



# Dignity at Work and in Ministry Policy and Procedure

## Document Overview

**Purpose** This policy seeks to provide ways in which unacceptable behaviour can be challenged, preventing bullying and harassment and seeking to protect the dignity of others in their work.

**Confidentiality** This document is not confidential

**Document owner** Archdeacon Pastor

**Status note** Draft Version 10.0

**Distribution** Clergy and Lay people within the Diocese of Coventry

**Required Action** BCST Approval for Publishing

**Proposed next step** Tim C to take to BCST for approval

## Draft Version History

Version	Date	Status Note
1.0	16/10/15	Draft requested by Simon Lloyd
2.0	21/01/16	Adopted Carlisle Diocese procedure to deal with lay people who bully clergy or other lay people
3.0	19/02/2016	Simon Lloyd amendments
4.0	30/09/16	Final draft to be approved by BCST
5.0	06/10/16	Slight amendments made by BCST. Permission given to be distributed once consultation completed.
6.0	19/01/18	Additional changes made following Core Staff away day. Suggestions and edits relating to the Cathedral have been checked by Louise Nicholls.
7.0	12/03/18	Richard Cooke's Intro included
8.0	13/09/18	Minor amendments by Ruth Marlow
9.0	05/03/19	Archdeacon Sue's amendments
10.0	27/02/24	Archdeacon Tim – Final Draft

# Dignity at Work and in Ministry Policy and Procedure

## 1. Introduction

- 1.1. Bullying and harassment should have no place in the church, yet such behaviour does happen. When it does it is important that the human dignity of the person who has experienced such behaviour, whether it was intended to be so or not, is protected and their concerns are heard and, where possible, reconciled. This policy sets out the process to follow if a lay person or a clergy person feel they have been the target of bullying and harassment.
- 1.2. It is not always easy to live in such a way that shows how much we value our fellow humans. This was also true from the first in the church, as the early reconciliation process outlined in Matthew 18.15-17 shows. There Jesus' teaching is that one who has suffered hurt has a right to seek restitution; first by private conversation, then in the presence of trusted witnesses, finally before the whole church gathering. And if the one who has offended will not accept resolution, they are to be set aside from the church. It is a process that honours the victim and gives them a dignity which no-one else in the ancient world would have offered them. This is the intent behind Jesus' teaching in Matthew 18, a means of giving a voice to the voiceless, rights and dignity to those who may not be recognised to have them by those who have given offence, and to bring about where possible reconciliation.
- 1.3. This policy seeks to provide ways in which unacceptable behaviour can be challenged and by implication asks us all to challenge our own behaviour and attitudes. Within the church such challenges must always happen in the context of the self-giving love of God seen in Jesus, and the way to forgiveness and amendment of life which the work of the Holy Spirit offers.
- 1.4. Preventing bullying and harassment and seeking to protect the dignity of others in their work, is one means by which it is possible to embody the mind, attitude and actions of Christ in the world today, to seek the best for others, and to demonstrate the reconciling love of God for all.

## 2. Statement of commitment

- 2.1. The Church is required by God to foster relationships of the utmost integrity, truthfulness and trustworthiness. Abuse, harassment and bullying will not be tolerated in the Diocese.
- 2.2. All complaints of abuse, harassment and bullying will be taken seriously and thoroughly investigated.

## 3. Standards of behaviour

- 3.1. The Diocesan Bishop, the Suffragan Bishop, the Bishop's Core Staff Team and Area Deans commit themselves to maintaining the standards and procedures reflected in this policy and building a culture where individuals, lay or ordained, feel safe and treat one another with dignity.
- 3.2. The House of Laity is committed to doing all in its power to contribute to a culture of mutual respect where individuals, whether lay or ordained, feel respected and safe, and treat one another with dignity. Its members recognise the importance of setting a good example in this work and undertake to participate in training in support of this policy.
- 3.3. The House of Clergy is committed to doing all in its power to contribute to a culture of mutual respect where individuals, whether lay or ordained, feel respected and safe, and treat one another with dignity. Its members recognise the importance of setting a good example in this work and undertake to participate in training in support of this policy.

## 4. What is bullying and harassment?

### **Harassment**

- 4.1. Harassment can take different forms, for example verbal, written, or physical abuse, exclusion, gestures, graffiti, pictures, flags or emblems. It may be a one-off or continuous incident. The impact of harassment needs to be recognised. People suffering harassment need to have confidence they are being listened to and taken seriously. The legal definition is broadly that harassment is "unwanted conduct that violates people's dignity or creates an intimidating, hostile, degrading, humiliating or offensive environment."

