

AGREEMENT BETWEEN THE MINISTRY OF DEFENCE AND THE EQUAL OPPORTUNITIES COMMISSION ON PREVENTING AND DEALING EFFECTIVELY WITH SEXUAL HARASSMENT IN THE ARMED FORCES

PROGRESS REPORT AND PHASE THREE ACTION PLAN

'Harassment damages people, teamwork and operational capability. We have comprehensive and detailed procedures for tackling it, but they are not being consistently applied. The aim of this Plan is to create an environment where harassment is recognised as inappropriate and preventable by: ensuring leaders in the Armed Forces take seriously their responsibilities to prevent and deal with harassment; ensuring every complaint is handled appropriately; and using effective monitoring arrangements. This will not be achieved without strong leadership and commitment at every level. Every Service person whatever their rank, has a duty to challenge inappropriate behaviour; this is central to Armed Forces' ethos. However, those in charge of others have a particular responsibility to lead by example, and their performance will be judged accordingly.'

*Air Chief Marshal Sir Jock Stirrup
Chief of the Defence Staff*

Reference:

A. MoD/EOC Agreement on Preventing and Dealing Effectively with Sexual Harassment in the Armed Forces – 23 June 2005.

BACKGROUND

1. On 23 June 2005, the Secretary of State for Defence and the Chief of the Defence Staff signed an Agreement with the Equal Opportunities Commission (EOC) (Reference A) on 'Preventing and Dealing Effectively with Sexual Harassment in the Armed Forces'. On the basis of this the EOC suspended a formal investigation into the MoD and the Armed Forces. The investigation will remain suspended unless the Commission considers that at any time MoD and the Armed Forces have materially failed to achieve the objectives and actions therein.

2. The purpose of the Agreement is to ensure that the MoD, with the support and assistance of the Commission, takes practical and effective steps within a reasonable time to prevent and deal effectively with sexual harassment in the Armed Forces. This means:

- creating a working environment in which sexual harassment is unacceptable;
- ensuring that Service personnel who experience sexual harassment feel able to complain and have confidence in complaints procedures, including: a robust investigation process; high quality support; the use of effective sanctions; a focus on resolving the problem; and protection from future harassment or victimisation;

- monitoring the nature and extent of harassment in the Armed Forces in order to correct deficiencies and build upon the strengths of MoD's policies and processes.

Although the focus of the Agreement is on sexual harassment, the actions arising from it will apply, where appropriate, to preventing and dealing with all forms of harassment, in accordance with MoD's Unified Diversity Strategy.

3. The Agreement comprised three phases: the first, a diagnostic and data gathering phase, from the date of the Agreement until 31 January 2006; Phase Two, a period from 1 February 2006 to 31 March 2006, for the MoD to review the information collected to date and to propose to the Commission, for their agreement, a programme of further work, including outcomes and targets to be achieved; and Phase Three, an implementation and monitoring phase from 1 April 2006 until June 2008, when the Commission will determine whether the Armed Forces have complied fully with the Agreement, including achieving the agreed outcomes and targets.

4. This document provides the progress report on action taken to date and the programme of work to be carried out in Phase Three.

PHASE ONE WORK COMPLETED

5. Of the 19 Measures in the Agreement, summarised at Annex A, MoD was required to complete 18 in Phases One and Two. All were completed fully, with the exception of 7, 9, 10, 13, 17 and 18, where work is ongoing. A requirement for additional complaints analysis (Measure One) and research amongst Servicemen (Measure 2) was identified, which will be undertaken in Phase Three.

6. The main effort in Phase One was diagnostic work to ensure enough data was gathered to determine the key actions needed in Phase 3. Accordingly, a major research effort was undertaken to: understand more about the nature and extent of sexual harassment in the Armed Forces; seek views on the most effective measures to prevent and deal with it; and gauge confidence in the complaints process.

