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administrative circular

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ENQUIRIES TO BE DIRECTED TO: Office of Human Resources (OHR)

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POLICY ON THE PREVENTION OF HARASSMENT, SEXUAL HARASSMENT AND ABUSE OF AUTHORITY

Introduction

1. Harassment in all its forms is contrary to the United Nations Charter, the FAO Staff Regulations and Rules and the Standards of Conduct for the International Civil Service. In line with Article 1 of the FAO Staff Regulations, the Director-General will endeavour to ensure the highest standards of conduct by staff members at all times.
2. This Policy on Harassment, Sexual Harassment and Abuse of Authority is consistent with the principles and values of the UN system concerning the prevention of harassment and abuse of authority.

Policy Statement

3. FAO does not tolerate harassment in any of its forms and is committed to ensuring a work environment that is free of harassment.
4. FAO personnel¹ have a right to work in a harassment-free environment. FAO is committed to ensuring that all its workplaces are free of harassment, as the Organization depends on an atmosphere of trust, tolerance, and respect for the achievement of its goals. As such, FAO recognizes and seeks to protect the right of all personnel to be treated with respect and dignity. It is the policy of FAO that personnel at all levels enjoy an environment free of harassment. FAO is also committed to promoting a work culture in which its personnel understands, and is able to carry out, their personal responsibilities for maintaining the dignity of colleagues.
5. FAO will take all reasonable steps to protect its personnel from exposure to any form of harassment. This may include preventive measures and applying appropriate remedies when prevention has not been successful.

¹ - see paragraph 11 below.

6. FAO personnel are expected to act with courtesy, dignity, tolerance, sensitivity and respect for differences both toward other FAO personnel and third parties. Any form of harassment in the workplace or in connection with work is a violation of these principles and may lead to administrative proceedings, including disciplinary proceedings. This applies regardless of whether or not the conduct takes place on FAO premises, whether the person being harassed is another FAO personnel or a third party (such as the employee of a FAO contractor or implementing partner), during or outside working hours, in the course of official mission or in other settings in which individuals may find themselves in connection with their employment with FAO.
7. Complaints of harassment are taken seriously by FAO. However, the complaint must be made in good faith. Submitting an allegation of harassment, reporting or providing information that is intentionally false or misleading constitutes unsatisfactory conduct and may, depending on the contractual status, result in administrative, disciplinary or other appropriate action.
8. FAO supports informal resolution of workplace disputes where this is appropriate, to ensure such situations do not deteriorate into incidents of workplace harassment.

Confidentiality

9. FAO personnel who are aware of a harassment complaint, or involved in its informal resolution or investigation, must recognize the seriousness of the matter and are required to respect the sensitivity and confidentiality of the process. FAO personnel should refrain from discussing a complaint amongst themselves or with anyone who is not part of an informal resolution or an investigation. Every effort must be made to preserve the dignity and self-respect of those participating in these processes. All information and documentation concerning a complaint must be kept confidential.
10. Nothing in the preceding paragraph should be construed as a bar on either the complainant or the person against whom a complaint of harassment has been made to seek counsel regarding the complaint and the circumstances giving rise to it. Counsel may be sought amongst others from the Ombudsman/Ethics Officer, Staff Counsellor, a Staff Representative, colleagues, or anyone else with whom they feel comfortable discussing the complaint. All individuals providing counsel are subject to the same obligations described in paragraph 9.

Application

11. This policy applies to all FAO personnel. FAO personnel refers to staff members and other individuals engaged by the Organization, within the meaning of Staff Regulation 301.13.6. It includes *inter alia* all staff members, whether on continuing, fixed-term or short-term contractual arrangements, as well as all non-staff personnel such as consultants, subscribers to Personnel Services Agreements, Volunteers, Interns, National Project Personnel and any other type of personnel recruited for services in the Organization.

Definitions

12. For the purpose of this policy, the following definitions will apply:
 - a) Complainant is the person who alleges harassment
 - b) Subject is a person whom the Office of the Inspector General (OIG) has reasonable grounds to believe that s/he may have engaged in unsatisfactory conduct and/or wrongdoing.

