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Introduction

The Respect at Work Policy is an updating of the harassment policy in recognition of the importance the Council places on maintaining a working environment where everyone is treated with respect. The responsibility for this rests with all staff in supporting a culture and climate which values diversity and individuality. The Policy includes a Statement of Intent and the procedure to follow where issues at odds with the policy arise. External third party mediation forms a key element in dispute resolution and can be used to repair relationships, encouraging positive behaviour and improve team work. Mediation offers a real alternative to formal often more confrontational approaches. Providing an early intervention to resolve issues quickly before they escalate and become entrenched.

The Policy aims to draw to the attention of all members of staff the many forms of harassment at work, their serious adverse effects, and to provide practical guidance to managers and staff on how to manage issues at odds with the policy in eliminating harassment.

The Respect at Work Policy applies to all employee and has been agreed with the trade unions.

What will be done for you

Human Resources (HR) will: -

- Periodically review this policy and produce additional or updated guidance as appropriate and in the light of changes in employment law.
- Provide general advice on the application of the policy.
- Ensure that appropriate training is available for managers and supervisors to properly equip them to manage the policy.

What you must do

- Ensure that all employees in your unit are aware of the respect at work policy and the rights and responsibilities contained therein.
- Consider whether you can resolve the underlying cause of the issue or complaint informally outside the procedure in the first instance as part of normal good management practice.
That the use of mediation is a standard consideration in all cases where the matters cannot be resolved informally.
- In the formal procedure ensure that the employee is made aware of his/her rights to trade union representation and ensure that such representation, if requested, is facilitated, including compliance with the statutory requirement to consider a postponement of the hearings in certain circumstances.

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- Be aware that a complaint alleging harassment could be a potential disciplinary matter and consider whether a full investigation under the Council's disciplinary procedure is required.
- Structure and conduct all formal interviews and hearings to ensure that all relevant information is obtained, the facts established and all parties are afforded an opportunity to state their views.
- Ensure that complete, accurate and contemporaneous records are maintained in a manner that is secure, confidential and accessible for monitoring purposes.

What you must not do

- Allow complaints to be heard under the respect policy where they can be more appropriately dealt with under separate procedures set up for that purpose.

What you can do

- Seek additional information from third parties to enable all the pertinent facts relating to a complaint are obtained.

Advice on managing the harassment policy can be sought from the [Human Resources Team](#).

RESPECT AT WORK

Statement of Intent

1. The council believe that every employee should enjoy a working environment where everyone is treated with respect.
2. The council supports a culture where diversity and individuality are valued as part of delivering a high quality service to the public.
3. Each employee shares a responsibility for recognising the sensitivities and feelings of others, which may be different from their own but no less valid.
4. All employees should be committed to high standards in delivering work and dealing with colleagues, this will not only be about the tasks people do but the effect of their words, how they interact/engage with others and tackling discriminatory or inappropriate behaviour.
5. Managers and supervisors have a responsibility to model and promote appropriate behaviour, respond positively to any complaints and challenge and stop unacceptable behaviour in the workplace.
6. The council will not tolerate acts of staff harassment, bullying and victimisation. As far as practical such occurrences should be avoided through effective management, (including appropriate supervision), recruitment, training and employees' proper adherence to the council's [code of conduct](#) and the [Councils Equality and Diversity statement](#).
7. Where problems do occur the council aims to create a climate of trust where staff feel confident in challenging inappropriate behaviour in a responsible way, without recourse, or to raise complaints using the procedure that follows. All parties involved in the complaint resolution will be expected to cooperate fully and work responsibly towards a speedy and effective outcome.
8. All employees will understand how they may raise a complaint on harassment/ victimisation/ bullying and be clear how this complaint will be dealt with. This will be through communication of the procedure that follows and working with the Trade Unions and other groups providing support to employees and furthering the council's aims around respect at work.

Scope

The procedure will cover complaints on all forms of harassment, which may include but are not restricted to, sexual harassment, racial harassment, bullying, victimisation, harassment due to membership/non-membership of a trade union, age harassment, harassment against people with disabilities, harassment on the basis of sexual orientation and/or religious harassment.

