

## **Respect at Work Review**

**Report**

**02/05/2013**

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# Foreword

People expect more from the BBC. Our audiences and licence fee payers expect high standards of creativity, impartiality and distinctiveness. They expect us to behave with the utmost integrity and decency. They expect us to live up to our stated Values. They are right to do so.

The people who help make the BBC what it is - our staff, our freelancers, our managers, our leaders, our contributors, our suppliers and our partners - expect more of us too. They have a right to expect the BBC to be an organisation which behaves with the highest ethics and standards, where their talents, hard work and loyalty are matched by an experience or relationship with the BBC which is truly rewarding, fulfilling, positive and respectful. The BBC must be an organisation which lives and breathes its Values.

In the wake of the Savile crisis - a period which shook the BBC to its core - many of our people asked the question "How could this have happened here?" This was swiftly followed by another question: "Could it happen at the BBC today?". Whilst we believed, as a management team, that the BBC of today is not the same environment as that in which the sexual abuses of Savile went undetected, we did not wish to be complacent in making that assumption. Originally, therefore, this review was focused on the specific question of the extent to which sexual harassment is an issue in today's BBC. We quickly expanded the focus, however, to include broader issues of behaviour in the BBC workplace. The reasons for this were, first, that Dinah Rose QC, who has overseen and provided independent challenge to the review, was of the view that any consideration of sexual harassment should also investigate the broader issues of bullying and the inappropriate use of power of which sexual harassment is only one manifestation. Secondly, the BBC is undergoing significant change both as a result of a need to save money and to keep pace with the ever increasing demands of being a multi-media organisation. Some managers, staff and the trade unions, have suggested that this is leading to increased stress and in some cases inappropriate behaviour as a result.

As a management team we were conscious that embarking on this review was not without risk. For some staff this represented an opportunity to talk openly for the first time about a difficult personal experience. We are extremely grateful to those who took such pains, and in many cases overcame their anxieties, to be so honest. Some of our managers who are currently trying to deliver difficult changes within their departments were concerned that they could become part of a "witch-hunt" by disgruntled staff members who may be unhappy with the way the changes are impacting upon them. Finally, we are in no doubt that there will be some who seek to use selected parts of the report to paint a damning portrait of the BBC for their own reasons. The report, whilst demonstrating the immense pride our people have in the BBC, makes difficult and uncomfortable reading at times. Nevertheless, we believe that this is an important piece of work, and we wanted to tackle it with the openness, transparency and integrity that people expect from the BBC.

Finally, the feedback we have received from our employees, freelancers and trade unions suggests that the stresses created by the current economic climate and the highly pressurised environment of 24/7, multi-platform world of modern media which can lead to inappropriate behaviour is not simply an issue for the BBC. Indeed it was made clear to us that it is certainly an issue for the wider media

sector. We would therefore welcome the opportunity to share our findings and approach in more detail with the media industry.

Signed by the BBC Management Board



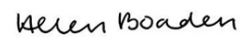
Tony Hall  
Director General



Lucy Adams  
Director, HR



Philip Almond  
Director, Marketing




Helen Boaden  
Director, Radio



Tim Davie  
BBC Worldwide, CEO



Peter Johnston  
Director, Northern Ireland



David Jordan  
Director, Editorial Policy  
& Standards



Ken MacQuarrie  
Director, BBC Scotland



Roger Mosey  
Acting Director, Television



Zarin Patel  
Chief Finance Officer



James Purnell  
Director, Strategy and Digital



Ralph Rivera  
Director, Future Media



Peter Salmon  
Director, BBC North



Rhodri Talfan-Davies  
Director, Wales



Fran Unsworth  
Acting Director, News



Alan Yentob  
Creative Director

## Section 1: Introduction

The Respect at Work Review (the “**Review**”) had its origin in the revelations which were made public in September 2012 concerning the conduct of Jimmy Savile, including the sexual abuse of children committed while he was working at the BBC.

The Review is one of a number of steps which have been taken by the BBC in response to the Savile crisis. The Pollard Review looked into whether there were any failings in the BBC’s management of the Newsnight investigation relating to allegations of sexual abuse of children by Jimmy Savile, including the broadcast of tribute programmes on the BBC. In addition, Dame Janet Smith was commissioned in October 2012 to conduct a review looking at issues including the conduct of Jimmy Savile at the BBC, the extent to which BBC personnel were or ought to have been aware of inappropriate or unlawful conduct by him at the time, and whether the culture and practices of the BBC during the years Jimmy Savile worked at the BBC enabled the sexual abuse of children to continue unchecked. It will also report on whether it considers the BBC’s child protection and whistleblowing policies are fit for purpose.

Whilst Dame Janet Smith’s review is primarily examining the historic culture and practices of the BBC, this Review is concerned with the policies, culture and practices of BBC as it exists today, and with recommendations for ways in which they can be improved for the future.

The title of the Review (“**Respect at Work**”) is derived from the BBC Values.

The BBC Values are widely disseminated and published on our internal and external websites. They are printed on the back of most BBC identity cards. They represent a distillation of the essential mission and vision of the BBC, and should be at the heart of everything the BBC does, and the way in which it conducts itself.

One of the BBC Values is "Respect". This is described and defined as follows:

*“We respect each other and celebrate our diversity so that everyone can give their best.”*

*As an organisation:*

- *we recruit people who can share the BBC's Values;*
- *we use the talent of our staff and each individual's unique view of the world to improve our programmes and service;*
- *we reward success and have fun at work;*
- *we address unacceptable behaviour, and deal with poor performance quickly and fairly.”<sup>1</sup>*

We have sought in the Review to consider whether and to what extent the BBC lives up to this important aspiration. Although much of the detail of this report is inevitably concerned with unacceptable behaviour, and, in particular, with harassment and bullying, our fundamental concern

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<sup>1</sup> BBC Values outline: [http://explore.gateway.bbc.co.uk/gatewaycms01live/files/trng\\_staff/bbcvalues.pdf](http://explore.gateway.bbc.co.uk/gatewaycms01live/files/trng_staff/bbcvalues.pdf)

is with the achievement, protection and maintenance of the positive Value of respect for one another.

## Terms of Reference

The Review's terms of reference were signed off by the Executive Board and are as follows:

1. to assess BBC policies and practices in respect of sexual harassment, comparing them to best practice guidelines, and make any recommendations for improvement required (this is addressed in Section 4);
2. to assess complaints (formally raised over the past six years) of sexual harassment made by staff or freelancers at the BBC or involved in BBC productions. The Review will identify any themes and patterns which occur regarding how these claims were handled, how claimants were treated, what the outcomes were for the alleged harasser and how resolutions were arrived at (this is addressed in Section 5);
3. to assess existing structures and resources to help ensure that they are easily accessible, clear and properly developed to support any complainant or manager handling a complaint, and direct them to the appropriate internal support or external authority as required (this is addressed in Section 4); and
4. to explore what it is like to work at the BBC more broadly with regard to respect and appropriate behaviour (in line with the BBC Values), particularly for staff or freelancers working with individuals in positions of power (this is addressed in Section 3).

## Scope and Methodology of the Review

The overall aim of the Review is thus to consider to what extent the Value of respect is upheld in practice at the BBC, and, where weaknesses in policies, practices and culture are identified, to suggest ways in which the BBC can improve.

We commissioned Change Associates, an independent company specialising in workplace culture, employee engagement and organisational change, to conduct an external investigation into and analysis of the current culture, Values and behaviours held by the BBC's staff and freelancers. They are a team of highly experienced and professional facilitators, coaches and researchers based across the UK and further afield.

We invited current employees, freelancers employed by the BBC and staff employed by third party suppliers to contribute to the Review, publicising the call for contributions through emails to our people, publicising the consultation online through Gateway, asking our management population to encourage their teams to take part, and asking our unions and staff forums to publicise the Review with their members. We also received contributions from former members of staff with recent experience of working at the BBC who contacted us and wished to take part in the Review.

Change Associates conducted an extensive series of interviews with BBC employees, freelancers, ex staff and contractors in groups, and one on one, speaking to more than 550 people through this process. They also reviewed 375 emails, voicemails and written contributions, as well as substantial written submissions from BECTU and the NUJ. This process has afforded an opportunity for people who work with the BBC to present their own honest appraisal of what it is like to work at the BBC today to an independent third party, anonymously and in confidence.

Considerable care has been taken to assure the anonymity of individual contributors to the Review, in order to facilitate the gathering of frankly-expressed views and accounts of experiences.

Change Associates' analysis and conclusions are at section 3 of this Report, and are accepted by the BBC.

No current or former employees with recent experience of working at the BBC have been prevented from contributing to the Review during the consultation period. In particular, when approached by or on behalf of individuals who have signed a compromise agreement including a confidentiality clause, the BBC has made it clear that it welcomes input to this Review from them, and that the terms of the compromise agreement do not prevent such individuals from contributing to the Review.

It is not the purpose of the Review to reopen or retry individual past cases or complaints of bullying or harassment, or to investigate new ones against particular individuals.

Where individuals have indicated that they may wish to bring a new complaint, they have been advised of the procedure for raising any such complaint. Individual complaints are dealt with in accordance with the BBC's Bullying and Harassment Grievance Policy.

We have also considered the BBC's policies for addressing harassment and bullying, and the means by which they are put into effect. We have identified and analysed the outcomes of formal complaints of sexual harassment made to the BBC over the past six years<sup>2</sup>, the nature and scope of the training and support provided by the BBC in relation to harassment, bullying and respect at work, and the contractual terms addressing this issue which are included in BBC contracts.

The Review was commissioned by the BBC Executive Board under the executive sponsorship of Lucy Adams, Director of Human Resources. Dinah Rose QC, a barrister with expertise in human rights, discrimination and employment law, has been engaged to advise throughout, and to offer an independent perspective, and has assisted in the authorship of the report and recommendations.

## **The Definition of Harassment and Bullying**

The particular forms of unacceptable behaviour which are the focus of the Review are harassment and bullying.

Harassment is defined under section 26 of the Equality Act 2010. A person harasses another if he engages in unwanted conduct which is related to a relevant protected characteristic (such as sex,

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<sup>2</sup> In the United Kingdom

race, age, disability, religion or sexual orientation), and the conduct has the purpose or effect of violating the dignity of the victim, or creating an intimidating, hostile, degrading, humiliating or offensive environment for the victim. A person also harasses another if he engages in unwanted conduct of a sexual nature which has that purpose or effect.

Examples of sexual harassment include unwelcome sexual advances or touching, sexual jokes, displaying pornographic photographs or drawings, or sending emails containing material of a sexual nature.

There is no statutory definition of bullying. However, ACAS has defined bullying as offensive, intimidating, malicious or insulting behaviour; an abuse or misuse of power through means intended to undermine, humiliate, denigrate or injure the recipient.<sup>3</sup>

Examples of conduct which may be considered to amount to bullying include the following:

- humiliation or ridicule of a person;
- making insulting or offensive comments about a person;
- intimidating behaviour, including threats, shouting, and the use of abusive language or intimidating body language;
- ostracising, excluding or marginalising a person;
- preventing or impeding a person from doing their job;
- threatening or committing physical violence.

Harassment and bullying may occur face to face, behind a person's back, or by telephone, email, text, social media or any other form of communication. They may consist of a single episode or repeated incidents of behaviour that undermine confidence over time.

It is important to distinguish bullying from appropriate management which legitimately involves giving feedback, including criticism of performance or conduct, and giving reasonable work instructions. Indeed, the failure by a manager to have a frank discussion with an employee about his or her strengths and weaknesses may cause problems to mount up unaddressed, and may itself open the door to bullying.

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<sup>3</sup> ACAS *Guidance for Employees: Bullying & Harassment at Work*, October 2010



## Structure of the Report

The report is structured as follows:

Section 1	Introduction
Section 2	Executive Summary & Recommendations
Section 3	Experiences of working at the BBC
Section 4	The BBC's policies and practices in relation to bullying and harassment
Section 5	Formal complaints of sexual harassment

Sections 1, 2 and 5 of this report are co-authored by Lucy Adams and Dinah Rose QC. Section 3 is authored by Change Associates, who have written up the findings of their consultation and summaries of the submissions that have been given to us by the NUJ and BECTU. Section 4 has been authored by Dinah Rose QC.

## **Section 2: Executive Summary and Recommendations**

### **1. BBC staff are proud to work here**

The BBC is an organisation which inspires a strong affiliation from the majority of people working with it. The BBC mission is often a personally shared endeavour and it is a cause for real pride to be part of it. Our staff and managers believe strongly in the BBC Values and are committed to trying to make the BBC a good place to work. Even those who have recounted bad experiences have also stressed to us the good experiences that they have had during their time at the BBC.

### **2. Incidents of sexual harassment at the BBC today are uncommon**

As in any organisation of a significant size, there is evidence that some individuals working at the BBC have made unwanted and inappropriate sexual advances to their colleagues or staff. We recognise that any such incidents are unacceptable, and that it is important that structures are in place both to prevent them, and to ensure that they are effectively dealt with if they occur. However, at least in recent years, such incidents appear to be rare. There have been 37 formal complaints of sexual harassment over the past six years, an average of only 6 per year, out of a population of approximately 22,000 staff and 60,000 freelancers who work with the BBC each year. Sexual harassment was not a common theme of the experiences of unacceptable or inappropriate behaviour reported by contributors in the course of the review.

### **3. There is evidence of inappropriate behaviour/bullying at the BBC**

Concerns raised about bullying and other forms of inappropriate behaviour were much more prominent in contributions to the review than concerns raised about sexual harassment. Often this behaviour appears to go unchallenged by senior managers. Some individuals are seen as being “untouchable” due to their perceived value to the BBC. There is confusion as to what constitutes robust management of performance and what is bullying. Inappropriate behaviour is felt to exist between managers and their teams and vice versa and between BBC staff and our third party suppliers.

### **4. Some of our staff are fearful of raising complaints**

Many contributors to the review have said that they are fearful of raising complaints about bullying, harassment and other inappropriate behaviour, because of the potential impact on their career, reputational damage, and concern about encouraging more of the same treatment. For some, there is a weary sense that no action will result from such attempts. This is fuelled by a lack of belief in management’s desire or capability to tackle difficult issues. This has been exacerbated by cuts and cost savings at the BBC, which have led to concerns about current and future employment opportunities.

### **5. We are not clear enough about the behaviour we expect from our managers, our staff, our freelancers and our talent**

The BBC has a statement of Values, and policies and contractual clauses which address harassment and bullying. However, there is room to improve the content of the relevant policies, to ensure that the general principles apply to everyone who works for the BBC, and to ensure that there is clear

communication and understanding of what constitutes unacceptable behaviour, and how it should be dealt with if it occurs.

#### **6. When issues do arise, we need to tackle them more quickly and to greater effect**

We can do much more to help our staff and our managers if they are the victims of inappropriate behaviour or bullying. We have learnt that people are unclear how to use the tools and resources available, and that some of them are not seen as being sufficiently impartial, in particular HR.

#### **7. There is good people management at the BBC but it needs to be more consistent**

Many of our staff have had positive experiences and we have got some very good people managers. Some managers saw a lesser value attributed to management skills when compared to technical skills, editorial judgement or process knowledge. We do not do enough to ensure that good people management is not a lottery but a central and integral part of being an employee at the BBC.

### **Our Recommendations: What Will Happen as a Result of This?**

Contributors to the Review expressed a desire to use it as a means of strengthening the culture and working practices of the BBC.

The BBC Management Board shares this ambition and wants to turn the Review into something positive for the organisation and its people. The Management Board is therefore recommending a number of actions as a result of the Review. We have tried to make these as concrete and specific as possible, and it is our intention to implement them promptly. In the next few weeks we will ensure that all interested parties - our staff, freelancers, suppliers, unions, senior leaders and managers – have an opportunity to discuss these recommendations, before implementing them with any appropriate amendments arising from that discussion.

#### **1. We will make sure everyone who works with the BBC knows what behaviour is expected of them**

The key means of communicating our expectations around behaviour will be the BBC Values. They will be re-launched, and will be an integral part of the vision and strategy for 2022 which will be communicated from September 2013.

This re-launch will include the following actions:

- a. All new employees and freelancers will receive an introductory “Guide to the BBC”. This will describe the behaviours expected from everyone at the BBC.
- b. In partnership with employees and the Trade Unions we will devise concrete examples of acceptable and unacceptable forms of behaviour, that demonstrate respect on the one hand, and a lack of respect, bullying, harassment or the abuse of power on the other. These examples will be communicated to employees and freelancers at the outset of an engagement at the BBC, so that everyone knows what behaviour is expected of them, and what forms of behaviour are unacceptable, and will be incorporated in the Bullying and Harassment Policy.

- c. The Values will be much more prominent in every people discussion/decision. For example, promotion boards will review how the person behaves in line with the Values, appraisal ratings will be based on the Values as well as skills, and job advertisements and role specifications will include reference to the Values and behaviours we expect.
- d. Every team at the BBC will be encouraged to hold an open and frank discussion session where they discuss the BBC Values and what they mean in practice. We will also arrange these centrally for employees who would rather engage in these outside their own team.