- c) Mediation is a voluntary process the parties agree to use to resolve conflict or disputes by having a neutral person help arrive at a mutually acceptable solution. (See Policy on Mediation contained in the Administrative Circulars 2005/3 and 2010/14.)
- d) Workplace includes any FAO facilities, or any place where FAO personnel is present in the course of their official duties, or any place or events outside FAO premises but linked to working for FAO.
- e) Harassment is any improper and unwelcome conduct by an individual or group of individuals that is directed at, and offensive to, another person and that the individual (s) knew, or reasonably ought to have known, would cause offence or harm to that person. Harassment does not have to be intentional or deliberate. Harassment may take the form of words, gestures or actions which tend to annoy, alarm, abuse, demean, intimidate, belittle, humiliate or embarrass another or which create an intimidating, hostile or offensive work environment. Harassment normally implies repeated incidents. A non-exhaustive list of examples of behavior or conduct constituting harassment is provided in Annex I.

The mere expression of disagreement, admonishment, criticism or similar action regarding work performance, conduct or related issues within a supervisory relationship shall not normally be considered harassment within the meaning of this policy. Such work-related disagreement is dealt with under performance management processes.

Harassment includes sexual harassment and abuse of authority as they constitute specific forms of harassment.

- f) Sexual harassment is any unwelcome sexual advance, request for sexual favour, verbal or physical conduct or gesture of a sexual nature, or any other behaviour of a sexual nature that might reasonably be expected or be perceived to cause offence or humiliation to another, when such conduct interferes with work, is made a condition of employment or creates an intimidating, hostile or offensive work environment. While typically involving a pattern of behaviour, it can take the form of a single incident. Sexual harassment may occur between persons of the opposite or same sex.
- g) Abuse of authority, in the context of harassment, is the improper use of a position of influence, power or authority against another person. This is particularly serious when a person uses his or her influence, power or authority to improperly influence the career or employment conditions of another, including, but not limited to, appointment, assignment, contract renewal, performance evaluation or promotion. Abuse of authority may also include conduct that creates a hostile or offensive work environment which includes, but is not limited to, the use of intimidation, threats, blackmail or coercion. Discrimination and harassment, including sexual harassment, are particularly serious when accompanied by abuse of authority.

Responsibilities of the Organization

- 13. Under the overall leadership of the Director-General, FAO is responsible for:
 - a) providing leadership in the prevention of workplace harassment by fostering a climate of mutual respect and by providing role models with the required standards of behaviour;
 - b) briefing new employees on this policy during orientation sessions, and providing ongoing training for all employees on preventing and managing harassment in the workplace;

- c) ensuring the availability of mechanisms to informally resolve workplace differences;
- d) ensuring that timely and appropriate action is taken when workplace harassment is alleged, and that confidentiality is reasonably protected;
- e) taking appropriate action to maintain the safety and well-being of relevant parties and to protect the interests and reputation of FAO;
- f) where necessary, taking disciplinary or administrative measures to deal with violations of this policy, including violations made by perpetrators of harassment, managers who unreasonably fail to take proper action to deal with harassment, and individuals who make frivolous or malicious complaints of harassment.

Responsibilities of FAO Personnel

14. All FAO personnel are required to:

- a) familiarize themselves with this Policy, relevant Standards of Conduct for the International Civil Service and refrain from behaviour or conduct that constitutes harassment;
- b) attend any general training related to this Policy, that will be determined to be mandatory across the Organization;
- c) report breaches of this Policy to a supervisor, the Ombudsman/Ethics Officer or the Office of the Inspector-General;
- d) cooperate fully with those responsible for resolving or investigating a complaint of harassment, ensuring that confidentiality is respected.

Additional responsibilities of FAO Personnel with managerial responsibilities

15. FAO Personnel with supervisory and/or management responsibilities are required to:

- a) take action to ensure that all personnel in their reporting line are aware of this Policy, and have undertaken mandatory training;
- b) attend any specific training related to this Policy that will be determined as mandatory for managers across the Organization;
- c) use managerial skills and techniques to address concerns about personal behaviour or conduct and discuss what action may be needed to improve standards of behaviour or conduct;
- d) inform the personnel under their supervision about the informal resolution process and mediation;
- e) ensure that incidents of workplace harassment are promptly addressed in accordance with this Policy; in so doing, they must demonstrate fairness and impartiality;

- f) take prompt action to report alleged incidents of workplace harassment to either the Ombudsman/Ethics Officer or the Office of the Inspector General;
- g) take all reasonable steps to protect the confidentiality of every individual affected by allegations, prior to and/or during any investigation, including in local record-keeping, communication systems and practices;
- h) help complainants and individuals against whom a complaint of harassment has been made to obtain appropriate support while a complaint is being resolved informally or investigated , and ensure that all team members in the unit are also appropriately supported and managed; and
- i) assist the rehabilitation of working relationships where appropriate.