7. The research broadly confirmed the findings of existing surveys of Armed Forces personnel, in terms of the extent of sexual harassment being experienced; however, it provided considerably more detail about the nature of the harassment, where it occurred and how women dealt with it. In view of the indications from Continuous Attitude Surveys, that many more women than men were experiencing sexual harassment, the focus of the Phase One research was primarily on Service women. All Service women (18,178) were sent a questionnaire and focus groups were conducted with men and women. In addition, discussions were held with 12 female volunteers. Further research among men will be undertaken during Phase Three in order to understand, *inter alia*, more about why harassment occurs, what may be done to prevent and deal with it, and how to build awareness and commitment to change.

8. It was felt that the success of the diagnostic work would depend greatly on the results of the survey and focus groups. Therefore considerable efforts were made by the Services and MoD to engage the internal audience, resulting in a high return rate for the questionnaire of approx 52%. The responses were broadly consistent across the three Services. The main findings were:

- Sexualised behaviours (jokes and stories, language and material) were found to be widespread in all three Services. Almost all (99%) of the 9,384 Service

women who responded to the questionnaire had been in situations where such behaviours had taken place in the previous 12 months.

- There was a high tolerance of these behaviours but over half the respondents (52%/4,837) sometimes found them offensive. Qualitative data from men suggested that there was a lack of awareness that women might be offended or upset by their language and behaviours.
- Two thirds (67%/6,313) of questionnaire respondents said that sexualised behaviours had been directed at them personally in the previous 12 months. Such behaviours included making unwelcome comments, sending sexually explicit material, unwanted touching and sexual assaults.
- Just over 15% of the survey respondents (1,431) reported having had a “particularly upsetting” experience involving sexualised behaviours in the preceding 12 months. The greater proportion of these comprised lower ranks and younger women. Nearly half (49%) of the experiences lasted over 2 months, with 23% lasting over 6 months. In 21% (305) of the cases the perpetrators were the individual’s line manager and in 36% (517) they were other personnel senior to the individual. On the other hand, a high percentage of junior officers said they were harassed by someone junior to them. A quarter (358) of those who had had a particularly upsetting experience were considering leaving the Services and 11% (159) said they had health problems.
- Most (94%/1,350) of those who had had a “particularly upsetting” experience had tried to deal with the situation themselves and in just over half of the cases (51%/724) this resolved the situation, the most successful action being to ask the person to stop. Only 5% (72) had made a formal written complaint, although the majority of the respondents knew how to use the complaints process.
- Only 5% of Servicewomen who had suffered a particularly upsetting experience made a formal written complaint. Nearly half of these (35) were dissatisfied with the length of time it took to resolve. Forty six percent (33) were dissatisfied with the way they were kept informed and 42% (30) were dissatisfied with the way the outcome was explained. Over half (39) of those who made a formal complaint stated that there had been negative consequences as a result of doing so and 64% (46) were considering leaving the Services.
- When asked about effective measures to prevent sexual harassment, 86% of all the survey respondents (8,082) supported penalties for perpetrators of sexual harassment, and 74% supported penalties for leaders who knowingly allow sexual harassment to continue.
- Effective training for line managers on preventing and dealing with sexual harassment was strongly supported. Although line managers were seen as key to preventing and dealing with sexual harassment, advice and help outside the chain of command were considered important.
- Survey respondents who had experienced harassment and focus group participants felt that some forms of sexual harassment were best dealt with

informally, however, a robust complaints procedure was also considered important, particularly in serious cases.

9. Defence Internal Audit conducted a review of formal complaints and other recorded data and recommended improvements to current policies and processes. Some of these are already being implemented, for example the common standard for recording complaints and an independent review of complaints investigation processes. The rest will be addressed in Phase Three.

10. Further, detailed analysis of the research findings will be undertaken in Phase Three in order to deepen understanding of their implications for the Armed Forces.

PHASE THREE ACTION PLAN

11. **Leadership**. The Armed Forces rely on teamwork in order to perform difficult and often dangerous tasks. Teamwork is based on trust, and harassment fundamentally undermines this. It is not enough for difference, whether in gender, race, religion or sexual orientation, merely to be tolerated; the environment in the Armed Forces must be one in which wearing a uniform is a guarantee of being treated fairly, and with dignity and respect. The findings from the Phase One research clearly show that this is not always the case. Improvements have been made, but there is still much work to be done. The Armed Forces will therefore use their key strength, strong leadership, to make behaviours associated with harassment unacceptable, to support those experiencing harassment, and to make clear to personnel at every level that there is no place for those who condone it.