## **2. We will improve the way we tackle problems**

We will improve our approach to dealing with bullying and harassment in the following ways:

- a. We will re-work the Bullying and Harassment Policy in partnership with Unions and employees to make its language more accessible and to ensure that it focuses more on informal resolution.
- b. The scope of the Bullying and Harassment Policy will be extended so it is clear that the general principles (including the forms of behaviour that are unacceptable) apply to all those who work for the BBC or on its premises, or who participate in its programmes.
- c. An explicit clause will be included in all BBC contracts by which the contractor confirms that they will not act in a way which could be regarded as bullying or harassment.
- d. We will launch a confidential helpline for support with bullying or harassment for those who feel anxious about pursuing the usual routes.
- e. We will widely publicise the routes for support that are available, including all HR contacts, the helpline, and the employee counselling service.
- f. We will create an in-house “triage service” for managers, employees, freelancers and contractors that will direct them to the most appropriate source of advice and support.
- g. We will change the way we deal with bullying and harassment complaints. Complaints will be heard by a manager and an HR person from outside the division to ensure actual and perceived objectivity and fairness. Furthermore, all hearing managers will be of a grade which is more senior than that of the alleged perpetrator, where practical.
- h. We will ensure that anyone who raises a formal bullying and harassment complaint is made aware of the outcome of that complaint once the case is concluded.
- i. We will reduce the target time for concluding bullying and harassment complaints from 90 to 30 days and introduce a new target to hold the first hearing with ten days.
- j. We will train a number of expert mediators from within the HR team who will be available to all staff who want to talk about a problem with bullying and harassment.

## **3. We will provide greater support for managers**

Being a manager at the BBC can be very demanding. In addition to delivering high quality programmes and services, we ask our managers to juggle the demands of managing their people, delivering more for less, working with increased compliance and at the same time to manage significant changes in working practices, including new technologies, and changes in location. We have many people at the BBC who do this role very well indeed. Historically, we have not sufficiently recognised and appreciated excellent people managers. This needs to change. The title of

“manager” needs to be regarded as a role which really matters to the BBC and therefore should be invested in, supported and recognised.

We will improve the support for managers by:

- a. Providing mentors for all managers who want one from our senior leadership team. All senior leaders will be expected to mentor at least two more junior managers to help them develop their skills.
- b. Re-visiting all of our training and development for line managers to make sure the Values and tackling bullying and harassment are sufficiently prominent.
- c. Developing a specific training programme for tackling bullying and harassment.
- d. Expecting all first time line managers to attend the “Introduction to Management” course.
- e. Identifying and recognising the best people managers at the BBC through the staff survey, 360 feedback and appraisals.

#### **4. We will improve the way we measure and monitor our progress and performance**

The Review has demonstrated that we need better communication with our employees, in order to know more about how our people are feeling and where problems might lie. We will improve our understanding in five key ways.

- a. In addition to the annual staff survey we will run quarterly Values Surveys. These will be based on the BBC Values and will be sent to a random sample of our people. This will provide a more up-to-date picture of how the organisation is feeling than just an annual survey.
- b. All managers with 10 or more people to manage will carry out a 360° survey based upon the Values. This will be reviewed at their appraisal.
- c. We will continue to use the Work Pressure Index (questions drawn from the annual staff survey which indicate levels of stress) to identify those teams which may be feeling the pressure more than others and will provide greater support to managers and staff in these teams.
- d. All permanent staff who resign from the BBC will be asked to complete an exit survey and will be offered an exit interview. Themes and patterns will be reviewed by the Director, HR.
- e. We will monitor and review the number of formal complaints of bullying and harassment at the Management Board and will publish the anonymised data relating to the number, the average length of time taken to tackle and conclude them, and the outcome of each grievance.

We know that cultural change takes time. Whilst we believe that these actions will go a long way to making sure everyone has a positive experience at the BBC, true, long lasting improvements will require a relentless focus on the Values of the BBC by all staff, and in particular by the senior leaders and managers. Leadership by example is crucial. This report is a clear signal from the senior leadership of the BBC that it is important that we treat each other with respect, as our Values require, that we acknowledge that we have not placed enough emphasis on our Values in recent years, and that we want that to change.



# Section 3: Experiences of Working at the BBC

## Section 3a: Change Associates Consultation

### Terms of Reference

#### Background

Change Associates was commissioned by the BBC (via a competitive tender exercise) as a delivery partner to contribute to the execution of a pan-organisational review of the current culture, behaviours and Values held by its staff and freelance workforce. This project is part of the BBC Respect at Work review to understand the current perceived culture with regards to respect and what constitutes acceptable behaviour in the workplace. As an independent third party, we are committed to uphold the review's principles of accessibility, objectivity and anonymity.

Change Associates is a privately owned company and comprises of a community of highly experienced professional facilitators, united by the sharing of aligned Values, culture and a common purpose. Areas of expertise include organisational culture, people engagement and aligning HR processes to business objectives. The associate deliverers are independent, highly qualified and aligned to recognised professional bodies in the coaching, facilitation and research world. Clients and the delivery team were supported for logistics by a Central London office.

The review offered an opportunity for BBC staff to present their own honest appraisal of what it is like to work at the BBC today. The aim was to recognise where the Values are currently being lived and identify where they fall short. We strived to ensure that BBC people, freelancers and suppliers were able to contribute wherever they were based (or remotely) and designed workshops and interviews to allow proper understanding and appreciation of the information volunteered. Our specific remit was to explore what it is like to work at the BBC with regards to **respect and appropriate behaviour** (in line with the BBC Values) by designing, delivering, analysing and reporting on qualitative evidence gathered to support the BBC Respect at Work Review.

We have provided in depth briefings of the content of the data and our interpretation of it to the project team responsible for the review, including Dinah Rose QC. This report is an anonymised summary of the main findings of the review, together with our interpretation and recommendations.

### Methodology

The review sought to gather positive and negative views and experiences by providing a safe and confidential environment to those wishing to take part. Before people were invited to contribute to the review, discussions were held with Trade Unions and Staff Forums on the different ways people would be able to participate and how best to issue the invitations. Considerable care was taken to assure the anonymity of all participants and this was intended to facilitate gathering an honest body of feedback without fear or favour. All of the sessions were anonymously reported. All discussion within the group sessions and interviews was non-attributable and Change Associates asked participants in group sessions to be mindful of the privacy of fellow participants and not repeat what was said in the session to others. They were also asked not to name any individuals during the

sessions. If participants had specific complaints or issues they wished to follow up on they were signposted to the current BBC sources of support at the end of the session. To make participation accessible to as many people as possible, the following research methods were used:

- Facilitated group sessions
- Face to face and telephone one to one structured interviews
- Email, voicemail and written submissions to enable those who could not or did not wish to attend a workshop or interview to have an opportunity to anonymously contribute to the review.

In addition, separate workshops were developed and delivered to smaller groups of BBC Human Resources teams, Industrial Relations teams, Diversity teams, Investigations, Trade Unions, Staff Forums and a selection of 3rd party suppliers. Finally, approximately 40 managers who had been cited as positive role models or who had recently attended management development attended sessions to discuss what really good people management needs to look like at the BBC. This included understanding the challenges managers face and the techniques they use to overcome these problems.

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### The Respect at Work Research Sample

Research Method	Number of Respondents
Facilitated Group Sessions	352
One to One Structured Interviews (face-to face or telephone)	203
Email, Written and Voicemail Submissions	375
<b>Total</b>	<b>930 respondents</b>

### Characteristics of the Research Sample

- The research population represented multiple regions within England, Scotland, Northern Ireland and Wales.
- Respondents ranged from Director to Runner and everything between - including Controller, SM1, SM2, Head of, Editor, Producer, Scheduler, Engineer, Technician, Presenter, etc.
- A wide range of business areas and functions were represented including Regional Radio, World Service, Worldwide, Trust, Media Action, Global News, News, Newsroom, Newsgathering, Television Centre, BBC Natural History Unit, BBC Orchestras, Sport, Events, Future Media, Audio & Music, Information & Archives, Vision and Factual. There were also a small number of submissions and respondents from BBC offices outside the UK.
- The length of service of the BBC employees within the respondent base ranged from 6 weeks to 40 years.
- Parts of the BBC are staffed and supported by many who do not work directly for the organisation. They do work closely with BBC staff, however and are equally qualified to offer a



view of the culture. To make sure these views were represented, group sessions were held with Capita, Johnson Controls International, Atos, Balfour Beatty Workplace and REED.

- The research sample also included representation from staff forums, freelancers, contractors, ex-staff and union reps and union members from BECTU and the NUJ.

It is important to note that a vast majority of the 930 responses to the 'Respect at Work' review represent a **self-selected sample** of people who chose to respond to the invitation to participate. As such, it is made up of those with sufficient interest in the issues to offer their time. This was a qualitative piece of research focusing on people's views and experiences rather than a quantitative research exercise focusing on numbers.

Most recently, we have reviewed additional input following the publication on March 27<sup>th</sup> of Lesley Granger's investigation into formal and informal complaints or concerns relating to bullying and harassment before the death of Russell Joslin. These include the published report, witness statements where consent was given to share the evidence and the subsequent BBC statement.

Based on what we have heard and read we estimate that around three quarters of people who took part in the review had a specific issue or experience to share – a story to tell. We do not claim that this is a scientifically representative sample. It is not social science research. We are confident, however, that this is a significant body of evidence from a large group of individuals, offering similar accounts of experiences and patterns of behaviour over time across all areas of the BBC. It does not speak for every individual currently working in and around the BBC but it does give voice to an ongoing narrative which has not been heard clearly before.

Throughout the report, we use quotes from respondents' submissions or discussions to illustrate key themes in the words of BBC people. They have been chosen as they are representative of the key points (positive and negative) that have been raised and represent a view that was heard many times. They are not attributed or identifiable.

### **Feedback from Those who Took Part in the Respect at Work Review**

At the broadest level the workforce saw the review as an unprecedented opportunity to provide confidential personal feedback on what it is like to work at the BBC in terms of the culture of the organisation, respect and appropriate behaviour. It was commonplace for participants to:

- Seek reassurance that no personal attribution would be made and that the sessions were truly confidential
- Demonstrate appreciation that the review was taking place and that it was being carried out by an independent, external provider
- Express their relief that they had an opportunity to be heard and to describe their experiences that would have otherwise not been shared
- Repeatedly ask the question – 'what will be done with what you discover?'
- Express their greatest concern – which was that nothing would change as a result of the Respect at Work review.

## Key Themes

### 1. Proud to be a part of the BBC, proud of my work

*“I am proud to work for the BBC. Doing such varied work makes it very rewarding.”*

BBC employees of all types and tenure who took part in the review described how they care deeply for the organisation. They care for its success, its health and for its future security. They are protective of it and defensive of it when under attack. This personal passion does not obscure their view of the BBC’s problems and participants have been very direct about what they believe needs to change – and how they can help implement those changes.

#### **BBC and public service broadcasting**

*“Contributing to society’ is a key driver for me and keeps me passionate about my work. The BBC provides something so precious, all you need is two AA batteries and a radio and you can access this wonderful service.”*

Many people we spoke to report feeling fortunate to work at and with the BBC, fortunate to have the colleagues they do and be part of the BBC. Underlying this is a deeper philosophical appreciation for the principle of public service broadcasting. People care that the BBC has an important role in society and they want to play their part to deliver on that role.

This is important to people all across the organisation. The affiliation with the organisation’s output is immense, whether people are working in support functions like HR and finance, or supporting the production of programmes. This is also reflected in a feeling of disappointment when the reputation of the institution is called into question. The Savile scandal has impacted the reputation of the organisation and people who work there feel bruised and battered, tarnished as a consequence. Many reported taking it very personally when they see their personal Values undermined by the actions of others. Many others were angered by how the wider media seemed to define the BBC by the ‘bad stuff’ and wanted the new Director General to be a strong and public advocate for the organisation.

Belief in the Value of the corporation also leads to very high expectations. These expectations relate to the BBC as an employer and as a broadcaster. They include expected high standards of behaviour, as well as high standards of output and anticipated high-quality creative and technical processes. Such high expectations can also lead to disappointment and challenge. Effectively, they also reinforce an almost patriarchal impression of the organisation and as a consequence, this ‘parent / child’ relationship can be a difficult one to keep positive. For example, like many organisations that are challenged by the need to reduce costs, the BBC has ‘hard choices’ to make. When people believe in high quality in all outputs and that their own work is a sacrosanct element of public service broadcasting, it also makes people naturally critical of change. People recognise this challenge and look to their leaders to respond. It was frequently mentioned that while change driven by the last licence fee settlement may be difficult, there was huge appetite for it and to help create a better BBC.

### **Personal contribution**

Pride is most keenly felt in respect of an individual's work and their immediate team. The BBC they describe and identify with is the one defined by close personal experience. Many of the difficult stories that we heard were prefaced by a description of years of positive experiences, working in close-knit teams, creating output or contributing to the organisation through hard work, commitment and creativity in a supportive and inspiring environment. Some managers reflected upon the skills of the people in their team and how they felt privileged to lead teams with such deep and special skills that help to keep the uniqueness of the BBC.

People at all levels and parts of the organisation could reflect on contributing ideas or being involved in moments that had an impact on the wider audience in some way. They are proud to have such an impact that can be so tangible. This applied to production staff through to those in support functions who were proud to help make things possible. Similarly, supplier representatives commented that they were proud to have the BBC as a client and generally that it was a great place to work.

### **Pride as a foundation**

Pride in the Institution and in personal contributions is a big asset for the organisation. However, a review such as this is evidence that it needs to be drawn on more consistently across the organisation – with people needing to see more of what joins them together rather than hearing examples that split them apart.

The 'Greg Dyke years' and 'Making it Happen' were repeatedly referenced as a high water mark of morale and engagement. For managers, we heard that this was a reflection of when they felt there was real alignment between what they were asked (and supported) to do and the stated direction of the corporation. It is difficult to tell whether this is an accurate reflection of the period, inevitable nostalgia for a bygone era or the product of a more recent perception of the BBC Values of 'trust' and 'respect' being undermined by the business challenges of cost reduction. But it is evident that people who remember that time reflect on a common sense of purpose and that the organisation moved forward together. And they want to do so again.

Many of the findings of this review will be uncomfortable to hear and read. But people's pride to be a part of the BBC, their emotional investment in it and commitment to its mission is strong and consistent. They also offer strong foundations for people across the BBC to embrace the recommendations that will be made on the basis of their experience and contribution to this review.

## **2. Fear**

*"People are afraid to complain, there is a huge fear of reputational loss and shame. These are the invisible silencing mechanisms."*

Throughout our conversations we heard a strong undercurrent of fear; fear of speaking out, fear of reprisal, fear of losing your job, being made redundant, fear of becoming a victim, fear of getting a reputation as a troublemaker and not getting promoted if an employee, or further work if a freelancer, supplier or contractor. Considering the strength of positive feeling for the BBC, 'fear'

feels like a contradiction in terms. But its widespread presence is a significant contributor to issues that undermine the Respect at Work agenda.

At an **organisational level**, we heard stories that are consistent with many organisations going through change – particularly change that involves cost cutting and redundancies. There is a perception that the last licence fee settlement was harsh on the BBC and that the management response was the Delivering Quality First (DQF) change programme. Whatever its intent around simplification of processes, reduction of bureaucracy and a focus on what the licence-payer cares most about, it's seen - by employees at all levels and their managers - as a cost cutting exercise. And that equals jobs. An overall climate of job insecurity naturally means people do not want to draw attention to themselves for what may be perceived as negative reasons. They don't want to be seen as part of the awkward squad, or as following a personal rather than corporate agenda.

DQF was frequently cited as a cause of strain on teams and individuals. This was evident at two levels:

- a. **As teams or units went through change and colleagues were made redundant.** In these situations, people we spoke to felt they were consistently under the microscope and perceived pressure *not* to give any reason to be let go. They felt there was intermittent or non-existent communication about the future and a perceived invisibility of leaders fuelled mistrust and fear of what might happen next, whilst also creating the impression that people are dispensable.
- b. **The impact afterwards as managers needed to adopt or learn new practices.** This was often remarked on as a need to 'do more with less'. The operational pressures are the ones that people view as crucial to respond to and so regular people management activities from team meetings and communication cascades through to objective setting and performance or career conversations were reported as falling by the wayside in some areas.

This pressure is on top of what is normal at the BBC – relentless expectation to produce or support the creation of high quality content for the public. Employees recognise that and the buzz and pride that come from producing great work. But there is also the fear of public failure that has been exacerbated by the atmosphere of DQF – people commenting that mistakes have been made in broadcasts that are up on YouTube within hours. The consequence is anxiousness and risk aversion that people see as replacing energy and excitement.

Fear was also experienced at a **personal level**. What we heard was that this relates directly to power and control - who has the power and how they use it to retain control. When used negatively it impacts on an employee's confidence and ability to do their job. This is manifested in three types of situations:

- a. **Career and Development.** Freelance and contract staff especially are afraid of raising issues because they have seen people who do so *not* being used on future projects. The current environment of cost pressure and increased tendency to use flexible manpower reinforces this concern. Freelancers repeatedly stated that as a freelancer in the broadcasting industry you are only considered as good as your last piece of work and reputation is everything, so

getting a reputation for speaking out or as a troublemaker is considered by many to be one form of 'career suicide'. Freelancing and contract work may be an industry wide norm, but for many on short-term contracts, a BBC full-time contract is the ultimate goal. Therefore people are willing to put up with a lot to realise that ambition. This was also reflected in how people in such situations contributed to this review – often in writing, stressing the need for absolute anonymity or asking a (full-time) trusted colleague to convey their views on their behalf. We also heard many examples of full-time staff who were told not to 'rock the boat' by complaining about anyone or warned against raising a grievance as they would not get promoted if they did so.

