

Dignity at Work and Study Policy

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1 Policy Scope and Purpose

Scope and Purpose:	<ol style="list-style-type: none"> 1. To define and prohibit behaviour classified as harassment, bullying and victimization. 2. To explain the need for everyone across the University of Salford to contribute proactively to a culture of mutual respect in which everyone is treated with dignity.
Implications of non adherence	<p>At some levels, non-adherence can lead to police action or sanctions from the Courts and Employment Tribunals. Such actions would have a serious impact on the reputation of the University. At other levels, non-adherence can create an unhealthy and unproductive environment for work and study, leading to the lowering of morale and ineffective working.</p>
Start point of the Policy:	<p>When it is brought to the attention of the University that a member of staff or student believes that they have been or are being bullied, harassed or victimized</p>
End Point of the Policy:	<ol style="list-style-type: none"> 1. Where staff and student actions and behaviours conform to the acceptable standards specified in the policy. 2. Where process and procedures contained in the policy have been fulfilled.
Compliance and Regulatory requirements:	<p><i>Leading statutory authority</i></p> <p>Health and Safety at Work Act 1974 Protection from Harassment Act 1997 Management of Health and Safety at Work Regulations 1999 (SI 1999/3242) European Commission Recommendation 92/131/EEC and Code of Practice on the protection of the dignity of women and men at work (on the European Commission website)</p> <p>Equality Act 2010</p>
Who this policy applies to:	<ul style="list-style-type: none"> • University employees; • People working for the University but not directly employed by it; • All visitors and third parties visiting or contacting the University. • Registered students, including taught, postgraduate research and students on placement; •
Roles and Responsibilities:	<p>All staff and students</p> <ul style="list-style-type: none"> • Uphold their responsibilities as outlined in the policy. <p>University:</p> <ul style="list-style-type: none"> • Ensure that staff, students and others are made aware of this policy; • Offer appropriate training to uphold the policy; • Review the policy in line with legislation.

	<p>Line Managers and 'Reviewers' (under the PDR scheme)</p> <ul style="list-style-type: none"> • Make new and existing staff aware of this policy; • Take effective, sensitive and rapid action in response to complaints that fall under this policy; • Seek advice and assistance from Human Resources as appropriate to enforce this policy; • Make every attempt to assist if asked to act as an investigator as part of the formal complaints procedure and be supportive of colleagues who are asked to do the same.
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2 Policy Detail

2.1 Introduction

The University of Salford believes that every member of staff has the right to work in a supportive environment, free from harassment, bullying and victimization and that every student at the University has the right to study and be taught in an environment that is supportive and free from such behaviour. Harassment or bullying in either a working or a learning environment can cause personal distress, loss of confidence, low morale and illness. It can also lead to absence from the workplace or course and interfere with work or academic performance.

Preventing and tackling inappropriate behaviour and conduct is essential to ensuring that the University is well-managed and well-led and it is committed to continually working toward achieving a culture where bullying and harassment are out of place.

The University of Salford will not tolerate acts of harassment, bullying or victimisation by:

- Any member of staff against either another member of staff or against any other individual with whom the member of staff interacts in the course of his or her duties, including students, or;
- Any student against another student, against a staff member or against anyone else at the University.

The aims of this Policy are to eliminate forms of offensive behaviour by:

- demonstrating respectful and tolerant behaviour is the accepted norm within the institution;
- raising awareness of the effects of such behaviour on individuals and on the working and learning environment;
- promoting a climate in which people feel able to raise complaints of harassment or bullying without fear of victimization;
- stopping unwanted behaviour and finding ways in which the parties involved can move forward positively through the establishment of a basis for acceptable working relationships whenever possible;
- ensuring that, where the behaviour constitutes a disciplinary offence or is unlawful, action is taken through the appropriate procedures.

