



## **Dignity at Work: An Anti-Bullying and Harassment Policy**

The Board of Management of Stewarts School has adopted the following Dignity at Work policy within the framework of the school's Code of Behaviour and Health and Safety Statement. All members of the school community, including external facilitators, are subject to this code, particularly the following relationships:

- Staff member to staff member
- Staff member to student
- Staff member to parent
- Parent to staff member

### **Aims of Policy**

The aim of this policy is to:

- create a positive work environment where all employees are treated with dignity and where bullying and harassment are not tolerated in any form
- ensure that each individual is aware of his/ her responsibility to behave in a way that reflects a culture of dignity and respect.
- ensure the dignity of all staff is upheld: staff members shall have the responsibility of reporting all incidents of bullying behaviour that they have witnessed or are aware of in keeping with the Dignity at Work policy.

### **Responsibilities**

Every person in the school community has a responsibility to play his/her part in contributing to our positive work environment. We each have a clear responsibility to raise concerns about dignity at work and threats to this, in an appropriate and timely manner.

Bullying or harassment of staff in their place of work is considered to be a matter of serious concern by the Board of Management. The Board of Management confirms that the school will, in accordance with its obligations under equality legislation, take all such steps that are reasonably practicable to prevent the bullying/harassment of staff on any of the nine grounds specified i.e. gender including transgender, civil status, family status, sexual orientation, religion, age, disability, race and membership of the Traveller community.

In any workplace there can be interpersonal and industrial relations difficulties and conflicts which should be resolved using appropriate procedures. Bullying, however, is normally defined as the systematic and persistent targeting of an individual.

The policy is formulated in light of a number of background documents, including the Health & Safety Authority's *Code of Practice for Employers and Employees on the Prevention and Resolution of Bullying at Work* (2007); Equality Authority's *Code of Practice*, given legal effect in the Statutory Instrument entitled *Employment Equality Act 1998 (Code of Practice) (Harassment) Order 2002* (S.I. No. 78 of 2002); the INTO document *Working Together*.

## **A Positive Work Environment**

The staff of Stewarts School is committed to creating and maintaining a good work place environment. A good place to work has a positive work environment characterised by:

- A supportive atmosphere
- Good and open communication (staff meetings/daily staff interactions/team meetings/ staff memos & emails)
- Appropriate interpersonal behaviour
- Collaboration
- Open discussion and resolution of conflict
- Recognition, feedback and affirmation as appropriate
- Fair treatment of all staff.

Staff agree we have a duty of care to ourselves and to each other and to follow practices as outlined in Stewarts Staff Working Together Agreement (Appendix 1).

## **Definition of Bullying**

"Bullying in the workplace is repeated aggression, verbal, psychological or physical, conducted by an individual or group against another person or persons. Bullying is where aggression or cruelty, viciousness, intimidation or a need to humiliate dominates the relationship. Isolated incidents of aggressive behaviour, while to be condemned, should not be described as bullying. In the workplace environment there can be conflicts and interpersonal difficulties. Only aggressive behaviour which is systematic and ongoing should be regarded as bullying." (Health and Safety Authority)

Bullying occurs in many guises and reveals itself through obvious and direct methods as well as in less direct and subtle forms. Bullying may manifest itself across the organisational and management structure of a School or within a classroom. It can occur within peer groups, from management to staff and from staff to management. Persistent bullying can be damaging to the health and well-being of the recipient. Bullying can have malicious intent, however it is possible that the perpetrators may not even realise the harmful effects of their actions. Bullying can take the form of actual physical contact, it may involve shouting, ridicule, public humiliation, exclusion of an individual, interference with property, the undermining of a person's sense of dignity or the marginalising of a colleague. Bullying is usually systematic and ongoing.

## **Gross Misconduct Offences**

The Board of Management will adhere to the Principles and Procedures as outlined in Circular 0049/2018 & Circular 0072/2011.