- b. Reputation.** There's a great desire to be attached or associated with the successful and talked about projects and outputs – the need to be part of the 'hit' culture. These could be long-term projects like the Olympics, flagship programmes that help to build someone's reputation inside and outside the BBC or big change events that attract both attention and budget (such as the move to Salford). Naturally, a lot of power sits with those who can influence the makeup of these teams. We received a number of comments about the role of power within the programme commissioning process and its potential significance in making or breaking a person's reputation. People felt this should be a force for innovation and leading-edge thinking but instead could become about using power inappropriately. People felt there did not seem to be a consistent set of rules applied and are concerned that if they complain then they have in effect just ruled themselves out of the selection process.
- c. Working with a 'known bully'** - We heard from a number of people about how they fear being the one that gets picked on (and in some cases targeted) today. During interviews multiple members of staff in different parts of the BBC reported being bullied by a 'known bully'<sup>4</sup>. These individuals create a climate of anxiety and participants described how they live in fear that it will be their turn to be verbally abused today. People used very emotive language to describe how over time this affects their ability to do their job, as they actively avoid discussion for fear of confrontation and are reluctant to challenge any decision put forward. Comments were made that in some teams, the only common bond they have is 'the fear of the one who calls the shots.' People also cited the fact that they were ashamed about how this made them behave – when they feel relief that it's someone else's turn, they keep their head down and squirm and then are full of shame at how they have just watched their colleague take a verbal beating. Such public displays are most often conducted by senior staff, managers, programme makers or others who are sufficiently confident of their position and reputation to give such a performance. They have learned the signals of authority and power it can send. Visible behaviour such as this has, by definition, a public impact. It intensifies the pressure on the victim and acts as a warning to others.

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<sup>4</sup> Definition: A manager who regularly, in some cases daily shouts and berates members of their team and is known by HR, the Unions will have a file on them and may have active grievances out against them or have previously successful grievance cases proven against them

Two other elements relating to fear were observed and reported to us during the review:

- a. **Fear of being seen to take part.** We experienced this fear through conducting the review as some people were very concerned to be seen to contribute – for example the small number who briefed others on their behalf in advance, or those who checked corridors to see who may be watching before entering or leaving the meeting room. This combined with a more general insecurity about job prospects and shrinking opportunities to advance means that day-to-day, there's silence that in itself is a tacit acceptance of inappropriate behaviour.
- b. **Cynicism that nothing will be done.** For those who did contribute, there's a weary and yet significant underlying concern that nothing will be done - that the Respect at Work Review will amount to nothing and that any attempt to address disrespectful behaviour or bullying will not be taken seriously or acted on at a senior level. For many this would echo their past experience of what they perceive as apparent tolerance or inaction. Expectations are of some kind of recognition of issues, but little actually changing in how things are done. Running through the responses is a desire for change. Not only from a desire for self-protection but also to support a healthier working atmosphere where people can more readily realise their potential. Participants were clear that breaking the silence surrounding these issues will be seen as a requisite of any real change and for many that was what had made them feel brave enough to come forward.

### 3. Inappropriate Behaviour

*“There are some pretty horrendous examples of behaviour both upwards, downwards and sideways and I see far too many ‘angry’ emails between people.”*

*“My line manager regularly displays aggressive behaviour, shouting and raging at me and others, completely unprovoked. If I complained I thought I would be perceived as not being able to do the role I had been newly promoted into.”*

Inappropriate behaviour can take a variety of forms. People expect ‘respect’ to be demonstrated up, down and across the organisation. However, inappropriate behaviour has been reported to us **from** leaders and managers, **to** leaders and managers as well as **by** team-mates in the BBC today. It may be bullying or harassment, it can be rudeness, victimisation or verbal abuse, but whatever the definition or action, people recognise it as simply ‘wrong’. It is not pervasive or endemic in today’s BBC but it is visible, frequent and consistent enough to be a very real concern. It also can become self-perpetuating in parts of the organisation where it is not addressed. People want to have their issues dealt with and often, due to underlying fear, prefer to keep matters off the record. However, people who spoke with us reported that too often, these informal complaints are avoided, ‘swept under the carpet’ or referred elsewhere. To the complainer, this equates to disrespectful inaction and where there is a wider team, it shows a tacit acceptance of what’s unacceptable.

This is magnified when people reflect on their high expectations of behaviour at the BBC. Many contributors had years of good experience and told us that, as a consequence, they ‘knew what good

was'. Those who had worked elsewhere felt the BBC was held up as a positive example. As a consequence, when they experienced something inappropriate, it was even more impactful on them.

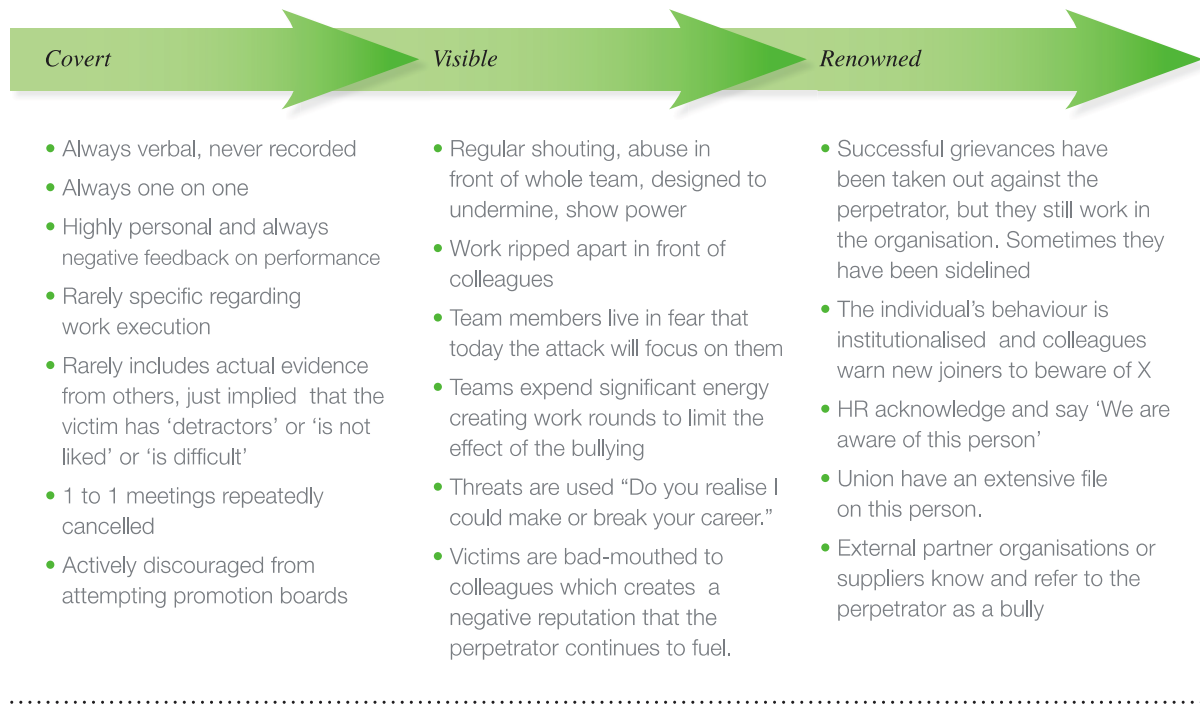
In the review, many participants had very personal stories that were at times difficult and painful to share. For some, it took a great deal of bravery to come forward and discuss the facts of situations that were still raw. Others simply wished to highlight examples that they wanted brought into the open or to get others' feedback on during a group session. The tone of comments from different groups was typically:

- **Employees** described feeling frustrated and powerless to address inappropriate behaviour, such as bullying as they had little or no faith in the routes of support that were available to them.
- **Managers** described the challenge of dealing with such situations – the difficulties in navigating relevant routes, processes and standards to reach resolution and in some cases an unwillingness to do so because the time and effort involved would not result in a successful outcome.
- The **Supplier representatives** we spoke to described having witnessed or experienced inappropriate behaviour from a very small minority. Their main concern was that they did not believe the BBC effectively dealt with this behaviour and sometimes the impact of this behaviour would affect their ability to do their job.
- The **Union** representatives we spoke to stated how people came to them with specific instances of inappropriate behaviour, but were unwilling to make a formal complaint as they had no faith that the current system and process would resolve it.
- **Employees and Union** representatives repeatedly cited examples where the grievance process had taken up to a year and involved huge amounts of resource and angst. Union representatives also described how this put pressure on their resources and how many of their reps were struggling to balance their union workload with their day-to-day role.
- Some **Managers** reported experiencing inappropriate behaviour from the **Unions** whose frustration with perceived inaction regarding behaviour towards their members manifested itself in what was perceived as overtly aggressive and more than respectful challenge. But conversely, there were also positive examples of the **Unions** and **Managers** working together to solve issues informally.

What's clear is that all would benefit from clarity of what is or isn't 'appropriate' behaviour and from having renewed trust and confidence in who they can speak with to help resolve the issue, with access to independent sources of support who are not directly involved.

Specific examples of inappropriate behaviour at the BBC were shared with us. On a spectrum from 'covert' to 'renowned', current examples that a significant number of respondents repeatedly described to us are outlined in the graphic below:

*/Spectrum of Inappropriate Behaviour at the BBC*



The way in which examples were shared emphasised that most people had had a positive experience on the whole with the BBC tarnished by one or two poor experiences that had largely not been dealt with or resolved. Many people cited years or good, even great and inspiring management and colleagues. In these situations, people also helped to provide definitions of what 'good' management looked like.

**Managing performance**

There is widespread acknowledgement across many industries that managing performance – including poor performance – is a key element of good management practice. Constructive, honest critique is the basis for any useful management of poor performance. This is not called into question by any of the review findings. In fact, in many instances, such a direct approach would be a refreshing change from the vague and seemingly unstructured appraisal meetings that were cited or apparently random conversations about what was going wrong which lacked any specific evidence or constructive feedback. Like many organisations, BBC employees have little tolerance for colleagues who are seen as not pulling their weight over a period of time and expect it to be dealt with.

We heard situations where managers were accused of bullying when they were trying to manage performance. Indeed, these are acknowledged to be difficult conversations. What made them successful (and a proper way of improving performance) was transparency and openness in a



context of clear expectations. Examples were given of (good) managers who ensured their team knew what was expected of them, had regular conversations on progress and when performance dropped, set clear and measurable ways to get back on track. Individuals who were managed in this way may not have liked the situation, but did respect the need to improve. It was not bullying.

### **High-pressure environment**

By its nature, live TV or Radio can be a highly-pressurised environment. Similarly, involvement in upsetting stories or scenarios, or having to work to tight deadlines for installing new technology or reporting data will require coping under pressure. BBC people from across the organisation reported inappropriate behaviour that was often excused because ‘that’s just how it is here’. This behaviour is often overtly confrontational, rude and abusive and many of the perpetrators will deliberately display such behaviours in open plan environments. It is rarely addressed and the perpetrators see no consequence to their actions and therefore have no incentive to change. What was interesting is that we also heard about the many people who operated under the same level of pressure, carrying out the same roles but never, ever behaved inappropriately or resorted to shouting or berating others to get things done.

In such environments, it is also predictable that people will draw on the ‘tried and tested’ to make sure deadlines are hit or commitments delivered. The downside of this is that sometimes, these close-knit environments can seem difficult to access and difficult to break into. The resulting perception is of a ‘clique’ and the effect is to exclude people who were not a part of it. These were the people who felt this relevant to the Respect at Work agenda. By nature, these groups are localised, subconscious and ingrained. When people reported this, they felt that the existing patterns of behaviour became self-perpetuating and the opportunity to introduce different styles and approaches that would improve the situation missed.

People are calling for and expect a clear definition of what is and isn’t acceptable as a matter of principle. And in the most stressful parts of the organisation, it needs to be relevant and pertinent so people will have a clear reference to how to manage in difficult situations. What we also heard was a heartfelt plea that no one wants to take away positive and constructive challenge or passionate and lively debate; this is felt to be critical to the lifeblood of the organisation.

### **Talent and ‘experts’**

‘Talent’ is the widely used term in the BBC for presenters or star names that make a programme more likely to attract higher audience figures. There is a perception that ‘talent’ are treated differently and don’t have to adhere to the same rules because they wield power over the organisation and anyone who tries to manage them. In many cases, the BBC does not directly employ them and so people are quite unsure about what interventions are possible.

We heard examples of talent whose behaviour was often inappropriate and against our spectrum would be defined as ‘visible’ in some cases and ‘renowned’ in others. It was noted that there were examples of presenters being managed out of the organisation or removed from a programme, but usually this was perceived as only being dealt with ‘too late’ – such as when their ‘programme’ or their profile was no longer considered valuable, or when the person’s reputation was already tarnished. We also heard from talent who felt they were inappropriately dealt with at the end of their contracts. In other situations, we heard it was the agent of the talent who was most difficult

and demanded special treatment. In some of these examples, it was clear that the ‘talent’ was far removed from what was being requested in their name. We did not, though, hear of specific examples of sexual harassment by ‘talent’ in today’s BBC.

Participants acknowledge this whole subject is a difficult issue. People observed that sometimes it was the special characteristics that talent had – such as spikiness, willingness to grapple for the truth, irreverence – that made them more difficult to handle. However, as with the stressful parts of the organisation, being ‘different’ is no excuse for not behaving appropriately. The comment was made that people would believe there was one rule for all and not a special rule for talent if programmes involving people who behaved badly got dropped, in spite of earning the corporation significant (resale) revenues. Interestingly, when asked, one presenter commented that they’d appreciate a forum for feedback on how they could work better and was slightly surprised it wasn’t built into the contract they worked to.

Similarly, we were also informed of situations where the perpetrator of inappropriate behaviour was someone the BBC had asked to contribute to programmes as an expert. The impact – seriously upsetting BBC staff – had been the same. There was a lack of clarity about how to deal with such situations and indeed whether the BBC had the rights to do so. But the impact reinforces a perception of different rules for different people and that some people are more equal than others. Questions were raised about the effectiveness of the current ‘contracting’ process and how effectively this reflects and asks for adherence to the BBC Values.

### **Avoiding taking action**

The lack of clarity of what’s appropriate (or not), and that inappropriate behaviour is more prevalent in some parts of the culture, is then reinforced by perceptions of inaction or inability to take action. What’s the likely consequence of raising an issue? People want to have trust in the ‘system’ but currently many do not. It was also evident from our conversations with managers that they had different levels of expertise and experience in dealing with inappropriate behaviour and there were varying appetites and levels of confidence for addressing such issues, reinforcing a lack of organisation wide robustness and consistency.

Part of this is to do with process (e.g. who should someone go to if they are experiencing inappropriate behaviour? Where is the practical support to help an inexperienced manager address inappropriate behaviour on behalf of a team member?) and part of it is what’s reported to be the consequence of raising an issue. Several people we spoke with mentioned that they had raised an issue and on the face of it, their manager was supportive of them and acknowledged that bullying or bad behaviour is taking place. But then the actions taken did not seem commensurate to the issue. For example, we heard of managers being repeatedly complained about and in each situation being sent on the same or very similar training courses. When there was a repeat of the behaviour, the same recommendation was made. In teams like this, the complainers tend to look for other roles, or move on (or out) and the perpetrator stays.

More often, it seems that the attempt is made to find ways to work around the poor behaviour. Informally advised, people are encouraged to work with the difficult behaviours and to make things work, or are helped to find roles elsewhere in the team or department. Once again the danger here is marginalisation of what’s right in favour of acceptance of what’s wrong. This is frustrating and

upsetting to people who feel they have risked their personal reputations and sometimes careers to try to get the right things done.

Witnesses to Lesley Granger's investigation raised some of these issues and she details many similar themes. Her insight on what she interprets as preventing Russell Joslin from making complaints include comments on the prevailing culture in the team, how talent is managed, relationship with his line manager, a fear of career repercussions and that he did not believe he would be listened to.

#### **4. Sexual Harassment**

The majority of respondents stated that they had never experienced or witnessed sexual harassment whilst working at or for the BBC. There was evidence that it does happen, but it is now very rare.

A very small number of current sexual harassment instances have been reported to us during the review. The written and email submissions also included evidence of sexual harassment that occurred ten, twenty or more years ago which had not been previously reported, resolved, or, in their view, effectively dealt with.

The Respect at Work review was seen for many of these as the first opportunity to declare the issue safely. The victims are keenly worried about their anonymity, fearful for their reputation, their career prospects and of humiliation. No details will be shared here to help secure this privacy for participants. There are two common features: a tendency for the victim to be young and in the early stages of their career and almost exclusively female (with exception of some gay men reporting incidents); and the perpetrators are in positions of influence who clearly feel confident that they can act freely.

The most common theme with the small number of recent instances of sexual harassment was that victims felt that they had nowhere safe and confidential to go to report it and see it acted upon. They felt uncomfortable using any of the channels currently available to them and had no confidence that the BBC would know how to deal with their situation. Some people said they did not want action to be taken against the perpetrators; they just wanted someone to talk to. Several also expressed a sense of relief gained from writing it down and submitting it to the Respect at Work review.

We also heard and read about a small number of comments on behaviour that would be clearly inappropriate – such as sending texts to private mobile numbers that made overtly sexist comments. In addition, we received a small number of written submissions describing current, overtly sexist comments against females in some teams, which they described as resulting in a difficult and tense working environment.

Other respondents described situations where male employees demonstrated a recurring tendency to seek out, flatter and support younger female freelancers and contractors above their male counterparts. There was no suggestion of sexual wrong-doing, but a concern to ensure that equality means truly equal opportunities for all. In line with the observations on 'fear', people want exposure

to decision makers and to establish and build their reputation, but they do not want to feel obliged or excluded due to gender.

It was commented frequently that there are a large number of senior positions that are occupied by women (nationally and regionally). Additionally, comments were made by the vast majority of respondents that sexist behaviours that were tolerated in society as a whole, including the BBC, in the 1970s and 1980s were no longer seen and that the culture had improved significantly in that regard.

