



the education union

ATL Workplace Bullying Toolkit

GET INVOLVED

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Introduction

Schools and colleges should provide a caring, constructive learning environment for pupils and safe, supportive working conditions for staff. ATL members have the right to work in a climate of respect; they should not be subject to intimidating, hostile or humiliating treatment. Bullying among pupils can have a devastating effect on the learning environment, and many schools have addressed this problem by adopting school behaviour policies after proper consultation with staff, pupils and parents. Far fewer schools have policies for handling situations where our members are being bullied. Evidence from surveys carried out in both the Nottinghamshire and Derbyshire branches and casework from other branches make it clear that bullying of members is on the increase.

This toolkit has been put together to provide branches with the resources to:

- Educate themselves about the facts surrounding workplace bullying
- Assess the scale of workplace bullying across their own branches
- Arrange training events to support and offer guidance to Reps and members.
- Develop school and local policies to help protect members.

The toolkit is available to download from the ATL website and includes a workplace bullying survey along with a covering letter explaining the purpose of the survey. There is a power point presentation including slides and notes for presenters (please contact Doru Athinodoro on dathinodoru@atl.org.uk for a copy of this presentation), as well as advice on planning an event and other useful resources available.

What is Bullying?

There is no legal definition of bullying. The Advisory, Conciliation and Arbitration Service (ACAS) characterises bullying as *'offensive, intimidating, malicious or insulting behaviour, an abuse or misuse of power through means intended to undermine, humiliate, denigrate or injure the recipient'*.

There is a subjective element to whether someone has been bullied which is directly related to how they feel and their perception of a situation, or an action or of a series of actions. Bullying can be defined as the persistent and normally deliberate misuse of power or position to intimidate, humiliate or undermine. This definition is most relevant to members where their line managers, head teachers and even school governors are misusing their authority.

However, our casework indicates that bullying may arise at all levels in a school or college. A teacher may bully another teacher, a teacher may intimidate a line manager and pupils may harass an ATL member.

The common theme in all these examples is that for our members *'something has happened to them that is unwelcome, unwarranted and causes a detrimental effect'*

Bullying as defined by ATL can take many forms including:

- spreading malicious rumours
- insulting someone
- copying critical memos about someone to others who do not need to know
- ridiculing or demeaning someone
- exclusion and victimisation.

How wide spread is the problem?

Recent surveys in Derbyshire and Nottinghamshire have shown that ATL members, regardless of gender or age can be victims of workplace bullying. Over 50% of members had witnessed a colleague being bullied in the last six months with one in four members experiencing some form of bullying directly.

A survey carried out by the Institute of Personnel and Development in 1996 puts bullying at the tops of workplace concerns above hours of work, workloads, lack of support and being set unrealistic targets.

The evidence produced in these surveys and the increase in casework concerning workplace bullying is the main reason for the introduction of this toolkit which branches can use to help tackle and resolve this issue.

Planning for the Training Session.

Who can help?

ATL colleagues in the Recruitment & Organisation department are here to help you; this includes the ATL Organising and Learning & Development teams who are happy to support activities and events which are aimed at recruiting, retaining, engaging and developing members.

Please email organise@atl.org.uk with an outline of your proposed event and the teams will do our best to support you. We can also arrange for your event to be advertised to members via 'etelligent email' provided you can give two weeks notice of the event.

You may also consider inviting your Regional Official who may be able to contribute with examples for case studies, help with the presentation or the question and answer session.

What budget to use?

There is a centrally held training budget which is there to help branches organise such events. Earlier this year you would have been sent a branch training grant application form which included the following advice:

'Broadly speaking the Training Grant provides funding towards venue hire, refreshments, travel and a speaker if needed. Two types of one-off events can be funded by the grant:

1. Training/briefing events for reps (e.g. a Performance Management Briefing or a full day of skills training for reps)
2. Learning events for members (e.g. a voice care workshop, or a well-being at work event, or an Apply Yourself student seminar)

If you did not apply for this grant but are interested in applying for funding, please contact the Recruitment and Organisation department - organise@atl.org.uk.

There may also be Union Learning Representatives in your area who can help so ensure that you involve them as they may well know about other opportunities to access funds/resources. To find out if there is a ULR in your area email training@atl.org.uk

When budgeting for this or any event it is worthwhile to consider the cost of the venue, refreshments and possible expenses for speakers and attendees.

What materials are available?