### **Discrimination**

- 4.2. Discrimination means less favourable treatment related to your sex, race, disability, sexual orientation, gender identity, caring responsibilities, age, religion or belief, class, or other personal characteristic. It can affect pay, hours of work, training, promotion and conditions at work.

### **Bullying**

- 4.3. Bullying is unwelcome behaviour which is offensive, humiliating, abusive and mostly carried out by using unwarranted or invalid criticism. Also, by isolating the person and focusing on distorted or fabricated allegations of underperformance and misuse of power. It often includes threats, abuse, teasing and practical 'jokes' which make the recipient feel upset, threatened, humiliated or vulnerable. Bullying and harassment may be by an individual against an individual (perhaps by a manager or supervisor) or involve groups of people. It may not always be obvious but it is always unwanted and unwelcome.

### **Bullying and harassment**

- 4.4. Bullying and harassment can be face to face or in written communications, email, phone, and automatic supervision methods such as computer recording of downtime from work. Bullying and harassment cause anxiety, humiliation and helplessness. It makes people frightened and demotivated, causes stress, loss of self-confidence and self-esteem and can lead to job insecurity, illness, absenteeism and even resignation. Almost always job performance is affected and relations in the workplace suffer.

## 5. How can bullying and harassment be recognised?

- 5.1. Bullying may manifest itself in a variety of different ways. It is usually persistent, and often unpredictable, and can amount to severe psychological intimidation. It is insidious and undermines the ability and confidence of the person suffering from it. It can lead to fear, isolation, demotivation and reduced output, poor concentration, symptoms of stress, a noticeable level of sickness absence or stubborn attendance when obviously unwell, psychological, emotional and physical harm.
- 5.2. Harassment, in general terms, is unwanted conduct affecting the dignity of people in the workplace, which may include churches, offices, church halls, and houses used for church meetings. It may be related to age, gender, sexual orientation, race, disability, religious belief (including theology or church tradition), nationality or any personal characteristic of the individual, and may be persistent or an isolated incident. Differences of gender or ethnic background, for example, may mean that what is said or done is not understood or heard as it was intended. The important point is that the actions or comments are viewed as demeaning and unacceptable by the recipient.
- 5.3. Bullying and harassment should not be confused with conflict and for issues where conflict has arisen. Please contact the Archdeacon Pastor if guidance or advice regarding specific conflict resolution is required.
- 5.4. Examples of bullying and harassing behaviour are provided in Appendix 1.
- 5.5. It is important to distinguish between bullying, and behaviour that is reasonable in a particular context. For example, there may be occasions where shortcomings in performance are being addressed and more incisive behaviour is interpreted as bullying, simply because the recipient is unused to being challenged or asked to account for their actions.
- 5.6. Any person making an allegation of bullying or harassment must describe the behaviour being complained of, and the occasion(s) when it occurred in order for it to be considered and investigated. Deliberately malicious complaints will be regarded very seriously.
- 5.7. Every complaint of bullying or harassment will be taken seriously and investigated appropriately. It may be very difficult for someone who is a target to come forward and make a complaint for a number of different reasons so it is important that people feel confident in the process.

## 6. Harassment Advisers

- 6.1. This diocese is committed to developing and training a network of Harassment Advisers. These are concerned members of the clergy and laity who have volunteered, and been accepted, to undertake these duties. They have received special training for this role and have the full support of the diocesan bishop. They are available to any member of the clergy or laity to offer, in confidence, advice and information as required. Anyone who feels they are a target of bullying or harassment will be able to contact an harassment advisor at any time either prior to or during the complaints process. [Need for contact details on website once advisors have been identified and trained]
- 6.2. Advisers will not make judgements, recommendations or reports; they will listen in an informal atmosphere, and they will help individuals to decide what action they may want to take and the support needed. Advisers will meet regularly with the Archdeacon Pastor. A role description for Harassment Advisers can be found at Appendix 4.