## 5. Leadership

*“We need visible leaders who listen first and talk second and who create a context in which people want to do their best.”*

Up to now in this report, we have focused on the issues – the pride in being a part of the BBC, the perceived undercurrent of fear and how inappropriate behaviour is manifested. The next sections refer to the elements in the organisation that are required to build a respectful culture – from the leadership direction and vision, through to management practices and supporting policies and procedures.

### Values based leadership

Many of the people we heard from feel that the BBC is crying out for strong leadership and for leaders who are not afraid to instigate real change. We heard many pleas for leaders to do the basics better, with foundations set in the BBC Values – i.e. listen, engage, support, respond and most importantly act.

People want the BBC’s leadership team to acknowledge where the organisation is – to be honest about what is not working and what they are going to do about it. There are some good individual examples of leaders who are doing great things but overall there seems to be no shared leadership vision or sense of a cohesive leadership team. This reflects back to the Greg Dyke era and where the leadership vision was one thing the team at the time was known for.

The impending arrival of the new Director General was cited by many as a real opportunity to set out a clear vision for the organisation and to breathe new life into the existing Values. People like the current Values (summarised below), they think they are the right Values – they just want to see them lived by everyone.

- Trust is the foundation of the BBC
- Audiences are at the heart of everything we do
- We take pride in delivering quality and value for money
- Creativity is the lifeblood of our organisation
- We respect each other and celebrate our diversity
- We are one BBC: great things happen when we work together

There was real consensus that to make change regarding respect and appropriate behaviour stick, it has to begin with the way leaders lead and managers manage. Tangible role models getting it right need to be known, visible and celebrated and bad examples must be obviously dealt with. This is not a request for a witch-hunt, but a heartfelt plea for some organisation wide agreed standards of behaviour that are applied to everyone – Executives, Leaders, Talent, Contributors, Presenters, Freelancers – everyone. There is a consistent view that senior leaders need to collectively set and individually represent the standard that everyone expects.

Many respondents commented on the relative invisibility of many senior leaders and how they currently seem disconnected from those they lead. Coupled with an over-reliance on email as a communication tool, this leads to a poor quality relationship with little trust or respect.

We heard about pockets of good leadership, but these tended to be individuals rather than a cohesive group or cadre leading what is acknowledged to be ‘a very big ship to steer’. Where people cited positive leadership role models they enthusiastically described the impact these role models have on them personally and professionally via:

- Empowering them to build their knowledge and skills by stepping out of their comfort zone
- Providing targeted regular feedback which is constructive and fair
- Recognising publicly and privately where things have gone well and why
- Building on ideas
- Encouraging challenge and discussion to reach the best solution
- Enabling progress, spotting opportunities for development, for working with other teams
- Acting as an ambassador - championing the team and their work
- Supporting them in having difficult conversations and in doing the right thing

Some of these role models were mentors rather than managers and the practice of mentoring was appreciated and cited as a powerful development tool. People would like to be able to identify potential mentors across the organisation and tap into their skills and experience more readily.

### **Director General for the day**

To help our conversations with participants move from issues to ideas for creating a better and stronger BBC of the future, we asked them to describe their priorities for change if they were empowered to be the ‘DG for a day’. Their responses were largely consistent themes:

#### **a. Clarity of vision – stand for something!**

*“Show an unrelenting route to achieve a clear vision - and that there will be casualties - including bullies. The test for presenters is if that person died tomorrow, would the programme continue... We can be braver.”*

- i. Create and communicate a clear vision
- ii. Define what is acceptable behaviour and what is not and communicate it
- iii. Publicly acknowledge where the current problems and failings are

- iv. Communicate how and where things will change and highlight what will be done differently
- v. Celebrate success – there are many examples to shout about.

**b. Role model great behaviour**

*“Put in a drive about the Values and get senior managers to live them. Stop territorial views that stop development across the organisation. And look to encourage a 'yes' culture”.*

- i. Re-launch and revitalise the Values. People believe they are the right words – they just want to see them lived by everyone, including ‘talent’ and programme makers
- ii. Leaders need to be more visible and approachable within the organisation
- iii. Invite participation in meetings from those who are reluctant to speak up
- iv. Listen and ask questions
- v. Remove the culture of fear
- vi. Bring back trust - trust in staff and their ability to manage their own outputs and time.
- vii. Encourage people to get a better understanding of the challenges others face and ‘walk a day in each other's shoes’

**c. Management and leadership**

*“We appear to do everything right on paper - it looks and sounds great. But we need to PUT IT INTO PRACTICE. There need to be consequences and rewards to everyone.”*

- i. Bring in 360 degree feedback for all managers
- ii. Be tougher on performance and give managers the tools and support to manage poor performance.
- iii. Provide independence in the disciplinary and grievance process. HR is not currently considered to be independent
- iv. Promote people who live the Values
- v. Make managers accountable for those they manage
- vi. Apply policies consistently, fairly and transparently
- vii. Recognise that not everyone has an aptitude for management roles and so provide other ways of progressing within the organisation

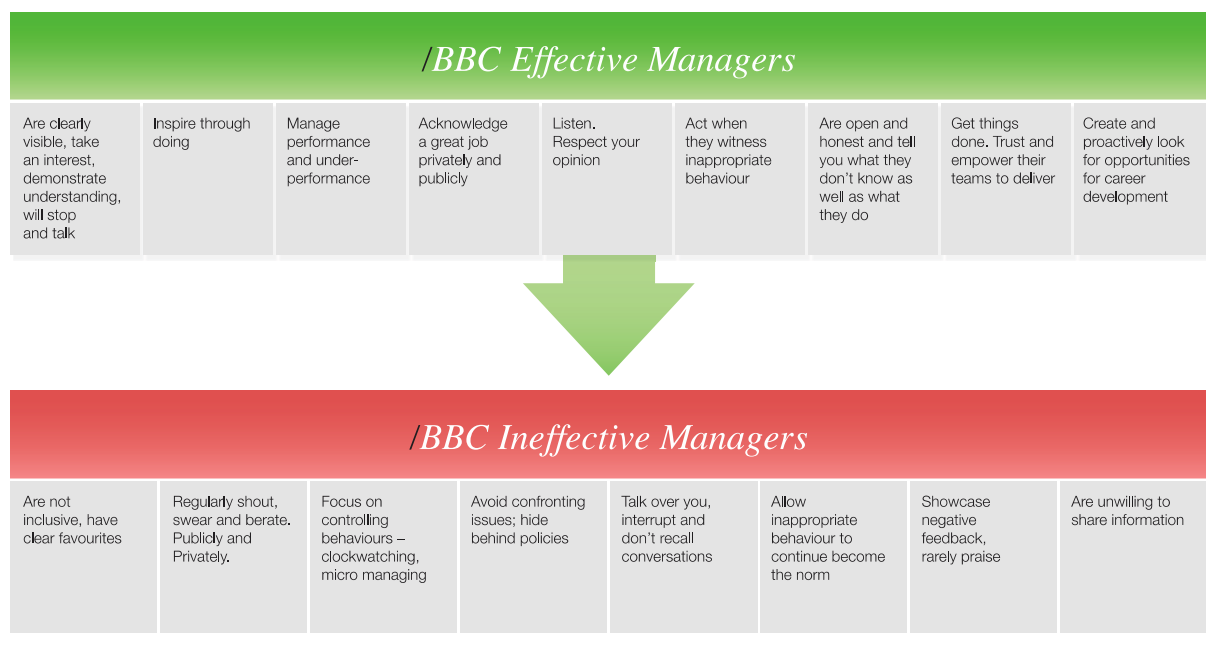
## 6. People Management

### Management Style

*“I’d had a terrible year of being sidelined with no reason. So I asked my new boss for work experience. He said yes - come and get your reputation back on track. Two minutes with that man has changed my year. I feel he believes in me. He took the risk and I’m willing to take the chance. I’ll work hard for him and he’ll get the benefit.”*

While the BBC’s leaders establish organisational priorities and set the tone for how these will be achieved, it is the actions and behaviours of peoples’ managers that translate these into a team environment. Respondents described to us what currently made their managers effective or ineffective at the BBC. These traits are summarised as:

#### */Current Management Traits reported within the BBC*



**Effective BBC managers...**are accessible, listen and empower their teams to perform well. They set clear expectations, living up to them personally and offering support to others to do the same. Trust is demonstrated by leaving their reports to do their work and admitting when they don’t have all the answers themselves. Their teams and the individuals within them are stretched and afforded guidance, time and support to develop. Difficult conversations are had, typically sooner rather than later to nip issues in the bud. Recognising problems, discussing them and dealing with them where possible is matched with celebrating successes openly. They are open to ideas and changes to existing practice, demonstrating visible evidence that they have been acted on. They are both available and approachable and alert to morale and how things are going in their team.

By contrast, **ineffective managers** do not actively listen. Ideas, pleas for help and suggestions fall on deaf ears or are rejected with more or less vigour. Email is their crutch and used to avoid direct communication and interaction – replies are easily avoided where requested. A rigorous focus on outputs alone neglects staff development needs, potential confusion and lends itself to micro-managing. They often have clear favourites who get the choice jobs, roles and tasks whilst others are ignored or, if seen to dissent, ridiculed and belittled. Development of people is at best a secondary concern in a demotivated and disconnected team. At their worst they reside over toxic teams with no dynamism or challenge and little creative spark. Staff turnover is high. There is also little self-awareness. In one group, a respondent noted that there were foundation courses in people management and others scoffed that the poor managers were the ones who did not go, as they felt they were great.

### **The experience of managing people**

*“It feels like we only get permission from our direct reports to have deeper conversations if we get the basics right. We aren’t doing that very well at the moment as we are toothless - unable to reward the really good performers and unable to deal with the really bad ones as performance management takes forever and unacceptable behaviour is tolerated. This builds resentment and undermines us.”*

**Being a manager at the BBC can often feel difficult, tough and frustrating.** One manager described it as requiring a ‘tin hat’, another observed that there is an undercurrent of ‘quiet rioting,’ lots of discontent and this leads to open displays of disrespect. When, for example, newly appointed managers try to address issues of behaviour, conduct or performance which has been allowed in some cases to fester for years – there is often resistance, mistrust, abuse, rudeness and very defensive behaviour from those they manage and sometimes from the unions. Some managers said they receive very little respect. The current DQF environment was reported as adding to this.

We heard that the organisation asks a lot of managers today – the perception is that roles have got more substantive in recent times. The expectation is to manage more with less, embed efficiencies and manage redundancy processes. Wider organisation changes, like the move to Salford, or determining how to deliver to Nations, Regions and the Corporation agenda have increased pressure and the number of requests on managers while introducing another set of priorities.

Examples were given of scenarios where managers feel pressure from above and below to manage change and at the same time do ‘normal’ management - managing performance, running appraisals, managing poor performance and motivating team and individuals. And while the apparent expectation is for these management tasks to be done fairly and properly, there’s a widespread belief that it’s creative, craft and editorial skills rather than good ‘management’ skills that are most valued and will mean you can progress further in the BBC.

In addition, the idea that people management ‘*gets in the way of the day job*’ was shared with us and reinforced by a stated lack of clarity of the role of manager, an absence of consistent role models and a lack of consistent understanding of what’s expected beyond the fact that you need to do it to step up the ranks. There seems a widely held belief that if you are appointed as a manager,



you'll need to pick up the job as you go. So when appointed, managers are not assessed against clear expectations or demonstrated competence and often – and typically – are doing the role as part of their career path as opposed to wanting and being able to do it.

For those who do want to develop the appropriate skills and build on the *'huge privilege of being responsible for such talented people'*, there is not widespread awareness of appropriate support for them, if it exists. Guidance in terms of expectations of them; resources for support (e.g. easy to access network of mentors) and significantly feedback from the appointment process would all be useful and what respondents noted should be simple.

**Managers also need senior level support.** As in many organisations, there are some inherent contradictions in what managers are asked to represent to their teams. The most obvious example is DQF – intended as more than an efficiency programme, but now inseparable from one. The request from managers is drop the label of DQF that is now hugely tarnished - continue to strive for efficiencies but clearly separate efficiency from creativity in the rationale for change.

We also sought feedback on the processes that aid effective management and support a respectful work environment. Whether designed and implemented by BBC Human Resources team, or simply a part of the fabric of the corporation, ultimately they're intended as tools for all managers. Generally speaking, these processes are often seen as separate to the day-to-day business of teams and as such, their use is an exception. This creates opportunities for mistrust between manager and employee. It also is part of a wider perception that 'people management' is a job that comes second to producing output.

## **People Management Processes**

### **Performance Management**

The performance management and appraisal system is not being consistently applied (and in some parts is not run due to Union objections to the process). Many people reported that consistent application and use of appraisals would help build respect if they felt it was open and honest and would support development, rather than document 'issues' that could be used against them in the future. The poor quality of the performance conversation and the lack of ongoing specific, constructive feedback were repeatedly cited as failings. There is a commonly held view that 360-degree feedback – including feedback on behaviours in line with the Values - would help get a more rounded view at all levels of the corporation. This would also enable the process to become more objective, with explicit feedback on positive as well as negative attributes and contributions.

However, the performance management process needs to be used consistently and trusted. There were several occasions when managers commented 'it's not worth the paper it's written on' as they felt it was an HR imposed box ticking exercise, rather than something fundamental to the culture of feedback. Similarly, respondents were asked to keep requests for training, their development needs or where else they would like to work off the forms, as they could be used negatively as signs of weakness. Clearly, there was little trust in the confidentiality of the feedback between manager and employee.

In terms of consistency, employees on short-term contracts and freelancers reported a lack of feedback – with very few examples of end of contract reviews. To a degree, there is an assumption that if you've performed well, you'll get called for another role and if not, then you won't. But people felt very insecure in such a scenario, with stories of managers being supportive and encouraging to a freelancers face, but then refusing to provide references afterwards. This apparent lack of sincerity caused angst, especially with little opportunity for this group to challenge or seek recourse.

### **Managing performance is a challenge**

The lack of consistency in the approach to appraisals (e.g. formal documentation versus 'have a conversation' has resulted in, at best, pockets of good practice. Regular two-way feedback and constructive conversations are not the norm. We heard that the current systems don't support bringing the process to life – they enable 'box ticking' and there is a *formal* lack of consistency where there is Union resistance to the documentation of appraisals.

Managing poor performance is difficult as outlined in the following scenarios we heard about:

- There were comments that there is not enough informal HR support to enable situations to be nipped in the bud, instead of going down a formal capability route. Some managers do not feel **equipped** to do things informally themselves and would like more practical support – e.g. scripted conversations or case studies for people to refer to and then talk through with HR.
- **The support** that is available is not clear enough on **how to put the technical learning into practice**. An example given was that the managing performance course is excellent to ensure managers understand the legal implications and do's and don'ts as a consequence. But this is not, apparently, commensurate with the advice they receive from different HR staff when they return to the workplace. Some HR staff are described by managers as highly effective practitioners, others as not having the confidence or experience to support.
- Managers were worried that **effective performance management can soon become perceived as bullying** – especially when inheriting people who have not been effectively managed in the past.
- **Managing performance is perceived to be hugely time intensive**. Managers feel it is easier to work around problems than address them and feel that the rewards for dealing with poor performance in creating a better workplace environment are undermined by the difficulty in the process.

These are interlinked – lack of clear standards of what good performance management looks like, a lack of knowledge of overall processes, lack of confidence to deal speedily and effectively with issues, mean managers can get trapped in their own frustration and lack of experience handling such issues.

We also heard insights on other people processes, such as Recruitment, Promotion and Career Development where some respondents repeatedly cited issues around the need for increased transparency and consistency. For example, numerous comments were made regarding the absence of Values based questions in recruitment interviews, with the focus perceived as being on technical competencies. This has led to 'stories' of unfair recruitment and a lack of organisation-wide trust in the process.