2.2 Definitions

This section defines the terms "harassment", "bullying" and "victimisation", and provides some illustrative examples of each form of behavior to enable staff to make informed judgments about

whether a particular type of behaviour falls within the scope of this policy. However, the University recognises that there can often be a significant amount of overlap between these different types of behaviour. If someone considers that they have experienced harassment, bullying or victimisation, but is initially unsure of which definition is the most appropriate one, they should seek advice and not be deterred from bringing a complaint.

2.2.1 Harassment

Harassment is defined in law by two pieces of legislation.

The Protection from Harassment Act 1997 defines harassment as repeated behavior that causes “alarm or distress”. Its main purpose is to protect people from what became popularly known as ‘stalking’ by making it a criminal offence. An example of this form of harassment would be if a student persisted in sending emails to another student, or member of staff, that asserted a close, personal relationship that did not exist and that the recipient found distressing. In such cases, the University may report the matter to the police immediately.

The Equality Act 2010 outlines three definitions of harassment:

- unwanted conduct that has the purpose or effect of violating a person’s dignity, or creating an intimidating, hostile, degrading, humiliating or offensive environment for a person that is related to age, disability, gender re-assignment, race, religion or belief, sex, or sexual orientation;
- unwanted conduct of a sexual nature (sexual harassment);
- treating a person less favourably than another person because they have either submitted to, or did not submit to, sexual harassment or harassment related to sex or gender re-assignment.

Within that first definition of equality related harassment, the Equality Act 2010 protects people under civil law in four important ways:

First, it protects a person from harassment that is based on a perception of their personal identity that is protected by the Act – for example, their religion or belief; this protection remains in place even if that perception is wrong.

Second, it protects an individual from harassment that is prompted by their association with someone else who has that protected characteristic – for example, a friend or close relative who is disabled.

Third, it gives people the right to complain of behaviour they find personally offensive even when they are not the target of that conduct. For example, a male worker can complain about sexist remarks or jokes that are made about a female colleague (whether or not she is present when the remarks are made).

Fourth, the Act protects people from harassment that is related to, but not necessarily because of, an aspect of their personal identity. This apparently small distinction – between ‘related to’ and ‘because of’ – significantly extends the rights of victims of harassment. For example, a work group takes a dislike to a young colleague because they think he is too fashion-conscious, so they decide to taunt him repeatedly about being gay. Even though they know he is straight, he would be entitled to complain, under the Act, of harassment that is related to sexual orientation.

More examples of harassment, based on actual case law, can be found at this web address [insert details here].

Within this Policy, it should be noted that harassment can take many forms – occurring in face-to-face settings, by telephone, or in written or electronic communications. The following list, by no means

exhaustive, provides examples of the types of behaviour that can amount to harassment that may constitute a criminal or civil offence:

- Unwelcome physical contact – ranging from invading someone’s ‘personal space’ where this is unnecessary, touching or brushing against another person’s body, to physical assault, or coercing sexual intercourse.
- Unwanted verbal conduct. This may include: making remarks and comments about a student’s or employee’s appearance, lewd comments, sexual advances, innuendo and banter, making or repeating offensive or stereotypical comments, jokes or songs, making threats or patronising comments (such as repeatedly drawing attention to a person’s disability).
- Intrusive questioning. This may include gossip, as well as questions, about a person’s sexual orientation, their sex life, or their religious beliefs – either directly with the target of the discussion or with others.
- Unwelcome written or visual communications. This may include unwelcome emails, notes or pictures, displaying or sending pornographic material.
- Non-verbal conduct, such as making abusive or offensive gestures.
- The deliberate exclusion of an individual from work-related activities, including social activities related to work, or conversations in which they have a right or legitimate expectation to participate.
- Other forms of oppressive or intimidatory behaviour that are somehow related to a personal characteristic of a student or employee, such as outing someone as gay without their permission.

2.2.2 Bullying

Bullying is not defined in law. However it shares many characteristics with harassment except that it is not equality-related, nor covers stalking. The University defines it as: offensive behaviour, which violates a person’s dignity, or creates an intimidating, hostile, degrading, threatening or offensive environment or which humiliates or undermines an individual or group. Bullying can be carried out by an individual or a group of people and frequently involves an abuse of authority.