## 7. Dealing with allegations of bullying or harassment

- 7.1. The scope of this policy extends to clergy, and all lay people, other than those who are employed by the Diocesan Board of Finance, or by a Parochial Church Council, to whom terms and conditions of that employment will apply. The procedure to be followed in the event of allegations should be that applicable to the alleged victim – see Appendix 5.
- 7.2. This policy does not apply to children (under 18), for whom the Diocesan Safeguarding Policy is in place and any complaint involving a child must be referred to the diocesan safeguarding team
- 7.3. If the person making a complaint comes under the definition of a vulnerable adult (policy reference) advice should be sought from the diocesan safeguarding adviser before proceeding with the below process.

## 8. First Informal Steps

### **Lay Person**

- 8.1. If a lay person considers that they are a target of bullying or harassment, they should speak to the Incumbent. (If the Incumbent is the alleged perpetrator, then the Area Dean or Lay Chair should be contacted.) It is helpful to aim to speak to this person as soon as possible after the incident concerned. It is, however, recognised that complaints of this nature may relate to cumulative actions taking place over a period of time. The person who considers themselves a target may also contact one of the Harassment Advisers.
- 8.2. It is the duty of the Incumbent to investigate the allegations and, if there is sufficient evidence to justify a complaint, to speak to the person allegedly perpetrating the harassment. If felt necessary the Incumbent can do this with another person present. It is the Incumbent's responsibility to take speedy action to stop harassment and it is important that it is made clear to the alleged perpetrator that such behaviour is unacceptable and will not be tolerated. Silence or inaction can be seen as collusion and endorsement of such behaviour.
- 8.3. If someone complaining about bullying or harassment considers the process followed to have been inadequate, they should next approach the Area Dean or Lay Chair. If one of these has been involved because the Incumbent is the alleged perpetrator, the other should be contacted.
- 8.4. Should resolution be unsuccessful then the matter will be referred to the Archdeacon (usually the Archdeacon Pastor) who will meet with the clergy person and the alleged perpetrator first separately and then together and seek resolution. Where possible future expected behaviours should be agreed.

### **Clergy Person**

- 8.7. When a clergy person considers they are a target of bullying or harassment, they should, in the first instance, try and seek resolution within their own parish complaints and grievance procedure. A sample complaints policy can be found here: [PCC-Complaints-Procedure.doc](#) . Should resolution of the issue be unsuccessful, or the alleged perpetrator is another clergy person, then the complainant should contact their Area Dean. If the alleged perpetrator is the Area Dean, then another Area Dean should be contacted or advice sought from one of the Harassment Advisors.
- 8.8. The Area Dean will meet with the clergy person and the alleged perpetrator first separately and then together and seek resolution. Where possible future expected behaviours should be agreed and written down. Should resolution be unsuccessful then the matter will be referred to the Archdeacon (usually the Archdeacon Pastor).
- 8.9. The Archdeacon and the Area Dean will meet with the clergy person and the alleged perpetrator first separately and then together and seek resolution. Where possible future expected behaviours should be agreed. The Archdeacon may agree a voluntary contract with the lay person which may ultimately result in the lay person not attending that particular church.
- 8.10. Should resolution be unsuccessful, an appeal may be made to the Suffragan Bishop who will investigate and whose decision will be final.

### **Bullying or Harassment by a Member of the Bishop's Core Staff Team**

- 8.5. The alleged bullying will be reported to either the chair of the House of Laity or chair of the House of Clergy of the Diocesan Synod. An informal process will be started where the chair will meet with the complainant and alleged perpetrator separately and then together and seek a resolution. Where possible future expected behaviours should be agreed. The chair will check periodically to see if the agreed behaviours are being met.
- 8.6. Should resolution be unsuccessful, an appeal may be made which will begin a more formal process. The complainant and respondent will be asked to meet separately with two members of Bishop's Council appointed to hear such cases. A joint meeting will then be held to seek a satisfactory solution and expected behaviours agreed. Should this prove to be unsuccessful the complainant may wish to take further formal steps and will be advised of what these are.

- 8.11. At any meeting held during the process outlined in the boxes above the lay person or clergy person, or their alleged perpetrator may be accompanied by a friend, colleague or trade union representative.
- 8.12. Those investigating claims of harassment should consider all the circumstances before reaching a conclusion, and particularly the perception of the complainant, as harassment is often felt differently by different people. Having gathered all the evidence those investigating should ask themselves "could what has taken place be reasonably considered to have caused offence?" In some cases, it may be possible to rectify matters informally. Sometimes people are not aware that their behaviour is unwelcome and an informal discussion can lead to greater understanding and an agreement that the behaviour will cease. It may be that the individual will choose to do this themselves, or they may need support.