## **Feedback on Human Resources relevant to Respect at Work**

Within the 'Respect at Work' review the role of HR and HR policies and support was frequently referred to in connection with dealing with issues of inappropriate behaviour. The key themes from these submissions are:

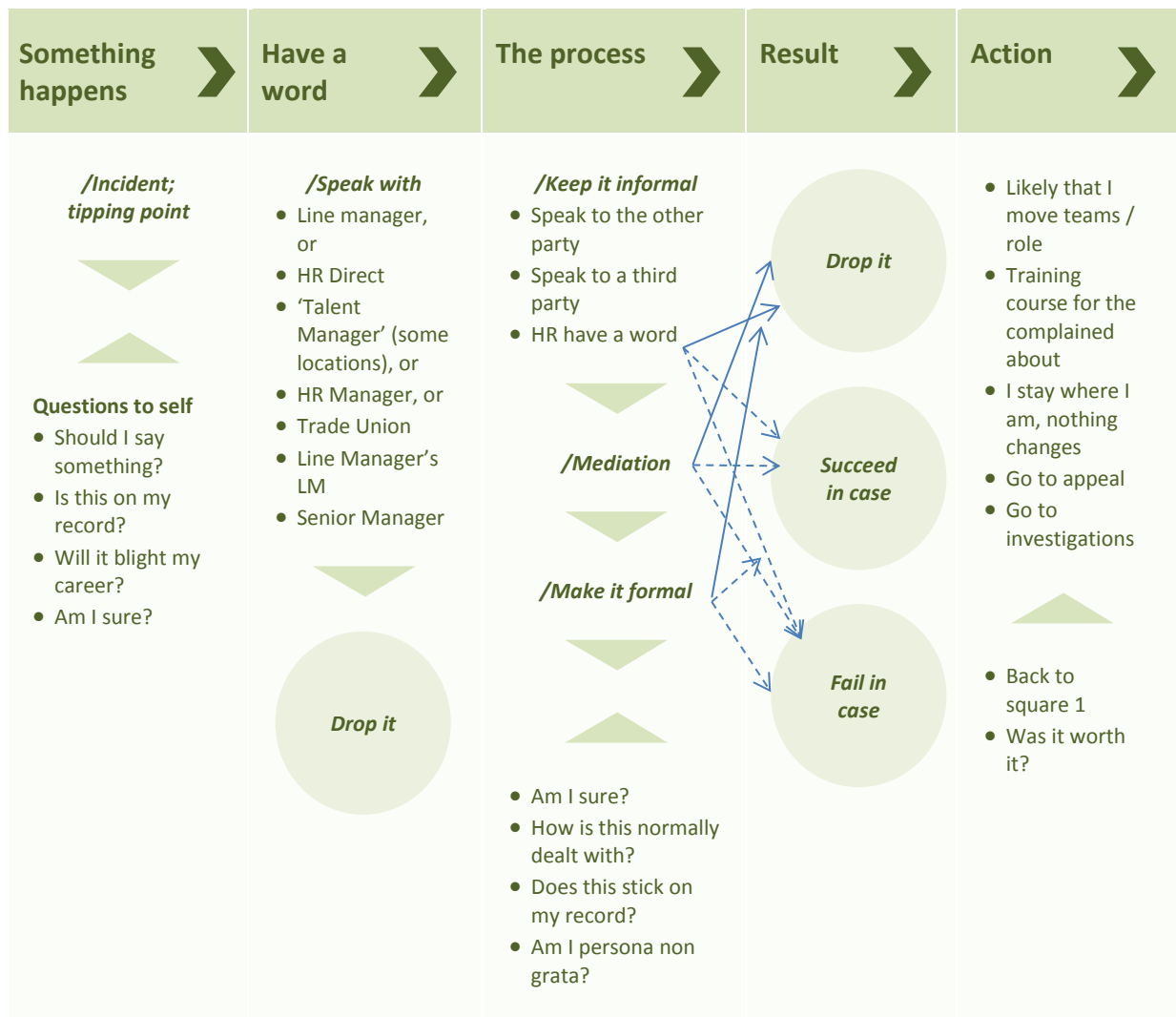
1. **'HR works for management'** – respondents commented that HR is not seen as a neutral source of support and HR's perceived management bias has resulted in doubt and mistrust regarding HR's ability to act objectively in relation to dealing with inappropriate behaviour. This means that an approach to the HR team is unlikely, even where the need is strong. Both staff and HR requested some form of 'independent' HR provision to help rebuild trust.
2. **'Clarification needed regarding HR's role'** – in our view, there is confusion about what HR's role is and clarification is strongly and consistently requested regarding what the workforce can expect from the different elements of HR and how they can access this. Both HR and staff recognised that there were pockets where there were good, effective and clearly defined relationships between HR and the organisation, but still many areas where there was confusion and both suggested that role clarification, improved visibility and better induction could help support this. For example, the role of 'Talent Managers' or 'Talent Executives' was not consistently understood.
3. **'Fear of raising an issue with HR'** – an undercurrent of fear prevents some members of the workforce going to HR for support regarding issues such as bullying, harassment and sexual harassment. We heard that the fear is based on a belief that going to HR with a complaint of some sort will somehow go against the employee – there'll be a black mark on their record, HR will not be able to offer any tangible support or assistance or have the power to change the situation and the likelihood that their complaint will get back to their manager and / or the perpetrator will increase.
4. **'Informal resolution works best'** - when HR work informally to resolve issues of inappropriate behaviour, there is a widespread belief in a higher rate of successful resolution. Examples cited included the use of mediation, HR and Trade Union representatives working together with a complainant and their manager, the Employee Assistance Programme or coaching. We recognise that there are a relatively low number of formal complaints submitted. This implies a high reliance on judgement in ensuring that the issues that are dealt with informally are still recognised more widely, so root causes can be tackled.

Notably, of the various support processes in place, the Employee Assistance Programme was often referred to very positively as a highly valued source of support for a range of topics – from informal conversations on contractual issues through to seeking active counselling and assistance regarding personal health and well-being.

5. **'HR policies work in theory, but not in practice'** – frequently in our workshops and conversations, people would say that the policy on bullying and harassment was fine (and as good as any out there). There is consensus among contributors to the review that the BBC has all of the relevant policies in place and there is good overall awareness of their existence and how

to access them. A minority reported problems finding them and that it would be beneficial to include more information on what exists as part of the Induction process. There is no desire for HR to spend time and effort creating a whole new raft of policies – the problem is in how the policies are applied with issues related to consistency, independence, objectivity, transparency and the effective use of judgement. There was also a lack of clarity in practice around how people could be sure what their options were at each stage of the process. The ‘snakes and ladders’ type of experience as portrayed below are representative of how people may enter into a process, but can lose energy or confidence in it over time.

*/HR Process – How it Seems to Work*



People reported that the current policy states that employees raising a bullying and harassment grievance should be able to do so without fear of victimisation. In practice, some employees reported being ostracised and having to work within a ‘toxic’ culture after raising a grievance, especially if it is against their immediate line manager who they are then still working with.

There is inconsistency regarding how the policies are applied and interpreted and concern that many newly promoted managers and/or inexperienced HR staff do not have the experience to use judgement. The policies are seen as a management tool. We heard evidence of people who have had several successful grievance cases brought against them and yet are still in the organisation and in their role or sometimes even in a 'promoted' role. This is seen as a blatant example of Values not being lived and fuels mistrust of HR and management's ability to enforce the policy.

6. **Targeted Development needed for Managers** - The workforce and HR participants recognise that targeted management development is required to improve skills in areas such as managing poor performance, effective career development conversations and improving feedback. HR feel managers aren't taking enough responsibility for dealing with difficult people issues and managers feel unsupported by HR. Both felt that mentoring and coaching, mediation training and more effective use of 360-degree feedback would be helpful.

## 7. Change Associates' Interpretation

### The BBC's culture today

If we think about culture at its most simplistic as 'the way things are done around here' and separate this out into the visible and the invisible, then the diagram below acts as a summary for what we have seen and heard. It is the invisible – and what Edgar Schein at the MIT Sloan School of Management<sup>5</sup> refers to as 'Underlying Assumptions' - that need to be in alignment with the visible to create a positive dynamic.

What we have described in this report suggests that invisible elements of the BBC culture – such as taboos, fears and unspoken beliefs are currently acting as a force against the stated Values of the corporation. The fact that many people we spoke with and who contributed to the review did *not* believe that inappropriate behaviour would be addressed directly undermines stated Values of respect and trust. Similarly, the widespread perception that there was a different set of rules for different people depending on their perceived Value to the BBC challenges the notion of 'One BBC'.

Comparison to an iceberg demonstrates this perspective. The Respect at Work agenda can draw on stated management intent for living the Values and that people recognise and understand the policies on bullying and harassment. People know where to access them and what they're there for. But it is the invisible elements that have to be addressed to rebuild staff confidence in the organisation and its ability to do the right thing.

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<sup>5</sup> Edgar Schein is the Society of Sloan Fellows Professor of Management Emeritus and a Professor Emeritus at the MIT Sloan School of Management based in Cambridge, Massachusetts.

## */BBC Culture*

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### */Visible*

- Mission statements
- Structures
- Technology, space, layout, location
- Measures and goals
- Rewards, sanctions, HR systems
- Processes and procedures

- Budgets, Management processes
- Skills
- External relationships
- Behaviour, dress, body language
- Rituals, ceremonials

*Artefacts*

*Espoused values*

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### */Invisible*

- Perspectives (time, geographic)
- Prejudices
- Beliefs
- Business model

- **Taboos**
- **Fears**
- **Ambitions**
- **Self-image and positioning**
- **Fundamental Assumptions**

*Underlying assumptions*

At present the invisible culture elements over-ride the visible, undermining the Respect at Work agenda.

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We recognise that there are many parts of the organisation where the culture is strong and positive. Indeed, as well as high expectations of quality and behaviours at the BBC, a large number of respondents expressed how the BBC was on the whole a better working environment when compared to other organisations they had worked with or for in the industry. We have reflected on what characterises this positive working experience and what brings the Values of respect, trust and One BBC to life, compared to where there is evidence of inappropriate behaviour. The graphic below shows what's experienced when the Values feel real and also what gets in the way.

### When it works

#### Trust

- People trust their manager to do the right thing
- People value, admire and trust their colleagues
- There is a two way feedback culture where people speak openly and constructively and to invite constructive challenges to reach the best outcome

#### Respect

- People treat others as they would like to be treated
- People recognise and value the depth and breadth of skills and experience the BBC has access to within its workforce
- People are recruited and promoted who live the BBC Values
- People respect the time and resource pressures everyone is up against
- Managers empower and enable

#### We are one BBC

- There is a shared vision of what needs to be achieved – Olympics, Move to Salford
- Individuals and teams feel empowered to deliver
- People listen more than they speak
- Everyone feels invited to contribute and that their contribution is valued
- Creative sparks fly – there is a passion, challenge & animated discussion and yet there is integrity and mutual respect
- Success is celebrated and failure is learnt from



### When it gets in the way

#### Trust

- The 'this is the way I do it' attitude rides roughshod over a culture of opinion and honest two way feedback
- The view that HR works for management has created a mistrust of HR
- Inconsistency in the application of policies breeds mistrust

#### Respect

- There are not clearly understood boundaries of what is acceptable and what is not
- A small number of people behave very inappropriately
- Inappropriate behaviour does not currently have a consistent consequence
- There is no 'no blame' route for suppliers and their parties to provide feedback to the BBC if they experience issues

#### We are one BBC

- A lack of clear vision of where the organisation is heading and how its people need to support/deliver it
- The absence of a cohesive leadership team, there are leaders. Some very good individuals. But no visible signs or evidence that they are an effective team
- People are currently measured and rewarded for their own area/function so that is what they deliver. There are no 'One BBC' objectives.
- People feel they have to create time consuming, energy sapping 'work rounds' to avoid effectively dealing with inappropriate behaviour.

In summary, our reflections on key elements in the BBC's culture are:

**The BBC brand and peoples' pride to be affiliated with the organisation is immense**

This is a huge strength to build on, but the challenge is in the recognition that different groups and different people have very different interpretations of what the BBC stands for. Each part can believe it's at the centre of the organisation's purpose and that other parts are subsidiary and in some way less important. This can make change difficult and continual references to how things were better in the past undermine a clear picture of the future.

**There is not (now) a 'leadership brand' at the BBC**

If leaders had a clear and consistent pattern of behaviours that showed they were working from a shared vision with the same understanding and same goal, leadership would be stronger. It would also be easier to set expectations regarding what is and is not acceptable. The many references to 'Making it happen' probably reflect that there was at that time consistency and confidence in direction. People don't need the same content, but they do need the same conviction from their leaders.

**Current people management practices are not consistently applied in the way intended**

Many of the people management processes are as good as any organisation. But as we have stated, people do not follow them, trust them or see them (often enough) as a tool for improving personal and team performance. This means that if used (e.g. appraisals) it will often be without conviction and as a need to 'tick the boxes'. They seem to come into play when there is an issue to address, rather than being woven into the fabric of the organisation's day-to-day working practices. They are therefore undermined by the (non) action of individuals – many of whom will use the excuse of being time pressured, or that creative organisations do not need such formality.

**A defensive mindset is evident**

Partly as a response to previous enquiries and partly as a way of running big change programmes such as DQF, there is a perception that a lot of resource is spent on 'checking' and 'managing' that the organisation has evidence that it's done the right things. This impacts a culture of respect and of managing inappropriate behaviour as people feel that the onus is often on them to prove it, as opposed to the support being there to eradicate it. A strong declaration of what is right and standing behind it, will change people's perception.

To drive successful cultural change, very clear and symbolic leadership actions that challenge the invisible underlying assumptions of what is acceptable will be necessary.



## 8. Recommendations

Through our part of this review, we heard that people feel great pride in working for the BBC. Editorial and creative excellence is highly valued. People recognise that they must perform to a high standard and are proud of their outputs. However, we also heard evidence of inconsistent management and leadership behaviours, leaders who are invisible and managers who are ill equipped or not supported to manage and develop their people. We heard many examples of unacceptable behaviour and how fear of speaking out was preventing issues being raised. We also heard how current policies and processes are not aligned with practice. Therefore we believe that our recommendations need to focus on re-building a confident and well-managed organisation where leadership actions and management practices demonstrate the integrity of the Values:

They are focused on 4 key areas:

### Outlining what is expected

- **Clearly define and publish** acceptable and non-acceptable behaviours and how these support the future vision and purpose of the BBC.
  - Use various internal communication media to bring these to life through examples and so give BBC people a clear reference point and understanding
- Build the definitions into the **BBC's people processes**:
  - In **recruitment** as part of the assessment and selection process
  - In **induction** as part of a standard induction process
  - In **contracts with 'Talent', freelancers, suppliers** etc as to expectations and consequences as part of BBC editorial standards
  - In the **performance management** process, include an assessment against the Values and behaviours. For example, **360-degree feedback** against Values could be introduced across the organisation
  - In **development** to ensure that managers and staff are equipped with the skills and knowledge to deal with issues of unacceptable behaviour

### Helping people to resolve issues

- To help give confidence and reassurance, **make policies clear, more user-friendly and less legalistic**. Add examples of acceptable and unacceptable behaviour (e.g. bullying). Ensure there are easy to access confidential sources of support, guidance etc available to all people working with the BBC.
- **Stress informal processes** for resolution of issues and make routes for employee support such as Employee Assistance Programme, HR, Independent Managers and TU's more visible and available
- **Clarify the roles and responsibilities of HR** within the business and encourage more HR visibility with staff
- To support rebuilding trust a confidential point of contact is required for people who believe they are experiencing bullying or harassment. For example, this could be staffed by a **network of employee advocates/experts** who form an independent part of the HR community and have a clearly defined and published role.

## Helping managers to deal with issues

- **Clarify the role of people manager.** E.g. create a set of managerial competences which focus on behaviours and are clearly aligned to the BBC Values that are reinforced by the appropriate people processes
- **Review existing management and leadership training** and development provision and create a consistent, standardised approach. We suggest this includes mandatory development or experience assessment against the managerial competences and a range of development options
- Set clear expectations of the **responsibilities of managers** in relation to acceptable and non-acceptable behaviour and **their right to deal** with what is not acceptable
- Apply **exit interviews** consistently across the organisation – including reviews for freelancers and those on short-term contracts - and use the insights that these bring to deal with any issues
- Ensure actions are based on root causes of issues not symptoms – so for example establish **processes to monitor and track** formal and informal complaints that allow patterns to be identified. Where possible:
  - Ensure the complainant is aware of the outcome of a grievance (if disciplinary action has/has not been taken)
  - Make data on number of grievances upheld publically available.
- Review the **mentoring scheme for managers** - move to an informal network based on a directory of willing mentors that's open to aspiring and existing managers and as much as possible, encourage cross-functional mentoring
- Create awareness that **performance management conversations** need to happen and ensure managers are equipped to manage poor performance, e.g. through targeted HR support

## Signalling change

- **Publicly acknowledge and recognise** what the BBC's strengths and weaknesses are regarding Respect at Work today and acknowledge that there is an issue regarding inappropriate behaviour and that actions will be put in place to hold *everyone* to account and so resolve it.
- Outline and communicate clear **expectations of leaders at the BBC**. This may, for example, include expected **consistent behaviours and standards** for the leadership cadre as a whole. These standards should also be applied to future appointments that are made.
- **Build employee confidence and belief in the Values** of the Corporation, including Trust and Respect, through inviting the workforce to develop ideas, examples and input together with their leaders. In this way, ensure that Respect at Work is retained and reinvigorated as a core Value, with clear attributes and behaviours and as such is more than an HR initiative.

## Section 3b: Experiences of working at the BBC (Trade Union submissions)

### This section of the report

Change Associates have reviewed submissions to the Respect at Work Review from the BECTU and NUJ Trade Unions. We have prepared a summary of their submissions and then separately, on page 49, provide some interpretation of these submissions, together with highlighting themes that are consistent or different with our own qualitative data.

### BECTU's Submission to the Respect at Work Review

BECTU is the trade union for workers (other than performers and journalists) in the film, broadcasting and live entertainment sectors; the union has a membership of circa 25,000 people. BECTU have compiled their submission from:

1. Their own body of evidence regarding specific cases of bullying, discrimination and harassment experienced by their members whilst working at the BBC.
2. First-hand accounts from experienced union reps and officials who have worked across the BBC for many years.
3. A 2012 BECTU survey which was designed to 'test the temperature' of the broadcasting industry regarding issues of dignity and respect in the workplace. Members and non-members were invited to complete the anonymous survey, which specifically asked questions about culture and attitude to complaints of discrimination, harassment and bullying experienced in the workplace. 853 people took part in the survey and BECTU reported that 65% (554) of the total survey respondents cited the BBC as their current or most recent employer. The survey findings included in the BECTU submission report the overall findings rather than just those of the BBC employees who completed the survey.

The BECTU submission states their key findings as:

#### **BECTU reports that the BBC policies on bullying and harassment are good in theory, but weak in practice**

The policies are considered to be clear and concise. The problems are described as commencing when staff feel they are being bullied and/or harassed. BECTU reports that anyone complaining of this runs the risk of being labelled weak or over-sensitive. The highly pressurised environments of News and Features units were cited as 'hotspots' and increasing pressure due to decreased resources is described as fuelling inappropriate behaviour. Union reps describe having to tell members who come to them with issues that:

1. the chances of a successful outcome are minimal
2. they will come under pressure from management and HR to drop the complaint
3. their 'card will be marked' regarding future promotion and advancement

BECTU believes that managers must be held to account and it must be clear that if they are found to have bullied and/or harassed a member of their staff, they face dismissal.

