



For a  
**Bullying and Harassment**  
free workplace

An advice booklet for NDORMS staff and students



## HEAD OF DEPARTMENT'S STATEMENT



We all have the responsibility and commitment to treat others with dignity and respect. My commitment as well as the Department's is to foster a zero tolerance policy on bullying and harassment, and I genuinely believe this to be the way toward a healthy, inclusive and supportive workplace.

To make all staff and students aware of our policy, we are improving information in the bulletin and our website regarding reporting systems on bullying and harassment; NDORMS has 5 B&H advisors who will listen and give support to anyone who feels they are being bullied or harassed.

You all have my full support and commitment to fight back against bullying and harassment.

With all good wishes,

Professor Andrew Carr

## ANTI-BULLYING GUIDANCE FOR STAFF AND STUDENTS

All members of the University community have a personal responsibility for complying with the University Policy and Procedure on Harassment and demonstrate active commitment to this Policy by:

- Treating others with dignity and respect.
- Discouraging any form of harassment by making it clear that such behaviour is unacceptable.
- Supporting any member of the University who feels they have been subject to harassment, including supporting them to make a formal complaint if appropriate.



# NDORMS

NUFFIELD DEPARTMENT OF ORTHOPAEDICS,  
RHEUMATOLOGY AND MUSCULOSKELETAL SCIENCES



## NDORMS Bullying and Harassment Advisors

If you feel you are the subject of harassment or bullying, please contact one of our Bullying and Harassment Advisors for confidential advice and support.

### Our team



**Isaura Thomas**

Botnar Receptionist

[Isuara.thomas@ndorms.ox.ac.uk](mailto:Isuara.thomas@ndorms.ox.ac.uk)

+44 (0)185 227374



**Kim Midwood**

Professor of Matrix Biology

[Kim.midwood@kennedy.ox.ac.uk](mailto:Kim.midwood@kennedy.ox.ac.uk)

+44 (0)1865 612646



**Sarah Snelling**

Associate Professor

[sarah.snelling@ndorms.ox.ac.uk](mailto:sarah.snelling@ndorms.ox.ac.uk)

+44 (0)1865 23423



**Maria Granell Moreno**

Equality and Diversity Advisor

[maria.granellmoreno@ndorms.ox.ac.uk](mailto:maria.granellmoreno@ndorms.ox.ac.uk)

+44 (0)185 737416



**James Edwards**

Arthritis Research UK Career  
Development Fellow

[james.edwards@ndorms.ox.ac.uk](mailto:james.edwards@ndorms.ox.ac.uk)

+44 (0)1865 227305





# NDORMS

NUFFIELD DEPARTMENT OF ORTHOPAEDICS,  
RHEUMATOLOGY AND MUSCULOSKELETAL SCIENCES



## **BULLYING AND HARASSMENT ADVISORS- what do they do?**

First and foremost, they listen to anyone who feels they are being bullied or harassed, or feels that they may be viewed as being a bully. They provide advice to individuals based on what they have been told, and provide support wherever possible. Any employee or student may ask to talk to any Harassment Advisor, and all discussions are confidential unless agreed otherwise.

**Harassment Advisors will not take any action on behalf of an individual**, but will advise what courses of action can be taken and offer support to the individuals where appropriate.

***Everything will be treated confidentially!***

Advisors **ARE**:

- A listening ear
- A sounding board – to talk through the issues, if possible help the person see a way forward
- A friendly face
- Someone who they can trust to be confidential
- Able to help them put their best argument forward, if they decide they want to tell someone else
- Able to point them in the right direction if you are unable to help.

Advisors **ARE NOT** expected to:

- Act as an advocate
- Take action on someone else's behalf
- Investigate or discipline the Harasser
- Provide legal advice
- Tell the person what they should do, you can only offer them options.



# NDORMS

NUFFIELD DEPARTMENT OF ORTHOPAEDICS,  
RHEUMATOLOGY AND MUSCULOSKELETAL SCIENCES



## WHAT IS HARASSMENT?

A person subjects another to harassment where s/he engages in unwanted and unwarranted conduct, which has the purpose or effect of:

- Violating another person's dignity, or
- Creating an intimidating, hostile, degrading, humiliating or offensive environment for that other person.