- 8.13. Should all of the above measures fail to secure a resolution a discussion will take place at Bishop's Core Staff Team meeting to decide on the appropriate course of action for the parish including the appropriate legal remedy.
- 8.14. If deemed necessary, the Safeguarding Team may be notified at any point of this procedure. The Conflict Transformation Group may also be asked to get involved where a perception of bullying is likely because of situations that are rooted in conflict.
- 8.15. It is recommended that electronic communication such as email should only be used, if at all, for administrative purposes such as setting up meetings. Electronic communication must not be used for discussion of any allegations made.
- 8.16. Incumbents, Area Deans, Lay Chairs and Harassment Advisers should balance the importance of a swift response to allegations of bullying and harassment, with the need to spend appropriate time investigating and reflecting on the issues.
- 8.17. Incumbents, Area Deans and Lay Chairs are strongly encouraged to draw upon the advice and support offered by Harassment Advisers who have been trained for this work and appointed to it by the Diocesan Bishop.
- 8.18. It is anticipated that those involved in the process will each seek to ensure that it is surrounded by prayer at every stage.

## 9. Formal Procedures

- 9.1. If the informal steps outlined above do not achieve satisfactory results, or the nature of the incident(s) prompts the person who feels harassed to take a more formal approach, a formal complaint should be made to the Archdeacons. How these informal and formal process are link and work are described by the flow charts in Appendix 5.

## 10. Support

- 10.1. Professional counsellors, trades unions, and professional associations are useful sources of support for individuals. Other information is available through organisations such as the Citizen's Advice Bureau.

## 11. Confidentiality

- 11.1. It is diocesan policy that these matters are to be treated with absolute confidentiality and that no action will be taken without the willing consent of the person who feels he or she has been a target.

## 12. Process

- 12.1. When both the alleged perpetrator and the target are licensed ministers (clergy or lay) formal complaints of bullying or harassment may, with the target's consent, be brought under the [Grievance Procedure: Code of Practice](#). It has been developed by the Church to deal with grievances of various kinds between

ministers. When the alleged perpetrator is a clergy person, it may be more appropriate for the target, or an archdeacon with the target's consent, to make a complaint under the Clergy Discipline Measure 2003.

- 12.2. When the alleged perpetrator is a lay person, and the target is either ordained or lay, complaints of bullying or harassment may, with the target's consent, be dealt with in one of a number of ways according to the circumstances. This may include a formal, personal letter from the Diocesan Chair of the House of Laity to the alleged perpetrator, setting out the standards agreed under this policy. Such a letter may only be sent at the request of a Bishop. Clear role descriptions, careful recruitment and proper support for all volunteers will enable PCCs to end such appointments where this is appropriate.
- 12.3. After the investigation and action are concluded, the Incumbent (or Area Dean or Lay Chair) should monitor the situation and ensure that appropriate continuing support is offered to the parties involved.



## Appendix 1

This list of behaviours is not exhaustive but gives a clear indication of the sorts of actions that constitute bullying or harassment:

- removing areas of responsibility without discussion or notice
- isolating someone or deliberately ignoring or excluding them from activities
- consistently attacking someone's professional or personal standing
- setting out to make someone appear incompetent
- persistently picking on someone in front of others
- deliberate sabotage of work or actions
- deliberately withholding information or providing incorrect information.
- overloading with work/reducing deadlines without paying attention to any protest
- displays of offensive material
- use of e-mails to reprimand, insult or otherwise inform someone of their apparent failing, either to the individual or to third parties
- repeatedly shouting or swearing in public or in private
- spreading malicious rumours to third parties
- public humiliation by constant innuendo, belittling and 'putting down'
- personal insults and name-calling
- aggressive gestures, verbal threats and intimidation
- persistent threats about security
- making false accusations
- aggressive bodily posture or physical contact
- talking/shouting directly into someone's face
- direct physical intimidation, violence or assault
- using social media platforms to attack, belittle, defame or denigrate another person

The most serious incidents might result in:

- creating an unsafe working environment
- ignoring signs of overwork and extreme stress
- putting someone's health physically, emotionally or psychologically at risk by making them upset, frightened and/or ridiculed

## Appendix 2

### What to do if you think you have been the target of bullying or harassment

If you are experiencing bullying or harassment, you should not suffer in silence or feel that you are to blame in some way for inviting bullying behaviour.

