

TRUST-WIDE NON-CLINICAL POLICY DOCUMENT

Respect, Civility and Resolution

Policy Number:	HR41
Scope of this Document:	All Staff
Recommending Committee:	HR Policy Group
Approved by:	Executive Director of Workforce
Date Ratified:	September 2020
Next Review Date (by):	September 2021
Version Number:	2020 - Version 2
Lead Executive Director:	Executive Director of Workforce
Lead Author(s):	Strategic HR Lead

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2020 – Version 2

*Striving for perfect care
and a just culture*

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Respect, Civility and Resolution

Further information about this document:

Document name	Respect, Civility and Resolution Policy HR41
Document summary	The Respect, Civility and Resolution Policy aims to secure constructive timely and lasting solutions to workplace issues and a working environment free from discrimination and bullying and the process for staff and managers to follow if such behaviour arises. This document provides guidance which takes account of employment legislation, statutory obligations and relevant codes of practice.
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Published by Copies of this document are available from the Author(s) and via the trust's website	Mersey Care NHS Foundation Trust V7 Building Kings Business Park Prescot Merseyside L34 1PJ Trust's Website www.merseycare.nhs.uk
To be read in conjunction with	ACAS Code of Practice 2015 Disciplinary Procedure (HR01) Freedom to Speak Up (HR06) Supporting Colleagues (HR37) Supporting Attendance (HR07) Supporting Improvements (HR11) Employment Act 2008 Equality Act 2010 Employment Act 2002 (Dispute Resolution) Regulations 2004
This document can be made available in a range of alternative formats including various languages, large print and braille etc	
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Version Control:

		Version History:
Version 1		
Version 2	Approved at HR Policy Group/ Executive Director approval	September 2020

SUPPORTING STATEMENTS

This document should be read in conjunction with the following statements:

SAFEGUARDING IS EVERYBODY'S BUSINESS

All Mersey Care NHS Foundation Trust colleagues have a statutory duty to safeguard and promote the welfare of children and adults, including:

- being alert to the possibility of child / adult abuse and neglect through their observation of abuse, or by professional judgement made as a result of information gathered about the child / adult;
- knowing how to deal with a disclosure or allegation of child /adult abuse;
- undertaking training as appropriate for their role and keeping themselves updated;
- being aware of and following the local policies and procedures they need to follow if they have a child / adult concern;
- ensuring appropriate advice and support is accessed either from managers, *Safeguarding Ambassadors* or the trust's safeguarding team;
- participating in multi-agency working to safeguard the child or adult (if appropriate to your role);
- ensuring contemporaneous records are kept at all times and record keeping is in strict adherence to Mersey Care NHS Foundation Trust policy and procedures and professional guidelines. Roles, responsibilities and accountabilities, will differ depending on the post you hold within the organisation;
- ensuring that all staff and their managers discuss and record any safeguarding issues that arise at each supervision session.

EQUALITY AND HUMAN RIGHTS

Mersey Care NHS Foundation Trust recognises that some sections of society experience prejudice and discrimination. The Equality Act 2010 specifically recognises the *protected characteristics* of age, disability, sex, race, religion or belief (or lack thereof), sexual orientation, gender re-assignment, pregnancy and maternity and marital and civil partnership status. The Equality Act also requires regard to socio-economic factors.

The trust is committed to equality of opportunity and anti-discriminatory practice both in the provision of services and in our role as a major employer. The trust believes that all people have the right to be treated with dignity and respect and is committed to the elimination of unfair and unlawful discriminatory practices.

Mersey Care NHS Foundation Trust also is aware of its legal duties under the Human Rights Act 1998. Section 6 of the Human Rights Act requires all public authorities to uphold and promote Human Rights in everything they do. It is unlawful for a public authority to perform any act which contravenes the Human Rights Act.

Mersey Care NHS Foundation Trust is committed to carrying out its functions and service delivery in line the with a Human Rights based approach and the FREDA principles of **F**airness, **R**espect, **E**quality **D**ignity, and **A**utonomy.

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1. PURPOSE AND RATIONALE

- 1.1 The Respect, Civility and Resolution Policy replaces the Dignity at Work Policy HR14 and Early Resolution Policy – HR41
- 1.2 The purpose of this policy is to explain the Trust's response to Colleagues who, during the course of their employment have an issue, conflict or complaint and ensure that they are dealt with quickly, fairly and constructively. It aims to encourage positive employee relations and to prevent bullying, harassment and any form of unacceptable behaviour between colleagues.