## **Bullying may include behaviours such as**

- Verbal abuse/insults which is persistent and unwarranted, undermining remarks
- Excessive monitoring of work
- Withholding work-related information
- Exclusion with negative consequences
- Intimidate: physical abuse or threats of abuse, open aggression, threats, staring, shouting abuse or obscenities
- Humiliate: preventing a colleague from speaking by using aggressive and/or obscene language, sneering or ridicule including horseplay or practical jokes and criticising their efforts often in front of others
- Victimise: manipulation of a colleague's reputation by rumour, gossip ridicule and/or innuendo
- Intrude: through pestering, spying or stalking
- Setting meaningless tasks, giving repeated unreasonable assignments or duties that are obviously unfavourable to one individual, giving repeated impossible deadlines or

- impossible tasks, or regularly taking the credit for somebody's work, but never taking the blame when things go wrong
- Undermine a person's authority.

Apart from the hurt of the victims there is also consequential loss of morale and damage to the fabric of the whole school community. The behaviour of bullies must be challenged and appropriate steps taken to ensure that a school culture of bullying is never allowed to develop either by action or omission.

### **Harassment**

Harassment is any act of conduct including spoken words, gestures or the production, display or circulation of written words, pictures or other material if the action or conduct is unwelcome to the employee and could reasonably be regarded as offensive, humiliating or intimidating.

Harassment is inappropriate behaviour based on the relevant characteristic of the staff member or adult in school. Harassment may relate to the following grounds covered by the Employment Equality Act: marital status, family status, sexual orientation, religious belief (or none), age, disability, race or colour, nationality or ethnic or national origin or membership of the Traveller Community such as race, religion, age or any of the other grounds covered by the Act.

The Employment Equality Acts 1998-2015 prohibits harassment by an employer, another employee, students or by clients, suppliers, or any business contacts of the employer.

Harassment may consist of the single incident or repeated inappropriate behaviour. Harassment is defined in law as "unwanted conduct" related to one or more of the discriminatory grounds which "has the purpose or effect of violating a person's dignity and creating an intimidating, hostile, degrading, humiliating or offensive environment for the person."

An act of harassment may occur outside the work premises or normal working hours provided the perpetrator was acting in the course of employment, for example, at a training course, conference or work-related social event.

### **Examples of unacceptable behaviour**

This list is not an exhaustive list. Similar unacceptable behaviours may be considered as bullying.

- ❖ Physical aggression, damage to property
- ❖ Name calling and slagging
- ❖ Persistent negative body language
- ❖ Ostracising a person
- ❖ Not speaking to a person one is working closely with
- ❖ Invasion of personal space
- ❖ The "look", staring, degrading remarks re body shape
- ❖ Verbal harassment such as jokes, derogatory comments, ridicule or song
- ❖ The production, display or circulation of written words, pictures or other materials aimed at intimidation, name belittling and gestures.
- ❖ Graffiti, sniggering, sarcastic remarks and extortion
- ❖ Visual displays such as posters, emblems or badges
- ❖ Intimidation, name belittling, gestures.
- ❖ Talking loud enough so that the victim can hear
- ❖ Abusing social network sites including Facebook, Twitter, Instagram, Whats App, Youtube and other media sites, and any other sites developed subsequent to this policy during and outside of school hours

- ❖ Physical harassment such as jostling or shoving
- ❖ Intimidatory harassment such as gestures or threatening poses
- ❖ Sexual harassment, homophobic bullying, racist bullying etc.
- ❖ A combination of any of the types listed above.

### **What Bullying is Not**

The following do not constitute bullying:

- An isolated incident of inappropriate behaviour may be an affront to dignity at work but, as a once-off incident, is not considered to be bullying, e.g. an occasional bout of anger or a conflict of views
- Fair and constructive criticism of an employee's performance, conduct or attendance
- Reasonable and essential discipline arising from the good management of the performance of an employee at work
- Actions taken which can be justified as regards the safety, health and welfare of the employees
- Legitimate management responses to crisis situations which require immediate action
- Complaints relating to instructions issued by a manager, assignment of duties, terms and conditions of employment or other matters which are appropriate for referral under the normal grievance procedure.