Actions you can take yourself before taking any informal action:

1. Keep a factual log of all incidents of bullying – dates, times, nature of incident, details of accusations, criticisms, emails and other correspondence. This may be needed as evidence should harassment, victimisation or bullying continue or subsequently recur.
2. Try to get witnesses to bullying incidents and avoid situations where you are alone with the bully. Find out if you are the only person being bullied or whether other people are also affected now or have been in the past. Talk to colleagues and see if they will support you.
3. If possible, clarify your role description so that you can check whether the responsibilities you are given match it. (Please remember that there may be occasions where shortcomings in performance are being addressed and more incisive behaviour is interpreted as bullying simply because you are not used to being challenged or asked to account for your actions. The actions taken may actually be a legitimate questioning of your performance.)
4. Research all the available informal and formal options open to you and what support and advice is available including from qualified counsellors, professional associations, trades unions and the police. The diocese has appointed Harassment Advisers, volunteers who have been specially trained to advise, support and accompany you; they guarantee appropriate confidentiality and will meet with you in private to talk through your complaint. They will advise you on procedures for dealing with claims of bullying and harassment and help you to clarify the impact of the behaviour you are experiencing so that you can decide what you want to do about it.

Informal action:

It may be possible for the complaint to be resolved quickly by explaining directly to the harasser or bully the effect their behaviour is having, and that you want it to stop. By trying the informal route you may be able to get the harasser or bully to stop their behaviour and so prevent the matter becoming public, or of escalating and making your situation more difficult. But it has been shown that it is rarely advisable for the one feeling bullied or harassed to confront a bully alone, without professional support. Consult a Harassment Advisor and discuss with them whether to confront the alleged harasser, alone or with someone else. Professional mediation may be needed.

Every effort should be made to use informal means, including considering alternative dispute resolution such as mediation or restorative justice, to stop the offensive behaviour before formal procedures are invoked. But it should also be made clear that if the behaviour continues you will make a formal complaint. This may be enough to sort things out, particularly if the person(s) involved was/were unaware that their behaviour was causing offence. Whenever possible, any complaint of bullying or harassment should be notified, in confidence, to your Churchwarden who will raise the matter with your Vicar and involve the Area Dean, or the Archdeacon Pastor as appropriate. Once an outcome has been agreed between the parties, the Area Dean or Archdeacon Pastor will monitor the situation as appropriate.

If the Area Dean or Archdeacon Pastor decides the matter is sufficiently serious or constitutes gross misconduct, they will make a file note of action taken and with your permission, institute an investigation under the formal procedures.

**Formal action:**

Formal procedures are not dependent on you having to take personal action to ask the bully to stop their behaviour. It is recognised that by its very nature bullying is something that happens over a prolonged period of time and the longer it goes on the more difficult it is to take personal action to confront the behaviour.

If the perpetrator is a clergy person or licensed lay worker, and if an informal approach fails or you are unable to make an informal approach, it may be appropriate to use the Grievance Procedure for Licensed Ministers or, in the case of a clergy person, the Clergy Discipline Measure 2003.