### **BECTU believes the BBC's grievance process needs to be independent**

BECTU cite a perceived lack of impartiality in the current BBC grievance process as the most important factor influencing their members' decision of whether or not to launch a grievance. Their concern is that grievances against one manager will be heard by another manager and at any appeal, by a slightly more senior manager. These managers are not considered independent. BECTU describe a lack of faith that these BBC managers who are asked to judge grievances will sit impartially. They express concern that there are few examples of when one manager has ruled against another manager in favour of the complainant.

Within the submission BECTU describe examples where those who have been accused of bullying have been allowed to prosper, despite concrete evidence of their inappropriate behaviour. BECTU state that for the BBC policies to have any credibility with staff, there must be an independent element to them. They suggest that any appeal should be heard by an independent panel whose members have had no previous contact with the BBC in any staff or management role. This is the only way that BECTU believe the stated intentions of the BBC Bullying and Harassment policy will actually be implemented in practice.

### **According to the BECTU survey, bullying is considered to be the most prevalent form of inappropriate behaviour within the broadcasting industry**

This is followed by discrimination and then sexual harassment. Respondents to the BECTU survey cited examples of openly aggressive acts of bullying such as shouting, systematic campaigns of harassment which included verbal and written bullying and the existence of known bullies who have previously been disciplined but are still in post. The findings from the BECTU Respect & Dignity at Work Survey, which was sent to all BECTU members and not just members who work at the BBC found that:

- 296 of total 853 respondents stated that they had had experience of bullying
- 83 of the total 853 respondents reported that they had had experience of sexual harassment
- 143 of the total 853 respondents reported that they had had experience of discrimination
- 482 people chose not to respond to the question
- 554 (65%) cite the BBC as their current or last employer.

The exact timescale of many of these incidents is not known nor was not confirmed how many of these respondents work at the BBC today. Of the survey respondents, 337 chose to provide details of their experiences and BECTU report the main manifestations for those working in an environment where there was bullying as:

- being **shouted at** in front of colleagues and a propensity to undermine people in public situations. This was a common complaint across the broadcasting industry and culturally distasteful.
- **being fearful of speaking out** - throughout the BECTU submission there are references to members' concerns around the consequences of speaking out about inappropriate behaviour – whether this is due to fear of losing their job, not getting further work if a freelancer, not being promoted or a lack of confidence that anything would be done. Members describe not being sure of their rights and not having the 'fight' in them to pursue incidents within a culture that they

believe accepts such behaviours. These issues are behind why a majority of people who completed the BECTU Survey chose not to formally report unacceptable behaviour within the broadcasting industry.

- **Freelancer vulnerability.** The BECTU survey findings reported anecdotal evidence of freelancer vulnerability within the broadcasting industry due to colleagues and/or managers making them feel anxious about job security. This impacted on their confidence to speak out

#### **BECTU Recommendations:**

In their submission, BECTU make ten recommendations for change. These are:

1. Explicitly acknowledge to staff that in the past the BBC has got it wrong in how it dealt with bullying, harassment and discrimination
2. Improve policies and procedures; make staff aware of them and be seen to uphold them
3. Be tougher on perpetrators of any form of bullying, harassment or discrimination. If people are seen 'to get away with it' it will effectively be condoned.
4. On-screen talent should be made to understand that BBC policies apply to them as much as anyone else – more so, in fact because they are the public face of the corporation. They must be made contractually aware that they will be held responsible for their behaviour up to and including being dismissed. The BBC must have the courage and power to follow this through – offensive behaviour must not be tolerated. Leadership must come from the top.
5. Introduce a confidential hotline for staff, freelancers and contractors so that they can raise their concerns without fear of retribution
6. Train managers and all staff in how to translate policies into practice and how to effectively handle incidents in the workplace.
7. Informal and formal procedures are not working. BECTU recommends that cases of bullying, harassment and discrimination should be taken to an independent arbiter, where the accuser and the accused are allowed to give separate evidence that can be independently assessed. Ideally this should be done by someone outside the BBC, or particularly by someone outside the BBC division to where the alleged incident(s) has taken place.
8. Any claims of bullying, harassment and discrimination should be case managed/dealt with by an HR person from outside the Division to where the alleged incident(s) has taken place.
9. Management training needs to be given to those who are given positions of responsibility. Leadership skills as well as guidance on how to get the best from your staff, and teams skills are paramount.
10. There should be an independent survey of all staff regarding the effectiveness of the implantation of any new policies and training of staff.

#### **The National Union of Journalists (NUJ) Submission to the Respect at Work Review**

The NUJ is the trade union for journalists and has membership of circa 38,000 people globally. The NUJ submission entitled "Bullying and Harassment at the BBC – an NUJ perspective" has been compiled by Michelle Stanistreet, NUJ General Secretary. The report contains an introduction by Michelle and then actual written submissions from union members who were invited via a circular to come forward if they had witnessed bullying or harassment of any kind whilst working for the corporation. The NUJ states that they wrote to *all* members in order that former employees and

freelance and casual workers would have an opportunity to provide input to the Respect at Work Review.

The NUJ state within the submission that they consider the move by the BBC to investigate this issue a positive step and that as a union they are committed to assisting the BBC in its efforts to reassess its policies and approaches to bullying and harassment of all kinds. Individuals who provided evidence also describe feeling that this is the first safe opportunity they have had to bring their issues out into the open.

There are over 70 individual submissions within the report, which describe personal experiences of inappropriate behaviour such as bullying, harassment, sexism or sexual harassment. The experiences cited within the submissions date from the 1970's to the present day, and several refer to issues that have taken place over an extended time period.

The key themes within the NUJ submission:

### **1. Bullying is the most commonly cited form of inappropriate behaviour and is a current issue within the BBC**

The NUJ submission includes over 50 personal accounts of what is described by individuals as bullying or inappropriate behaviour. The most frequently cited behaviour takes the form of overtly aggressive actions such as shouting and berating individuals within a public space or one on one behind closed doors. There are submissions which relate to a number of individuals all being bullied by the same person over an extensive time period. There are also several examples in these accounts that describe the complainants being ostracised, or experiencing systematic marginalisation and exclusion.

### **2. Sexual Harassment**

The submission includes accounts of sexual harassment and some instances where bullying and sexual harassment are linked together. There is some evidence of how sexual harassment has been used by more senior figures to wield power over more junior individuals. These accounts are predominantly prior to the year 2000, but there are a small number of current examples.

### **3. Sexism**

The submission contains evidence of sexism, some of which is prior to 2000, but current examples are described as mostly subtle, but also very stark and apparent in a very small number of hotspots. Individual experiences cite evidence of the 'old boy culture' still being in existence.

### **4. Inappropriate behaviour not being effectively dealt with**

Throughout the NUJ submissions there are repeated references to those individuals who exhibit inappropriate behaviour remaining in post and even being promoted. There are many longstanding examples of inappropriate behaviour, where the individuals concerned have a reputation for bullying and yet are not tackled. Where people are tackled the evidence cites perpetrators receiving a 'slap on the wrist' and then a work round being created such as female staff not being left to work alone with someone who had previously behaved inappropriately. NUJ submissions state that the BBC need new procedures that really allow management to tackle inappropriate behaviour, while at the same time protecting the victims.

## **5. Fear of Speaking out**

The NUJ states that through reports from members and NUJ reps they know that many journalists feel anxious about speaking out about bullying and harassment. NUJ report that in their experience victims of bullying and harassment find it difficult to come forward and speak openly, particularly if they did not feel they had been listened to in the past, or they felt pressure not to put on record their complaints. This fear is heightened for freelancers and casual staff as without the security of a staff contract they believe raising a complaint will damage their future employment prospects. The NUJ reported that some regions and departments within the BBC seem to have particular entrenched problems. The fear people feel is described by the NUJ as a cultural factor that they consider is entrenched and will require strong leadership to address. Examples express that the culture of bullying is endemic because if you complain you will get replaced with someone who does not – there is always someone out there who can do your job. Many of the submissions commence with individuals expressing concern that they do not want to be identified and that they are worried about being recognised via their evidence and it having a negative effect on their career. People who have found the courage to take out a grievance report being victimised for doing so and describe how it has damaged their career.

## **6. Distrust of Policies & Processes**

The NUJ submission reports distrust of the processes that allow people to speak out and report events. The NUJ describe how having policies and procedures in place and making people aware of their existence is one thing, but ensuring that they are adequately and robustly adhered to is another. The current process is described as long and convoluted with many cited incidents taking a year or more to be heard. In practice the grievance process is described as being completely inadequate and managers not having the skills to apply it fairly. Members express concern that this issue has been in recognised existence for many years and has never in their view been properly addressed. Contributors to the NUJ submission who have experienced bullying and harassment have felt poorly treated and report that a successful outcome for the victim is rare. This makes others question the point of raising a complaint. Members describe to the NUJ that they have seen how other victims are treated and they feel that via the current process they would be sidelined and that ultimately their managers would be protected. The current system is perceived as serving to offer protection to the (often more senior) perpetrator. There are a couple of examples where a grievance process has been successfully upheld, but the complainant then reports being expected to return to work for the very manager that they complained about.

## **7. Need for Independent support**

The NUJ strongly advocate the need for the creation of an independent unit to deal with bullying and harassment complaints. They do not believe it is acceptable that current complaints are dealt with by HR teams who have an existing and sometimes close working relationship with the managers and staff being investigated. The NUJ believe that both parties in a complaint deserve a process that is truly independent and objective.

## **8. Mistrust of HR**

Within the submissions there is some mistrust of HR and concern that HR will support managers and not the complainants. Some individuals felt that HR has not supported them and provide evidence that HR actively discouraged them from pursuing a formal grievance as it would be the individual's word against the perpetrator. HR is described as being fearful of addressing inappropriate behaviour

and of ignoring and avoiding, rather than stepping in and addressing issues. The submissions describe that HR will admit to being aware of known 'tormentors' but are then seen to do nothing.

### **9. Need for Manager Training**

The submissions describe how many managers currently do not display the skills or appetite to deal with inappropriate behaviour. Senior managers are labelled fearful of addressing difficult issues. Many examples describe managers allowing issues to fester and how this has led to inappropriate behaviours being entrenched.

### **10. Value of Union Support**

Many of the submissions describe how the support from the union has been key in helping them get through difficult times and how much they have appreciated the time and effort their union reps have invested on their behalf.

### **11. Talented People & Loss of Talent**

Submissions describe working with some fantastic and talented people but this is in comparison to working within an environment of unacceptable workplace bullying. There is also evidence of people who have left the corporation because they felt powerless to change their predicament without looking for work outside of the organisation. These people often expressed sadness at having to leave an organisation they respected because of the actions of a small number of people who behave very badly and go un-punished.

### **12. Impact of DQF**

The current environment of cost-cutting and multiple rounds of redundancies is described as increasing individual reluctance to challenge those in power as people live in fear of redundancy. DQF is also reported as adding to management pressure and stress.



## Comparisons Between TU submissions and Change Associates' Data

Despite different methods of data collection, both Trade Union submissions are consistent in the key themes they report. Broadly, Change Associates have identified very similar themes, albeit through a different process. As a recap on the methods of data collection, both Trade Unions asked members to submit examples to the review; BECTU ran a survey across the industry on Dignity at Work and the NUJ wrote to all their members. Change Associates' data was drawn from a variety of sources – both in person in interviews and workshops and written. In common to all the sets of data was that contributors were in essence self-selected and contributed many highly personal and emotive examples of inappropriate behaviour. It is possible that a number of individuals contributed submissions to both the Trade Unions and to Change Associates and this is allowed for in how we have interpreted the data.

The clearest way to interpret what's common across all these submissions to the review is to use the 12 themes from the NUJ summary as a template:

1. Bullying is the most commonly cited form of inappropriate behaviour and is a current issue within the BBC	Similar patterns across Trade Union and Change Associates data.
2. Sexual Harassment	Trade Union accounts are mainly from before 2000, with a small number of current examples. Similarly, Change Associates received submissions from before 2010 that participants felt had not, in their view, been effectively dealt with, together with a small number of recent instances where victims felt that had nowhere safe and confidential to go.
3. Sexism	The nature of <i>current</i> instances is similar across all data. Change Associates report few reports of overtly sexist behaviour but these are broadly similar to current Trade Union instances.
4. Inappropriate behaviour not being effectively dealt with	This is called out by both BECTU and the NUJ as a common reason why employees do not report inappropriate behaviour. Submissions to Change Associates were similar and we identified (for some) a concern in being seen to speak out and in others a lack of belief in action being taken.
5. Fear of Speaking out	Similar patterns across Trade Union and Change Associates data.
6. Distrust of Policies & Processes	Similar patterns across Trade Union and Change Associates data.

7. Need for Independent support	It was common for respondents to want to be able to speak with people or experts who were seen as qualified and separate from their part of the BBC. Underlying this is the need for people to have trust in the process and the system. Whether such an independent unit should be housed within or outside the BBC is a matter of difference – but the need for confidentiality and confidence in such a unit’s independence from any alleged perpetrator is consistent.
8. Mistrust of HR	Similar patterns across Trade Union and Change Associates data.
9. Need for Manager Training	Similar patterns across Trade Union and Change Associates data.
10. Value of Union Support	This is most evident in submissions to the NUJ.
11. Talented People & Loss of Talent	Evidence of people choosing to leave the BBC due to inappropriate behaviour (or its consequences) was in each set of submissions. As our data was more focused on the current experience of working in the BBC it is a concern of potential impact, rather than consistently reported outcome.
12. Impact of DQF	Similar patterns across Trade Union and Change Associates data that the DQF programme has contributed to an environment of fear.

Differences to the data sets are in three main areas:

1. In our interviews and discussions, Change Associates’ remit was to understand experiences of Respect at Work over current and recent times (i.e. the last three years). We did hear of older examples, but there is more evidence of these in the TU submissions.
2. Comparing the overall number of cases submitted, the NUJ submission has a higher proportion of sexual harassment reports. Examples were cited from the 1970s, 1980s and early 1990s; others were not dated. The number of current cases was more limited.
3. The TUs asked members to come forward and contribute if they had witnessed bullying or harassment of any kind whilst at the BBC. Our contributors in interviews and workshops included those with no issue and our invitation to participate and subsequent sessions specifically asked for recommendations and good practice examples. As a consequence of asking for these, we have heard a wider spectrum of ideas for resolution as well as significant case examples of inappropriate behaviour.

In final summary, it is clear that the submissions from BECTU and the NUJ share broadly similar themes to those we have heard and add weight to the findings in our report.

## **Section 4: The BBC's Policies and Practices in Relation to Bullying and Harassment**

**Analysis by Dinah Rose QC**

In this section of the Review I have considered the effectiveness of the BBC's current policies and practices in relation to bullying and harassment, and the ways in which they could be improved.

I consider below the following elements of the BBC's strategy for combatting bullying and harassment:

- a. The terms of the BBC's policy;
- b. relevant contractual terms;
- c. the support mechanisms available to those who have suffered from or feel that they are suffering from bullying or harassment;
- d. the provision of training.

### **1. The BBC's Bullying and Harassment Grievance Policy ("the Policy")**

The BBC has a Bullying and Harassment Grievance Policy, last updated in April 2011 (Appendix 1). There is also a Guide to Bullying and Harassment Grievances which sits alongside the Policy (Appendix 2).

The Policy states that it applies to all BBC employees on UK terms and conditions grades 2 – 11 ("Graded Staff"). In addition, the contracts of senior managers, who are not Graded Staff within this definition, state that they are expected to observe and abide by the BBC's policies.

The Policy does not currently apply to casual workers, freelancers and other contractors. The BBC has investigated complaints of bullying and harassment which have been made by such workers, but has not done so pursuant to any formal policy.

Similarly, whilst the Policy states that an example of harassment could be "*unwanted conduct from a third party directed at BBC Employee*", it does not currently include a clear statement of the unacceptability of the bullying or harassment of BBC employees by third parties, including independent contractors who are presenting or contributing to programmes, or guests.

The Policy includes a general statement that the BBC will not tolerate any form of bullying or harassment, and is committed to providing a workplace where the dignity of individuals is respected; and a general definition of bullying and harassment. However, it does not provide concrete examples of types of conduct which would constitute bullying or harassment.

The Policy is stated to apply to bullying and harassment both in the workplace itself, and in settings outside the workplace, such as business trips, events or social functions which are organised for or on behalf of the BBC.

The principal focus of the Policy is to set out a procedure in accordance with which grievances, which include an allegation of bullying or harassment, will be handled. It includes principles for dealing

with such a grievance, including a general statement that "where appropriate" employees and managers should make every effort to resolve matters of bullying and harassment informally; an assurance that there should be no victimisation of employees who raise such a grievance; and a statement of the importance of respecting privacy and confidentiality. It then sets out a summary of the procedure which will be followed if a complaint of bullying or harassment is made.

## **2. Relevant Contractual Terms**

As noted above, the contracts of senior managers state that they are expected to observe and abide by the BBC's Policies. They are thus bound by the Policy, though it does not explicitly apply to them.

The BBC's standard long-term contract for on-air regular presenters and DJs includes a warranty that the company and the contributor will not act in any material manner which could cause harm or offence, and that they will not act in a way which could be regarded as bullying or harassment.

In addition, the BBC has a large number of different forms of contract with a variety of contractors, artists, musicians, sketch writers, arrangers, directors and producers. None of these contracts makes specific reference to not acting in a way which could be regarded as bullying and harassment. Some of these contracts include agreement by the contractor to comply with anti-discrimination legislation and equal opportunities, and/or to comply with BBC policies and procedures notified to them. Some have no such clauses. It is not clear whether, in such cases, the Policy is notified to the contractor.