Complaints that are appropriate for referral under the normal grievance procedure are usually relatively straightforward to formulate as they refer to a specific issue or incident. Bullying, on the other hand, is repeated, inappropriate behaviour which is specifically targeted at the recipient in order to undermine his or her dignity. Complaints of bullying are sometimes difficult to articulate as it may involve a series of small seemingly innocuous incidents which culminate to create an intimidating hostile working environment.

### **Board of Management**

Stewarts School Board of Management is committed to intervening in an appropriate manner with reference relevant legislation and best practice to investigate and deal with allegations of bullying or harassment. Supportive and effective procedures, in accordance with nationally-agreed practice, are in the place in this school. These procedures to address and investigate allegations, will focus on the earliest possible resolution, will proceed as necessary from informal to formal stages and will have a stress on confidentiality (summarised in Appendix 2). Without prejudice to an individual's right to take such advice or steps as they themselves may decide, the Board of Management will take seriously any allegations or workplace bullying or harassment.

Supportive and effective procedures, in accordance with nationally-agreed practice, are in the place in this school. It is recognised that bullying and harassment complaints may arise among work colleagues but may also arise in relation to visitors to the school.

Where bullying or harassment does occur or is alleged to have occurred, there are means of tackling it through the agreed procedure. Complaints of bullying are sometimes difficult to articulate as it may involve a series of small seemingly innocuous incidents which culminate to create an intimidating hostile working environment.



## **School Procedures:**

There is both informal and formal procedures to deal with the issue of bullying/harassment/sexual harassment at work. The following outlines the procedures in relation to dealing with a bullying/harassment/sexual harassment complaint.

### **Contact Person**

The School have appointed a contact person(s) as the first point of contact for any employee who wishes to enquire about complaint procedures in order to assist the resolution of a matter. The contact persons' responsibilities are to sign post staff by:

- Listening,
  - Offering guidance on options available to you in line with the appropriate procedures.
- This is on a strictly confidential basis.**

A list of contact persons is available in both staffrooms. Contact persons are trained appropriately on the school's policies and procedures. Contact persons are subject to agreement of terms which include confidentiality and objectivity.

The contact person will have no role in the investigation, outcome or appeal of any formal complaint or any further involvement in the details of the complaint, should it progress to that stage.

### **1. Informal Procedure**

An informal approach may effectively address the unwanted behaviour without recourse to any other action. Sometimes the alleged perpetrator is genuinely unaware that the behaviour being complained of is disrespectful or unwelcome or undermining and/or causing distress. An attempt should be made where practical to address concerns informally as possible by means of an agreed informal procedure initially.

The objective of this approach is to resolve the difficulty with the minimum of conflict and stress for all of the individuals involved.

#### **A. Initial Informal Procedure - Options within the Initial Informal Procedure**

- i. Any employee who has a concern or who believes he/she is being bullied/harassed (the complainant) should explain clearly to the respondent(s) (the person who is causing the alleged issue) that the behaviour in question is unacceptable. This should be done quickly and calmly, focusing on the facts regarding acts done and their consequences.
- ii. In circumstances where the complainant finds it difficult to approach the respondent(s) directly, he or she should seek help and advice, on a strictly confidential basis, from a contact person:
  - At this stage the contact person should listen patiently, be supportive and discuss the various options open to the employee concerned.
  - This could involve the contact person approaching the respondent(s) on the complainant's behalf and advising them that an informal complaint has been received against them.
  - The contact person will explain the nature of this complaint to the respondent outlining this policy to them.
  - A meeting between the parties will be facilitated, in an informal manner so that both sides have an opportunity to discuss their issues.
  - The aim is to get the respondent(s) to understand the effect that their behaviour has had on the complainant and overall to get an apology and commitment from the individual that it will never happen again and agree ways of working, going forward.