## Appendix 3

### I have been accused of bullying or harassment, what can I do?

1. Bullying and harassment are matters that must be taken seriously. An accusation does not signify a judgement that you are guilty, and there will need to be a discussion with you in order to establish the true nature of the situation. It is possible that there might be a problem that has arisen because you have not realised the effect of your actions and you may not have intended the effects complained of.
2. Throughout any informal or formal process care is taken to identify the underlying issues, eliminate the causes of offence in a timely manner and to find a solution that will enable people to work together well.
3. The perception of the person complaining of bullying or harassment is, however, an important factor in determining whether or not harassment has taken place – simply to deny there is a problem, or that the problem lies with the person complaining won't normally be sufficient.
4. Who you should contact if accused of harassment:
  - a. If you are Clergy, contact your Area Dean.
  - b. If you are Laity, contact your Vicar and a Churchwarden.
  - c. If your Vicar or Churchwarden is the subject of the harassment then contact the Area Dean.
  - d. If the Area Dean or Archdeacon Pastor is the subject of the harassment then contact the Suffragan Bishop.
  - e. The aim of the person you contact will be to facilitate discussion with a view to resolving the problem at source if possible.
5. The diocese will seek to appoint Harassment Advisers, who have been specially trained to be available to support those involved in cases of bullying and harassment, if so you are strongly advised to use this support. Harassment Advisers are volunteers who are fully trained, guarantee appropriate confidentiality and will meet with you in private to talk through your position. They will advise you on procedures for dealing with claims of bullying and harassment and help you to clarify the impact your behaviour may be having, so that you can decide what you want to do about it.
6. In many cases the problem will be resolved informally through discussion. You will be asked to reflect on your behaviour and the possibility that you might be at fault, whether consciously or not.
7. The diocese must ensure that any formal procedures are fairly and properly followed. Details relating to the circumstances that gave rise to the complaint, the evidence of witnesses and the nature of the professional relationship between the person complaining and yourself will all be taken into account.
8. If you are a clergy person or a licensed lay minister accused of bullying another minister a formal complaint may be made under the Grievance Procedure for Licensed Ministers. If you are a clergy person accused of bullying other clergy or laity there will be consideration of whether the matter constitutes misconduct under the Clergy Discipline Measure 2003.
9. If you are a lay person accused of bullying a minister or another member of the laity, please see Appendix 2 which outlines the formal procedure the diocese has agreed for dealing with such complaints.
10. As a result of informal or formal action you may be offered help to recognise, understand and modify your behaviour; you are strongly advised to accept this help. Under certain circumstances a refusal to accept help could be a disciplinary issue.

## Appendix 4

ROLE DESCRIPTION	
Dignity at Work and in Ministry - Harassment Adviser – Diocese of Coventry	
<b>Location:</b>	As required throughout the Diocese of Coventry
<b>Hours:</b>	As required

### Role Profile

The primary focus of this role is to assist the Diocese of Coventry in fulfilling the Diocesan Mission Purpose of Worshipping God, Making New Disciples, and Transforming Communities, especially with regard to Dignity at Work and in Ministry. This role is a volunteer position which may, by permission of the Bishop, be carried out within the core working hours of an existing clergy post. In order to support our Dignity at Work and in Ministry Policy, we are looking to appoint Harassment Advisers who can be approached in the first instance, in confidence, if someone feels they have been harassed at work.

### Key Relationships:

The Bishop of Coventry and core and extended staff teams

The Clergy and Laity of the Diocese

The Principal of the Diocesan Training Partnership

The post-holder voluntary work to support this policy will be overseen by the Archdeacon Pastor

### Main Activities and Responsibilities:

The Harassment Advisers will not, as a general rule, make recommendations or reports (although there may be rare occasions when they do) but instead will listen in an informal atmosphere and help with the discernment of the necessary action and support needed. They are not able to take on an advocacy role but will:

- be a point of contact and support for any lay or clergy (church officer/ member of congregation/employee)  
consider whether the matter is appropriate to be dealt with in an informal way. Cases involving formal action will lie outside the remit of the Harassment Adviser. For instance, the threshold for invoking the Clergy Discipline Measure is if a complaint of serious misconduct has been made against members of the clergy.
- refer to the DSA (Diocesan Safeguarding Adviser) when appropriate. NB: Any pastoral support for a complainant will be dealt with separately
- arrange an appropriate time for each discussion/meeting
- actively listen in a non-judgmental manner
- help identify the problems faced, and explore and discuss options in order to determine whether and how matters should be progressed
- help to obtain information on diocesan policies and procedures
- signpost other services or agencies as appropriate
- maintain appropriate confidentiality
- make and store securely appropriate summary records of action taken for each case, taking into account any safeguarding and GDPR requirements for record keeping, which remain the property of the Bishop of Coventry's office
- notify the HR Administrator(s) when the informal action has run its course
- receive initial training/orientation, with refresher training as appropriate

### Monitoring and Evaluation

The Harassment Advisor will meet at least once a year with the Archdeacon Pastor

### **Administration**

Travelling expenses will be paid at the standard Diocesan rate as will the reasonable costs of training and conferences, subsistence, stationery and equipment necessary for the undertaking of this role. Further details on this will be provided to the post-holder.