In line with the Trust's value Respect, this policy is about creating and sustaining a working environment in the Trust that is marked by mutual respect, tolerance and understanding and a working culture based on dignity and respect across our services and departments. This means recognising that bullying and harassment in the workplace is a serious issue that must always be addressed whenever it occurs. This is also in line with the Trust Respect & Civility in our Just and Learning Culture which can be found by clicking this link: <http://sharepoint.mersecare.nhs.uk/sites/justlearningculture/SitePages/SelectedPage.aspx?pagelid=11>

- 1.3 We expect all staff to ***consistently demonstrate the trust values***. However as part of their professional and other standards our expectation is that staff ***take action and ownership to challenge inappropriate behaviour and address concerns speak up about concerns and / or compassionately address concerns*** and that our organisation and its leaders ***create an environment where people feel safe to speak up and have the confidence that any concerns will be addressed***.



- 1.4 The policy draws on six core principles

- Fairness
- Compassion
- Mutual respect
- Empathy
- Dignity
- Dialogue

- 1.5 The Respect, Civility and Resolution Policy aims to secure constructive and lasting solutions to workplace issues. This document provides guidance which takes account of employment legislation, statutory obligations and relevant codes of practice.
- 1.6 The Trust recognises that a positive working environment and good working relationships have a positive impact on colleague wellbeing and colleague engagement. A positive working environment can also lead to better performance, improved colleague retention and reduced stress related sickness absence. Focusing on resolution is good for our organisation, it is good for our colleagues and it is good for our patients and service users.
- 1.7 The Trust also recognises that conflict in the workplace may occur. In the event that this does happen, we endeavor to support colleagues and managers to work together to resolve any issues and conflicts constructively and speedily.

- 1.8 The policy provides an overview of the process the Trust will follow to resolve issues.
- 1.9 The principles within this policy also underpin how the Trust will deal with disciplinary matters and the commitment that where appropriate issues are resolved at the earliest opportunity without resorting to a formal process.

2. OUTCOME FOCUSED AIMS AND OBJECTIVES

2.1 The Respect, Civility and Resolution Policy is aimed at securing constructive and lasting solutions to workplace issues, conflicts, complaints or dealing with behaviours which may constitute bullying, harassment, discrimination and victimisation. It is suitable for the following types of issue.

- Issues between colleagues.
- Issues within or between teams.
- Issues between managers and members of their team.
- Concerns or complaints about the allocation or distribution of resources.
- Concerns or complaints about the actions or inactions of the Trust.
- Behaviours which may be inappropriate and ultimately constitute bullying, harassment and victimization

The Trust Respect and Civility Group has produced a Respect and Civility Jigsaw (Appendix 4) which outlines some behaviours which may be considered as inappropriate.

2.2 The main systems for Respect, Civility and Resolution available through the policy include

- Resolution meetings between managers and colleagues
- Informal discussion within department
- Facilitated conversation with suitably trained facilitator
- Mediation- see appendix 2
- Coaching
- Investigation to establish the facts if necessary
- Formal resolution meeting
- Appeals (only applicable for Resolution)

3. SCOPE

- 3.1 This policy applies to all Trust colleagues including doctors, bank workers and volunteers. Other colleagues e.g. contractors, locums and agency staff employed to carry out duties within the Trust premises on behalf of the Trust will be covered by the protocols specified in contractual arrangements with third party organisations.
- 3.2 The policy covers any behaviours which result in people feeling that they are not being treated with respect and civility including bullying and harassment in the Trust and in any work-related setting outside the workplace, e.g. business trips and Trust social events. Each colleague carries personal responsibility for their own behaviours in relation to this policy.
- 3.3 Any issue raised should be treated in a fair and consistent way and dealt with quickly and supportively. This approach can be used for individuals and groups when there is a collective complaint.

3.4 All complaints must be raised within 3 months of the incident/concern unless there are exceptional circumstances preventing this (e.g. an ongoing issue relating to respect and civility).

4. DEFINITIONS

4.1

The Trust	Mersey Care NHS Foundation Trust
Colleague	Anyone employed by the Trust, including colleagues on fixed term contracts
Trade Union/Staff Association	Nationally recognised NHS negotiating body
ACAS	Advisory Conciliation and Arbitration Service
KSF	Knowledge & Skills Framework

5. DUTIES

5.1 **Chief Executive** - The Chief Executive has delegated responsibility for ensuring compliance with legislation to the Executive Director of Workforce.

5.2 **Board of Directors** – The Board of Directors are responsible for ensuring that the policy is being adhered to both collectively and by the management and colleagues in their area of responsibility.

