

The GoodCorporation Framework on Bullying and Harassment

Bullying and harassment can have a significant negative impact on an organisation, its employees and its work culture. An organisation is expected to identify, prevent and address bullying and harassment in the workplace. The GoodCorporation Framework on Bullying and Harassment is a set of responsible management practices that can be implemented to demonstrate a responsible approach to bullying and harassment, which recognises and respects dignity at work.

This framework can be used to develop, embed or assess an organisation's approach to bullying and harassment. For evaluation purposes, it can be used internally as a checklist or as the basis of an external review. GoodCorporation's independent assessment process looks at four levels of evidence for each practice in the framework and assesses each practice against a five-point scale:

The assessor checks:

that a policy exists

policy documents are reviewed

that a system is in place to implement the policy

systems are examined

that records exist which show that the system works in practice

a sample of records is reviewed

that stakeholders agree that the system works in practice

interviews are held with employees and other relevant stakeholders

The assessor awards a grade:

commendation

the policy and system are examples of best practice

merit

the policy and system work well

observation

there is a policy and system that work but potential improvements have been identified

minor non-compliance

there is policy or system but it is not always working

non-compliance

there is no policy or system, or it has largely broken down

GoodCorporation helps businesses understand and manage their ethical risks by advising on best practice, helping them build appropriate practice into their operations and evaluating how well their processes are working. More detailed guidance on workplace rights can be found in the GoodCorporation Business Ethics Standard, the GoodCorporation Measuring Ethical Culture Healthcheck and the GoodCorporation Framework on the Corporate Responsibility to Respect Human Rights.

Business ethics have been GoodCorporation's sole focus since its foundation in 2000. Having completed over 600 assignments across 70 countries, GoodCorporation possesses unrivalled benchmark data and real insight into how different companies and industries meet business ethics challenges. This experience and data underpin the methodologies we have developed to support our clients in implementing the highest management standards.

The GoodCorporation Framework on Bullying and Harassment

Bullying and harassment are reprehensible and unacceptable. The organisation is committed to confronting bullying and harassment in its operations and to embedding measures to address bullying and harassment in its day-to-day activities.

1. Leadership

- LS1: There is a clear management stance that bullying and harassment are unacceptable.
- LS2: The leadership team sets a clear example in their personal conduct.
- LS3: Senior, high profile and high earning staff members and contractors are subject to the same standards of behaviour and policies as all members of staff.

2. Policy and governance

- PG1: There is a clear written policy that states all forms of bullying and harassment are unacceptable and there are procedures for addressing bullying and harassment when either occurs.
- PG2: A nominated person is responsible for the policy and the communication and implementation of it across the organisation with the key objective of embedding the policy and its principles.
- PG3: Adequate resources are devoted to implementing the policy and monitoring measures to counter bullying and harassment.

3. Culture

- CU1: There is an open-door culture and a spirit of open communication between managers and employees.
- CU2: The organisation communicates its bullying and harassment policy to its employees, contracted and temporary staff and external stakeholders as needed.
- CU3: Information, case studies and data – up to and including disciplinary outcomes – are communicated across the organisation to illustrate how the organisation addresses bullying and harassment.
- CU4: Training is provided, as appropriate, on: acceptable behaviour; unacceptable behaviour; how to manage people (including performance management); difficult conversations; resilience to stress; cross-cultural working.
- CU5: Interpersonal behaviour is considered in performance appraisals and addressed where necessary.

- CU6: Bullying and harassment are considered as part of the approach to health and wellbeing at work.

4. Speaking up

- SU1: Employees, contracted and temporary staff and others have a good awareness of how to report incidents of bullying and harassment and of the reporting channels available.
- SU2: Bullying and harassment reports are treated in confidence.
- SU3: Those reporting bullying and harassment do not suffer negative consequences.

5. Dealing with allegations and incidents

- AI1: There is an effective and impartial process for investigating and handling all reports of bullying and harassment.
- AI2: Formal or informal processes or a combination of the two are available to resolve the issues reported.
- AI3: There is a fair and prompt disciplinary process and actions are taken to help perpetrators to modify their behaviour.
- AI4: Mental health and occupational health support and assistance can be made available to parties involved in bullying and harassment cases.
- AI5: Remedial action is taken to address the specific case and its root causes, including any work practices and structures that may be causing an unhealthy culture.

6. Monitoring and review

- MR1: There is a review process to identify trends in bullying and harassment cases and remedial action is taken where needed.
- MR2: Data on cases, and a brief summary of cases and trends, is periodically reported to the Board.
- MR3: Staff surveys are used to monitor the prevalence of bullying and harassment and the organisation's progress in eradicating it. Staff feedback is taken into account in formulating response plans.
- MR4: The policy and procedures and the outcomes of the programme are reviewed periodically taking into consideration the findings of the above.