The ATL publications on 'Bullying at Work' and 'Violence, threatening behaviour and abuse' are suggested in the resources section of the toolkit and there are also some fact sheets available to handout to members. The presentation slides can be printed as handouts so that members who attend have an opportunity to make their own notes.

At every event it is very important for ATL to collect feedback and also to encourage greater participation, an evaluation form is attached and can be amended to suit this or any other specific audience.

What time and when is the best time to hold this event?

The presentation has been designed so that Branch Secretaries can take out what slides they feel appropriate to their particular session although the session presented in full should take about an hour.

The sample agenda included in this toolkit has a starting time of 5.30 pm for refreshments and an actual starting time for the briefing at 6pm to allow for late comers. It is also important to consider when in the academic year will be good time for members to attend.

What should be on the agenda?

A sample agenda is included (see page 12). One thing to consider is how interactive could the session be. There should be some balance between presentation and interaction which could be as simple as a small Q&A session at the end of the ATL presentation where the members could discuss issues they or their colleagues have faced.

Alternatively, a case study could be used to demonstrate how positive action on this issue can result in the workplace bullying being tackled including how to organise members to support and recruit one another.

Refreshments

The sample agenda and letter assume that refreshments are provided because this is an evening session. Whilst we are not suggesting that a meal is provided, some sustenance would be welcome by most. Venues can usually provide refreshments at an additional cost or if the venue is a school or college, some arrangements for catering can usually be made.

Location

You will need to consider accessibility both to and within the venue. Town centres are usually very good for public transport but not necessarily for parking. If it was held at a school, this may be easier for parking but you would have to ensure that attendees are met or that they are directed to the venue clearly. It is also possible that the LA would provide accommodation especially if there is a speaker present, again it would be very important to ensure that the venue is suitable, access is easy and refreshments can be provided.

How to use this to further engage members

On the model agenda, the last session - ATL –You have joined us, now join in! - is meant to be on how to *'get involved and get active'*. The ATL Organising team may be able to attend and help with this session for the branches they are working with or provide materials but really it is about talking to members about the myriad ways in which members can get involved in their union including the ATL Future Network, branch events and learning/training opportunities and reps positions I schools and colleges.

Encourage everyone to complete the evaluation forms. It is essential that forms introduced properly as these are a method of ensuring that ATL events and training meet our members' needs; it also includes a section on what the member will do having attended the event.

It would very useful if copies of the evaluation forms could be sent to the Recruitment and Organisation department in the London Office so that they may invite members to future ATL training courses which they have expressed an interest in.



March 2007

Colleagues,

On a daily basis, ATL members across ***** strive to ensure that their pupils and students have the best environment possible to learn and develop. We want our members to teach in workplaces where they are treated with dignity and respect while carrying out their duties.

Unfortunately, this is not always the case. One in ten workers report being bullied at work in the last six months with one in four workers being bullied some time in the last five years. Almost half of the workforce, around twelve million people, report witnessing bullying in their workplace.

To help us assess the level of the problem in *****, we are asking all our members, whatever their role within education to please fill in the confidential survey and return to us in the freepost envelope provided. We are a member led organisation and we rely on your views and input to drive our policy decisions, so by completing this survey you will help both ATL locally in your branch and also ATL at a national level so please take some time to complete the survey.

If you are a victim of bullying in school and need help to resolve the issue then please do not hesitate to use the contact details below. Alternatively you can find further information on the website at www.atl.org.uk and there is also a free publication available free to all members titled 'Bullying at Work' which gives practical advice on how to begin resolving this problem.

Can I thank you in advance for completing the survey and if there are any other issues you would like further advice on then please feel free to contact me.

Branch Secretary Details

Workplace survey

Source: Adapted from CIPD, Bullying at work: beyond policies to a culture of respect, 2006

Your name (optional) _____

School / College (optional) _____

This questionnaire has been designed to assess the impact of work and working relationships on employee well-being. The questionnaire should be completed and returned anonymously so that the strictest confidentiality can be assured.

Personal details:

Age Under 26 26–35 36–45 46–55 Over 55

Sex Male Female

In the following questions, circle one number in response to each statement where you're given a choice of 1 to 5, or answer Yes or No, as appropriate.