Aim

The aim of this policy is to draw to the attention of all members of staff, no matter where they are working, the many forms of harassment at work, their serious adverse effects, and to provide practical guidance to managers and staff on how to eliminate harassment. The problem of workplace harassment can be resolved only by developing and implementing preventative policies and procedures that create a climate of greater confidence to challenge harassment leading to more people coming forward. The aim of this policy is therefore, to tackle individual incidents quickly and effectively, and to develop a working environment in which the dignity of colleagues, clients and customers is not abused and where harassment is known to be unacceptable.

Please refer to [appendix 1](#) for more information on ways in which harassment can be demonstrated.

Definition

For the purposes of this policy, harassment is defined as:

Including any unwanted abuse, advances, or behaviour, which causes an individual to feel threatened, humiliated, patronised, distressed or harassed. Action can also be considered harassment if it impairs an individual's job performance, undermines their job security, or causes a threatening or intimidating environment. Harassment may be deliberate or unconscious, a repeated action or an isolated incident. In cases of harassment, the impact of the behaviour is the determining factor and not the intent behind it, e.g. was the dignity of the person affected? It is also worth noting that the conduct can be physical, verbal or non-verbal.

Managers should be aware that an employee's perception of whether or not they have been harassed is an important factor that must be accorded proper importance when dealing with allegations of harassment.

The fact itself that disciplinary or capability action is taken against an employee as part of legitimate management action would not construe harassment. Where a complaint of harassment is raised as part of or connected to disciplinary or capability action, the matters of complaint will be dealt with as part of the considerations of the case and not through a separate mechanism.

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Effects of Harassment

Harassment affects people adversely at work. It is well documented that harassment damages the victim's health, causing anxiety, tension, depression, deterioration of personal relationships, hostility, inability to concentrate, sleeplessness, fatigue, headaches and other signs of stress at work.

Harassment is usually a display and abuse of power directed from one person to another to the extent that the victim may feel that his/her dignity and job security is threatened. A victim may not feel that s/he can complain, or may feel embarrassed if such harassment is not taken seriously by his/her manager. A victim is often made to feel that s/he is to blame.

Preventing Harassment

A contract of employment places a duty of care on the employer to provide a suitable environment in which to work. To a great extent this refers to the physical environment, but it also includes freedom from stress and other obstacles to a reasonable working environment. Whilst such a duty on the employer is generally proactive, there is also a responsibility on the employer to react to concerns raised by employees.

Employers are vicariously liable for discriminatory acts, including harassment, carried out by employees unless the employer can show that they took all reasonable practical steps to stop the occurrence of the act. An employer can no longer necessarily rely on the defence that an employee was acting outside the course of their employment when carrying out an act of discrimination. Similarly, employers can be held liable even when they do not employ the harasser but where they have control over the situation or event where the harassment took place.

We all have a responsibility to discourage harassment and prevent it from taking place by:

- Being aware of the problems which harassment can cause, and ensuring that our behaviour does not cause others to feel harassed
- Making our colleagues aware that certain conduct or behaviour is causing concern or offence to others

Managers have a particular responsibility to prevent harassment-taking place by:

- Being alert to the possibility that harassment may be happening in their area

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- Using their judgement to correct behaviour that could be considered as offensive, and reminding employees of our policy on this matter
- Taking prompt action to stop harassment as soon as it is identified
- Dealing with all incidents quickly, seriously, sensitively, and in confidence.

Identifying Harassment

When a manager receives a complaint or becomes aware of an issue, s/he must first decide whether it falls within the scope of this policy, refer to [appendix 1](#), ensuring that it is not a complaint against Council policy or procedure, or that no other formal mechanism exists to resolve it. The local HR practitioner will also be able to offer advice on the appropriate use of this procedure.

Complaints of harassment may be reported from a number of sources, for example:

- A colleague may raise the complaint if the person feels uncomfortable at doing so themselves
- A trade union representative may raise a complaint on behalf of one of their members
- An employee may lodge a grievance under the [Employee Complaints Procedure](#) that should instead be addressed and resolved using this policy only.
- An employee may pursue a separate matter under the Employee Complaints Procedure, which upon investigation amounts to a case of harassment. If so, the complaint should be addressed and resolved using this policy only.
- A staff member may be harassed or victimised as a result of raising a concern under the [Councils Whistleblowing Procedure](#). In these instances, the officer who received the complaint should refer the matter to the appropriate manager or [local HR representative](#) to investigate.

Nevertheless, regardless of how a complaint has been reported, all allegations of harassment must be dealt with using this policy only.