- The aim is to ensure that both parties can work together, positively going forward and ensure there is a commitment from both on agreed outcomes.

## **B. Secondary Informal Procedure**

If matters cannot be resolved at the initial informal level, the employee may decide to invoke the secondary informal procedure. If the employee decides to take the secondary informal route, then the school will nominate someone to oversee this process.

### **Nominated Person**

Where the secondary informal procedure is invoked, a nominated person will be allocated at this stage. This nominated person may be a trained manager or a member of the contacts person list but not the contact person you spoke with already. They will establish the facts, the context of the complaint and the next course of action in dealing with the matter under the informal procedure.

### **Steps involved in the Secondary Informal Procedure**

- The complaint should be set out in writing. If the complaint is made verbally, a written note of what is complained of will be taken by the nominated person and a copy given to the complainant for verification.
- The nominated person will establish the facts, the context of the complaint and establish if behaviour complained of meets the definition of bullying.
- If the behaviour complained about does not concern alleged bullying as defined, an alternative approach will be put in place.
- If the complaint concerns alleged bullying as defined and includes concrete examples of inappropriate behaviour, the person complained of will be presented with the written complaint and be invited to respond.
- A method will be agreed to progress the issue to resolution so that both parties can return to a harmonious working environment. This will require both parties meeting together with the nominated person to discuss the complaint and the responses to the complaint.
- The nominated person may deem it necessary to put in place an on-going monitoring process to ensure the behaviour has ceased. This may involve; regular check-ins with both parties for a period of time specified, additional meetings, temporary alternative working arrangements or any other measures appropriate to the situation.
- The nominated person will keep a record of each stage; complaint, meetings, agreed actions and signed records of meeting(s).

### **Important to note:**

- If there are no examples given by the complainant, it will be deemed that there is no complaint to be answered by the person complained of and therefore the complaint cannot proceed as the person complained of has no recourse to rebutting an accusation that does not give any specifics. However, if an issue has occurred as perceived by either party, the parties will make every effort for positive relations going forward.
- Line managers may be kept informed on the process as it progresses, where necessary and on a strictly confidential basis.
- Complainant may decide for whatever reason, or the employer may deem it appropriate based on the seriousness of the issue, to bypass the informal procedure and proceed to the formal process. This will be done once a review of the formal complaint is completed, as outlined below (see preliminary screening of bullying complaint)

## **2. Mediation:**

Mediation is a process whereby an independent, neutral mediator assists parties to come to an agreement through collaborative engagement. It is not about blame, but about understanding the conflict and finding agreed ways of future interaction and behaviour. The most important principles of mediation are voluntariness, impartiality, and confidentiality. It can be a very effective process for addressing issues and interpersonal disputes. Mediation requires the voluntary participation and co-operation of the parties to the complaint. Where mediation is availed of, the following applies:

- An independent mediator will be appointed.
- Mediation does not deny the right to a full investigation at a later date.
- The information that arises in mediation is confidential and cannot be used later in an investigation.
- Mediation is an alternative option that can be considered.

## **3. Formal Procedure:**

If an informal approach is inappropriate, or if after the informal stage, the concerns persist, or where management have made a reasonable evidence-based decision the following formal procedures should be invoked.

### Harassment/Sexual Harassment

Where an employee requests that a formal procedure be invoked in relation to harassment, on one of the nine discriminatory grounds, or sexual harassment, based on the gender ground, they should at this point put their complaint in writing. The below steps outlined in “formal procedure process” will then be followed.

### Bullying

In order to commence the formal procedure for allegations of bullying, the definition of bullying must be met. Prior to proceeding to the formal procedure, a preliminary screening of the complaint is required. This will not be required where the secondary informal procedure.