12. **Aim**. The aim of Phase Three is to create an environment in the Armed Forces in which harassment is recognised as inappropriate and preventable by: ensuring leaders in the Armed Forces take seriously their responsibilities to prevent and deal with harassment; ensuring the active, transparent and appropriate resolution of every complaint filed; and putting in place ongoing, robust processes for monitoring the nature and extent of harassment

13. **Phase Three Action Plan Measures**. The Measures that will be taken forward in Phase Three (set out in detail at Annex B) are about:

- Engagement of Service personnel at all levels.
- Raising awareness about the problem of sexual harassment.
- Review of Equality and Diversity Training
- Using appraisals to reinforce acceptable behaviours.
- Review of Harassment Complaints Procedures
- Support to the individuals who experience sexual harassment.
- Monitoring the careers of parties to harassment.
- Ongoing research on sexual harassment.
- Monitoring informal and formal complaints of harassment.

- Sanctions

14. **Project Plans.** Project plans for each of the Measures including targets and timescales will be submitted to the Commission for discussion and agreement by 30 June 2006. These will be subject to further review, where appropriate, in the light of Measure One discussions and any future research.

15. **Timing of Work.** Work on all the Phase Three Measures will be taken forward. In particular, MoD and the Armed Forces will:

Immediately:

- Publicise widely to the internal audience the findings of the sexual harassment research carried out in Phase One of the Agreement.
- Complete a review of all current formal and informal complaints, including a check on whether follow-up action is being taken.

Within 6 months:

- Give personnel at every level the opportunity to discuss what is and is not acceptable behaviour in their Service environment.
- Conduct further research amongst men to understand more about harassment issues in the Armed Forces.
- Review and update harassment complaints procedures, including: improvements to investigation procedures, agreed by MoD and the Commission, to ensure they are transparent, fair and effective; clear guidance on support to be given to parties involved in harassment complaints; and guidance for deciding officers on appropriate sanctions.

Within 12 months, taking into account the outcomes from discussions and further research about harassment:

- Give direction on standards of behaviour that will help create an environment in the Armed Forces free from harassment.
- Review and implement changes to communications, training and policies on preventing and dealing with harassment.
- Set up monitoring mechanisms.

Provide regular reports to the Commission as required and review overall progress by June 2008.

16. **Key Outcomes.** The key outcomes the MoD and the Armed Forces aim to achieve, over time, are:

- Increased confidence amongst women that the Services try to prevent sexual harassment.
- Timely, appropriate and effective handling of every complaint of

sexual harassment made.

- Increased confidence in the complaints system.

17. **Measurement.** Measurements of progress¹ will be:

- A reduction in the number of women believing that there is a problem with sexual harassment in the Armed Forces.
- A reduction in the percentage of Service women reporting that unwanted talk or behaviour of a sexual nature had been targeted at them personally.
- An increase in the percentage of Service women who, faced with a particularly upsetting experience of unwanted sexual behaviour, took steps to resolve the situation informally or submitted a formal complaint.
- A reduction in the number of women reporting that they suffered negative consequences from making a formal complaint.

18. **Monitoring.** MoD, the Armed Forces and the EOC will agree the detail and frequency with which the outcomes will be monitored. Monitoring mechanisms will include:

- Monitoring numbers of recorded complaints.
- Auditing the quality of complaint handling.
- Targeted questions in future research.

19. **Accountability.** Overall accountability for the implementation of the Agreement rests with the Secretary of State for Defence, Chief of Defence Staff and the Chiefs of Staff of the Army, Navy and RAF. The Agreement will be considered regularly by the Defence Management Board, which will provide strategic direction, set the vision and goals and drive accountability down the command structure.

