

Bullying, Harassment, Discrimination and/or Victimisation policy and procedure – Appendix 2

Guidance on acceptable behaviour

It is important to distinguish between the effective management of performance and harassment and bullying. Managers within Shropshire Council are required to manage teams to achieve targets and work to standards, to manage change, service development and improvements. They're entitled to manage fairly and effectively in order to achieve these goals. This may on occasions raise issues regarding style of management.

Actions taken with the genuine aim of helping employees to improve are to be encouraged. Actions which aim to damage or demean are not acceptable.

It's recognised that an occasional raised voice or argument in itself may not constitute harassment and bullying.

The table below provides guidance on what differentiates good management from harassment and bullying.

Good management	Harassment/ bullying
<ul style="list-style-type: none"> • Making an employee aware of poor performance and providing support in making the necessary improvement. • Using supervision and appraisals to provide appropriate direction. • Providing the appropriate balance of positive and negative feedback to ensure a high standard of work whilst maintaining employee morale and well-being. • Fair use of the disciplinary and absence management procedures. • Supporting, encouraging and challenging to achieve outcomes. • Setting realistic deadlines related to the capabilities required by the person specification for the post. • Progress chasing/monitoring of work • Setting out standards and acceptable behaviour and work performance. • Using a clear, firm and measured communication style. 	<ul style="list-style-type: none"> • Constantly pointing out an employee's mistakes without giving support to put them right. • Blocking an employee's development by ignoring or refusing training requests for no justifiable reason. • Inappropriate comments made in public about an individual's performance. • Persistent haranguing of an employee in public or private. • Scapegoating one person when there is a common problem. • Making unreasonable threats about redundancy/continued employment. • Deliberately withholding information or removing areas of responsibility without justification.