Workplace bullying allegations should meet the criteria of an on-going series of accumulation of seriously negative targeted behaviours against a person or persons to undermine their esteem and standing in a harmful, sustained way. Bullying behaviour is offensive, on-going, targeted and outside any reasonable ‘norm.’ A pattern and trend are involved so that a reasonable person would regard such behaviour as clearly wrong, undermining and humiliating. It involves repeated incidents or a pattern of behaviour that is usually intended to intimidate, offend, degrade, or humiliate a particular person or group of people - but the intention is not important.

### Preliminary Screening of Bullying Complaint

- The School will assign an appropriate person to screen the complaint in line with the definition of bullying outlined in the Code of Practice for Employers and Employees on the Prevention and Resolution of Bullying at Work, 2021, as published by the Health & Safety Authority and the Workplace Relations Commission.
- The purpose of this screening is to facilitate a review of all aspects of the circumstances surrounding matters complained about and establish if the complaint meets the definition of bullying.
- Where the preliminary screening finds that the complaint meets the definition of bullying, the formal procedure can commence as a bullying complaint.

- Where the preliminary screening stage finds the complaint does not meet the definition of bullying, other options will be discussed with the employee in regards to the complaint, for example, taking the complaint under the School grievance/resolution procedure.

### **Formal Procedure Process:**

#### **Separation of Process**

The formal investigation process is a three-step process which will be carried out by three separate people and it will be in accordance with the Principles of Natural Justice.

#### **Where a complaint proceeds under the formal procedure;**

- All employees will have the right to a fair hearing in all cases.
- The matter(s) will be fully and fairly investigated; and all employees involved will have the full right to reply.
- The School will always strive to be balanced, not to pre-judge and to apply the procedure in a consistent and honest manner.
- A reasonable amount of time will be afforded to both parties to respond to any issues raised in the course of the investigation in advance of any investigation meetings.

Those attending the investigation meeting will be informed in writing in advance of the meeting. The written notification of the meeting will outline:

- The purpose of the meeting.
- The complaint being investigated.
- The time and venue. Formal meetings will always be carried out in a suitable private area, remote or otherwise.
- Their right to be accompanied. At all times throughout the formal procedure, you will have the right to express your views and to have a work colleague of your choice/union representative present if you so wish. The presence of your witness may aid you in airing your views or act as a witness thus, ensuring you get a fair hearing.

Depending on the circumstances of the case where an investigation is ongoing the School may take reasonable steps in the interim pending the outcome of the investigation, this may include for example alternative line management structure, a change in work stations, or requesting one party to stay at home on paid leave. Where alternative arrangements are put in place pending investigation, this does not amount to penalisation or a sanction for any party concerned.

### **1. Investigation**

- **The complainant should make a formal complaint in writing to their immediate supervisor, a member of management or a member of the HR Department as applicable.** The complaint should be confined to precise details; including actual incidents with dates/times.
- The investigation should be conducted by either a designated member or members of management or, if deemed appropriate, an agreed third party. This role is called the Investigation Manager(s).
- The investigation should be conducted thoroughly, objectively, with sensitivity, utmost confidentiality, and with due respect for the rights of both the complainant(s) and the respondent(s).
- The investigation should be governed by terms of reference. The parties will be provided with these terms of reference. If any party has a disagreement with the terms of reference this must be stated at the commencement of the process for resolving in advance.



- The Investigation Manager(s) should meet with the complainant(s) with a view to establishing the facts surrounding the allegation (s).
- The respondent(s) should be notified in writing that an allegation has been made against them. The respondent(s) should be given a copy of the complainant's original statement and a copy of the investigation minutes.
- The Investigation Manager(s) should meet with the Respondent(s) giving them the opportunity to reply to the allegations.
- The Investigation Manager(s) should meet with any witnesses on an individual confidential basis with a view to establishing the facts surrounding the allegation(s).
- On completion of the investigation, the Investigation Manager(s) should submit a preliminary investigation report to the complainant(s) and respondent(s). This will be the final opportunity to review and make any additional comments on the preliminary findings as both parties deem fit before a finalised investigation report is issued to both parties and the Outcome Manager(s).
- The complainant(s) and the respondent(s) should then be issued with a final investigation report outlining the findings of the investigation.