Examples of being bullied include:

- being shouted at
- being ‘told off’ in front of colleagues or other people
- being criticised in an inappropriate manner or belittled about one’s work, personality or personal appearance
- being persistently ignored or ‘talked down’
- being pressurised by a group into behaviour/actions against one’s wishes

Bullying may constitute gross misconduct under the Staff Disciplinary Procedure and may result in the suspension and ultimate dismissal of the offending member of staff. However, in the employment context, it is important to make a distinction between bullying and firm management – see Appendix 1 for more guidance on this point.

2.2.3 What is victimisation?

Staff with a grievance may sometimes complain that they are being ‘victimised’ in some way.

However, victimisation within the scope of this Policy has a very specific meaning.

It involves treating someone less favourably than other people because they have:

- made, in good faith, a claim of harassment or bullying under this Policy
- suggested or complained that, in some other way, they have, or may have been, discriminated against, or that the University’s equal opportunities policies have, or may have, been breached in some way, or
- helped someone else to make such a claim, perhaps by providing evidence or some other form of support to that person.

Victimisation is entirely unacceptable behaviour which can have a profound effect upon the working environment and lead to a reluctance to report acts of discrimination or harassment.

It is important to note that, in addition to breaching this Policy, victimisation on most of the grounds covered by this Policy is also unlawful. Individual members of staff who victimise others can be named personally in a legal complaint and may be required to pay compensation personally to a successful claimant.

The law also protects people from victimisation in cases where they have disclosed certain issues to external parties under the Public Interest Disclosure Act 1998, although this is beyond the scope of this document.

Criminal offences involving assault

2.2.4 Serious assault

Students or staff who experience serious assault should report the matter to the police as soon as possible. Examples of such serious offences include: physical assault, indecent exposure, sexual assault or rape, including date rape. In most circumstances, the University will suspend the student or employee immediately, pending the outcome of the police investigation, and then proceed with its own investigation under the disciplinary procedures, if necessary.

2.2.5 Hate crime

The Home Office defines hate crime as behaviour that is:

- motivated by prejudice, hatred or intolerance and
- intentionally damages or demeans an individual or group of people, or
- damages their property and
- creates an environment in which people will experience, or could reasonably fear, harassment, intimidation or violence and
- targets people because of their race, religion or belief, sexuality, gender identity, age, disability or conscience.

An example of a hate crime could be an incident in which a student or visitor pulls a niqab from the face of a female Muslim student. Another example would be the trashing of a student's flat by homophobic students in the same accommodation block.

Hate crime will not be tolerated on campus. Serious cases, such as the examples above, will be reported to the police. As part of a partnership of local organisations with the Salford Division of the Greater Manchester Police, the University is a hate crime reporting centre. Incidents occurring off campus, but related to work or study at the University, should be reported to the University as well as to the police. For more details go to: www.advice.salford.ac.uk/page/hatecrime .

2.2.6 Academic Freedom and Tolerance

Academic freedom is an essential part of academic and University life. It only flourishes where there is tolerance of, and respect for, a wide range of views and beliefs. It is not, however, an absolute right. It can never be used to defend forms of abuse that are unlawful and/or undermine the University's statutory duty to promote good relations between different groups.

2.3 Responsibilities of Staff and Students

The University will not condone behaviour that is abusive or offensive. Any such incidents will be treated seriously and may lead to disciplinary action under the staff and student disciplinary procedures.