The standard contracts for workers and the BBC's terms of trade for freelancers have recently been updated. New forms of contract are due to come into force in April/May 2013. These updated terms will replace many of the contractor contracts referred to above. Those who are engaged on one of these updated contracts will be required to comply with BBC policies, guides, handbooks and procedures as required, and as are relevant to their bookings. Agency workers from recruitment agencies are also expected to comply with all local and internal policies operated by the BBC.

## **3. The support mechanisms available to those who have suffered or feel that they are suffering from bullying or harassment**

The BBC provides an Employee Assistance Programme ("EAP"). This is a confidential counselling service offered to all BBC staff and freelancers, and operated by an independent external provider. The assistance offered includes advice and support for those who have suffered bullying or harassment. The EAP is available 24 hours a day, via telephone, email, instant messaging, and online.

Change Associates have noted that, during their consultation with staff and freelancers, the Employee Assistance Programme was often referred to very positively as a highly valued source of support for a range of topics – from informal conversations on contractual issues through to seeking active counselling and assistance regarding personal health and well-being.

The BBC provides a mediation service, which is available as a potential informal route to assist in resolving conflict in the workplace. Trained internal mediators are used in instances where relationships between two parties have deteriorated, sometimes alongside a formal grievance process. The mediation service is not limited to dealing with issues arising out of alleged bullying or harassment, but specifically includes them. The service can be invoked at any time, including when legal or formal grievance proceedings have been commenced.

The mediation service is not widely publicised – information about it does sit on Gateway, but on the ‘Working in BBC People’ website rather than the ‘BBC People Policies’ page, which is more widely used. Thus it relies upon the service being recommended by an HR professional or a colleague who is aware of its existence, rather than being readily available information.

#### **4. Training**

The various forms of training currently provided by the BBC to employees at different stages of their careers which deal with the Value of respect in the workplace are summarised in the schedule attached at Appendix 3.

There is currently very little focus on the boundaries of acceptable and unacceptable behaviour, bullying or harassment.

This topic is not touched on at all in the various forms of introductory and induction training that are offered to new employees. Some training on identifying and dealing with bullying and harassment is provided to new managers, but it is not mandatory. Training for experienced managers does not touch on these issues, except in BBC Scotland, where specific bullying and harassment training is available as part of a range of leadership training.

I do note, however, the existence of the BBC’s internal coaching network. This provides coaching support to managers at grade 7 and above, including up to 10 hours of one-to-one personal development over a period of 6 – 8 months. This process facilitates the development of enhanced self-awareness, including the impact of the manager’s behaviour on others.

#### **5. Recommendations for improvement of the Policy**

*Any changes to the Policy should be made in partnership with employees and Trade Unions.*

The scope of the Policy is currently limited to Graded Staff and SMs. I recommend that it should be made clear that the general principles, including the forms of behaviour that are unacceptable, apply to all those who work for the BBC or on BBC premises, or who participate in BBC programmes. Everyone working for the BBC in any capacity has a right to be protected against bullying and harassment. Nobody who works for the BBC any capacity, or who attends BBC premises, should be permitted to bully or harass others.

The Policy sets out a formal list of behaviours that may be regarded as bullying and harassment, but it does not currently include any specific practical examples of unacceptable behaviour. I

recommend that it should do so, following discussion with staff as to the types of such behaviour that are particularly likely to occur at the BBC.

The Policy as currently drafted is formal and technical in its wording, and (as its name suggests) is primarily focused on the principles and procedures to be applied to a formal grievance which has been registered, and which includes allegations of bullying and harassment. Although the Policy recognises that informal resolution may be preferable, it does not explore this option in any detail.

I consider that it would be preferable for the Policy to be more focused on the assistance and support available for those who believe they have experienced bullying and harassment, and are trying to find out where they can turn for help and support. The priority for most victims is for the behaviour to stop. A formal grievance process, with its associated formality, adversarial procedures, and stress, should always be available to employees who wish to make use of it, but will often not be the best way to achieve this. Very often, the perpetrator may be unaware that his or her behaviour has caused offence or distress, and concerned when they discover how it has been perceived. Informal discussion (perhaps separately, or with a mediator assisting the process), aimed at achieving a better understanding, and change for the future, is often the most effective way forward.

I therefore recommend that the Policy should include a section on the informal avenues of support and resolution that are available, including mediation or informal discussion facilitated by a manager or HR professional.

#### **Recommendations for improving contractual terms**

I recommend that an explicit clause should be included in all BBC contracts by which the contractor warrants that they will not act in a way which could be regarded as bullying and harassment. It should be made clear beyond doubt that bullying or harassment by contractors, including presenters, is a breach of contract.

Contractors, including presenters, should also be provided at the outset of their engagement with concise information outlining types of behaviour which are unacceptable at the BBC. I recommend that employees should be invited to participate in drafting a suitable statement, including concrete examples.

#### **Recommendations for improving employee support mechanisms**

As set out above, I recommend that the informal mechanisms for support and for resolving difficulties should be more prominently referred to in the Policy, and more widely communicated to employees and freelancers, to raise awareness of their existence and availability.

I also recommend that HR contacts are publicised more widely, with contact details, in order for those who wish to speak in confidence to someone from outside of their immediate team or division to be able to do so.

#### **Recommendations for improving training**

As noted above, the current lack of focus on the topic of bullying, harassment and unacceptable conduct in BBC staff training is striking.

I note that employees are not in favour of a “sheep dip” approach to training specifically on bullying and harassment.

I recommend that consideration of this topic should be integrated into both induction and leadership training, as part of consideration of the BBC Values. Training should include the identification of forms of acceptable and unacceptable behaviour, including bullying and harassment; information as to how to deal with unacceptable behaviour if it occurs, both informally, and formally if necessary; and advice to managers both in helping to ensure that unacceptable behaviour does not occur, and in dealing with it where it does.

I also recommend that freelance contributors, including presenters, should be given concise advice as to what forms of conduct are acceptable or unacceptable, at the outset of their engagement with the BBC.

### **Monitoring and review**

Currently, no monitoring of complaints of bullying or harassment at the BBC is undertaken. I recommend that all such complaints should be collected centrally, and reviewed annually, in order to check:

- a. whether the number of complaints is rising or falling;
- b. whether there are clusters of complaints in particular departments or production teams;
- c. what types of complaints are being made;
- d. diversity profiles of those involved.

Such monitoring should assist the BBC to ascertain where particular issues may be occurring. It will enable the BBC to track any themes, patterns or trends and develop a clear and common understanding of what is regarded as unacceptable behaviour so that staff can be given appropriate advice, and the effectiveness of the Policy and its implementation can be regularly reviewed.

The Policy should include reference to the means by which it will be implemented, and by which compliance with it will be reviewed and monitored.

## **Section 5: Formal Complaints of Sexual Harassment**

As part of this Review, we have assessed formal complaints received by BBC HR during the past six years and Employment Tribunal claims issued since April 2005, which in either case included allegations of sexual harassment. We have considered whether there are any themes and patterns which emerge from this analysis of formal complaints and claims.

### **1. Employment Tribunal Claims**

Between April 2005 and December 2012, the BBC received six Employment Tribunal claims which featured allegations of sexual harassment. Of the six, four came from individuals who alleged they had been the victim of sexual harassment, one came from someone who alleged they had witnessed sexual harassment, and one came from an employee who had been dismissed for bullying and harassment (the alleged perpetrator). Two cases went to Tribunal hearing – one was a sexual harassment case which was not upheld by the Tribunal, and the other was an unfair dismissal case brought by the employee who had been dismissed for bullying and harassment, which again was not upheld by the Tribunal. One case is ongoing and the other three cases were settled before reaching Tribunal hearing.

### **2. Formal complaints to BBC HR**

The BBC conducted a review of all formal complaints submitted to it between April 2006 and November 2012. Of these, we identified 37 cases (an average of six cases per year out of a population of approximately 22,000 staff and 60,000<sup>6</sup> on air and off air freelancers who work with the BBC each year) which included allegations of sexual harassment.

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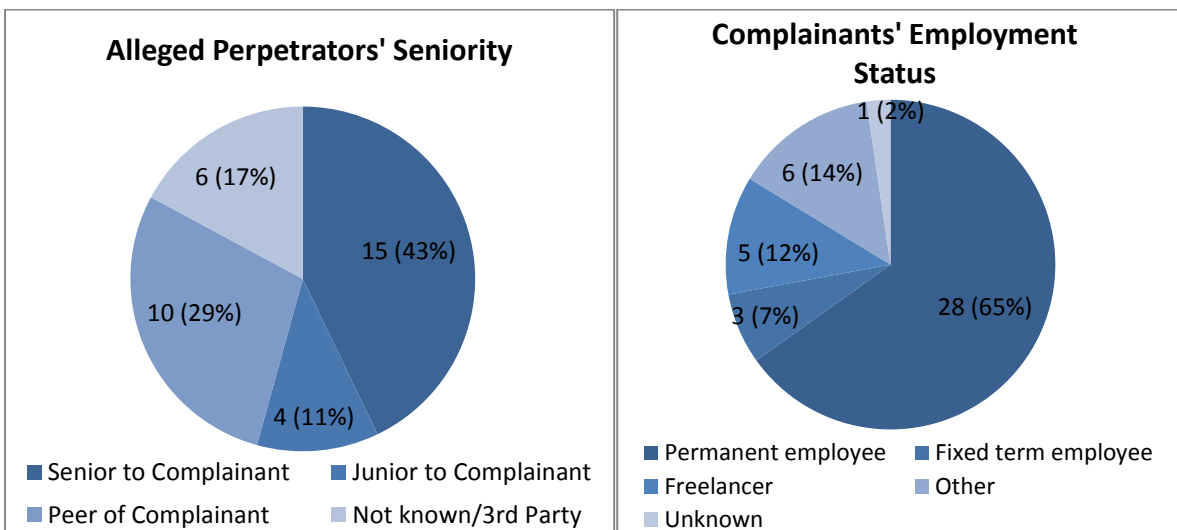
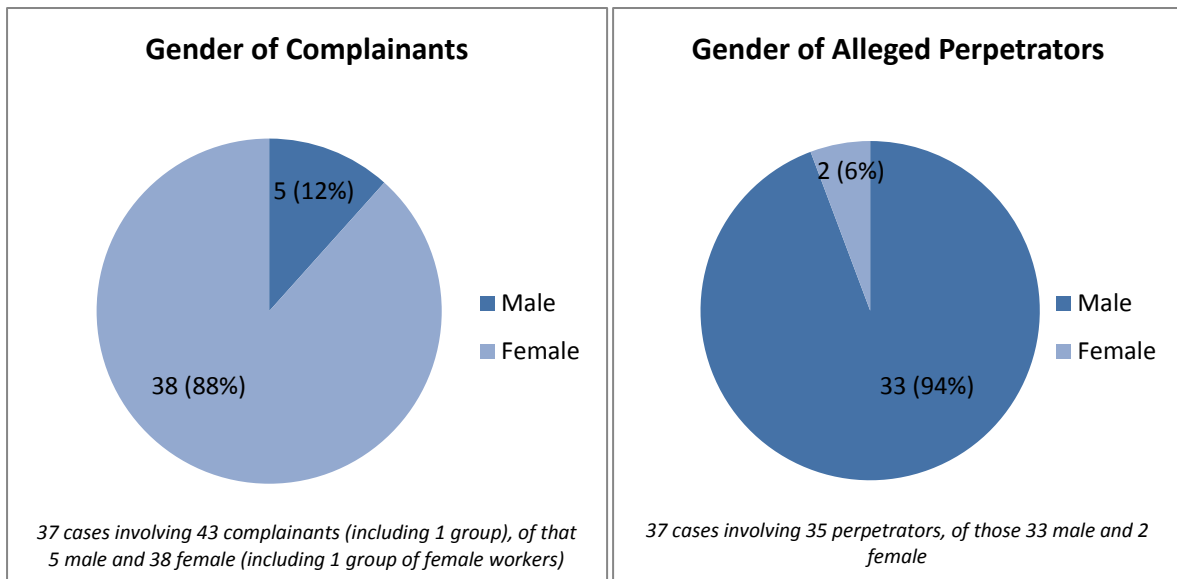
<sup>6</sup> Deloitte review of BBC Freelance Engagement Model (October 2012) reported 64,447 on air and off air freelancers were engaged during financial accounting year ending 31 March 2012 (2011-2012). The freelancer figure covers a broad range of different types of freelance contract, ranging from short, one-off contributions to a single programme to long term freelance contracts.



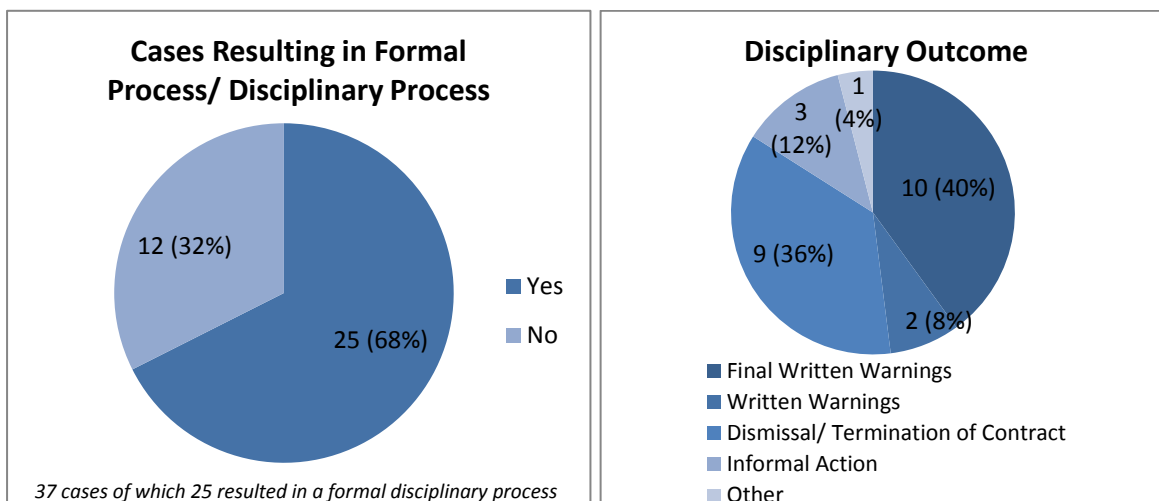
## Themes and Patterns

From this review, a number of themes and patterns have emerged.

- The majority of complaints were female and nearly all alleged perpetrators were men, with some complaints of same sex harassment.
- Not all the alleged perpetrators were more senior than the complainant. Although this made up the biggest group, a significant proportion of alleged perpetrators would be viewed as peers within the BBC's grading structure.
- The majority of complainants were permanent employees of the BBC.



- The majority of these 37 cases resulted in a disciplinary/formal process. The breakdown of sanctions where complaints were upheld is illustrated below. Over two-thirds of these cases resulted in the perpetrator receiving a final written warning or their contract with the BBC being terminated.



- Three of the 35 alleged perpetrators had two cases each against them. Two of these individuals were dismissed, and the other received a final written warning.
- In some cases, the alleged perpetrators had previously been given warnings about their behaviour (either formally or informally) and then allegedly repeated their harassment of the particular complainant, which then led to them being disciplined. In only some of these cases did this lead to the termination of their contract. It therefore appears that not all complaints of sexual harassment are being referred by managers to be dealt with under the disciplinary process or Policy – instead some managers are seeking to deal with matters informally in the first instance.
- Alleged perpetrators who did not leave the BBC due to the allegations have mainly remained in post or left through redundancy. However, in a very small number of cases, alleged perpetrators have been promoted after complaints have been upheld against them.
- The outcomes for complainants who were engaged by the BBC vary. The majority have remained in post after their complaints were dealt with. Some have subsequently been promoted. A small number left as a result of their complaints. Some left the BBC as a result of redundancy, or because their fixed term contracts were not renewed.
- The average time it took to investigate and discipline those found to have committed sexual harassment is approximately 88 days. The BBC does not have a consolidated target for dealing with grievances and any resulting disciplinary process, but has a target of 90 days for handling grievances.
- There is a clear pattern of managers looking for a higher level of proof than is necessary, and failing to appreciate that they can investigate incidents that have happened off site or outside working hours.
- In only a few cases was the alleged perpetrator suspended as a precautionary measure or redeployed away from the complainant.

## **Conclusions and recommendations**

- The number of complaints of sexual harassment is very small, by comparison with the number of staff and freelancers working at the BBC.
- The time it took to investigate and discipline those found to have committed sexual harassment is generally too long. There are a number of reasons for this, including the availability of the complainant, their union representative, witnesses and the hearing manager. Cases should be resolved more quickly for the sake of both the complainant and alleged perpetrator. Although setting a target time limit for resolution is a crude measure of successful resolution, it is recommended that there should be a new shorter time limit to ensure that an initial hearing is offered within five working days. It is also clear from the review of formal complaints that record keeping of received complaints needs to be improved.
- Sexual harassment cases are often complex and it is clear that managers will benefit from more guidance and support from HR and more training in how to deal with complaints of this nature.
- Failure to suspend the alleged perpetrator can sometimes be perceived by a complainant and potential witnesses as indicating that the complaint is not being taken seriously. Managers would benefit from guidance from HR and further training in the circumstances in which suspension is or is not appropriate.

## APPENDICES

### Appendix 1: BBC Bullying and Harassment Grievance Policy

This policy applies to all BBC employees on UK terms and conditions grades 2-11.

The BBC will not tolerate any form of bullying and/or harassment and is committed to providing a workplace in which the dignity of individuals is respected. Any behaviour which constitutes bullying and/or harassment will be dealt with under the [BBC's Disciplinary Policy](#) and, in serious cases, may be treated as gross misconduct leading to summary dismissal.