How good or bad is your work?	Very good	Good	OK	Bad	Very Bad
The way my manager treats me	1	2	3	4	5
Freedom to decide how to do the job	1	2	3	4	5
The number of changes at work	1	2	3	4	5
Having the right tools, equipment or clothing for the job	1	2	3	4	5
Meeting parents	1	2	3	4	5
Training to do the job	1	2	3	4	5
Opportunity to use my skills	1	2	3	4	5
Level of pay	1	2	3	4	5
Praise for a job well done	1	2	3	4	5
Volume of work	1	2	3	4	5
Performance targets	1	2	3	4	5
Opportunities for rest breaks	1	2	3	4	5

Working relationships

Have you been bullied or harassed in the past year?	Yes	No
Did the bullying or harassment involve a manager?	Yes	No
Did the bullying or harassment involve a non-manager?	Yes	No
Did the bullying or harassment involve a parent, student, or member of the public?	Yes	No
Do you know anyone else who has been bullied?	Yes	No
Was the bullying or harassment related to race?	Yes	No
Was the bullying or harassment related to sex or sexual orientation?	Yes	No
Was the bullying or harassment related to a physical characteristic or disability?	Yes	No

If you have been bullied or harassed, which of the following happened to you?

Unpleasant personal remarks	Yes	No
Intimidation	Yes	No
Ganging up	Yes	No
Physical attack	Yes	No
Malicious gossip	Yes	No
Bad language	Yes	No
Threats	Yes	No
Public humiliation	Yes	No

Reporting bullying or harassment

Did you report it to your manager?	Yes	No
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If you didn't report the bullying or harassment what was the reason?

I did not think it would be taken seriously	Yes	No
My manager was the bully	Yes	No
It would have made things worse	Yes	No

Quality of support

	Very good	Good	OK	Bad	Very Bad
Training or counselling to deal with stress, bullying and harassment	1	2	3	4	5
The way your employer deals with bullies and harassers	1	2	3	4	5

Colleagues,

Re – Workplace Bullying Survey Results / Training Session

Over the last few months, ATL members in the ***** Branch have been taking place in a survey to find out the scale of workplace bullying in workplaces.

We have had hundreds of responses to the survey with about 25% of members taking time to return the survey to us. We have some initial findings of the survey but hope to publish a more detailed report later on in the school year and also hold branch training events to look at how we can tackle the issue of bullying at work.

The survey shows that nearly 30% had been bullied at sometime during their career and that close to half of ATL members had witnessed somebody else being bullied at work. Slightly more men than women have been a victim of workplace bullying and the overwhelming statistic is that over 90% of members who responded to the survey thought that the quality of support offered by employers when dealing with the issue was either bad or very bad.

There is currently no legislation to protect employees being bullied at work although employers have a general duty under health and safety legislation to provide a safe and healthy working environment which should include protection from bullying and harassment at work. As a trade union, ATL deals with members who have faced workplace bullying we know how members professional and personal lives can be affected, by carrying out the survey we have helped to raise awareness of the issue in our workplaces and it is important that members know that there is practical support and understanding which they can access through ATL school reps and also the local branch.

Bullying and harassment can affect people in many different ways but they often feel powerless to change the situation and isolated so it is important that they talk to colleagues as soon as possible to see if they are also facing similar issues. Some common approaches to resolving the issue include:

- Speaking to the bully – a direct approach can often be best, by telling someone their behaviour is unacceptable and that you want them to stop, can often get the best results.
- Get support – if the situation continues, tell a friend, colleague, ATL rep or ATL Local branch officials but do not try to cop on your own. You can speak to your union in confidence and they can often give confidential advice on how to resolve the problem.
- Get evidence – always keep written evidence, including, times, dates and details of incidents and also how you felt.

- Make it formal – if the bullying still continues, you should use your formal grievance procedure. ATL Reps will be able to advise you of the best way to approach this and give you support through the process.

ATL in ***** are committed to offering support and training for members so they can deal with this issue at work and therefore have arranged a training session to be held on the *****. Places are limited, so to reserve your place please contact ***** using the details below.

If you have any issues concerning workplace bullying or any other health and safety concerns, then please get in touch using the details below.

Branch Secretary Details

Colleagues,

Confirmation of booking for the workplace bullying Branch Event

I am very pleased to be able to confirm that you have been successful in your application for a place on the above event. I have attached an agenda for the evening which should be a very useful and enjoyable one.

The event will be held at (full address / telephone no.), for directions to this please follow the website link or contact the venue direct on the details provided. If you are unable to attend, please contact me on the details below so that I can offer your place to another applicant.

If you do have any queries that have not already been answered, please do not hesitate in contacting me further.