5.3 **Lead Executive Director** – The Executive Director of Workforce has a responsibility to ensure that robust systems are in place, to ensure compliance with the policy and employment legislation. They will also ensure that all Directors, Managers, Human Resources staff and colleagues are fully aware of their roles and responsibilities in relation to the early resolution procedure.

5.4 **Senior Managers** - It is the responsibility of Divisional Managers and Corporate Services Managers to ensure that they follow the procedure.

Senior Managers will also feature as part of the Appeal Hearing panel [Refer Para – 6.5.3] as independent support to the Director making the decision.

5.5 **Line Managers** – Line managers will attempt to resolve workplace issues, conflicts and complaints raised by colleagues informally, fairly, consistently and within the agreed timescales.

5.6 **All Colleagues** – Colleagues are required to participate and co-operate with others in ways aimed at resolving workplace issues, conflicts and complaints and to state what would be seen as a suitable outcome.

5.7 **Trade Union Representative** – Trade Union representatives will represent the interests of members. Trade union representatives have an important role to play in both the handling and the resolution of workplace issues, conflicts and complaints. Colleagues should be advised of their right to be accompanied at all formal stages in the procedure by a trade union representative or workplace colleague.

Trade Union Representatives will also feature as part of the Appeal Hearing panel [Refer Para – 6.5.3] as independent support to the Director making the decision. This will be managed so that Representatives are not hearing a matter relating to one of their own members.

- 5.8 **Human Resources** – The Human Resources Team will work with managers; trade unions and colleagues to ensure the policy is followed and complies with employment legislation. They will provide support and advice to managers, colleagues and trade union representatives. Human Resources are responsible for advising all parties on the handling and ways to ensure early resolution of colleague’s workplace issues, conflicts and complaints and may be directly involved at any stage. They will also help to maintain consistent and uniform standards throughout the Trust.
- 5.9 **Panel Chair** - The Panel Chair will take lead responsibility for hearing workplace issues, conflicts and complaints at Formal Hearings. The Panel Chair will make the decision as to whether or not a workplace issues, conflict or complaint are to be upheld and any associated action.
- 5.10 **Panel Members** – Panel members will support the Panel Chair at Formal Hearings.

6.0 PROCESS

The process and timelines are outlined within a flowchart for ease of reference at Appendix 2 of this policy document and is described in detail in the follow sections.

6.1 Request for Respect, Civility and Resolution

6.1.1 You can make a request for Respect, Civility and Resolution either verbally or in writing to your line manager [Please refer to Appendix 1 for the appropriate format for a written submission]. If you are uncomfortable discussing the matter with your manager you can also make contact with one or more of these independent people who can also help you, details of who they are and how to contact them are available on our HR Portal in the Resolution section:

- Freedom to Speak Up Guardian
- Trade Union representative
- Human Resources Team
- Health and Wellbeing Practitioner in Occupational Health

6.2 Respect, Civility and Resolution Fact Finding

6.2.1 The Respect, Civility and Resolution fact finding discussion is an opportunity for your line manager and / or one of the parties named in 6.1 to meet with you to understand more about your issue and identify the most suitable route for resolution. Although this is not a formal meeting you can bring a Trade Union representative or work colleague along for support if you want to along with Human Resources if needed. A meeting should take place within 2 working days from raising the issue.

6.2.2 The fact finding can result in one (or more) courses of action:

- Agreement to enter into early Respect, Civility and Resolution (see section 6.3)
- Formal Respect, Civility and Resolution (see section 6.4).

6.3 Early Respect, Civility and Resolution

6.3.1 There are a number of options available within the Trust to support early resolution, which includes:

- Resolution Meeting between individuals

- Informal discussion within department
- Resolution Meeting with managers
- Informal meeting with Trade Union support
- Mediation
- Facilitated conversations by a suitably trained person
- Coaching

6.3.2 Further details on the above can be found in the guidance on the SharePoint, which you can be signposted to by your line manager and/or Human Resources.

These options should normally be organised within 5 working days (unless for exceptional reasons).

Consideration should be given to the Trust's Four Step Process with specific interest on stabilising the situation and establishing what all parties need during this process.

6.3.3 These options enable you to be supported to resolve your issue without needing to go through a formal process. If the issue isn't satisfactorily resolved at this point you can request to go to formal resolution. It should be clear to all parties that the discussion taking place is in-accordance with the Early Respect, Civility and Resolution Policy.