Information relating to the investigation (including but not limited to the: investigation report and the invite to the investigation) will be transferred to the Outcome Manager. Relevant information relating to the investigation will be passed to:

- The Complainant
- The Subject of Complaint
- Witnesses (if necessary)
- The Outcome Manager

## 2. **Outcome**

- The Investigation Manager will provide the final investigation report to the Outcome Manager.
- Both parties will be invited to attend an outcome meeting and will be provided with a copy of the report.
- Both parties will be given the opportunity to respond to the Investigation Report.
- The Outcome Manager will take time in which to decide on the appropriate outcome of the investigation.
- The outcome will be confirmed to the parties in writing after the outcome meeting.

### **Outcomes**

- **Upheld:** Should the Outcome Manager decide that the complaint is well founded; a recommendation may be made within the report to progress the issue through the disciplinary procedure. The subject of complaint will then be subject to the School disciplinary procedure, which will be conducted at the disciplinary outcome stage by a Disciplinary Outcome Manager. Please revert to the School disciplinary procedure for further details.
- **Non-Employee:** If a complaint is upheld against a non-employee the report will recommend appropriate follow up action.
- **Not Upheld:** Where a complaint is not sustained, no action will be taken against either party, provided that the complaint was made in good faith.
- **Inconclusive:** Where there is not enough evidence to suggest whether the alleged incident occurred or did not occur, it will be deemed inconclusive and no action will be taken against either party.
- **Malicious:** In the interest of all employees, any malicious or vexatious complaints will be treated very seriously and may lead to disciplinary action against the complainant. Please revert to the School disciplinary procedure for further details. Where a complaint is deemed malicious/ vexatious, the complainant will be subject

to the School disciplinary procedure, which will be conducted at the disciplinary outcome stage by a Disciplinary Outcome Manager.

### **Post Investigation**

Should a case of bullying and/or harassment be established, on the balance of probabilities or otherwise, then the School will take appropriate action to ensure that the behaviour complained of ceases. This action may include training, counselling, disciplinary action and/or any other action deemed appropriate by the School. Disciplinary action may be taken in line with the School's disciplinary procedure and can include appropriate action up to and including dismissal. The decision of the School will be notified to the relevant parties in writing as soon as practicable after the completion of the investigation. Please note that in line with GDPR principles complainants cannot be informed of sanctions (if any) given to the subjects of complaints.

### **3. Appeal**

Either party can appeal the decision of the formal investigation in writing within 5/7 working days.

- The grounds of appeal must be noted in writing when requesting an appeal.
- This will be conducted by the Appeal Manager.
- The employee that appeals will be invited to attend an appeal meeting.
- The Appeal Manager will take time in which to decide on the appropriate outcome of the appeal, taking into the account the appeal grounds.
- The outcome of the appeal will be confirmed to the employee in writing after the appeal meeting.
- You will have only one right of appeal and the outcome of this appeal is final. If the employee is unhappy with the outcome of the process further to the appeal, the issue may be processed through the normal channels.
- Please note that employees are obliged to exhaust the internal procedures before proceeding to a third party.

### **Post Investigation:**

#### **- Follow Up**

Regular checks will be made, if necessary, to ensure that any actions have stopped and that there has been no victimisation for referring a complaint in good faith. However, please let a member of management know if you have outstanding concerns.

#### **- Victimisation**

Retaliation of any kind against an employee for complaining or taking part in an investigation concerning this policy at work is a serious disciplinary offence.

**Non-employees/visitors to the school**

Visitors to the school include frequent substitute staff, specialist staff, work experience students, parents, volunteers and student teachers. Where complaints against visitors to the school are the subject of a formal investigation, the alleged perpetrator will be expected to co-operate fully with the process and will be afforded fair procedures and an opportunity to respond fully to the complaint. Where the complaint is upheld, appropriate sanctions will apply which may include exclusion of the individual from the premises or suspension or termination of service or other contract.