20. **Project Management.** A team within the MoD Service Personnel Policy department will continue to lead the Project. This will be linked to a Stakeholder Working Group (WG), comprising representatives of the Services' Principal Personnel Officers (PPOs), the Directorate General Training and Education, SPPol Research Staffs and MoD Legal Advisors. The Agreement will continue to be a standing agenda item at Services' Personnel Executive Group (SPEG) Meetings, which are attended by senior representatives of the PPOs, as well as being considered regularly by the Defence Management Board as outlined above.

21. **Reporting Arrangements.** Progress reports will be submitted, as required, to the Commission.

¹ Awareness levels about sexual harassment are likely to rise as a result of the Phase Three work, which might cause the first 2 measurements to indicate increases rather than reductions. It will therefore be necessary to monitor progress over a number of years in order to identify trends.

The EOC accepts this Progress Report from the MOD and the Armed Forces. The EOC accepts the Phase 3 Action Plan proposed by the MOD and the Armed Forces, subject to agreement on the detailed project plans.

SIGNED

For the Ministry of Defence

Rt Hon Des Browne, Secretary of State for Defence

Air Chief Marshal Sir Jock Stirrup, Chief of the Defence Staff

For the Equal Opportunities Commission:

Jenny Watson, Chair of the Equal Opportunities Commission

Caroline Slocock, Chief Executive of the Equal Opportunities Commission

Annex:

- A. Phase One Action Plan Measures.
- B. Phase Three Action Plan Measures.

PHASE ONE ACTION PLAN MEASURES

PHASE I – date of the agreement to 31 January 2006

Diagnostic Measures

Measure 1 - Review of Formal Complaints and other data. The MoD and the Armed Forces agree to increase their understanding of sexual harassment in the Royal Navy, Army and the Royal Air Force by undertaking a review and analysis of Continuous Attitude Surveys (CAS), helpline records, formal complaints of sexual harassment (based on existing data), informal complaints (based on existing data, where this is available) and sexual harassment claims considered by Employment Tribunals in the period 2001/2005, in order, *inter alia*, to identify the individuals who complained; the alleged harasser; rank of each; time taken to investigate the complaint; and any evidence of undue leniency in the sanctions levied, with a view to determining the nature of complaints, the consistency of handling across the three Services, identifying lessons to be learned, etc.

The MoD will collect information from complaints (including the numbers of complaints, type of sexual harassment, length of time investigations are taking, outcomes and follow up), the CAS and help lines.

The Terms of Reference for this work and the selection of organisations or individuals who will undertake the work under Measure 1 will be agreed with the Commission. The Terms of Reference will form an Appendix to this Agreement.

Completed.

Measure 2 - Sexual Harassment Survey. The MoD will undertake a survey of women and men serving in the Armed Forces concerning:

- (a) the nature and extent of sexual harassment experienced or observed;
- (b) whether women feel free to complain and, if not, why not and whether they feel confident in the complaints procedure and, if not why not;
- (c) the most effective measures that can be taken to prevent such harassment.

The Terms of Reference for this work and the selection of organisations or individuals who will undertake the work under Measure 2 will be agreed with the Commission. The Terms of Reference will form an Appendix to this Agreement.

Completed.

Measure 3 - Focus Groups. The MoD will convene focus groups of women and men serving in the Armed Forces to consider issues relating to sex discrimination by way of sexual harassment. The results of this work will inform the development of the Services' Continuous Attitude Surveys to ensure that the information gathered on the nature and incidence of sexual harassment, and on individuals' willingness to complain of it, is meaningful relevant and consistent.

The Terms of Reference for this work and the selection of organisations or individuals who will undertake the work under Measure 3 will be agreed with the Commission. The Terms of Reference will form an Appendix to this Agreement.

Completed.

Data Gathering

Measure 4 – Record Keeping. The processes already in place in the Armed Forces to respond to complaints aim to handle problems at the lowest appropriate level and restore good working relationships at the earliest opportunity. Many individuals will prefer to have their complaints dealt with informally, viewing the formal procedures as a last resort. However, individuals will not have confidence in the arrangements for the informal resolution of complaints if the details are not properly recorded together with the follow-up action taken.