6.4 Formal Respect, Civility and Resolution

6.4.1 Whilst the Trust would always encourage and promote early resolution we recognise that there are times when a more formal approach is necessary, which may be for one of the following reasons:

i) Immediate progression for formal resolution

If the agreed conclusion following the resolution fact-finding discussion is that none of the early resolution options are appropriate we can progress immediately to formal resolution. This may be because the matter is sufficiently serious to warrant a formal investigation to establish the facts and could involve recourse to the Trust disciplinary procedure.

ii) Early resolution not resolved satisfactorily

If no resolution is achieved, the colleague may chose to initiate a formal procedure. The choice to progress to the formal stage of the process must be notified to the next level of management who will review the matter and make an assessment of the case and contact you regarding the proposed next steps.

6.4.2 As part of this process the senior manager must arrange a formal resolution meeting with you as soon as practicable (normally within 10 working days) and confirm the outcome to you in writing as soon as practicable, normally within 5 working days.

If further fact finding is required before you can be notified of the decision, the timescale will be extended and you will be informed. The fact-finding investigation should be completed within 28 working days from commissioning. Following conclusion of the investigation a formal resolution meeting should be organised as soon as practicable (normally within 10 working days after) and confirm the outcome to you in writing as soon as practicable, normally within 5 working days. All timescales are extendable by mutual agreement.

After completion of the Formal Respect, Civility and Resolution the Senior Manager should have a further conversation to establish if any of the Early Respect, Civility and Resolution options (6.3.1) are applicable in order to support discussions, restore relationships and move forward positively.

As previously outlined in this policy, you will have the right to be accompanied by a Trade Union representative or work colleague at this stage.

- 6.4.3 If a claim is found to be malicious in nature then the individual may be subjected to a Four Step Process.

6.5 Appeal (only applicable for Resolution and not Respect and Civility)

- 6.5.1 If you remain dissatisfied with the outcome following receipt of your formal resolution outcome you have the right of appeal. Your appeal should be made in writing within 10 working days of receiving the letter. Subject to the availability of panel members the Trust will aim to hear your appeal within 20 working days, which is extendable by mutual agreement.

- 6.5.2 An appeal hearing is not designed to re-hear the case but to examine the grounds of appeal. You must be specific about the grounds of the appeal and these will effectively form the agenda for the appeal hearing. Appeals can be raised on one of the following grounds:

- The procedure - a failure to follow procedure had an effect
- The decision - the evidence did not support the conclusion reached
- Any proposed action - was inappropriate given the circumstances of the case
- New evidence - which has genuinely come to light since the first hearing.

- 6.5.3 The appeal hearing panel will consist of a Director, independent senior manager and a Trade Union representative who has not been directly involved in the case. The senior manager and trade union representative will provide independent advice/support to the decision making Director and will not be from the colleagues service line or their trade union [should they be a member of one].

- 6.5.4 This is the final stage in the process and there will be no further right of appeal.

- 6.5.5 However, it should be noted that, In line with our Just and Learning Culture, unfortunately it will not always be the case that potential relationships will be healed and colleagues may wish to have or remain with differing views in regard to a situation, but they must have had the opportunity to share their feelings/views and the Trust must do all it can to support all parties to an incident, in order that we can move on.

6.6 Time Limits

When a colleague has workplace issues, conflicts or complaints this must be raised at the earliest opportunity or within three months of the individual becoming aggrieved or experiencing uncivil behaviour. This timeframe may be extended in exceptional circumstances by approval from Chief Operating Officer/Deputy Chief Operating Officer/most Senior Manager within the Corporate Directorate in liaising with the Associate Director of Human Resources.

- 6.6.2 The following timescales should be followed for each stage of the procedure. These timescales are from the date of receipt of the workplace issues, conflicts or complaints, at the relevant stage:

- Request for resolution and resolution fact-finding – two working days
- Early resolution - up to five working days

- Formal resolution – up to fifteen working days or up to a maximum of 55 working days in total if an investigation is needed (ten working days to organise initial meeting, twenty working days for investigation and a further ten days to provide outcome)
- Appeal – up to 20 working days

6.6.3 The Trust will endeavor not to exceed these timescales without good reason but it is also recognised that they can be extended by mutual agreement. The above timescales also apply to former colleagues.

6.6.4 Workplace issues, conflicts or complaints, or a subsequent appeal to the next stage(s) must be submitted within the time limits specified within this procedure, unless an agreement is reached between the manager and colleague/their representative.