2.3.1 Staff

All staff must:

- treat all individuals with courtesy and respect when carrying out their duties
- not participate in, or condone, any act of harassment, bullying or victimisation
- ensure that they are familiar with the structure and content of this Policy, and comply with the terms of this Policy and the associated codes of practice
- modify their behaviour at work if they become aware that it is unacceptable in light of this Policy, even if no formal or informal complaint has been made

It will also assist with the effective implementation of this Policy if all staff, when they witness an act of harassment, bullying or victimisation:

- encourage the person on the receiving end of this conduct to seek appropriate support and advice
- offer appropriate assistance - for example by offering to provide a witness statement; and
- complain in their own right, as someone offended by the behavior, to the appropriate manager

2.3.2 Students

All students must:

- behave in a professional and responsible manner, with respect for staff and students,
- not participate in, or condone, any act of harassment, bullying or victimisation
- modify their behaviour if they become aware that it is unacceptable in light of this Policy, even if no formal or informal complaint has been made

It will also aid with the effective implementation of this Policy if all students:

- ensure that they are familiar with the structure and content of this Policy, and comply with the terms of this Policy and the associated codes of practice

2.4 What you should do if you are accused of harassment, bullying or victimization.

Appendix 3 identifies what you should do (as a student or member of staff) if you are accused of harassment, bullying or victimization or you observe behaviour which may be seen as such.

2.5 Confidentiality

The University is committed to investigating allegations fully, fairly, quickly and confidentially. From the earliest stage of the complaints procedure, it is vital that confidentiality exists to create an environment which encourages employees to talk over their concerns and obtain objective assistance. This will allow them to assess their position and the options open to them.

On a practical level, however, it is usually difficult to sort out a problem without some communication with the person who is named as being responsible for the bullying or harassment, and with named witnesses and, in some cases, other staff. Therefore, anyone considering making a complaint should bear in mind that, in order to stop unwanted behaviour, it will generally be necessary for the person causing offence to be told about the problem so that they can consider the situation and take any appropriate action to prevent or discontinue any offending behaviour.

The University will, as far as possible, protect a complainant's wish for confidentiality, though where a complaint identifies unlawful discrimination, a safety concern or a potentially criminal act, the University has a legal responsibility to take appropriate action which might mean confidentiality cannot be preserved.

A high degree of discretion and sensitivity must be exercised by all those involved at any stage of dealing with a complaint, although this must not act as an impediment to the thorough investigation of complaints where that is required; and nor should it be used to undermine the right of all students and staff to be treated fairly.

2.6 Handling Complaints under this Policy

Formal complaints made by staff under this Policy will be handled as grievances in a manner consistent with the relevant sections of the Staff Grievance Procedure. This document does not replace or alter the information or guidance set out in that Procedure. Complaints made by students under this Policy will be handled in a way that is consistent with the University's Student Complaints Procedure.

The University has a mediation policy which has been adopted to provide staff with an alternative approach to resolving workplace conflict that is entirely confidential, voluntary and impartial and may be invoked, if both parties to the conflict agree, at any stage in the staff Grievance Procedure.

2.6.1 False Complaints

This procedure aims to promote fairness and consistency in dealing with reasonable complaints from employees or students. The University will not accept complaints which the Investigating Officers believe to be false or malicious and, indeed, may decide to take disciplinary action in some circumstances when it can be demonstrated that a complaint is made on a deliberately false or malicious basis.

3 Related Policies	
Policy Name	Location
Mediation Policy	http://www.salford.ac.uk/hr
ICT Acceptable Use Policy	www.its.salford.ac.uk

All listed and related documents can be found on the HR and IT pages of the intranet. When any changes in process are being considered, this section should be referred to in order to determine the implications on for associated policies

4 Related Procedures	
Procedure Name	Procedure Owner
Mediation Procedure	Senior Assistant Secretary, Equality and Diversity, Governance Services Unit
Grievance Procedure	Associate Director HRM
Disciplinary Procedure	Associate Director HRM
Student Complaints Procedure	Director of Student Life
Code of Conduct for Students	Director of Student Life

All listed and related documents can be found on the HR, Governance and Student Life pages of the intranet. When any changes in policy are being considered, this section should be referred to in order to determine the implications on associated procedures.