Taking Action

Where harassment may exist, staff must feel confident that their complaint will be treated seriously and dealt with sympathetically, sensitively and quickly. Staff must be encouraged to bring the matter to the attention of a manager, or alternatively their local HR representative through the use of the [Individual Employee Complaints pro-forma](#). Note: the Individual Employee Complaints Procedure will not be used to resolve instances of harassment, but this pro-forma should be used as a means of identifying complaints of harassment.

On receipt of a complaint or when issues are raised an evaluation is required as to whether the matter is most appropriately managed either via the informal or formal route in conjunction with the [local HR team](#)

Informal process

Wherever possible it is better for issues to be resolved informally, as most people who complain simply want the behaviour to stop. In some cases it may be sufficient for the manager to explain to the person causing the offence, that their behaviour is unwelcome, unacceptable and embarrassing. The manager may wish to consider training and/or other corrective measures to ensure that harassment ceases and should remind the employee of our policy on this matter.

It is recommended that a note be made of the date and content of an approach requesting that the alleged harasser stop. This note should be kept securely and confidentially and it may be necessary to refer to this later if the harassment continues.

Use of the informal stage will however depend on: -

- The nature and seriousness of the complaint itself
- The wishes of the person.
- Any previous history of either the harasser or the incident itself

Thus, it is important that the person being harassed is comfortable with this type of approach, and the manager will need to evaluate the appropriateness of trying to resolve the issue this way.

Mediation

As an employer we are looking to focus on the future and on rebuilding relationships where disagreements and conflict occurs at work. Mediation should be seen as a safe, confidential and non-confrontational approach to dealing with workplace difficulties. The use of mediation should be a standard consideration in all matters that can not be resolved informally or there is an issue that should properly be addressed through the disciplinary process.

Mediation@Southwark can be found at [appendix 2](#)

Formal Stage – Disciplinary Procedure

If the informal approach and or mediation was pursued and did not result in resolution or was deemed inappropriate, the manager must then treat the matter as a potential disciplinary matter. An investigation must then be undertaken in accordance with the Councils [disciplinary procedure](#).

It is particularly important in such cases for appropriate standards of confidentiality to be observed and for the profile of the investigating manager to be sensitive to the nature of the complaint. The investigation must be completed within a reasonable timescale and feedback on the outcome of complaint given as speedily as possible. All cases of harassment will also be subject to formal monitoring.

Possible Outcomes

If a complaint is upheld, managers must ensure that the complainant is not adversely affected by actions taken. Any disciplinary action taken against the alleged harasser will depend upon the nature and extent of the offence. In minor cases of unintended offence/harassment, this is likely to include a guidance interview, and/or counselling and training with standards of behaviour and the policy reiterated. In cases of a more serious nature, or a repeated offence, this is likely to include a formal warning, relocation, and/or training and could also result in dismissal, with or without notice. The manager should also remind the employee of our policy on this matter.

Where a complaint is not upheld because, for example, the evidence is regarded as inconclusive, consideration should be given to transferring or rescheduling the work of one of the employees concerned rather than requiring them to continue to work together against the wishes of either party. Wherever possible, this should be mutually agreed.

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Disciplinary action may be taken against any member of staff, including managers, who fail to take the responsibilities of this policy seriously or to take appropriate corrective action. Except when it can be established that an employee complaint is either deliberately false or malicious, there can be no recriminatory action taken against any employee for raising a complaint under this procedure.

Police Involvement

In very serious instances of harassment, for example stalking or violent behaviour, it may be appropriate to involve the police. Where the police are called in they should not be asked to conduct any investigation on behalf of the employer, nor should they be present at any hearing or disciplinary hearing.

Victimisation

Victimisation is a form of harassment that occurs when a person is treated less favourably than another person for asserting their statutory rights, including those under Sex Discrimination Act 1975, Race Relations Act 1976, and the Disability Discrimination Act 1995. Managers must check that the harassment has stopped and that there has been no intimidation, victimisation, discrimination or retaliation against the employee who made the complaint, or anyone who assisted in the investigation. Anyone who victimises a complainant for making a charge of harassment will render themselves liable to disciplinary action.

Appeals

Where the investigation does not result in disciplinary action being taken, and the employee who made the original complaint is not satisfied with this outcome, s/he will have access to the employee [complaint procedure](#).