6.7 Documentation

6.7.1 At the formal stages of the procedure, all documentation, including witness statements to be presented as evidence must be submitted in order that the written evidence can be circulated to all parties involved.

6.8 Witnesses/Evidence

6.8.1 Witnesses must normally be introduced at the beginning of the process. If new evidence or information becomes available at a later stage of the procedures, the manager may consider this.

6.9 Attendance at Meetings/Hearings

6.9.1 If either party refuses twice or is unable to attend a meeting the Chair of the panel may make a decision in their absence based on the evidence provided.

6.10 Continuing Workplace Issues, Conflicts or Complaints

6.10.1 Colleagues should be encouraged by all parties involved throughout this process, in the Fact-finding discussions or Early Respect, Civility and Resolution and Formal Respect, Civility and Resolution stages, to seek solutions and encourage restorative conversations. However, in line with paragraph 6.5.5 there may not be satisfactory outcomes in regard to certain matters. Should this happen the individual should be encouraged and supported to stay within the Just and Learning parameters and not continue to raise the same issue(s).

6.11 Exclusions from Early Resolution

6.11.1 The following are excluded from this procedure and the appropriate policy/procedure should be referred to:-

- Disciplinary matters
- Job Evaluation/Banding Reviews or KSF framework
- Any terms and conditions of employment that are either set nationally or by local collective bargaining procedures
- Policy on Concerns at Work about Patient Care or Matters of Business
Probity/Conduct

6.12 Status Quo

6.12.1 The status quo (i.e. the working and management arrangements which applied before the workplace issues, conflicts or complaint) should operate provided that this would not be

prejudicial to Patient/Service User care, until the agreed procedure within the Trust has been exhausted.

6.13 Workplace Issues, Conflicts or Complaint raised when a Member of staff is due to leave the Trust

6.13.1 Any concern raised by a colleague who is leaving the Trust but is received before their final date of employment should be dealt with in accordance with this policy.

6.14 Post Employment Workplace Issues , Conflicts or Complaint

6.14.1 Should a former Trust colleague raise a workplace issue, conflict or complaint within 3 months of their employment ending, the matter will be investigated and a written response will be provided. All necessary measures to stay within the prescribed timescales of the policy framework will be taken.

6.15 Overlapping Respect, Civility and Resolution and Disciplinary Cases

6.15.1 Where a workplace issue, conflict or complaint is raised during a disciplinary process, the appropriate action will be determined on a case by case basis.

6.15.2 If the issues relate to the content of the disciplinary process or the disciplinary process itself the matter will generally be dealt with as part of the disciplinary process.

6.15.3 The processes may run concurrently following, where possible, agreed timescales, unless the content of the workplace issues, conflicts or complaint is so significant in relation to the disciplinary case that a deferral of the disciplinary proceedings becomes inevitable. The decision as to whether this is appropriate will be made by the Associate Director of Workforce- HR or Deputy Director of Workforce.

7 CONSULTATION

7.1 The Policy has been developed by the HR Policy Group which consists of representatives from:

- Recognised Staff Organisations
- Senior Managers
- Human Resources staff

8. TRAINING AND SUPPORT

8.1 Training will be provided on an ad-hoc basis as and when required.

9. MONITORING

9.1 The Human Resources Department will maintain data to enable the monitoring of the number of workplace issues, conflicts or complaint submitted. This information will be reviewed and reported on to the Executive Director of Workforce on a regular basis.

10. EQUALITY AND HUMAN RIGHTS ANALYSIS

Equality Impact Analysis - Relevance screening

A **screening** process can help judge relevance and provides a record of both the **process** and **decision**. Screening should be a short exercise that determines relevance for all new and revised strategies, policies, services and functions.

Completed at the earliest opportunity it will help to determine:

- the relevance of proposals and decisions to equality, and
- whether or not it is necessary to carry out a full equality impact analysis

Division/Programme: Workforce	Service area/Project: Trust Wide
Lead person: HR Strategic Lead	Date: 23/09/2020

1. Title: Respect, Civility and Resolution Policy

Is this a: <Tick as appropriate>

Change to an existing Strategy / Policy

New Strategy/policy

Change to Service(s) / Function (s)

Other

If other, please specify:

2. Summary of the intended outcome of the strategy, policy, Service(s) for function(s) being assessed. Please also detail if this links to a corporate equality objective:

This policy describes the process required to support colleagues to secure constructive, timely and lasting solutions to workplace issues. This document provides guidance which takes account of employment legislation, statutory obligations and relevant codes of practice

3. Who will be affected?

This policy applies to all Trust colleagues including doctors, bank workers and volunteers.