5 Related Processes

Process Name	Location

6 Monitoring and Performance of the Policy

Records:	<p>Where a formal complaint is made about a manager or member of staff and the complaint is substantiated, records will be kept on a central file and the relevant personnel file with the HR Division.</p> <p>Where informal action has been taken, notes will not usually be kept, except for a record of any agreement where both parties in dispute have voluntarily agreed on this outcome.</p>
Monitoring application of the Policy:	<p>Statistics from cases are processed through the formal procedures covering both staff and students will be collected annually and presented annually to the University's Executive Group with comparisons made to previous years. This anonymised information will include: the number of cases dealt with over the previous year and the demographic profile of complainants (i.e. their age, disability status, gender, sexual orientation, race, and religion or belief, etc).</p> <p>This information will be supported by data from:</p> <ul style="list-style-type: none"> • the Annual Staff Experience Survey • the annual report from the TCM Group, the supervisors of the University's Mediation Services • the Governance Services Unit's annual report on Bullying & Harassment cases • reports from HR Division • reports from Student Life on hate crime •
Performance Indicators:	<p>Number of cases referred to the Bullying and Harassment Advisers</p> <p>Number of cases referred to TCM Ltd for Mediation</p> <p>Number of mediation cases not resolved</p> <p>Number of mediation cases resolved</p>

	Number of grievance procedure cases and outcomes
	Number of disciplinary procedure cases and outcomes
Training and Support for the Policy:	<p>The anticipated learning outcomes of training in this policy will be</p> <ul style="list-style-type: none"> • Clear understanding of the Policy • An understanding of individuals and organisational responsibilities in the application of the policy • Understanding how it interacts with other HR policies <p>We would anticipate the following groups will participate in receiving this training:</p> <ul style="list-style-type: none"> • All Managers • Professional HR staff • Union Representatives • Staff support networks, including Bullying and Harassment advisors and Mediators

7 Policy sign-off and ownership details	
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Author:	Dr Ken Grainger - Governance Services Unit Jeffrey VG Clements – Human Resources Division
Owner:	Governance Services Unit, Student Life, Human Resources
Document control:	All printed versions of this document are classified as uncontrolled. A controlled version of this document is available from Human Resources or in the 'HR Documents' section of the Staff Channel. Questions on this policy should be initially directed to HR Reception on 0161 295 2121 or HRadvice@salford.ac.uk

8 Revision History

Release Number	Date	Revision description	Author

9 Appendices

Appendix 1 - Bullying Vs Firm Management

Appendix 2 – Guidance for those accused of harassment, bullying or victimisation

Appendix 3 - Source of information and help

Appendix 4 - Dissemination of Policy

Appendix 1: Bullying vs. Firm Management

Many managers are concerned about the possibility of being accused of bullying when they are required to discipline staff or deal with poor performance. This is not only unhelpful for the manager concerned, it may lead to a situation whereby staff are allowed to behave in ways which is detrimental not only to the organisation but for other individuals working within the manager's area of responsibility. Bullying is frequently prevalent where the management style is autocratic and overbearing but may equally be a feature of departments where the management style is weak and laissez-faire.

The key principles for managers are to treat staff fairly, communicate effectively and use appropriate measures to deal with those who are struggling to deliver to target. If you adopt the following principles, you are very unlikely to be accused of bullying. If you are unfortunate enough to be in this position, you can be confident that you can defend your actions and your approach if you have acted appropriately and fairly at all times.

- Remember that managing other people's performance is a legitimate part of your job, and there will be times when you are required to take unpopular decisions. You should however appreciate that being told you are not performing well is stressful for the member of staff and do this as tactfully and sympathetically as possible.
- Address any issues in the appropriate way. You should not lose your temper or gossip about your staff's shortcomings behind their back, but discuss each specific problem in turn, before agreeing a course of action.
- Be a good listener. Make sure that your staff understand and agree with what you discuss – it needs to be a two-way conversation, not a monologue. If staff have personal issues that are affecting their work, take an interest and make a genuine effort to help them cope. Recent research suggests a link with work related stress for staff that feel they are without a voice, or their views are not heard.
- Praise your staff as often as you can – it is very easy for managers to fall into a pattern of relating to staff in a generally negative way. If this happens, staff will regard an invitation to your office as a cause for concern, when it can just as easily be an opportunity for a positive interaction. Motivating staff is a key feature to promoting a healthy and productive culture in the workplace and thus is a primary management responsibility. People respond to positive attention much more readily than to criticism, so when you do have an unfavourable comment to make, try to use the "positive sandwich" approach whereby you start and end with something good and put the criticisms in the middle.
- Keep communication channels open. Ask yourself if your manner is as approachable as it could be and if not, what you can do to improve it. It should go without saying that if you have a sensitive issue to address that you should take the member of staff aside and do it in private.
- Be fair and avoid favouritism. Do not allow yourself or other staff to take credit for someone else's work.