The MoD will work with the Armed Forces' Principal Personnel Officers (PPOs) to determine a tri-Service standard for recording information on formal and informal complaints of sexual harassment in order to ensure a proper audit trail for all cases. This will be promulgated throughout the Services via a Defence Information Notice and a MoD policy letter to the Armed Forces. The MoD will also work with MoD training policy staffs and PPOs to determine how training on recording information on formal and informal complaints of sexual harassment will be incorporated into Service training.

This work will be completed by **31 December 2005. Completed.**

Complaint Handling

Measure 5 – Target for Investigations. The MoD Harassment Complaints Procedures [JSP 763 para 5.14] currently sets a target for all formal harassment investigations to be completed within 69 working days of a complaint being received. The Commission considers that 69 days is too long for the completion of such investigations and the MoD will accordingly examine the scope for reducing this timescale. One measure already agreed is to use the Services' dedicated Investigation Teams to follow-up all formal complaints of sexual harassment (see Measure 7). Other possible measures will be considered. Any agreed changes will be implemented via a MoD policy letter to the Armed Forces, instructing them to incorporate the requirement within their own Service procedures within a given period of time. This work will be done by **31 October 2005. Completed.**

Measure 6 – Feedback. The MoD will introduce arrangements for confidential follow-up checks with complainants four weeks after the resolution of their complaints to ensure that no recurrence of the action has taken place, and that there is no evidence of intimidation. The MoD will also seek feedback from all parties about the complaints process. Such checks will be carried out by Unit Equal Opportunities Advisers or other appropriate personnel from within the complainant's chain of command. The required arrangements will be promulgated via a MoD policy letter to the Armed Forces, instructing them to incorporate the measures into their own Service procedures within a given period of time. This work will be done by **30 September 2005. Completed**

Measure 7– Investigation Teams. The MoD will ensure that, where not already in place, each Service will establish dedicated Investigation Teams. These Teams will, *inter alia*, be tasked with investigating all formal complaints of sexual harassment. The necessary arrangements will be put in place by **30 September 2005. Work ongoing**

*All 3 Services now have dedicated investigation teams. However, they have not been tasked with investigating **all** sexual harassment complaints because of concern that this would increase investigation timescales. MoD has commissioned a study to identify improvements to current harassment complaints investigation arrangements to ensure they are fair, timely, transparent and effective, and any proposals on future arrangements will be submitted to the Commission for approval.*

Measure 8 - Mediation. The MoD will develop a range of options for using trained mediators to assist in the resolution of disputes and will present a report and recommendations to the SPEG. Options to be considered will include: unit-based mediators; a network of trained personnel; teams of mediators at personnel management authority level in each of the Services; and commercially available mediators. This work will be done by **31 December 2005. Completed.**

Measure 9 – External Review. Confidence in complaints procedures will be improved if they are subject to independent validation. Drawing on advice from the MoD Diversity Panel’s external members, the MoD will consider appointing an external reviewer to assess the Department’s handling of sexual harassment complaints quarterly. The MoD will aim to make this appointment by **31 December 2005. Work ongoing.**

MoD and the Armed Forces have concluded that the complaints procedure should be subject to an annual review focusing on the effectiveness, timeliness and fairness of the complaints system, and providing recommendations for improvements where necessary. It would be carried out by a suitably qualified, independent person, who would report annually to the Secretary of State. Following completion of the review conducted by Nicholas Blake QC of the circumstances surrounding the deaths at Deepcut and his recommendation that a Commissioner of Military Complaints should be appointed, the MoD is considering whether to any changes are required to these proposals.

Measure 10 - Career Monitoring. In order to ensure that patterns of sexual harassment, either of transgressors or victims, are identified, the MoD will examine the feasibility of introducing career monitoring for all parties involved in formal complaints and will present a report and recommendations to the SPEG. This work will be done by **31 March 2006. Work ongoing.**

Due to the technical complexity of this Measure, the review has taken longer than anticipated, but is currently near completion. Agreed findings will be taken forward in Phase Three.