16. The failure of a manager or supervisor to address any known act of workplace harassment may result in the imposition of appropriate administrative, including disciplinary measures.

Responsibilities of the Office of Human Resources:

17. The Office of Human Resources in consultation with the Office of the Inspector General (OIG) and the Ombudsman/Ethics Officer, is responsible for:

- a) developing, updating and delivering training and information material to inform FAO personnel about harassment, measures for its prevention and about handling complaints of harassment;
- b) monitoring progress on the effectiveness of this Policy's implementation and reporting annually to the Director-General;
- c) maintaining a dialogue with the Staff Representative Bodies on the implementation of the policy and related staff awareness and training, with a view to promoting the policy within the Organization and continuously improving its implementation.

Rights and responsibilities of those involved in harassment complaints procedures

18. FAO personnel (both complainants and those against whom a complaint of harassment has been made) involved in the harassment complaint procedures may be accompanied by a colleague during the key stages of the formal procedures - e.g., during interviews by investigator(s). This colleague may be a Staff Representative if the FAO personnel so chooses. The Office of the Inspector-General may object to a particular colleague being present if it has reason to believe that his/her presence would jeopardize the investigation. In such cases, the FAO personnel may choose an alternative colleague to accompany them.

19. The complainant and those who cooperate in a harassment investigation have the right to be protected from retaliation in accordance with the Organization's Whistleblower Protection Policy (Administrative Circular 2011/05). Retaliation against an individual for reporting harassment or for participating in an investigation of a complaint of harassment is a violation of the Whistleblower Protection Policy and, if established, is subject to an administrative or disciplinary action

20. The individual against whom a complaint of harassment has been made has the right to be treated fairly during the resolution process or the investigation into a complaint.

FAO personnel who believe they may be experiencing behaviour amounting to harassment as defined in this Policy are encouraged to keep a written record of the details, dates, times, circumstances of incidents and the names of any witnesses and/or anyone who may have information concerning the incident at issue, as well as a record of how the incidents have affected them personally and their ability to perform their duties.

The resolution process

21. The objective of the resolution process is to resolve conflicts as soon as possible, in a fair and respectful manner and prevent situations from deteriorating and parties becoming adversarial .

22. Any FAO personnel who feels offended by the actions of another individual is encouraged to make this known to the person as soon as possible, in an attempt to resolve the problem or at least prevent the situation from deteriorating.

23. If the complainant feels comfortable, s/he should discuss his/her concerns directly with that individual, either in person or in writing.

24. If possible, the complainant should make clear to that individual what behaviour is unacceptable and should ask him/her to cease the unacceptable behaviour. In some cases, this will be sufficient to resolve the situation.

25. The complainant is encouraged to discuss the difficulties informally with any of the following colleagues, for advice and support:

- her/his supervisor or another manager;
- a Human Resources Officer;
- the Ombudsman/Ethics Officer.

26. The Office of the Ombudsman/Ethics Officer plays an important role when it comes to workplace related problems. FAO personnel may consult the Office if they feel harassed and/or have witnessed an incident of harassment. The Office of the Ombudsman/Ethics will help to examine the various options during the informal resolution process and provide support within the resolution process. The Office of the Ombudsman/Ethics may also provide information on the procedures foreseen in the formal complaint process provided for in this Policy as well as the procedures available under Administrative Circular 2010/14 (Mediation).

27. The complainant may submit a written complaint to OIG to begin the formal complaint process if s/he is not satisfied with the results of the resolution process or if s/he wishes to pursue the formal process immediately.

The formal complaint process

28. Anyone, whether FAO personnel or not, who believes s/he or someone in the workplace is being subjected to harassment in any of its forms by one or more FAO personnel, may submit a confidential written complaint to OIG, who will be responsible for its processing. The complaint should include:

- a) the name of the alleged harasser(s);
- b) date(s) and location(s) of alleged incidents;

- c) a description of the incident(s);
- d) the names of any witness(es);
- e) the names of other individuals who may be aware of the incident(s);
- f) any other relevant information, including documentation (e.g., emails); and,
- g) the signature of the individual filing the complaint and the date of submission.