Yours sincerely,

Name
Branch Secretary
Association of Teachers and Lecturers - _____ Branch
Mobile:
Email: _____@atl.org.uk

Website: www.atl.org.uk
www.new2teaching.org.uk



xxxxxxx Branch

How to Deal with Workplace Bullying

Branch Secretary:

Facilitator:

PROGRAMME

17.30	Registration and refreshments
18.00	Welcome to ATL ***** Branch
18.10	How to deal with Workplace Bullying
19.10	Q & A Session
19.30	ATL –You have joined us, now join in!
19.45	Close

Website: www.atl.org.uk

Running an ATL Briefing Session



Facilitation Checklist.

DAY 1	Details	Tick sheet
Introduction	Yourself (!) Putting course in context, history. What we hope participants will get out of it	
Domestics	Fire, toilets, refreshments etc	
Programme information	Timings & tutors	
Ground rules/ways of working	Mobiles, values of TU movement	
Get Involved talk	Discuss roles within the school and branch	
Evaluation, publication & recruitment material orders	Take in forms and orders	
What happens after the course?	Discuss follow on training courses and thank members for their attendance. Ensure the date of the next branch meeting is circulated.	

EVALUATION FORM

Please comment on the following:

1. Suitability of the venue

2. Programme (*Please tick as appropriate*)

**Strongly
Disagree**

Disagree

**Neither
Agree or
Disagree**

Agree

**Strongly
Agree**

Were the objectives clear
beforehand?

Were the objectives met?

Was the content useful?

4. What was the best aspect of the event?

5. What could be included to improve this event?

6. Any other comments

7. For **further development**, I would like to receive information on the following courses: *(Please tick as appropriate)*

Being an ATL Rep		Managing challenging behaviour	
Union Learning Rep		Effective learning	
Health & Safety Rep		Shaping your career – starting off	
Putting equality first		Leadership skills	
Speaking Up! Confidence in Conference		Effective Negotiating Skills	
Employment Law		Working in Classroom Teams	
Assertiveness		Using Your Voice!	
Have you any additional suggestions on courses ATL could provide?			

8. As a consequence of attending this event I will:

Talk to colleagues about what support ATL has provided for me	
Check there is a union notice board in my workplace and update it	
Find out more about ATL NQ member networks	
Log onto the ATL new2teaching WebPages to find out more ways in which ATL can support NQ members	
Attend branch meetings to find out what is happening across the local authority	
Encourage colleagues to attend future ATL briefings and events	

9. Contact details:

(Please complete this section to update your personal details)

Membership number:Name:

Address:

Home Telephone No:

Work Telephone No:

Email address:

Thank you for completing this form. Your comments will provide valuable feedback.

Useful links and resources

The following links and addresses provide both ATL resources and also advice from other organisations whose sites have dedicated sections dealing with the issue of workplace bullying.

ATL Resources

It takes union know-how, resources and information to make workplaces as safe as possible. That's why ATL provides high-calibre advice and training on all health and safety matters. www.atl.org.uk/healthandsafety

Two publications are also available for members Bullying at work and Violence in the workplace. Both can be downloaded by clicking the links below..



There is also a dedicated email address for all Health and Safety queries which is hs@atl.org.uk or you can ring the Legal and Member Services directly on 020 7782 1598

TUC

It has taken union campaigns to deliver the comprehensive health and safety legislation that the UK workforce enjoys. The TUC website gives not only advice and guidance on workplace bullying but also a wide range of other health and safety issues. www.tuc.org.uk

Andrea Adams Trust

The Andrea Adams Trust is the only UK charity dedicated to tackling workplace bullying. They provide online advice and questionnaire. The website can be found at www.andreadamstrust.org The trust also support the Ban Bullying at Work day which takes place on the 7th November each year. Details can be

found at www.banbullyingatwork.com and there is also a fact sheet to download by following the link below.



Health and Safety Executive

The HSE is responsible for Health and Safety regulation in the UK and will provide a wide range of information covering health and safety issues that may affect members in your branch and which may supplement any presentation. www.hse.gov.uk

Labour research Department.

The LRD is an independent research organisation publishing news and information for trade unionists. Around 2000 trade union organisations are affiliated representing 99% of the total membership of the TUC. The website and other publications can be found at www.lrd.org.uk

Hazards Magazine

Hazards is the only union friendly magazine and has won many major international awards. Unions are the best way to secure better and safer work and Hazards can provide advice to make the union job easier. www.hazards.org

* Elements of the ATL Health & Safety Campaign were featured in both LRD and Hazards magazine in 2007 and in the TUC Health & Safety e-bulletin.