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- Make sure all members of the team are included when you organise events. This should include social activities.
 - Try hard not to be moody or temperamental. One of the most difficult types of behaviour to deal with for staff is that of a manager who has extreme mood swings. If you are feeling fragile, upset or simply having a bad day, don't be afraid to let people know. A self deprecating comment is much more likely to win you sympathy and understanding than losing your temper over a trivial matter for no apparent reason.
 - Finally – don't forget that everyone makes mistakes and you are no exception. No-one is perfect, so if you do get it wrong, don't be afraid to say so. An acknowledgement and an apology are often all that are needed if you have approached an issue in the wrong way or at the wrong time or place. If you are prepared to acknowledge your mistakes, it will make it easier for your staff to do so too. This will help to establish a culture that avoids blame when things go wrong, and in which everyone pulls together with a focus on putting things right rather than finding scapegoats.

The table below summarises the key differences between managers who use appropriate and inappropriate methods to get results:

Good Manager

Consistent
 Shares information
 Fair
 Truthful
 Delegates
 Builds team spirit
 Leads by example

Bullying Manager

Inconsistent
 Withholds selectively
 Has favourites
 Distorts and fabricates
 Dumps
 Creates fear, divides
 Sets a poor example

Appendix 2: Guidance for those accused of harassment bullying or victimization

If you are told that a person views your own behaviour as offensive and demeaning, or an act of victimization, you should:

- read this Policy in full and note your own obligations under the Policy
- respect the right of all members of staff to work in an environment that is free from
- harassment, victimisation or bullying
- remain calm and listen carefully to the complaint and to the particular concerns
- expressed – remembering that, in the first instance, it is the other person's reaction to the behaviour which is important, not the reaction you think they should have had
- try to agree, on how to deal with the situation productively, taking full account of this Policy and the associated complaints procedures
- consider whether the complaint can be justified in any way, and whether it is appropriate for you to change your behaviour
- make sure that, if you are in a position to change your behaviour or conduct easily, you do so immediately rather than persist with something the other person considers unwanted

You should also bear in mind that:

- the first indication you may have that there is a problem is when a colleague tells you that they are offended or upset by certain aspects of your behaviour and want you to stop behaving in that way
- all staff and students have the right to ask a person to stop behaving in a manner which is unwanted
- If approached by someone informing you that an informal or formal complaint has been made against you, remember that the complainant does not have a responsibility to raise the issue with you first and may actually feel unable or unwilling to do so differences of attitude, background, or culture may lead to a misinterpretation of social signals, so what is perceived as offensive or degrading by one person may not be or seem so to another even though you may consider your behaviour harmless, ultimately, what is important is what a third person might reasonably consider to be the nature of your conduct. If you are a staff member who is accused of harassment, bullying or victimization, you may wish to consult a Bullying and Harassment Adviser, first to talk through the issue and consider your options. These support networks are there to help you find positive ways of resolving conflict.

If you are a staff member who is accused of harassment, bullying or victimisation, again you may wish to consult a Bullying and Harassment Adviser to help you consider your options. These will include contacting the [nearest Advise Desk of Student Life] or the Students' Union Advice at University House. Where the complainant is also a student, these support series can normally advise both parties in a dispute as they have procedures to ensure that problems do not arise from potential conflicts of interest.