29. The complaint should be submitted as soon as possible after the date of the incident of alleged harassment or the most recent alleged incident and should normally be made within six months, excluding time absent from the duty station due to sick leave and duty travel, and any time spent in a good faith attempt to resolve the situation through an informal resolution process. In any case, any complaint filed more than a year after the most recent alleged incident will be inadmissible. The OIG will normally acknowledge the complaint immediately upon receipt but no later than five (5) working days thereafter.
30. Upon receipt of the formal complaint, OIG conducts a preliminary review in accordance with FAO Guidelines for Internal Administrative Investigations by the Office of the Inspector-General. (Administrative Circular 2011/04 (*Guidelines for Internal Administrative Investigations by the Office of the Inspector General*) refers).
31. OIG will consider whether the behaviour presented in the complaint meets the criteria for harassment. In this regard, OIG may consult with the Ombudsman/Ethics Officer and/or OHR as necessary. OIG may, based on the information provided by the complainant, determine that the issue presented does not meet the criteria for harassment. In such case, OIG will advise the complainant that the matter be handled through mediation or the proper implementation of performance management. If OIG finds that there is no credible case of harassment, a complainant may appeal such finding through the applicable recourse mechanism.
32. Where no steps have been taken by the complainant to handle their concerns through an informal resolution process, OIG may discuss with the complainant the benefits of considering an informal resolution. OIG will suspend its investigative activities if an informal resolution is initiated.
33. If the complaint is not already concluded or suspended as a result of the above paragraph 32, OIG will inform the person against whom a complaint of harassment has been made about the existence of a complaint, at which point he or she will have 10 days to respond in writing should he or she so choose. However, if in the view of OIG the disclosure of the formal complaint puts at risk the documentary evidence, witnesses and potential victims, the subject may be notified subsequently but no later than his or her interview as the subject of the investigation during the full investigation set forth below in paragraphs 35-36.
34. OIG may recommend to the Assistant Director-General, Corporate Services (ADG/CS) that interim measures be taken to safeguard those involved in the investigation proceedings while the situation is being resolved or investigated. Interim measures may include physical or hierarchical separation of those involved, and/or placing any of the individuals involved on special leave with pay in accordance with Staff Rule 303.0.3.

Full investigation

35. OIG will conduct full investigations in accordance with the Guidelines referred to in para. 31 above . While the Guidelines provide that OIG completes its investigation and submits its report within 120 days of the notification to the subject(s) of the investigation, for the purpose of this Policy, the OIG will normally complete its full investigation of the harassment complaint and submit its report within 30 working days of notification to the subject of the start of the full investigation. If there is an unavoidable delay in completing the full investigation, the complainant and the subject(s) will be notified of this delay in writing.
36. The Report of the Investigation will be submitted to the Director-General or delegated authority for decision and further action, as appropriate. The complainant and the subject will be informed that the investigation has been completed and the matter forwarded for decision.

Decision-making procedure

37. Upon receipt of the investigation report, the Director-General or delegated authority will provide the complainant and the respondent with a copy of the investigation report which shall be strictly confidential. The complainant and the respondent may submit comments on the investigation report in writing within 10 working days of receipt of the report.
38. The Director-General or delegated authority will consider the findings of the report and any comments made by the complainant and the respondent and then decide on appropriate further action.
39. Disciplinary proceedings pursuant to FAO Administrative Manual Section 330 (*Disciplinary Measures*) or other appropriate administrative action may be initiated, as necessary, based on the findings and conclusions set forth in the Investigation Report issued by the OIG and the comments of the complainant and the subject. Disciplinary measures may include dismissal, demotion, suspension, written censure or other administrative measures contemplated in Manual Section 330. Other administrative measures may include a reprimand, mandatory training, a change of functions or responsibilities, contract termination, counselling or other appropriate corrective measures.

Request for appeal

40. Both the complainant and the subject may request a review of any alleged failure to implement the procedures and principles of this Policy fairly and reasonably. The subject may request a review of any administrative or disciplinary action taken pursuant to this Policy. Reviews shall be conducted in accordance with Manual Section 331 (*Appeals*) or the dispute resolution mechanism applicable to the employee's contract of employment.

Withdrawal of a formal complaint

41. If a complainant wishes to withdraw a formal complaint at any stage, a written request must be made to OIG. After considering the reasons for withdrawal, OIG may accept the withdrawal of the complaint or may nonetheless decide to pursue the matter.

