



# The Salvation Army Respect Policy



## Why Do We Have This Policy?

This policy is intended to encourage positive and respectful interactions between all people involved in the operations of The Salvation Army, and to identify, respond to and eliminate bullying. In keeping with its mission, The Salvation Army is committed to providing a healthy, safe and respectful environment, free from bullying and harassment, where people are treated with respect and dignity. Our purpose is to fulfil The Salvation Army Mission and we work together to achieve this. We have high expectations about our working relationships with others.

*If this is not your experience of The Salvation Army please become part of the solution and talk with your manager or a support person.*

We will	We won't
Respect people	Demean people
Value people	Talk negatively about people/gossip
Accept differences	Discriminate
Work as a team	Exclude, isolate or ignore people
Want the best for people	Abuse power
Support each other	Undermine people
Strive for excellence in our work and relationships	Allow a toxic work environment
Create safety and security	Intimidate people

## Definitions

### What is Bullying?

Bullying is defined as unreasonable repeated behaviour towards a person or group of people that creates a health and safety risk. Examples of behaviours that may be bullying (where they are repeated and unreasonable) include but are not limited to yelling, public humiliation, exclusion, withholding job critical information, failing to return calls or emails, gossiping and spreading rumours. Bullying does not include giving constructive feedback, expecting high standards of performance, one off or occasional instances of rudeness or tactlessness.

### What is other undesirable behaviour?

Some undesirable behaviour may not meet the criteria for bullying either because it is below the

threshold of the bullying definition, or is not unreasonable, or is not repeated. Undesirable behaviour, such as an instance of rudeness, may still be dealt with using the self help and informal approaches outlined in this policy.

### What can you do if you see bullying or other undesirable behaviour?

We want our workplaces to be places where people stick up for each other and speak out against intimidation, put downs, exclusion and other undesirable behaviour. If you see bullying or harassment, we encourage you to speak up in one or more of these ways:

1. In the moment (bystander intervention); challenging the behaviour (e.g; by saying 'Stop it, I don't like it when you do that'),

2. After the incident; challenging the person doing the bullying/harassment and letting them know their behaviour could be seen as bullying behaviour, and/or,
3. Raise your concern with your manager or the National H&S Coordinator.

Anyone who has concerns about behaviour may at any stage:

- Talk to a Salvation Army Contact Person about the concern and seek information
- call Human Resources for advice on process and assistance with completing a written complaint
- contact WorkSafe <http://www.business.govt.nz/worksafe/> or the Ministry of Business, Innovation and Employment <http://www.mbie.govt.nz/contact-us> for advice.



## What Can You Do If You Experience Bullying?

**These three procedures should be used where an employee, officer or volunteer is involved.**

For situations involving only members or clients, local complaints procedures should be followed, although these procedures may be used as a guide.

**1. Self Help:** This may involve talking with the person concerned, or talking confidentially with a contact person, or with your manager or a Territorial Headquarters Human Resources team member to help you come up with a plan for addressing the behaviour. A Contact person is someone who is trained to listen to concerns confidentially and provide support and information to concerned parties. Contact persons are not advocates or counsellors but can assist people to address concerns and help them decide what to do to resolve them. Contact persons provide information and support, but do not attend meetings in a support role. You could also talk with a support person in your network. This could include a person from your union. Anyone used as a support person may not be able to be called as a witness to a bullying investigation so consider carefully before choosing a work colleague as a support person.

**2. Raising a Concern:** This is an informal intervention process focused on resolving the behaviour of concern and improving workplace relationships. Raising a concern is a 'no-blame' process and does not focus on investigation, and is not disciplinary in nature. It can involve directly raising concerns with the person alleged to be bullying, or using informal third party interventions such as manager intervention, workplace surveys, informal mediation or facilitation. These approaches seek to resolve matters and establish agreement on future behaviours.

**3. Formal Complaints and Investigations:** These are potentially adversarial, and involve making allegations against another person for breaching this policy. Allegations may be investigated to determine whether there is substance or not. Formal Complaints may result in disciplinary action.

You can request an informal intervention or a formal investigation by raising a concern or making a complaint to the line manager of the person you believe is breaching the respect policy. If you are not comfortable doing this then you can raise your concern or make a complaint directly to that manager's line manager or a member of the Territorial Headquarters Human Resources team (including the National Health and Safety Coordinator at Territorial Headquarters). We take bullying allegations seriously and if you request informal interventions or an investigation we will follow the processes outlined in our policy and guide to protect you and respond to your concern or complaint.

Officers, employees or volunteers affected by bullying may want to access our Employee Assistance Programme (EAP). This will provide you with three sessions of counselling that will be paid for by your centre. A referral can be made by your manager or Human Resources. More information on EAP is available on The Salvation Army intranet under Human Resources/Staff Policies.

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## Important Things To Do and Avoid Doing

- If you see or experience bullying, please don't talk with your work colleagues. This could be seen to be gossiping or spreading rumours and these activities may be seen as bullying. If you have concerns talk directly with the person concerned, or with your manager, a contact person or member of the Human Resources team at Territorial Headquarters.
- Get assistance early to resolve problems. Don't assume things will improve. The longer undesirable behaviours continue, the more toxic workplaces become and the harder it is to resolve problems.
- Most people just want bullying and undesirable behaviour to stop. Low level interventions (like self-help and third party informal interventions) used early on are usually the best way to resolve issues.
- If you are talking with someone about bullying, try to identify behaviours that are of concern and talk about these behaviours, the impact on you, and the change you would like to see, rather than labelling someone as a 'bully'. If you accuse someone of bullying they are likely to act defensively and it will probably be harder to get them to agree to a change in behaviour.

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## Where To Get More Information

- Names of contact people, the respect policy and guide, and a YouTube clip and training power point are available on The Salvation Army intranet under Human Resources/Staff Policies or from the Human Resources team at Territorial Headquarters in Wellington: [hradmin@nzf.salvationarmy.org](mailto:hradmin@nzf.salvationarmy.org)