### **Person Specification**

We are looking for people who have the following essential requirements:

- An interest in and commitment to matters of equal opportunities
- The ability to listen to individuals at all levels, who may approach them with a concern
- The ability to maintain utmost confidentiality
- The ability to remain calm and impartial
- The ability to deal with difficult situations
- The ability to have honest conversations.
- The ability to be accessible and spare some time at relatively short notice to see people

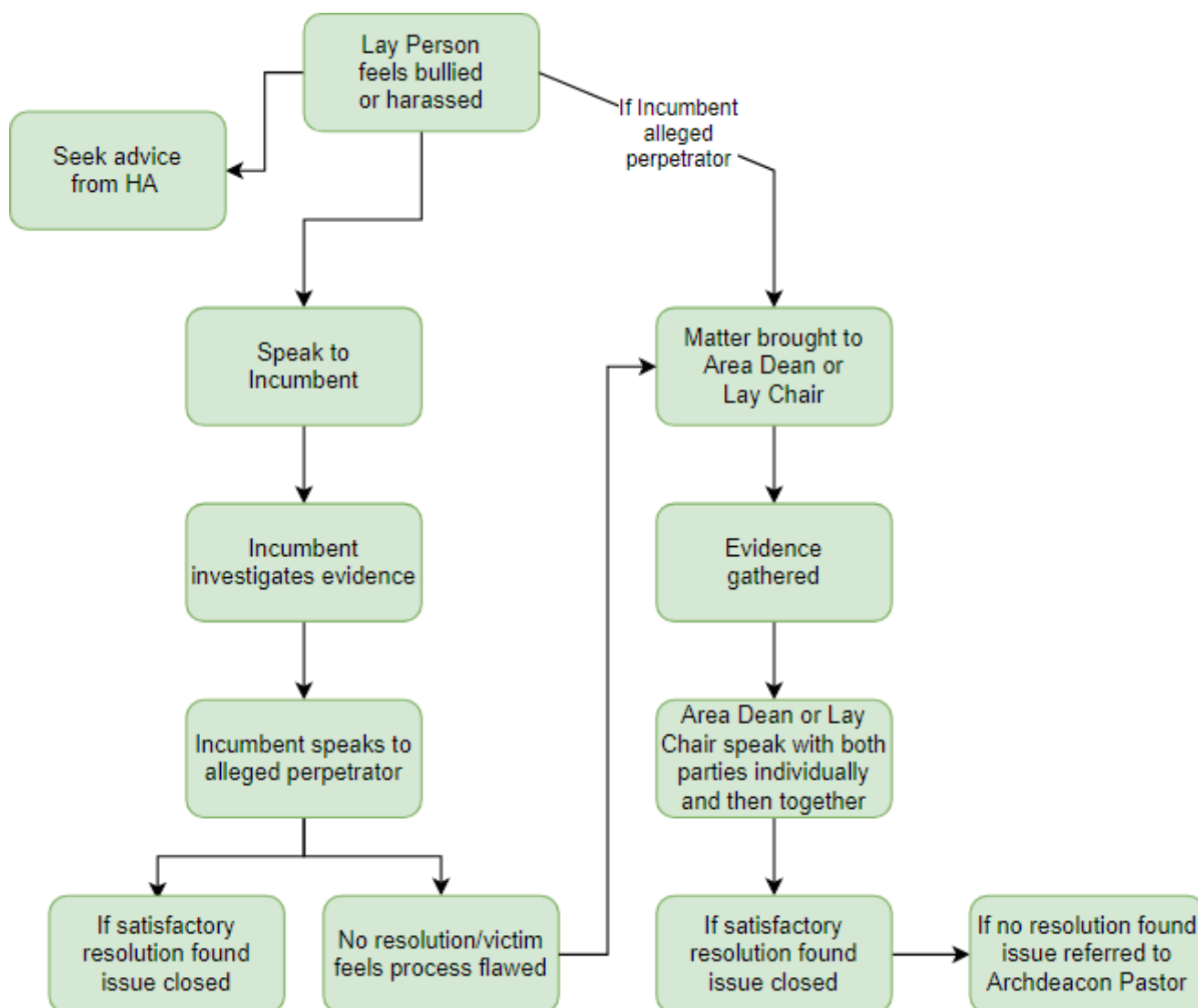
In addition, any of the following will be helpful but are not essential, as training can be provided:

- Knowledge of employment law, and particularly discrimination legislation
- Experience of counselling
- Record keeping
- Report writing
- Understanding of mediation or restorative justice services

