaviour**. Use our guides to be clear if it is inappropriate behaviour, or something else.

3. **Decide on an effective course of** action, tailoring their responses to the issue.

4. **Help the parties to agree** to resolve the issues.

If an employee takes an informal approach to dealing with the unreasonable behaviour, it does not remove our Trust's duty to deal with the behaviour.

Recognising and promoting diversity

Sometimes cultural differences can lead to misunderstandings or different ideas about what behaviour is 'reasonable' such as eye contact, style of communication or body language. Recognising diversity and creating an environment where people are aware of cultural differences and different communication styles can reduce misunderstandings.

If you need further support with this, please contact our Freedom to Speak Up Guardians, your manager, your Staff Side representative or Human Resources staff.

Overview of our formal process (Disciplinary Policy)

Actions for the manager or other senior person managing this process after informal avenues have been fully explored.

Formal complaint made

After reflecting on the situation, the person making the complaint has decided the behaviours are unacceptable and if not resolved through discussion has reported them.

Formal complaint received

Follow the formal Disciplinary Policy

Inform the subject of the complaint as soon as possible after a complaint has been received.

Support everyone involved and maintain confidentiality.

Decide if you need to take interim measures to ensure the safety and welfare of the people involved. These may include restricted duties, alternative roles, relocation until an investigation is complete, or suspension of the subject of the complaint pending the outcome of an investigation.

Where appropriate: investigation takes place

Commission the investigation

Terms of reference included where appropriate and given to the investigator by the commissioning manager.

Investigator interviews all parties and any witnesses, and reviews any relevant documentation to determine the facts.

Investigator provides the commissioning manager with the full and thorough facts of the case.

Next steps

Based on the report submitted the commissioning manager will consider options

-   Feedback to complainant
-   No disciplinary action
-   Informal action (improvement notice)
-   Progression to a Disciplinary Hearing

Check in with all parties

Continue to check the wellbeing of all involved parties. Ensure new ways of working are in place.

Note to reader. This guide is intended as a resource to help us reduce bullying and other inappropriate behaviour in our Trust, and to support people to resolve these situations. It is not our formal Disciplinary Policy, which is available separately on the intranet, or on request from your manager or HR.

Quick guides

These four 'quick guides' can walk you through your options - however you are involved. These two pages summarise those guides, which can be found on the intranet.

Experiencing poor behaviour	A witness

Creating your safe team culture.

Refer to your team's values-led behaviours. Use 'Creating a safe culture' to agree expectations of how you behave with each other to create a safe team culture. This makes it easier to role model behaviours, to speak up and to 'hold the mirror' to ourselves more easily, too.

The behaviour may be acceptable.

If it was respectful and with the aim of helping to improve how you do things, could it be OK?	Be careful not to jump in, take sides or make judgments before you know the full story. Be supportive but fair.

There are often grey areas between what different people see as acceptable, for example the tone of voice people use, or how we are feeling more broadly when…

This is a one-off act of poor behaviour.

If it's only happened rarely there is a good chance to 'nip it in the bud'. Use the guide in 'Direct feedback' to plan how you can give BUILD feedback, and practice with a trusted colleague first. Take a moment to step into the shoes of the person who did this. If it only happened once or rarely, then they may be under pressure themselves, and they may not have meant to cause you distress.

This is very poor behaviour and possibly bullying.

Review your options using the guide: 'I'm experiencing poor behaviour'	Review your options in the 'Witness' guide
• Be specific about what happened	• Stay calm, try not to react or take sides
• Keep a diary (see 'behaviour diary')	• Speak up there and then using BUILD, or in a safe place later
• Give BUILD feedback or ask someone to give feedback for you	• Listen to both sides
• Ask your manager to help resolve the situation informally	• Write down what you saw and heard
	• Check they are OK and continue to offer support
• If things don't change progress to a more formal process	• If it happens again you can escalate informally or formally

Allegations against you

The manager

Creating your safe team culture.

Talk about the effect of bullying using the discussion guide in 'Creating a safe culture'. Practice using the ABC of Appreciation and BUILD constructive feedback tools. Make conversations about behaviour the norm in your team.

The behaviour may be acceptable.

Allegations against you	The manager
Your intention was in their best interests, but could you adapt what you do to be taken better? What support do you need?	Help them to see each others' point of view. Appreciate their efforts to sort things out. Collect accurate details.