**Support for Staff**

The Employee Assistance Service (EAS) operated by Spectrum Life is available at <https://www.gov.ie/en/service/23acf5-employee-assistance-service/> and through the dedicated **Free-phone Confidential Helpline** at **1800 411 057** and is available 24 hours a day, 365 days a year. Alternatively, text 'Hi' to 087 369 0010 to avail of EAS support on SMS & WhatsApp.

**Anonymous Complaints**

Anonymous complaints will not normally be investigated as there is always a possibility that they are **vexatious or malicious** and the anonymity of the complainant does not enable the principles of natural justice and procedural fairness to be upheld. Notwithstanding the fact the anonymous complaints cannot be the subject of a formal investigation unless there is supporting evidence, management should assure themselves that the systems in place are robust and the welfare of students is not at risk.

**Data Protection:**

In order to comply with its obligation under employment legislations the School reserves the right to refer dignity and respect matters to outside professionals/ HR consultants for advice. Any information forwarded may be processed by those parties. Information will be made available to the WRC/The Department of Social Protection/Revenue should they request same. The principles of GDPR will be maintained at all times.

**Third Party:**

The School reserves the right to appoint a third party to conduct this process. This will ensure an independent process where the School have limited resources or limited persons appropriate to oversee the complaint.

**Confidentiality:**

All individuals involved in this Procedure should maintain absolute confidentiality on the subject.

**Working Under Protest:**

Should a dispute arise in relation to the handling of this process, it is agreed that the employees concerned will continue to work normally (under protest if necessary) pending resolution and exhaustion of the agreed procedure.

**Cooperation:**

Failure to attend scheduled meetings without giving reasonable notice and a reasonable explanation will be considered a disciplinary matter.

**Timeline:**

Any investigation will be completed as quickly as possible whilst ensuring fairness to both parties.

**Statutory Rights:**

Where an employee invokes the internal procedures the employees statutory right to make a complaint under the relevant legislation will not be affected. With the timeframe for most statutory claims being 6 months, these statutory time limits will not be paused during the internal investigation or while pending the outcome of the internal Investigation.

**Review:**

This policy will be reviewed and updated regularly in line with legislation and best practice.

**Breaches:**

Appropriate disciplinary action, including dismissal for serious offences, will be taken against any employees who violate this policy.

This policy was adopted by the Board of Management on 26/09/23. This policy has been made available to school personnel. A copy of this policy is readily available in the school, in the red staff folder in each classroom.

This policy and its implementation will be reviewed by the Board of Management on a regular basis.

Signed: emcLoughlin  
(Chairperson of Board of Management)

Signed: 28-09-23  
(Principal)

Date:

**Review Date:** December 2025



## APPENDIX 1

### *Stewarts School Staff Working Together*

Staff working in Stewarts School agree they have the following obligations to:

- comply with the Dignity at Work Policy
- use pro-active, positive ways to build and maintain relationships to create a positive working environment
- speak to and treat each other with courtesy and respect
- communicate in a calm and professional manner
- respect cultural differences during all communications
- collaborate with and support each other as part of a team
- co-operate with school policies.

To maintain a positive classroom workplace environment staff agree to uphold Stewarts School philosophy of Positive Behaviour Support:

- staff will support all communicative attempts of the students and be conscious of engineering situations that facilitate appropriate communication
- staff will not engage in personal discussions during class time
- staff working with students on a one to one basis will use agreed signals or verbal scripts where possible to pass on information about student behaviour if they are coming in to/returning to a classroom after a period away from the class
- where possible staff will discreetly (at the classroom door or just outside the classroom) relay important information to other staff working with students
- staff will follow agreed behaviour support strategies
- staff will follow classroom schedules and agreed protocols and practices.

## **APPENDIX 2**

### **Summary of Procedures**

- Seek advice from a Contact Person
- Decide on route to take
  - Initial Informal
  - Secondary Informal
  - Mediation
  - Formal