Support and Counselling

Incidents involving harassment and the subsequent process be it formal or informal can be very stressful for both the complainant and the alleged harasser. The manager could consider arranging for support and/or counselling via the [Occupational Health Service](#) or contact their [local HR practitioner](#). Requests for appropriate time off should be treated sympathetically.

Examples of Harassment

The following examples are not exhaustive, but are intended to illustrate ways in which harassment can be demonstrated.

Sexual Harassment

Sexually orientated jibes or abuse, unwelcome comments about dress or appearance, the display of pin-ups or pornographic pictures or sexually suggestive objects, unwanted physical contact or demands for sexual favours.

Racial Harassment

Racially derogatory remarks or racist 'jokes', the display of racially offensive written or visual material, physical threats, assault and insulting or abusive behaviour or gestures based on someone's ethnicity or colour.

Bullying

Bullying relates to offensive, intimidating, malicious or insulting behaviour, an abuse or misuse of power through means intended to undermine, humiliate, denigrate or injure the recipient.

Age Harassment

Ridiculing or demeaning behaviour focused at people because of their age and experiences.

Harassment against People with Disabilities

Undignified treatment or ridicule or exclusion of people because of their disability, vulnerability, or actual or perceived reduced independence.

Harassment on the Basis of Sexual Orientation

Behaviour that condemns or ridicules people because of their sexual preferences.

Religious Harassment

Unacceptable behaviour that fails to tolerate or acknowledge the rights or needs of people with different religious beliefs and practices.

Mediation@Southwark

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Mediation @Southwark

Introduction

Mediation is not a remedy for every situation where there is conflict between individuals but it can be introduced at almost any stage of conflict although most effective in the early stages of a dispute it can be effective at any stage. It can also be helpful after formal action to help repair relationships and encourage teamwork.

Informal resolution and mediation need to be first base considerations for discussion with managers, employees and their representatives. Where mediation is pursued as an outcome or instead of formal action the formal process will be deemed to be in abeyance. Where mediation does not lead to resolution formal processes can be reinstated (it is stressed that mediation detail remains confidential and will not be available or considered in any later formal process unless all parties to the mediation agree.)

What is Mediation?

It is a confidential, voluntary, informal disputes / conflict resolution process in which an impartial third party, the mediator, helps disputing parties reach an agreement. The mediator does not decide the right and wrongs of the situation but is there to facilitate a process settle the issues through compromise.

The mediator works with the parties to discuss and explore their differences seeking a constructive resolution by encouraging them to identify and explore their own solutions that will satisfy some or all of the underlying goals and interests. It is a key part of mediation that responsibility for resolution lies with the parties and not the mediator. This means that in mediation there are no 'winners' and 'losers'.

Key aspects

1. Agreement to the process by all parties is voluntary.
2. The parties must abide by the principals of confidentiality unless agreeing otherwise.
3. The mediation sessions will be held at a location other than the Councils offices, usually at Southwark Mediation Centre, 92 Camberwell Rd, SE5 OEG
4. The mediation outcome is not legally binding but the parties will have agreed to abide by the outcomes
5. The mediation is undertaken by a third party, usually Southwark Mediation Centre.
6. Mediation is about the parties directly involved finding their own solutions and therefore representation is not appropriate.

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Southwark Mediation Centre

The Council has enlisted the services of the **Southwark Mediation Centre (SMC)** as the preferred supplier of an impartial employee mediation service. SMC is a charity working independently of the Council and is a recognised service provider with considerable experience in Southwark, both workplace and within the community.

Objectives

The provision of an independent mediation service as an option for the resolution of work related issues and concerns by employees

The provision of a service that is responsive to the employees needs of employees offering a positive and timely intervention.

The satisfactory resolution of issues for all parties.

Service Standards

Case Work Activity	Target timescale
1st contact with parties	5 working days from receipt of referral
1st mediation	20 working days from receipt of referral
Statement of outcome	5 working days from close of direct mediation
Review meeting with parties	Within 3 months of direct mediation

Achievement of the indicators is in part dependent on the co-operation of the parties.

Delays

Where a mediator is of the view that having attempted to move the process forward on two occasions and been met with avoidance by one or more of the parties the referring manager would be informed and the process halted.