The BBC is committed to ensuring employees know what advice and support is available to them where they feel they are being bullied and/or harassed. Employees should contact HR for further information.

#### Definition

A bullying and/or harassment grievance is a complaint by an employee about an allegation of bullying and/or harassment.

Management have the right to give legitimate feedback on an employee's performance or conduct at work and to give reasonable work instructions. This will be undertaken in a manner that accords with *BBC Values*. Such feedback does not constitute bullying and harassment.

#### Bullying

Bullying may be:

- behaviour that could reasonably be considered to be offensive, intimidating, malicious, insulting or humiliating, and/or an abuse of power or position which attempts to undermine an individual or group of employees
- physical, verbal or non-verbal
- obvious or insidious

#### Harassment

Harassment may be:

- unwanted conduct which is related to a protected characteristic (age, disability, gender re-assignment, race, religion or belief, sex or sexual orientation) or unwanted conduct of a sexual nature; and that conduct has the purpose or effect of violating someone's dignity or creating an intimidating, hostile, degrading, humiliating or offensive working environment
- physical, verbal or non-verbal, and may amount to a criminal offence
- obvious or insidious

- unwanted conduct from a third party (e.g. BBC suppliers) directed at a BBC employee
- treating someone less favourably because they have submitted to, or rejected unwanted conduct of a sexual nature
- treating someone less favourably because they have submitted to, or rejected unwanted conduct which is related to sex or gender reassignment
- about behaviour not directed at the employee making the claim (but for whom it has created a hostile environment)

This policy covers bullying and harassment which occurs both in the workplace itself and in settings outside the workplace, such as business trips, events or social functions which are organised for or on behalf of the BBC.

The BBC may, where it deems appropriate, decide that either the employee raising the allegation of bullying or harassment or the accused employee should be redeployed temporarily. Alternatively, the BBC may decide to change reporting arrangements or put in place other appropriate managerial arrangements, pending the outcome of the procedure.

A grievance registered under the grievance procedure that contains an allegation of bullying and harassment will be managed in accordance with this procedure. Once an employee's grievance(s) have been managed under this policy the matter cannot be raised separately under the [BBC Grievance Policy](#).

### **Principles**

- Where appropriate employees and managers should make every effort to resolve matters of bullying and harassment informally without recourse to the formal procedure. If the complaint is against the line manager then it should be raised with the next level of management or discussed with HR.
- Matters should be dealt with in a timely manner, taking into account the need for appropriate investigations to be carried out. All parties will endeavour to resolve matters as soon as is reasonably practicable.
- As a general principle, the decision to progress a complaint rests with the employee. However, the BBC has a duty to protect all its workers and may pursue a complaint independently if, in all the circumstances, it is considered appropriate to do so.
- The purpose of the bullying and harassment grievance procedure is to resolve individual issues and cannot be used for dealing with collective matters raised by recognised trade unions.
- Bullying and harassment grievances will be heard at a level of management above the one at which the action complained of was taken or another nominated manager, provided the manager hearing the grievance was not involved in the action complained of.

- Employees raising a bullying and harassment grievance should be able to do so without fear of victimisation.
- All those involved in a bullying and harassment grievance have a duty to act honestly and without malice to anyone else. Individuals raising complaints maliciously may be subject to disciplinary action.
- All cases should be dealt with in a non discriminatory and consistent way.
- All those involved in a bullying and harassment grievance procedure will respect the confidentiality and privacy of others. Whilst efforts will be made to protect the confidentiality of others, if further procedures are invoked, for example an appeal procedure, statements may be disclosable and parties will be advised of such disclosure. Where appropriate, information may be withheld in certain circumstances, for example to protect witnesses.
- At any formal meeting employees have the right to be accompanied by an accredited trade union representative or a BBC colleague (other than a practicing lawyer), and the employee will be advised of that right prior to the meeting.
- The application of this policy will be in accordance with *the Data Protection Act* and the [BBC's Data Protection Handbook](#).

## Procedure

Employees and managers should make every effort to resolve a bullying and harassment matter without recourse to the formal procedure. If the employee wishes to raise the matter as a formal bullying and harassment grievance then the following procedure will be followed.

### **Step 1: Submitting the Bullying and Harassment Grievance**

The employee should give *HR Direct* written notification of their Bullying and Harassment Grievance, within 28 days of the action complained of. This notification should include details of the conduct complained of. This time limit may be extended at the discretion of the BBC, when circumstances make it impracticable for written notification to be lodged within 28 days.

### **Step 2: The Meeting**

A meeting is arranged to hear the employee's bullying and harassment grievance and the employee and employer must take all reasonable steps to attend the meeting.

In exceptional circumstances the employee may request that the meeting is postponed. The HR Manager will advise whether such a request should be granted.

If appropriate, further meetings will take place to investigate the issues raised.

Following the meeting and the conclusion of the investigation the hearing manager must inform the employee of their decision in writing, outlining the basis of the decision reached and any action that is involved.

**Step 3: The Right to Appeal**

If the employee is not satisfied with the outcome of the bullying and harassment grievance they have the right to appeal. All appeals will be conducted in accordance with the [BBC Appeals Policy](#).

## Appendix 2: BBC Guide to Bullying and Harassment Grievances

A bullying and/or harassment grievance is a complaint by an employee about an allegation of bullying and/or harassment.

Management have the right to legitimately give feedback on an employee's performance or conduct at work and to give reasonable work instructions. This will be undertaken in a manner that accords with *BBC Values* and does not constitute bullying and harassment.

### Bullying

- behaviour that could reasonably be considered to be offensive, intimidating, malicious, insulting or humiliating, and/or an abuse of power or position which attempts to undermine an individual or group of employees
- physical, verbal or non-verbal
- obvious or insidious

### Harassment

- unwanted conduct which is related to a protected characteristic (age, disability, gender re-assignment, race, religion or belief, sex or sexual orientation) or unwanted conduct of a sexual nature; and that conduct has the purpose or effect of violating someone's dignity or creating an intimidating, hostile, degrading, humiliating or offensive working environment
- physical, verbal or non-verbal, and may amount to a criminal offence
- obvious or insidious
- unwanted conduct from a third party (e.g. BBC suppliers) directed at a BBC employee
- treating someone less favourably because they have submitted to, or rejected unwanted conduct of a sexual nature
- treating someone less favourably because they have submitted to, or rejected unwanted conduct which is related to sex or gender reassignment
- about behaviour not directed at the employee making the claim (but for whom it has created a hostile environment)

Employees and managers are encouraged to address matters of bullying and harassment informally prior to instigating the formal stages of the procedure. This would normally involve the employee talking to their line manager. However if this is not appropriate or the allegation involves their line manager the employee should contact *HR Direct* who will put them in touch with the relevant HR professional in their area.

The BBC has a duty to support all parties involved in a bullying and harassment grievance. The BBC has a confidential counselling service, details of which can be found on the BBC's intranet *Gateway* or via HR.



HR should ensure that an appropriate party has informed the alleged harasser that a complaint has been made against them.

The BBC may where it is appropriate decide that either the employee raising the allegation of harassment / bullying or the accused employee may be redeployed temporarily. Alternatively it may be decided to change reporting arrangements or put in place other managerial arrangements, pending the outcome of the procedure.

### **Roles and Responsibilities**

HR will arrange for an appropriate manager to hear the bullying and harassment grievance. All parties are required to respect confidentiality.

#### **Employee**

- Submits the bullying and harassment grievance in writing.
- Contacts their representative or BBC work colleague as appropriate.
- Takes all reasonable steps to attend the meeting/s.

#### **Hearing Manager**

- Conducts the meeting – including:
  - providing the employee with an opportunity to outline their complaint;
  - obtaining the relevant facts and information pertaining to the complaint;
  - asking questions to establish facts and probing where necessary;
  - reviewing the summary notes of the meeting.
- Decides if any further investigation is required and undertakes any such further investigation e.g. interviewing of the alleged harasser and relevant witnesses.
- Responsible for deciding the appropriate outcome of the bullying and harassment grievance, including recommending any further action and for communicating this to the employee in writing.
- If appropriate, ensures the employee's line manager is aware of any recommendations.
- Ensures that matters are dealt with in a timely manner.

#### **HR Manager**

- Provides advice and guidance to the hearing manager to ensure the process is fair and complies with BBC Policy.

- Organises the logistics of the meeting and any further investigation interviews.
- Writes to the individual confirming the details of the meeting.
- Accompanies the hearing manager at the meeting.
- Takes summary notes of the meeting and sends a copy to the employee and their representative (where applicable) for their comment.
- Ensures a copy of the summary notes are returned on the staff personnel file.
- Ensures witnesses are aware of the procedure and issues of disclosure and confidentiality.

#### **Trade Union Representative/BBC Colleague**

- Provides advice and guidance to the employee throughout the process.
- Assists and represents the employee in stating their case.

### **Procedure**

#### **Step 1: Submitting the Bullying and Harassment Grievance**

The employee should give *HR Direct* written notification of his/her bullying and harassment grievance within 28 days of the action complained of. In some cases it may be appropriate to extend this deadline, and guidance about this should be sought from HR before decisions are reached.

Where the employee is represented, the employee may wish to discuss the harassment and bullying grievance with their representative prior to submitting the grievance. Written notification must include a simple statement of the grounds on which the grievance is based and where possible should also include the date/s the incident/s occurred. The employee may also wish to submit any supporting documentation relevant to the grievance and indicate the remedy sought.

The employee will receive an acknowledgement on receipt of written notification of the bullying and harassment grievance.

If more than one person makes a separate but similar allegation against another person, the BBC will consider whether the complaints will be addressed as one investigation.

A bullying and harassment grievance will be managed separately from other procedures that an employee may be subject to and will not prevent, halt or fetter legitimate disciplinary or capability action.

## **Step 2: The Meeting**

The employee is invited to attend a meeting to discuss the bullying and harassment grievance. The meeting will be arranged at a suitable time and place and the employee and employer must take all reasonable steps to attend the meeting.

HR will confirm the arrangements for the meeting in writing. This confirmation will also advise the employee of the right to be accompanied by a trade union representative or BBC colleague (other than a practising lawyer). The employee is responsible for informing their representative of the arrangements for the meeting.

Under exceptional circumstances the employee may request that the meeting is postponed, for example, if there are no representatives available on the given date. The HR Manager will advise whether such a request should be granted.

If the employee fails to attend the meeting without good reason the BBC will inform the employee of its decision based on the information available at the time.

It is not permissible for either party to use recording devices during the meeting except where it forms a reasonable adjustment under the *Equality Act 2010*.

At the start of the meeting it must be explained that:

- it is a bullying and harassment grievance meeting and the hearing manager will indicate how they propose to conduct the meeting, its purpose and the roles of those present;
- summary notes of the meeting will be made by the HR Manager and sent to the employee and representative (where applicable) for comment after the meeting;
- whilst the procedure will be kept as confidential as possible the information given at the meeting may be disclosable under certain circumstances e.g. in order to investigate the grievance or if, as an outcome of the grievance, further procedures are invoked (e.g. disciplinary, employment tribunal); and
- either party may request an adjournment at any time.

At the outset of the meeting the hearing manager will ask the employee to outline their bullying and harassment grievance and present any supporting evidence. The hearing manager may ask questions.

If the hearing manager believes they need to carry out further investigations as a result of issues raised, it may be necessary to meet with the employee again at a later date.

At the end of the meeting it must be explained that:

- a copy of the summary notes will be sent to the employee and their representative (where applicable) for comment;

- unless comments are received by a specified deadline the hearing manager will assume the summary notes are accurate.

Where the employee does not agree with the notes, a copy of their comments will be retained and the process will continue.

Once the meeting has concluded, all investigations have been completed, and the employee has had the opportunity to comment on the summary notes, the hearing manager will review the evidence and make a decision.

The hearing manager must decide whether to uphold the employee's bullying and harassment grievance and may make recommendations about any further action. This decision must be based on the hearing manager's reasonable beliefs with regard to the evidence, not what has been proved beyond reasonable doubt.

The possible outcomes are:

- the grievance is rejected – i.e. the alleged behaviour does not amount to bullying or harassment or there is insufficient evidence to support the allegation;
- the grievance is partially or fully upheld – i.e. the behaviour may amount to bullying or harassment, in which case the individual may, subject to the circumstances, be required to answer an allegation of misconduct under the BBC's disciplinary procedure or the matter may be managed without formal disciplinary action.

The hearing manager will then write to the employee confirming their decision, the basis for their decision and any further action required or recommended.

Regardless of the outcome, consideration should be given as to how the ongoing relationship between the employee and the alleged harasser or bully should be managed. This may involve, for example, arranging some form of mediation or counselling or a change to the duties or reporting lines of either party. Consideration should also be given as to whether any alternative management action is required, for example attendance on appropriate training or coaching courses.

Where the disciplinary procedure is invoked, it is for the manager conducting the disciplinary procedure to decide how much (if any) of the outcome should be conveyed to the person who made the original allegation.

### **Step 3: The Right to Appeal**

If the employee is not satisfied with the outcome of the bullying and harassment grievance they have the right to appeal. Refer to the *Guide to Appeals*.

## Appendix 3: Training Currently Provided by the BBC to Employees Which Deal with the Value of Respect in the Workplace

### General training

Course	Outline
Upfront	<ul style="list-style-type: none"> <li>• Induction course for all permanent new staff (including those on fixed term contracts of more than 6 months)</li> <li>• One day programme aims to act as a common point of induction across the Corporation</li> <li>• Explores all of the BBC values (including 'respect') as part of building an understanding of the organisation, its purpose, history and objectives</li> <li>• Refers to the value of 'respect' briefly but does not go into detail into how it should define expectations of behaviour</li> </ul>
Various other introductory courses run across BBC divisions: <ul style="list-style-type: none"> <li>• Journalism Trainee Scheme</li> <li>• Journalism Foundation Course</li> </ul>	<ul style="list-style-type: none"> <li>• Deal briefly with value of respect. Emphasis is editorial rather than emphasising standards of appropriate behaviour</li> </ul>
"Safeguarding BBC Values"	<ul style="list-style-type: none"> <li>• Major training initiative for all editorial and programme making staff and for independent production companies</li> <li>• Focuses on application of BBC Values in programme making, opening with a refresher of all the values</li> <li>• Emphasis on applying values in practice from real examples</li> <li>• Courses led by line managers and experienced programme makers</li> <li>• Attended by over 11,000 delegates so far</li> </ul>
Role-specific training: <ul style="list-style-type: none"> <li>• "Managing your Presenter"</li> <li>• "Personal Effectiveness for Production"</li> </ul>	<p>"Managing your Presenter":</p> <ul style="list-style-type: none"> <li>• Focuses on producers improving their relationships with presenters</li> <li>• Provides them with guidance on how to handle difficult personalities and situations (which could include inappropriate behaviour)</li> </ul> <p>"Personal Effectiveness for Production":</p> <ul style="list-style-type: none"> <li>• Encourages attendees to understand their own and others' working styles</li> </ul>
"Diversity: Out of the Box"	<ul style="list-style-type: none"> <li>• Online course available to all with a BBC log-in</li> <li>• Attention given to how unconscious bias can affect key decisions relating to, for example, how work is delegated in a team, whether to accept or reject ideas, or who we align ourselves with in the workplace (talks about inappropriate behaviour)</li> <li>• Challenges assumptions about behaviour and ways of working</li> <li>• Addresses inappropriate behaviour in workplace scenarios</li> <li>• Addresses how perceptions of behaviour can vary in a diverse work force</li> </ul>

## In Development:

### “Welcome to BBC”

A new course for all content makers joining the BBC, on continuing or fixed term contracts or as freelancers. It is planned to run for a half day and apply to all content divisions (including News). It will incorporate a section covering the application of BBC Values in the workplace including respect and working together.

### Management/ Leadership training

Course	Outline
Training for new managers: “Introduction to Management”	<ul style="list-style-type: none"> <li>• Not currently mandatory</li> <li>• 2 day classroom based course</li> <li>• Designed to cater to the needs of those making the transition from team member to manager</li> <li>• Includes how to set performance expectations, delivering effective feedback against those expectations and modelling appropriate behaviour for the team</li> <li>• Recently updated to include two case studies on identifying and dealing with bullying and harassment</li> </ul>
Training for experienced managers: “Leadership Essentials”	<ul style="list-style-type: none"> <li>• 12-month pan-BBC programme covering essential leadership skills</li> <li>• Part of the programme covers having honest performance conversations and how to manage performance which does not reach expected standards.</li> </ul>
Training for experienced managers: “Leadership Playlist”	<ul style="list-style-type: none"> <li>• Taster session programme for all managers over grade 10</li> <li>• Sessions provide practical tips and tools to attendees on topics such as managing poor performance, giving feedback, personal resilience and leading change</li> </ul>
Production management training: “Leading Creative Teams”	<ul style="list-style-type: none"> <li>• Available to all those running teams or productions</li> <li>• Aims to help managers develop leadership skills in a creative environment</li> <li>• Aims to develop skills to lead a team in a creative endeavour, offering a clear sense of objectives, a supportive structure and retaining the opportunities for self-expression which are requisite to successful creative results</li> <li>• Giving feedback is an important element of this course</li> </ul>
“Performance Management: A fresh approach”	<ul style="list-style-type: none"> <li>• Available to managers of all grades</li> <li>• Aims to increase confidence for managers offering performance feedback. Nothing specifically on bullying &amp; harassment although discussion sometimes touches upon this.</li> </ul>
BBC Scotland “Bullying & Harassment” training	<ul style="list-style-type: none"> <li>• Specific bullying and harassment training is available to managers in Scotland as a part of a range of leadership training</li> </ul>