Harassment may involve repeated forms of unwanted and unwarranted behaviour, but a one-off incident can also amount to harassment. Reasonable and proper management instructions administered reasonably, or reasonable and proper review of a member of staff's or a student's work and/or performance will not constitute harassment or bullying. However, please refer to the examples of behaviour listed under 'What is bullying' to get a better idea of 'reasonable'.

Behaviour will not amount to harassment if the conduct complained of could not reasonably be perceived as offensive.

Harassment may involve:

- Physical or verbal harassment;
- Harassment relating to people's sex, disability, race, religion or sexual orientation



# NDORMS

NUFFIELD DEPARTMENT OF ORTHOPAEDICS,  
RHEUMATOLOGY AND MUSCULOSKELETAL SCIENCES



## WHAT IS BULLYING?

Bullying is a form of harassment. The Equality Act 2010 defines bullying as offensive, intimidating, malicious or insulting behaviour, or misuse of power through means intended to undermine, humiliate, denigrate or injure the recipient. Examples of behaviour that may amount to harassment and bullying include (but are not limited to) the following:

- Offensive comments or body language
- Verbal or physical threats
- Insulting, abusive, embarrassing or patronising behaviour or comments
- Humiliating, intimidating, and / or demeaning criticism
- Open hostility
- Deliberately undermining a competent person by overloading with work and constant criticism
- Isolation from normal work or study place, conversations, or social events
- Publishing, circulating or displaying pornographic, racist, sexually suggestive or otherwise offensive pictures or other materials
- Unwanted physical contact, ranging from an invasion of space to a serious assault





# NDORMS

NUFFIELD DEPARTMENT OF ORTHOPAEDICS,  
RHEUMATOLOGY AND MUSCULOSKELETAL SCIENCES



## WHAT TO DO IF YOU FEEL YOU ARE BEING BULLIED

### **Confide in someone**

NDORMS has 5 Bullying & Harassment Advisors who are trained to listen and support those who feel they are being bullied or feel that they may be viewed as being a bully. All is treated as confidential. Alternatively, you can call the Harassment Hotline 01865 270760 for confidential advice.

### **Refer to the University Policy and Procedure on Bullying and Harassment**

This procedure outlines managing Bullying and Harassment both formally and informally.

[www.admin.ox.ac.uk/eop/harassmentadvice/policyandprocedure/](http://www.admin.ox.ac.uk/eop/harassmentadvice/policyandprocedure/)

### **Address with the individual**

If you would like to address to the individual who is bullying you and you would need support for it, please contact one of the Bullying and Harassment advisors, they will help and support you on the best way to do it.

### **Keep a diary**

Whenever you feel you are being bullied, note down the time, place, who was there, what was said, in what tone, and any other actions.

### **Mediation**

Mediation is a confidential, voluntary and informal process that involves two or more parties in dispute and an impartial mediator. The mediator meets with each party individually before facilitating a joint session with them. The goal of mediation is for parties to speak with each other openly and honestly to try to reach a mutually acceptable resolution. Any agreement that is reached is determined solely by the parties. Please contact our Equality and Diversity advisor Maria for further details ([maria.granellmoreno@ndorms.ox.ac.uk](mailto:maria.granellmoreno@ndorms.ox.ac.uk))







# NDORMS

NUFFIELD DEPARTMENT OF ORTHOPAEDICS,  
RHEUMATOLOGY AND MUSCULOSKELETAL SCIENCES



## **Undergo training**

The Oxford Learning Institute offers online training on Challenging Behaviour: Dealing with Bullying and Harassment in the Workplace, which helps with addressing bullying. [www.learning.ox.ac.uk/](http://www.learning.ox.ac.uk/)

## **Refer to Occupational Health**

If bullying is having an affect on your physical or mental health, a referral can be made to Occupational Health. Please contact HR for a management referral or [www.admin.ox.ac.uk/uohs/at-work/mental-health/counselling/](http://www.admin.ox.ac.uk/uohs/at-work/mental-health/counselling/)

## **Student Advice Service**

Specifically designed for students to provide support in a wide range of situations, contact [www.ousu.org/advice/student-advice-service/](http://www.ousu.org/advice/student-advice-service/)

## **Online Stress Manager**

The University has a confidential online cognitive behavioural system to help deal with stress which can be found at <https://www.stressmanagerplus.com/landing/oxford.php>

## **Formal Complaint**

If all other actions have failed to resolve the issue, or the situation is sufficiently serious, a formal complaint can be made against the person you feel is bullying you to the Head of Department/ Head of Medical Sciences Division as appropriate.