...others speak to us, can make a big difference. Take a moment to step into the other person's shoes, think about your own reaction, and resolve the issue together.

This is a one-off act of poor behaviour.

Allegations against you	The manager
We all have different perspectives. You may not have meant it, but can see how it could be taken that way. Use the 'give / get' model to see their point of view, and how you might do things differently.	Support your team to work through the issue quickly and respectfully. This may also be a good opportunity to revisit with the team the values-led behaviours you all agreed and set expectations.

This is very poor behaviour and possibly bullying.

Review your options in the 'I've had an allegation made against me' guide

- If someone has given you feedback they are trying to de-escalate
- Write down both sides of the story
- Talk to someone
- Reflect and consider if you could have done things differently
- Ask yourself why this happened
- Don't wait to ask for support if you need it.

Review your options in the 'Manager' guide

- Ask for support, to help you work through the situation
- Be clear about your role to resolve things
- Be clear in the definition of very poor behaviour and possibly bullying
- Hear all viewpoints and don't take sides
- It's your responsibility to make a plan
- What support do the people need after, to re-build team morale and guide acceptable behaviour.

Who can you turn to for help or advice?

A trusted colleague

Building your positive culture is up to everyone. This approach to creating a values-led culture and to resolving behavioural issues was developed by staff from across 50 organisations. If you are struggling with someone else's behaviour or an allegation has been made against you of inappropriate behaviour (including bullying), you don't have to be alone – talk to someone you trust to check your perspective and hear theirs.

Your manager

Your manager is there to support you to do the best job you can, and to meet your objectives. They encourage a culture of positivity, respect and performance, lead by example and enable regular discussions about values and behaviours. They are there to support you through these processes, help you choose what you want to do, remaining objective and not taking sides.

Freedom to Speak Up Guardian

The FTSUG is a point of contact to seek advice about how to deal with a concern. You can find their contact details on our intranet.

Your Staff Side (Trade Union) representative

If you've tried to give them some feedback, or have asked a colleague and it hasn't worked, or
if you feel you want to better understand all the options open to you before taking action, or
if you just want to talk to someone about what's happening to get your head straight, talk to a staff Side representative. These are skilled, independent colleagues, who are trained to listen and support you to sort this out, and to reach a positive resolution.

Staff Health & Wellbeing Hub

Professional colleagues are available to offer you appropriate signposting and support. E.g. peer support network, EAP, colleague wellbeing psychology team

The HR Advisory Team

Our HR team are always available to hear your concerns and coach you on the options open to you.

People's responsibilities

Everyone working here has a responsibility to help create a respectful culture, and eliminate poor behaviour. Here are examples of the responsibilities of different groups of people.

Responsibilities as an employer

- Develop a safe culture where inappropriate behaviour cannot thrive, including that from patients, consumers or other partners.
- Create, reinforce, monitor and review policies and processes which promote your values and support against inappropriate behaviour.
- Identify hazards associated with inappropriate behaviour and put controls in place.
- Create complaint-handling processes.
- Take complaints seriously and listen without judgment, taking an impartial approach.
- Ensure all staff, especially managers, are trained to create a respectful workplace.
- Ensure all staff are able to work with your policies and processes for resolving issues with inappropriate behaviour.
- Ensure effective, timely response to allegations.

Responsibilities of employees

- Contribute to a positive workplace by demonstrating positive, values-led behaviours.
- Engage with and follow your approaches and policies to build a respectful workplace, and to limit and resolve issues of poor behaviour.
- Where possible, speak up about instances of inappropriate behaviour you may witness.
- Look for ways to resolve incidents through discussion before escalation, where possible.
- Report incidents of inappropriate behaviours against yourself or a colleague, and keep a behaviours diary.
- Support colleagues who may be experiencing inappropriate behaviour.

Additional responsibilities of line managers

- Role model our values and behaviours.
- Lead by example.
- Work with their teams to agree how to sustain a safe team culture, develop team guidelines and model appropriate behaviours.

- Support positive culture-change programmes.
- Support people to give feedback respectfully and receive feedback as an opportunity to learn.
- Record and investigate complaints fairly and in line with Trust policies and processes.
- Ensure feedback is given to all parties involved.
- Look for informal solutions before escalating to higher levels, e.g. mediation or investigation.
- Seek advice if you don't know what to do.