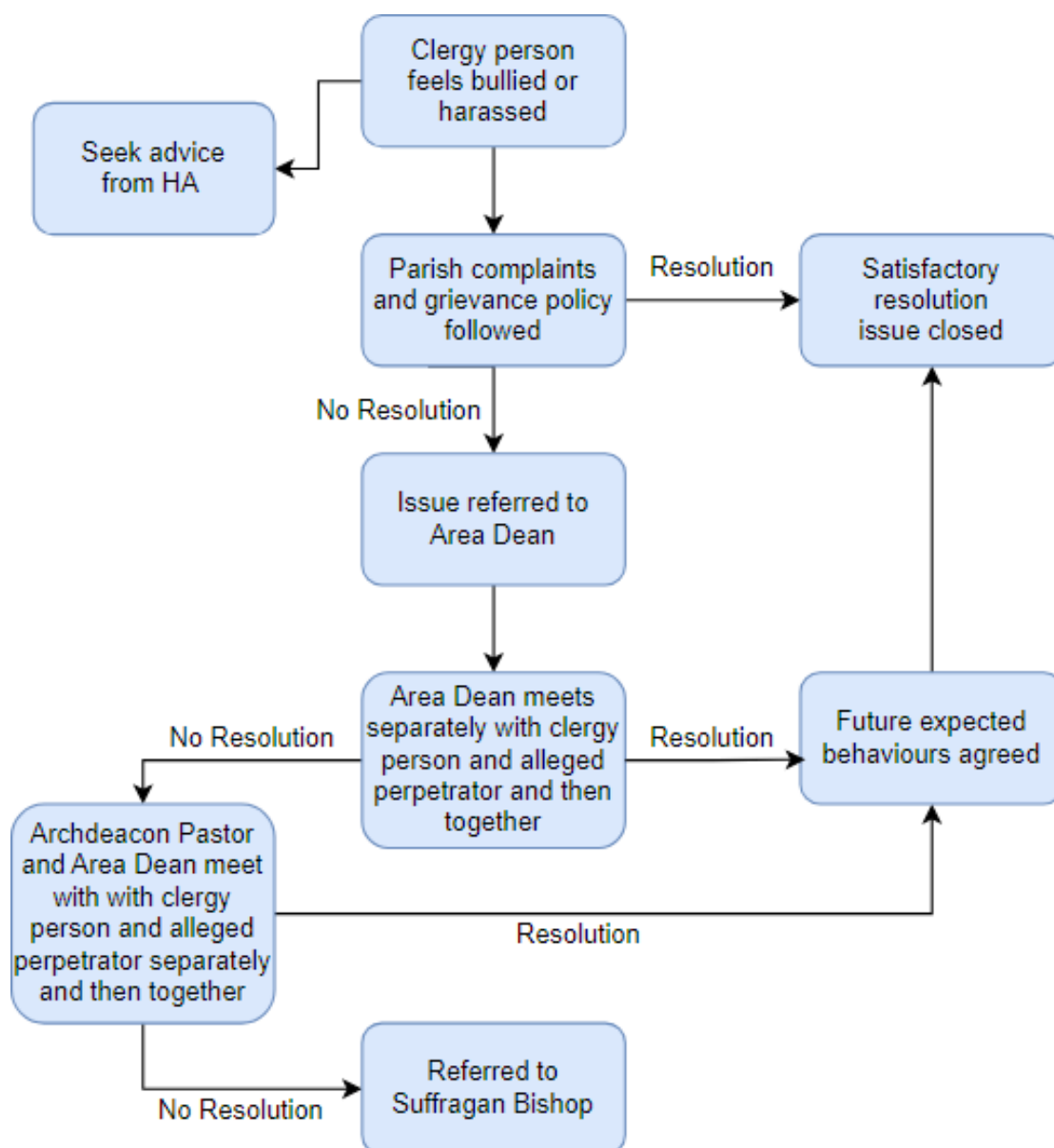
## Appendix 5

These diagrams illustrate that in the event of allegations made by a person in one category (lay, PCC employee, clergy) about a person in a different category, the procedure to be followed should be that applicable to the alleged victim.

### 1. Where a Lay Person feels bullied or harassed



2. **Where a Clergy Person feels bullied or harassed.** (This process is used for all situations regardless of whether the alleged perpetrator is lay or ordained. If both parties are clergy, it may be appropriate to refer the matter directly to the Area Dean.)





3. Where someone (lay or clergy) feels bullied or harassed by a member of the Bishop's Core Staff Team.