Claims for service-incurred illness or injury resulting from harassment

42. When a claim is filed for recognition of a service-incurred illness or injury which is claimed to have been caused in whole or in part by conduct prohibited by this policy, the Advisory Committee on Compensation Claims (ACCC) shall not consider the claim:
- (i) unless the allegation of harassment has been pursued by the claimant through the formal process in accordance with this policy; and
 - (ii) until a decision is taken pursuant to this policy and communicated to the Advisory Committee on Compensation Claims (ACCC).

This revised Policy takes effect on 15 January 2015. All complaints received prior to that date will be dealt with under the provisions of AC 2007/5 – Policy on the Prevention of Harassment published on 23 January 2007, which will remain in force for these cases only and will subsequently be superseded by the present Administrative Circular.

Denis Aitken
Assistant Director General *ad interim*
Corporate Services, Human Resources and Finance Department

ANNEX I

NON-EXHAUSTIVE LIST OF EXAMPLES OF BEHAVIOUR CONSTITUTING HARASSMENT (INCLUDING SEXUAL HARRASSMENT, CREATION OF A HOSTILE WORKING ENVIRONMENT AND ABUSE OF AUTHORITY)

Verbal Harassment could be:

- Verbal abuse, insults and name-calling.
- Using unwelcome 'pet' names.
- Shouting and aggressive behaviour.
- Using a person as the constant or repeated subject of jokes.
- Derogatory or offensive nicknames.
- Innuendo or other suggestive, offensive or derogatory comments or jokes about sex, a person's gender or sexual orientation.
- Unwanted and/or demeaning comments on dress or appearance.
- Slandering or maligning another person's reputation by gossip, rumour and ridicule.
- Persistently making unwarranted critical or patronizing remarks in front of others or 'behind a person's back'.
- Unwarranted, intrusive or persistent questioning about a person's marital status, sexual interests/history or orientation or similar questioning about a person's ethnic or racial origin including their culture or religion.
- Obscene or harassing messages left on voicemail.
- Putting pressure on person to participate in political/religious discussions of groups.
- Jokes or inappropriate comments and questioning about a person's impairments or disability.
- Criticizing people for items worn for religious or cultural reasons.
- Denigrating specific cultural or religious festivals, or making derisory comments about an individual's beliefs.
- Suggestive remarks about a person's clothing, body hairstyle, appearance or any aspect of their person or personal possession.
- Repeated and unwanted personal notes or telephone calls that harass, threaten attempt to coerce, humiliate or intimidate.

Sexual Harassment could be:

A pattern of behaviour, or a single incident between persons of the opposite or same sex directed at or by either males or females, e.g.:

- Any unwelcome sexual advance, request for sexual favour, verbal or physical conduct or gesture of a sexual nature, other behaviour of a sexual nature that might reasonably be expected or be perceived to cause offence or humiliation to another, when such conduct interferes with work, is made a condition of employment or creates an intimidating, hostile or offensive work environment.
- Actual or attempted use of force to coerce someone to have sexual activity - even if between individuals who are dating each other or know each other as acquaintances (prior relationship, excessive use of alcohol, or previous sexual involvement do not lessen the seriousness of such an incident).
- Unwanted, uninvited or inappropriate touching (e.g. massaging a person without invitation or deliberately brushing up against them).
- Repeated requests or other forms of pressure for a sexual or other more personal, rather than a professional, relationship (e.g. repeated requests for 'a date').
- Open or implied threat that submission to sexual advances will be a condition of some form of commendation, work status or access to promotion or development opportunity or positive performance evaluation, or other preferential treatment.
- Remarks speculating about a person's sexual activities or history, or remarks about one's own sexual activities or history.

- a pattern of conduct, which can be subtle in nature, that has sexual overtones and is intended to create or has the effect of creating distress and/or humiliation in another person.

Non-Verbal Harassment could be:

- Social exclusion, isolation or non-cooperation at work.
- Showing hostility through sustained unfriendly contact or exclusion.
- Unintentional and unwanted touching, patting, hugging or other physical contact.
- Physical assault (e.g., pushing, hand slapping, hitting).
- Repeated use of offensive gestures.
- Displays of sexually offensive material including posters, pinups, cartoons, graffiti, objects, or messages left on notice boards, desks or common areas.
- Repeated giving of unwanted gifts or invitations.
- Repeated staring or aggressive facial expressions.
- Leaving an abusive, insulting or threatening letter for another employee or leaving such notes or notices around the office.
- Using electronic means to send abusive, threatening or insulting messages to, or about, another employee.
- Spreading malicious rumours which have no basis in fact.
- Repeatedly isolating, ignoring or excluding someone.