4. Relevance to equality

All the Trusts policies, projects, strategies, services and major developments affect patients, carers, service users, employees or the wider community. These will also have a greater or lesser relevance to equality and diversity.

The following questions will help you to identify how relevant your proposals are.

When considering these questions think about age, carers, disability, gender reassignment, race, religion or belief, sex, sexual orientation, pregnancy and maternity and any other relevant characteristics (for example socio-economic status, social class, income, military veterans, unemployment, residential location or family background and education or skills levels).

Questions	Yes	No
Is there any indication or evidence (including from consultation with relevant groups) that different groups have different needs, experiences, issues and priorities in relation to the proposed policy or proposal?		X
Is there potential for or evidence that the proposed policy or proposal will affect different population groups differently (including possibly discriminating against certain groups)?		X
Have there been or are there likely to be any public concerns (including media, academic, voluntary or sector specific interest) about the policy or proposal?		X
Could the proposal affect how our services, commissioning or procurement activities are organised, provided, located and by whom?		X
Could the proposal affect our workforce or employment practices?		X
Does it relate to an area of work with known inequalities?		X
Is there a greater impact on any protected group (that is not consistent with the policy aims?)		X
Is there potential for or evidence that the proposed policy or proposal will discriminate or not promote equality of opportunity or promote good relations between different groups?		X
Is there an opportunity to further advance and promote equality?		X
Is there a communications issue?		X
Is there a sensitivity issue regarding the needs of different cultures?		X
Is there an impact on the Trusts ability to achieve national targets or to satisfy inspection body standards?		X
Is there a risk of loss of reputation, service restriction or loss of confidence in the Trust?		X

If you have answered **no** to the questions above please complete **section 6**

If you have answered **yes** to one or more of the above and;

- Believe that the policy or proposal is equality relevant, please complete **section 5** and carry out a full Equality Impact Analysis
- Believe you have already considered the impact of your proposal on equality and diversity and there is little or no relevance, please go to **section 4**
- Believe that whilst the policy or proposal is equality relevant, a full Equality Impact Analysis is not necessary at this stage, please go to **section 4**

4. Considering the impact on equality and diversity	
If you have answered yes to one or more of the screening questions and believe that the policy or proposal is not equality relevant or that a full equality impact analysis is not required at this stage, please provide specific details for all three areas below:	
<ul style="list-style-type: none"> • How have you considered equality and diversity? (think about the scope of the proposal, who is likely to be affected, equality related information, gaps in information and plans to address, consultation and engagement activities (taken place or planned) with those likely to be affected) 	
<ul style="list-style-type: none"> • Key findings (think about any potential positive and negative impact on the different protected characteristics, potential to promote strong and positive relationships between groups, potential to bring groups/communities into increased contact with each other, perception that the proposal could benefit one group at the expense of another) 	
<ul style="list-style-type: none"> • Actions (think about how you will promote positive impact and remove or reduce negative impact) 	

5. If the policy or proposal is equality relevant, you will need to carry out a full Equality Impact Analysis	
Date to scope and plan your equality impact analysis:	
Date to complete your equality impact analysis:	
Lead person for your equality impact analysis: (Include name and job title)	

6. Governance, ownership and approval		
Please state here who has approved the actions and outcomes of the screening		
Name	Job title	Date
Lois Newitt	Strategic HR Lead	23/09/2020

For use by the Equality Impact Analysis Sub Group:

Governance, ownership and approval		
State here which members of the Equality Impact Analysis Sub Group Quality assured the actions and outcomes from the equality impact analysis relevance screening.		
Name	Job Title	Date

Appendix 1

Workplace Respect, Civility and Resolution Form

Request for Respect, Civility and Resolution

Employee Name:

Contact Details.....

Division: Workplace.....

Name of Trade Union Representative, if applicable.....

Nature of Workplace Issues, Conflict, Complaint or Behaviour(s):

To be completed by the person who has raised the issues, conflict, complaint or suggesting inappropriate behaviour. If your workplace issue, conflict, complaint or suggested inappropriate behaviour is against another colleague you **must** state their name.

I seek the following resolution of my workplace issues, conflict, complaint or suggested inappropriate behaviour:

:

I attach the following evidence in support of my workplace issues conflict, complaint or suggested inappropriate behaviours if required

(List the documents below and attach the appropriate paperwork).