**NDORMS**

NUFFIELD DEPARTMENT OF ORTHOPAEDICS,  
RHEUMATOLOGY AND MUSCULOSKELETAL SCIENCES



## FAQs

*Bullying is a sensitive subject, which can be difficult to raise, particularly when you do not know what is likely to happen. Below are some questions that are regularly raised in relation to bullying.*

### **Will my complaint be confidential?**

Yes. Any formal or informal complaint will be dealt with by a small number of select people who will retain confidentiality. You will also be asked to retain confidentiality where appropriate.

### **Will I be supported if I make a complaint?**

Yes. You will be supported by the department and you have the right to bring a colleague or union representative to any formal meetings you are invited to. However, should their availability limit the progress of the process, you may be asked to find someone else or to attend a rearranged meeting alone.

### **Does bullying need to be face to face?**

No. Other communication mechanisms can be a route for bullying, including, the Internet, email, social networking sites, telephone etc.

### **Will I be treated differently for raising a complaint?**

No. The fact that you are raising a complaint means that you cannot be treated differently for reason of that complaint. That is victimisation and is an offence under University policy.

### **Will I be treated differently if I support someone who has complained of bullying?**

No. Again, if you are treated differently for supporting someone, this is victimisation and is an offence under University policy.

### **Will I still be provided with a reference if I make a formal complaint?**

Yes. You cannot be treated differently for raising a complaint. Your reference would be supplied by another member of the department if not provided by your manager or your PI.





# NDORMS

NUFFIELD DEPARTMENT OF ORTHOPAEDICS,  
RHEUMATOLOGY AND MUSCULOSKELETAL SCIENCES



## **I have witnessed bullying in others, can I report it?**

Yes. All bullying is reportable and once aware we can offer support to the individual. However, if the individual against whom the bullying behaviour was aimed at is not prepared to support your allegations, it may be difficult for the department to take it further formally.

## **I am being bullied by someone junior to me. Can I still report it?**

Yes. Bullying and harassment can apply to all relationships and not just top down. Bullying in any direction is wrong.

## **I am being bullied by someone outside the department. What should I do?**

You can still speak to an NDORMS Bullying and Harassment Advisor or NDORMS Personnel.

## **I have made a complaint and I feel as though I am wasting my time. Is it worth it?**

Yes. It can be frustrating where action is not visible, and it seems as though nothing has changed. Please rest assured that appropriate action will be taken for every complaint that is received.

## **Is it possible for bullies to be dismissed?**

Yes. However, the process takes time and a number of factors need to be present. However, sustained behaviour considered to be bullying can lead to dismissal for any employee, from support staff to academics.





# NDORMS

NUFFIELD DEPARTMENT OF ORTHOPAEDICS,  
RHEUMATOLOGY AND MUSCULOSKELETAL SCIENCES



## USEFUL RESOURCES

**NDORMS Website** – log in to access ‘For Staff’ pages [www.ndorms.ox.ac.uk](http://www.ndorms.ox.ac.uk)

**University Harassment Advice** [www.admin.ox.ac.uk/eop/harassmentadvice](http://www.admin.ox.ac.uk/eop/harassmentadvice)

**Online Training: Dealing with Bullying and Harassment in the Workplace and more**

<https://online.learning.ox.ac.uk/course/view.php?id=35>

<https://www.learning.ox.ac.uk/courses/lynda/>

**Sexual Violence First Response App**

[www.firstresponseoxford.org](http://www.firstresponseoxford.org)

**Harassment Hotline:** 01865 270760

**Email:** [harassment.line@admin.ox.ac.uk](mailto:harassment.line@admin.ox.ac.uk)

**National Bullying Helpline:** 0845 22 55 787

**Student Nightline:** 01865 270270 (8pm - 8am)

**OUSU Student Advice Service:** 01865 288466





# NDORMS

NUFFIELD DEPARTMENT OF ORTHOPAEDICS,  
RHEUMATOLOGY AND MUSCULOSKELETAL SCIENCES



**BOTNAR**  
RESEARCH CENTRE | NDORMS



**KENNEDY**  
INSTITUTE OF RHEUMATOLOGY | NDORMS