Responsibilities of Human Resources

- Use recruitment practices to hire the right people for the role who will be positive influencers in your culture.
- Raise awareness of what constitutes inappropriate behaviour (including bullying).
- Establish open communication systems.
- Maintain and update policies and processes to ensure these promote your values and your other behavioural expectations.
- Support managers and supervisors to meet their people management obligations.
- Have processes for both informal resolution and formal investigations.
- Analyse workplace information (e.g. absenteeism records, exit interviews) for indicators of inappropriate behaviours not being addressed.

Responsibilities of Staff Side

- Promote a positive, respectful, values-led work culture and help in any initiatives to improve it.
- Help to develop the Trust's policies and processes to promote positive behaviour and reduce / resolve inappropriate behaviour.
- Support people who report an inappropriate behaviour incident and those who have received an allegation of or are demonstrating poor behaviour.
- Advise management about any factors that could lead to inappropriate behaviour.

Behaviours diary

Date and time	Behaviours What did they do? Words, action, tone.	Who was involved?	Impact on you How did you feel?	Response How did you react?	Actions you took afterwards	Witnesses Who was there?

Instances of inappropriate behaviour form

This notification is about behaviour that has distressed me. The essential details are reported below.

Name

☐ I have worked through the 'Respectful Resolution' flowchart

☐ I or someone else has spoken to the person or given them BUILD feedback

Details	Outcome

Description of the behaviours	Date / time

Relationship of the person to me (e.g. manager, colleague etc.)

It is unreasonable behaviour because

It is repeated because

How I felt in response

It has harmed my physical or emotional wellbeing by…

How it has affected my work

Please take this form to your manager or HR to progress through the formal (Disciplinary) Policy.

Note to reader. This guide is intended as a resource to help us reduce bullying and other inappropriate behaviour in our Trust, and to support people to resolve these situations. It is not our formal policy, which is available separately on the intranet, or on request from your manager or HR.

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 feels they are experiencing inappropriate behaviour, has witnessed or had an allegation of such behaviour made against them, and for managers dealing with poor behaviours in their teams.
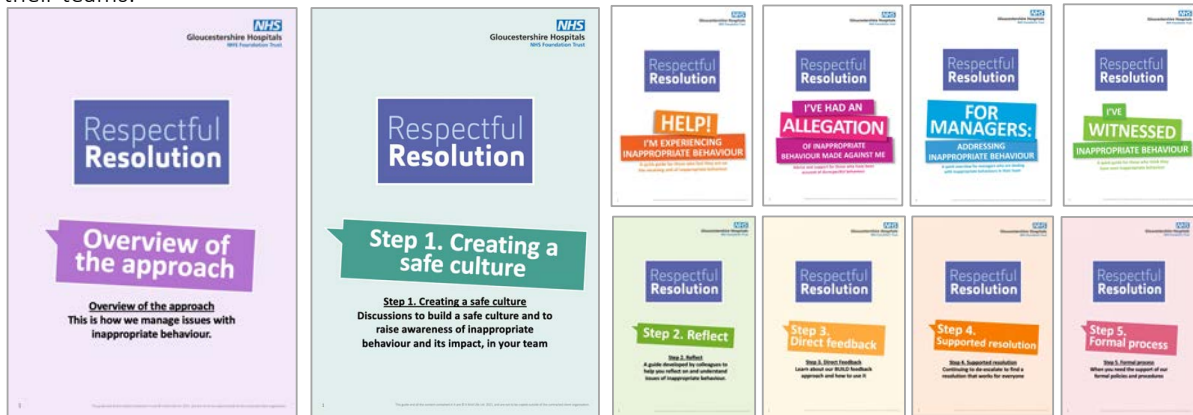
For more assistance accessing these materials or if you have any questions, you can get in touch with the people listed below who can advise you on informal/formal procedures and support you throughout the process.
- HR Advisory Team – ext. 5360 ghn-tr.hradvisory@nhs.net
- Staff Health & Wellbeing Hub ext. 2020 ghn-tr.2020@nhs.net
- Freedom to Speak Up Guardian ghn-tr.speakingup@nhs.net
- Your Staff Side Representative (Trade Union Representative)

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.