Confidentiality

As an independent body SMC is unable to act on behalf of the Council to report or pursue any information received regarding allegations of fraud or misconduct. However SMC shall be obliged in such circumstances to advise the employee concerned of their contractual duty to disclose the matter via the appropriate Council Procedure or consider use of the [Whistleblowing Policy](#). This is unlikely to be unusual but possible in case of safeguarding and/or acts for which the Council might be vicariously liable.

Suitability

1. When?

There are no hard and fast rules for when you can and cannot use. ACAS advise that mediation is particularly appropriate.

- When conflict has caused "absence"
- Behaviour labelling e.g. Bullying, Harassment, Discrimination, Disrespect
- Complaints about management style
- Dealing with emotional impact, feelings, needs
- Peer to peer conflicts
- Individual to first line manager conflicts
- More about relationships and behaviour rather than "rights"

Specific areas where mediation has proved particularly useful are -

Relationship Breakdown

Such as interpersonal conflict where people don't communicate, the gap gets wider and wider and things get more difficult. Tensions at work over issues such as personal space, or the use and misinterpretation of language and behaviours.

Bullying and harassment

ACAS and CIPD report mediation as being particularly suited to these issues and those of perceived discrimination. In Council policies relating to Dignity at Work, we say mediation should be the first consideration in all cases although each situation needs to be judged on a case by case basis as serious cases of bullying and harassment and discrimination may have to be dealt with by more formal procedures. Mediation can be a good way to help the 'victim' see the other persons side - and for that person to see how their behaviour is affecting their colleagues.

When managers are not well placed to deal with an issue

Mediation can provide a useful tool for individuals to turn to when for one reason or another the manager is not well placed to deal with the matter e.g. intervention being perceived as biased or favouring one side over another- or the manager has insufficient people skills to handle emotional anger or conflict.

Grievances

These most possibly best lend themselves to Mediation - though every case must be considered on its merits

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Discipline/ Misconduct

It is less likely mediation will occur where there is prima facie gross misconduct - but should not be ruled out. The 'victim' must be consulted about how management would like to see the behaviour dealt with.

Where bullying has been found proven following an investigation and assessment of the facts - there may still be an option to resolve via mediation. HR and Management judgement will need to assess the level of - if any formal disciplinary action to take against the perpetrator.

If it becomes clear to the mediator during the mediation that there is clear cut serious misconduct going on and it is not resolvable between the parties they would advise the parties accordingly. We might then expect formal procedures to be used.

Mediation may not be suitable :-

- If decision about right or wrong is needed by the individuals.
- As a first resort - because people should be encouraged to talk to each other and talk to their manager before they seek a solution via mediation.
- If it is used by a manager to avoid their management responsibilities.
- If the individual brings a discrimination or harassment case that warrants investigation under the disciplinary procedure and as part of this perpetrator suspension from duty is needed.
- The parties do not have the power to settle the issue.
- One side is completely intransigent and using mediation will only raise unrealistic expectations of a positive outcome.
- A perpetrator who resists mediation when the victim is keen to resolve informally will need careful consideration & you will have no option but to formalise.
- Where the issue is potentially unlawful or there is evidence of a serious risk to health and safety
- Where there is legal action
- Where formal disciplinary/ capability investigations are in train. Issues of harassment raised as part of or in connection with disciplinary or capability action will be dealt with as part of that process.
- Where a Guidance Interview has been arranged.
- Where there is a risk issue for the Council that is assessed as requiring formal intervention.
- If someone has learning difficulties or mental health problems.

Who?

Mediation can be used for colleagues of similar grade/ job or line manager and staff.

Usually 1 on 1 conflict but can be a team but may be considered within teams or for groups of employees and management.

Mediation@Southwark **Process**

1. The complaint or dispute will be brought to management's attention - typically in the form of a complaint to HR but also as a concern from an employee.
2. Local HR reviews the matter and assesses the appropriateness of mediation in discussion with the manager and the employee(s).
3. Agreement to the process is voluntary and both parties must agree to it and abide by the principals of confidentiality unless agreeing otherwise.
4. HR will inform the line manager of the cost of the mediation as the individual service or business unit funds the mediation.
5. HR will oversee completion of a [referral form](#) so as to commission the service from the external provider, Southwark Mediation centre or on occasion ACAS.
6. The mediation service receives the referral form and makes contact with the staff to seek assurance that both parties have consented to mediation as the way to resolve the issues,

The process will usually follow these steps:

Step 1 – An individual meeting

Typically lasting 50 minutes. The purpose of this meeting is to discuss concerns, clarify the mediation process, & help the individual think about how things could be improved.