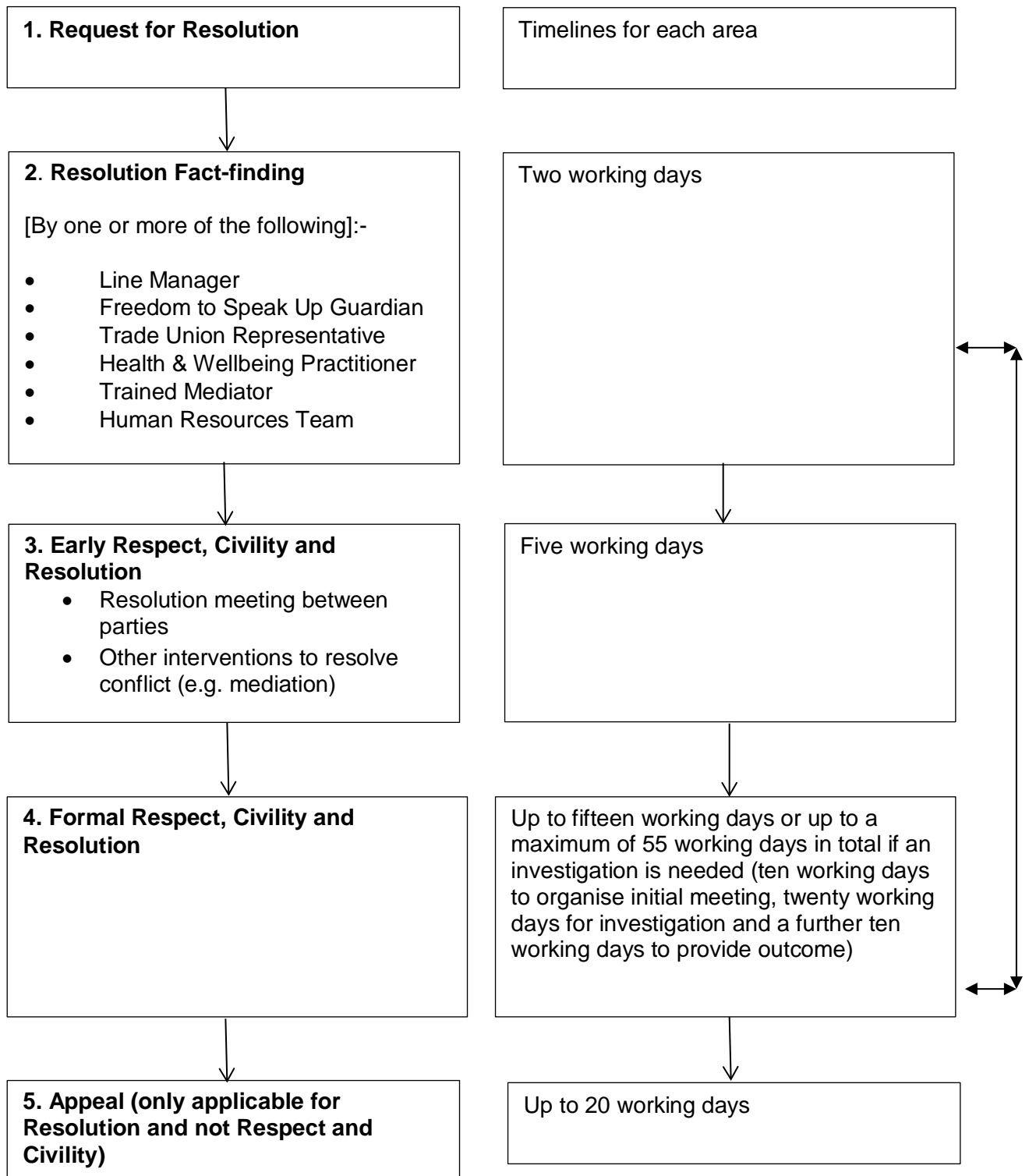
Please note that an appeal (as per section 6.5) is only applicable for Resolution and not Respect and Civility

Signature of Colleague:.....

Date:.....

Appendix 2

PROCESS FLOWCHART WITH TIMESCALES



Appendix 3

Services available

1. Occupational Health/Staff Support Services

The aim of occupational health is improving and sustaining the health and wellbeing of staff. It is an advisory service and can be accessed by individuals making contact directly or by management referral. The department can be contacted on 0151 471 2451.

The staff support service provides staff counselling which is a confidential service that gives staff the chance to talk through things that are on their mind with a counsellor, who will be non-judgemental and impartial.

Staff can talk about any problems at work. The Staff Support Service is based at Switch House, Northern Perimeter Road, Bootle, Merseyside, on 0151 330 8103 / 8099.