Creation of a Hostile Work Environment

The creation of a hostile work environment also constitutes harassment. A hostile work environment is one that a reasonable person would find intimidating or abusive and that the particular person who is the recipient of the harassment perceives to be hostile, intimidating or abusive.

A hostile work environment is determined by looking at all of the circumstances including the frequency of the allegedly harassing conduct, its severity, whether it is physically threatening, or humiliating, and whether it can reasonably interfere with an employee's work performance.

Abuse of Authority

Abuse of authority also constitutes harassment where an individual improperly uses the power and authority inherent in his/her given position to undermine another person's performance in his/her job, or in any way maliciously interfere with, or negatively influence a person's job or career. It is about using power or authority in a way which serves no legitimate work purpose and which ought reasonably to be known to be inappropriate. Abuse of authority often results in vindictive, cruel, malicious or humiliating treatment, usually based on the abuser having some form of greater power or authority than the other employee (although the abuser does not always have to be the other person's line manager).

Examples of abuse of authority include, but are not limited to, such acts as:

- intimidation, humiliation, threats, blackmail or coercion.

Bullying is a form of abuse of authority. It shares many of its characteristics, including vindictive, cruel, malicious or humiliating treatment, usually based on the abuser having some form of greater power or authority than the other person. An individual or a group of people can perpetrate bullying. The victim can be an individual or a group of persons having a particular characteristic in common. The term bullying is often used interchangeably with the term 'abuse of authority or power'.

Abuse of authority or bullying can typically occur when professional brusqueness or 'toughness' becomes tainted with personal vindictiveness. For example, it is when:

- criticism becomes destructive not constructive;
- the criticism is of the person rather than their mistakes; or,
- the purpose of the criticism is to publicly humiliate rather than privately correct any shortfall.

Individuals who have been bullied or suffered from abuse of power often feel threatened, demoralized, fearful or compromised. Abusive or bullying behaviour can range from extreme and obvious behaviour to that which is subtle or seemingly innocent.

Abuse of authority can take many forms including some of those already mentioned above as examples of harassment. Whatever form it takes abuse of authority (or power) consists of the regular use of inappropriate behaviours to the detriment of another individual.

More obvious examples of Abuse of Authority could be:

- Regularly shouting or swearing at or threatening an individual (or group of people), both publicly and/or in private.
- Repeatedly aggressive behaviour and/or use of language, usually over unimportant or trivial matters.
- Repeatedly insulting someone's appearance or personal characteristics.
- Unfair delegation of duties or requesting that an employee undertake personal services unrelated to their official duties
- Excessive supervision and over-checking of a person's work.
- (Mis)using power or personal authority to force an individual not to exercise their right to complain, or raise concerns, about potential breaches of standards of conduct or probity.
- Regularly 'putting down' or singling out an individual and treating them differently, typically in a demeaning way.
- Regularly picking on an individual and/or group of people and making them the target of offensive language or gratuitous personal remarks, and/or offensive teasing.
- Regularly taunting, humiliating or embarrassing someone, or a group of people, especially in front of others.
- Forced or offensive or humiliating initiation rites or practical jokes, any or all of which may cause physical or psychological distress.

Less obvious examples of Abuse of authority could be:

- Preventing an individual's progress by intentionally blocking or interfering with promotion or training opportunities for unjustifiable reasons.
- Reacting to a minor problem or issue with the same severity as a major one.
- Inappropriately disclosing or threatening to disclose confidential information about an individual, whether relating to personal or professional matters.
- Manipulating the nature of the work to undermine the person being bullied e.g. by unfairly and unjustifiably overloading an employee with work, inappropriately withholding information, or repeatedly setting meaningless or trivial tasks or arbitrary and unreasonable deadlines.
- Inconsistent management style where some individuals are unfairly favoured over others.
- Persistently and inappropriately finding fault with a person's work and using this as an excuse to humiliate the person rather than trying to improve performance.
- Constantly picking on a person when things go wrong even when he/she is not solely or primarily responsible for any perceived shortfall in performance.
- Persistently making negative attacks on personal or professional performance or competence without good reason or legitimate authority.
- Persistently setting objectives with unreasonable or impossible deadlines or unachievable tasks.
- Asserting a position of intellectual superiority in an aggressive, abusive or offensive manner.