Step 2 – Meeting between the other party and the mediators

The second party or parties will discuss their own concerns and feelings with mediators, who will again clarify the mediation process.

Step 3 – Joint mediation

Both parties take part in the joint session typically lasting 2 hours. For this session two mediators will be present. The mediators will arrange to meet both parties separately before the session to re-cap and establish if anything has changed.

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The mediators will run the session, stopping the session if anyone feels uncomfortable. This meeting will be an open and frank discussion of the issues, lead by the mediator to ensure fairness and appropriate behaviour. The mediator will start by explaining how the session will work, setting the agenda for the mediation putting forward the key issues. During a joint meeting either party can ask to see the mediators privately or nothing said in a private discussion with one person will be repeated to the other without express permission.

Step 4 – Concluding the mediation process

During the meeting, the mediators will capture the main points from which the statement of outcome will be drawn. This document reflects the issues and the agreed way forward. All parties sign and date the agreement, including the mediator who will repeat that anything said or done during mediation cannot be discussed outside the meetings, unless both parties agree.

Step 5 – After mediation

The mediators will check between one and three months later how things are progressing and obtain some participant evaluation of the process. This may involve a joint review meeting to evaluate change against agreed outcomes.

A feedback form will be sent to both parties to feed back on the mediator's performance and the service provided. This information is confidential and will only be used to improve the mediation service.

Cost Per Case

£920.00 per referral made by the Council to SMC, which includes all costs of the Service including all expenses and disbursements, unless, agreed otherwise in advance. Costs to be borne by the business unit/department within six weeks of the date of invoice.

Contacts:

Departmental HR

Dave Walker

Southwark Mediation Centre

92 Camberwell Rd

London SE5 0EG

Tel. 0207 708 4959

Fax 0207 708 5568

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Mediation@Southwark

Frequently Asked Questions (FAQs)

What is mediation?

Mediation is a process where an impartial third party enables two or more people to work through conflict or disagreement based on an acceptable and appropriate resolution to the issue with a view to improving their working relationship

When can it help?

Mediation can bring people together in a range of circumstances which includes: repairing working relationships, between colleagues, between managers and staff and communication difficulties within teams.

When can it be used?

Where a formal complaint is made or concerns are raised in relation to harassment, consideration will be given to the use of mediation as part of the informal stage.

HR reviews the circumstances and where appropriate seeks agreement of the parties involved to progress the matter through mediation. Prior to submitting a formal complaint, staff can seek advice from HR as to the use of mediation as an alternative avenue.

Do I have to take part in mediation?

No. Mediation is voluntary but we ask that anyone it be recommended to consider it very seriously as an option. Participants must come to mediation of their own free will. No one will be forced to attend or stay, as mediation is most successful when both parties attend willingly and want to resolve the disagreement

If I use the mediation will I give up my right to use other more formal processes?

No. If agreement cannot be reached then you do not lose your right to access more formal procedures such as the grievance procedure. You will not be able to bring up what has been said previously during the confidential mediation process- nor should the Mediator be called upon in Legal action such as at the Employment Tribunal

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How confidential is the mediation service?

The mediator will not divulge any information unless you give permission for them to do so. Where issues arise that the mediation service believe the Council should be aware of they will encourage you to raise via the appropriate route such the [Whistleblowing Policy](#) or with your manager or HR.

Does my manager or head of service need to know I am using mediation?

Yes, but only the fact of the mediation and this is only because your manager's unit budget will be paying for the independent service.

Can I be represented by my Trade Union?

No, this is not a formal meeting of the kind you would be represented at. Mediation is designed for the parties involved in the dispute to get together to talk. It is successful because parties speak for themselves and listen to each other's perspective. The process may seem daunting but don't worry, the skilled mediators will talk you through the process.

I want to try mediation but feel at risk, being in an unprotected situation facing the person who has been harassing me?

It is highly unlikely that HR will recommend mediation as being suitable in cases where there is a prima facie case of gross misconduct or staff are genuinely fearful of reprisals or experiencing this level of intensity of feeling against the perpetrator. The likelihood is these cases will be investigated under the disciplinary procedure. Of course some anxiety about using the mediation approach in less extreme circumstances is understandable and that is where the skills and training of the Mediator come into play. (It is a service used to great effect already within the Council and case studies are available)

What if the one of the parties is delaying the process?