2. Mediation Services

Mediation is a confidential and voluntary process, which brings together people who are experiencing problems with a work related relationship. The problem will usually relate to behaviour, attitude or communication. Mediation takes place in the presence of an impartial third party. During mediation individuals will be encouraged to relay their experience and air their feelings. It empowers those involved, as the disputants not the mediators, to decide on the terms of any resolution. The mediator does not offer advice on how to solve the problem. People participating in mediation do so without prejudice.

Why have mediation?

The mediators are new to the dispute, issues or upset and not involved in the work area. They will make sure that the meetings are conducted in a fair and productive way. The co-mediators can help staff reach a resolution which is acceptable to all those involved.

Will agreements be reached?

The aim of the mediation process is for those present to come to a resolution. Individuals coming to mediation must have the will to implement the resolutions they propose and reach agreement about future behaviour.

What happens after mediation?

If in the colleague's view the mediation has been unsuccessful, they may invoke formal procedures, in this case the mediators would not be involved.

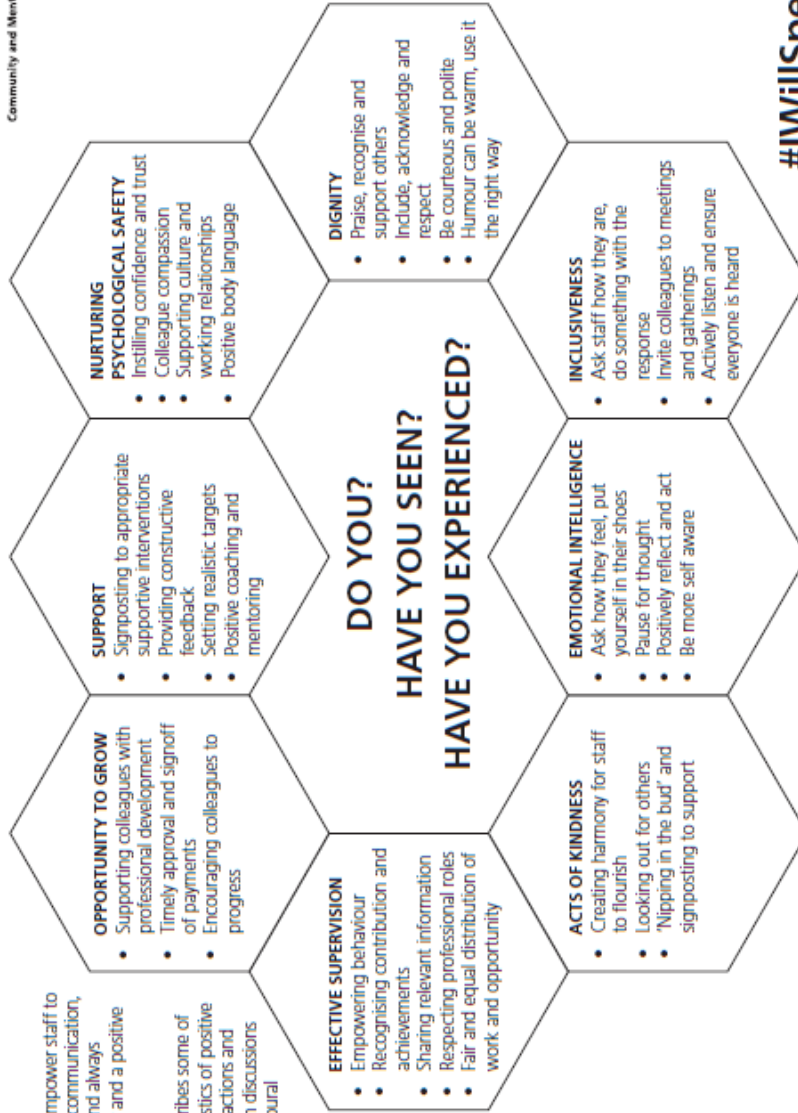
Appendix 4

Respect and Civility Jigsaw

RESPECT AND CIVILITY in our Just and Learning Culture

We want to empower staff to challenge miscommunication, reduce hurt and always choose civility and a positive culture.

This tool describes some of the characteristics of positive and negative actions and can be used in discussions about behavioural change.



#IWillspeakUp

RESPECT AND CIVILITY in our Just and Learning Culture

We want to empower staff to challenge miscommunication, reduce hurt and always choose civility and a positive culture.

This tool describes some of the characteristics of positive and negative actions and can be used in discussions about behavioural change.



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