Measure 11 – Review of Harassment Policies. The MoD will review its harassment complaints procedures with the Commission to test their robustness and identify areas for improvement, and make any appropriate amendments to the MoD Harassment Complaints Procedures (JSP 763). Information on changes will be promulgated by Defence Information Notice and a MoD policy letter to the Armed Forces, instructing them to incorporate the amendments within their own Service instructions within a given time period. This review will commence on **31 March 2006** and be completed by **30 June 2006. Phase Three Work.**

Support

Measure 12 – Review of Help lines. Drawing on best practice, the MoD will work with the PPOs to review the operation of the existing help lines to ensure that they provide a sufficiently independent and effective point of contact for those who are contemplating making a complaint or who are dissatisfied with the way in which their complaint is

being handled. Helpline standards, including advertising requirements, will be promulgated via a MoD policy letter to the Armed Forces. This work will be completed by **31 December 2005. Completed.**

Measure 13– Independent Element in Complaints Machinery. This measure is being taken forward in the context of the MoD's response to the recommendations of the House of Commons Defence Committee's (HCDC) Inquiry into Duty of Care. Confidence in the complaints process might be improved by introducing an independent element into complaints machinery. The MoD will examine the scope for introducing an independent element into complaints machinery without compromising the role of the chain of command. The progress of the work will be dictated by the timetable set for the implementation of the agreed recommendations arising from the HCDC Inquiry, but is expected to be completed by **31 December 2005. Work ongoing.**

MoD and the Armed Forces have examined the scope for introducing an independent element into the complaints machinery, without compromising the chain of command. The Armed Forces Bill envisages that the Defence Council would appoint panels to consider particular complaints, and that in specified categories of complaint the Secretary of State would appoint an independent person to be part of the panel. These proposals are also now being reviewed in the light of the recommendations of Nicholas Blake QC.

Measure 14 – Support from Outside the Chain of Command. This measure is being taken forward in the context of the MoD's response to the recommendations of the HCDC Inquiry into Duty of Care. The MoD will examine whether there is scope for introducing other support for complainants from outside the chain of command. The progress of the work will be dictated by the timetable set for the implementation of the agreed recommendations arising from the HCDC Inquiry, but is expected to be completed by **31 December 2005. Completed.**

Training and Awareness

Measure 15 – Gender Balance in Training. The MoD recognises that the majority of recruits and those responsible for their training are male and that this might give rise to inappropriate behaviour towards women during training. The employment of more women in training recruits would help to address this and could provide a measure of visible reassurance to female recruits. The MoD will consider whether it is feasible to increase the number of women employed in the recruiting process and the initial training of recruits and will submit a report and recommendations to the SPEG. This work will be completed by **31 October 2005. Completed.**

Measure 16– Increasing Awareness. The MoD will consider other methods for increasing awareness of sexual harassment issues. An initial review of possible options by the Armed Forces Diversity and Equality and Steering Group will be completed by **30 September 2005** with further reviews in Phase III. **Completed.**

Measure 17 – Training Establishments . This work is being taken forward in the context of the MoD's response to the recommendations of the Adult Learning Inspectorate's (ALI) report on Safer Training. The MoD will ensure that staff at training establishments understand that robust training that may be construed as crossing the line around bullying and harassment do not constitute acceptable training methods. The progress of the work will be dictated by the timetable set for the implementation of the agreed recommendations arising from the ALI report, but is expected to be completed by **30 September 2005. Work ongoing.**

Policy currently being trialled.

Measure 18 – Diversity Training to Recruits. This work is being taken forward in the context of the MoD's response to the recommendations the Adult Learning Inspectorate's (ALI) report on Safer Training. The MoD will ensure that the diversity training given to new recruits carries the clear message that harassment is unacceptable and that the sanctions for offenders are severe. The progress of the work will be dictated by the timetable set for the implementation of the agreed recommendations arising from the ALI report, but is expected to be completed by **31 December 2005. Validation work ongoing.**