Every effort will be made to progress the case however mediation is voluntary and where in the experience of the mediator a party is not co-operation with the process the case will be referred back to HR for review.

What if the person I am in conflict with does not wish continue to participate?

The mediators will seek to establish why and try and overcome the issue but if they really do not want to continue they cannot be forced to do so

Do you or I have to tell my manager what happened in mediation?

No. Not unless you have agreed this with your colleague and the mediators.

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What happens if the HR manager or union ask the mediation service about my mediation session?

As the service is confidential, no details will be divulged about the content of your discussions or your agreement. As public monies have been spent and HR want to monitor the effectiveness of mediation as a way of resolving disputes, the Mediation Service will report whether the mediation was successful or not.

As the Council pays for the Mediation service can it be truly independent?

The reputation of Southwark Mediation Service and ACAS is built on maintaining confidentiality and the question of who pays does not bring this into question. The Council builds upon the recommendations of the Gibbons report to embrace mediation and champion a much greater role for mediation in resolving workplace disputes.

Is there anything else I need to know about mediation?

A guiding principle is respect- conversations must take place in a civilised manner with participants willing to listen to the other person's point of view.

Where can I find out more about mediation?

ACAS has long promoted the benefits. Mediation Explained is a helpful booklet for all staff, whereas '[Mediation: An Employers Guide](#)' produced in partnership with Chartered Institute of Personnel and Development (CIPD) offers a unique insight into an employers' experience of mediation. Include link....

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Southwark Mediation Centre
Southwark Council Workplace Mediation

REFERRAL FORM

Process

Once a case has been assessed as suitable for mediation and agreement obtained from the individuals along with funding from the business unit manage:-

1. Seek permission to pass their names, email and phone numbers.
2. Completed forms to be email it to Dave Walker **email: davewalker@southwarkmediation.co.uk**

1. First Party (P1)

Name: _____

Address: _____

Tel. No. _____ (home/mobile) _____ (work) _____

Work or home Email address _____ Preferred method and time for contact _____

2. Second Party (P2)

Name: _____

Address: _____

Tel. No. _____ (home/mobile) _____ (work) _____

Work or home Email address _____ Preferred method and time for contact _____

3. Nature of the dispute: (brief)

4. Stage reached – Informal/ Formal /Complaints procedure

5. Any risk, health and safety or access issues for any of the parties?

First party

Department: _____ **Business unit** _____

Authorising line manager: _____

Cost Code: _____ **Subjective** _____ **Invoice address / email** _____

Referring HR officers' name _____

Email _____ **Tel.** _____

Statement of outcome were agreed & case management history to be sent to HR only

Mediation@Southwark
Example Outcome Statement

This agreement /statement of outcome was made between:

Ms Smith and Mr Jones

of (business units)

The Mediators present were: **xxxxxxxxxxxxxx** and **xxxxxxxxxxxxxx**

Both parties shared/ wanted each other know the following:

- 1) Ms S felt they were both victims of a situation that was not of their making.
 - 2) Ms S and Mr J would like more management involvement in the handling of the situation.
 - 3) Mr J would like team meetings where people communicated with each other. He wants to feel respected as a manager.
 - 4) Ms S wanted Mr J to know she felt downgraded and denied opportunities to share her expertise at managerial level.
 - 5) Mr J wanted Ms S to know that he does have an interest in xx
 - 6) Both felt guidance was not the best way forward.
 - 7) Ms S expressed she did not want guidance as this would escalate the situation.
 - 8) Ms S wanted Mr J to know that drawing up of a strategic plan would assist the strategic direction and vision of the team. Mr J agreed to draw it up, and Ms S agreed to promote it. She already does this as part of her work.
 - 9) Mr J could have the draft ready by Jan 20xx which will be given to the team for consultation and feedback, with a view to having it fully completed by the beginning of the new financial year.
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- 10) Mr J wanted Ms S to know that Ms Y would be willing to perform her six months review. Mr J will confirm this with Ms Y as soon as he next sees her.
 - 11) Both agreed to let Ms Y (Manager) to have a copy of their Mediation Agreement/ Statement of Outcome.

12) Both agreed to come back to mediation in 3 months time.

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