Appendix 3: Sources of advice and support for staff and students

The University provides a number of services which are available to support staff and students experiencing any of the issues identified in this Policy and guidance. These include:

- **Student Life Advise Desk (iSite)**
 - Visit: www.isite.salford.ac.uk
- **Harassment and Bullying Team**
 - Visit: www.advice.salford.ac.uk/page/bullying
- **Accommodation Services**
 - Visit: www.accommodation.salford.ac.uk
- **Students' Union Contacts**
Visit: advisecentre-ussu@salford.ac.uk or www.salfordstudents.com

Other sources of support within the University

For general or additional support for students experiencing bullying, harassment or victimisation, other sources of advice and support are available, including:

- **Salford University Student Health & Wellbeing**
 - Tel: 0161 295 7008
- **Disability Office**
 - Tel: 0161 295 9000
- **Health Centre**
 - Tel: 0161 295 4209 or 0161 295 4287
- **USSU switchboard**
 - Tel: 0161 736 7811
- **Hate Crime Co-ordinator**
 - Visit: t.n.leach@salford.ac.uk

Other external sources of advice and support

There are a range of external sources of advice and support for students on issues relating to harassment, bullying and victimisation. For example, these include:

- **The Equality and Human Rights Commission (EHRC)** is a statutory body charged with enforcing anti-discrimination legislation. The Equality and Human Rights Commission helpline can provide information and guidance on discrimination and human rights issues to employers and employees. You can telephone the helpline on 0845 604 6610 or visit the EHRC's website at www.equalityhumanrights.com for more information
- **Your local Citizens Advice Bureau (CAB)** can provide free and impartial advice. You can find your local CAB office in the phone book or online at www.citizensadvice.org.uk/
- **Hate Crime Support Community Race Relation Officer**
Visit: sakina.khan@gmp.police.uk Tel: 0161 856 5139
- **Gender Trust** the largest registered Charity helping adults throughout the UK who are transsexual, gender dysphoric and transgender. Visit: www.gendertrust.org.uk Tel: 0845 231 0505
- **Nightline** a confidential, anonymous listening and information service. Visit: www.nightline.man.ac.uk

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- **Samaritans** is an organisation which provides confidential non-judgmental emotional support. Visit: www.samaritans.org Tel: 08457 909090
 - **Stonewall** a charitable organisation working towards the advancement of the rights of lesbians, gay men and bisexuals. Visit: www.stonewall.org.uk Info line: 08000 50202
 - **Women's Aid** a national charity working to end domestic violence against women and children. Visit: www.womensaid.org.uk Tel: 0800 2000247 (24 hours)
 - **Victim Support** a national charity giving free and confidential help to victims of crime, witnesses, their family, friends and anyone else effected. Visit: www.victimsupport.org.uk Tel: 0845 30 30 900
 - **Mind** is the leading mental health charity for England and Wales providing information to help promote understanding of mental health Visit: www.mind.org.uk. Tel: 0845 7660163
 - **NHS Direct** For health advice and reassurance, 24 hours a day 365 days a year Visit: www.nhsdirect.nhs.uk Tel: 0845 4647

Appendix 4: Dissemination of Policy

The University will utilise the following methods to communicate the policy effectively:

- Staff leaflets, summarising the key features of the policy and associated support services, such as the availability of advisers, relevant contact details, etc. One way of ensuring that all staff receive such information, as well as having it available at key points such as catering outlets, libraries etc, is to attach an individual copy to the pay slip of all staff members.
- Road shows or general meetings at which staff can obtain information, ask relevant questions and clarify any issues they may have
- Articles in newsletters/internal bulletins
- Communications and publications by the unions, including newsletters, branch meetings and websites;
- Faculty/service/departmental meetings;
- Posters;
- Internet/intranet/shared drives
- Various types of promotional material – key-rings, coasters, etc.
- Staff induction [to ensure new employees are aware of the institution's commitment to dignity at work and study and are introduced to the relevant policies and support services at an early stage of their career].