Benchmarking

Measure 19 – Benchmarking Policies. The MoD will benchmark its policies against other large employers (through corporate membership of 'Opportunity Now') and will compare them with the Armed Forces of other nations. The MoD will become a corporate member of Opportunity Now by **31 July 2005**, but the benchmarking exercise will continue into Phase III. **Completed.**

Phase I Reporting – up to 31 January 2006

The MoD will provide a report to the Commission on its analysis and conclusions from the Phase I diagnostic and data gathering measures (Measures 1-4) and a progress report to the Commission on the remaining measures, including, where appropriate, proposals on how they should be focused in Phase III, **by 31 January 2006. Completed.**

PHASE II – 1 February 2006 to 31 March 2006

The MoD will review the information collected in Phase I and will present to the Commission by 1 March 2006 a written proposal for further work, including targets to be achieved. The Commission and the MoD will discuss this proposal and by 31 March 2006 will agree a programme of further work, including targets to be achieved, which will be approved by the Secretary of State and the Chief of the Defence Staff. **Completed.**

PHASE THREE ACTION PLAN MEASURES

LEADERSHIP CHALLENGE

Preventing and dealing with harassment is a leadership responsibility. It is central to the Armed Forces' ethos. All Service personnel need to understand that harassment damages both individuals and operational capability. They need to: recognise when it is happening; know what to do about it; and take action to prevent and deal with it. Leaders at every level will take responsibility in achieving Armed Forces free from harassment.

Measure 1 – Engagement

Personnel at all levels, both within the Armed Forces and in the wider MoD, will be given the opportunity to consider and discuss the Phase One research findings and agree the standards of behaviour that will create a working environment free from harassment. As a result of this work the implications for communications, training and policies will be properly understood and appropriate goals and targets set.

Measure 2 – Awareness Raising

Taking into account the consultation process in Measure One, MoD and the Armed Forces will devise a co-ordinated awareness-raising process about harassment issues and standards of behaviour, tailored to different audiences in the Armed Forces and the wider MoD.

Measure 3 – Review of Equality and Diversity Training

MoD and the Armed Forces will devise a co-ordinated training programme on preventing and dealing with harassment, starting at the point of entry and tailored to the needs of different audiences.

Measure 4 – Review of Appraisals

MoD and the Armed Forces will ensure that attitudes and behaviours towards preventing and dealing with harassment are key criteria for career advancement in the Armed Forces.

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HANDLING COMPLAINTS

Personnel experiencing harassment need to know who to go to for help and have confidence that they will be supported. Also, MoD and the Armed Forces need good information about what complaints are being made and how they are being handled so they can: have a proper audit trail for all cases; monitor how complaints are being dealt with; highlight any 'hot spots'; and make improvements to policies and processes. Our objective is to establish a fair, effective and transparent complaints procedure which deals with harassment seriously, and which personnel feel confident to use.

Measure 5 – Review of Harassment Complaints Procedures

MoD and the Armed Forces will improve complaint handling by completing a review of MoD Harassment Complaints Procedures (JSP 763) (incorporating advice on mediation) publicising it widely and monitoring its effectiveness.

Measure 6 – Support to the Individual

MoD and the Armed forces will improve the information available to Service personnel about harassment issues and will monitor the effectiveness of support provided to those involved in harassment complaints.

Measure 7 – Career Monitoring

MoD and the Armed Forces will examine the feasibility of introducing a tri-Service system for monitoring the careers of parties involved in harassment complaints.

MONITORING AND RESEARCH

The MoD and the Armed Forces will actively and regularly monitor the incidence of harassment and complaints made to determine whether the measures taken have had an impact in identifying problems, whether there are any other problems that might need to be addressed, where to target efforts, and what sorts of efforts/actions would be most effective.

Measure 8 – Research

MoD and the Armed Forces will conduct ongoing research on issues of harassment in order to understand more about why harassment occurs and what may be done to prevent and deal with it.

Measure 9 – Monitoring

MoD and the Armed Forces will review the records of formal and informal complaints of sexual harassment and will provide regular reports to Ministers.

Measure 10 – Sanctions

MoD and the Armed Forces will issue guidance to Commanding Officers on suitable penalties to be awarded for bullying and harassment.