



Managing Unreasonable Behaviour towards Pembroke Staff

At Pembroke, we are dedicated to treating our clients, property owners and residents with fairness, courtesy, and respect. Similarly, we expect our staff to be treated in the same way. Most individuals who contact Pembroke do communicate with us in a polite and courteous manner.

Occasionally however, there may be instances when we deal with an individual whose behaviour is considered unreasonable. We have a duty to ensure that our staff are properly protected, in accordance with our health and safety obligations and our general responsibility to safeguard their welfare. We do not expect our staff to tolerate unreasonable behaviour.

Unreasonable Behaviour

We do not consider assertive behaviour (for example, putting forward a point in a persuasive matter) as unreasonable. However, we consider behaviour that places unreasonable demands on our staff, or aggressive/abusive behaviour that distresses our staff, to be unacceptable.

This principle applies to all forms of communication including face to face, by telephone, letter, email, social media, and other digital channels. Some examples of what we consider to be unreasonable and unacceptable behaviour are provided below.

- **Unreasonable persistence/excessive levels of contact** – for example, reiterating the same or similar points in communications despite them being previously addressed, sending voluminous repetitive or irrelevant emails or letters, (Note that there is no set period for being unreasonably persistent as the nature of the persistence will inevitably vary.), unreasonable and persistent use of our complaints process,
- **Rudeness** – swearing (generally or directed at a member of staff), persistent interruption, name calling or general discourtesy.
- **Unreasonable demands** – for example, insisting on liaising with a particular staff member, refusal to accept Pembroke's processes or final position on a matter, demanding to be seen in the office without an appointment.
- **Anger** – in volume/tone of voice such as shouting, or via uncivil emails,
- **Harassment** – behaviour intended to disturb, disrupt and/or unduly pressurise our staff including bullying behaviour, raising vexatious complaints, threatening lawsuits without merit, posting malicious content online etc.

- **Aggressive behaviour** – threats of physical harm to person(s) or property; behaviour which indicates that physical harm to person(s) or property is imminent or actual physical aggression.
- **Insulting or disparaging remarks or comments** – especially on the grounds of an individual's sex, marital status, sexual orientation, disability, race, colour, national or ethnic origin, religion, belief or age.
- **Inflammatory remarks or personal or derogatory remarks**– such as commenting on a person's integrity or ability to do their job.

These are examples and not a definitive list of unacceptable behaviours. There are other behaviours not included in the above which may constitute unacceptable behaviour.

Dealing with Unreasonable Behaviour

We may choose to deal with unreasonable behaviour by any of the following means:

- **Terminating the Call or Meeting** - Where a person behaves unreasonably during a telephone call or meeting towards a member of staff, our staff are authorised to ask them to change their behaviour and warn them that otherwise we will terminate the call/meeting. If they persist further, we will follow that through. The staff member who terminates the call/meeting will report this to a senior figure within the company.
- **Limiting Contact**- Where a person is unreasonably persistent, for example by telephoning us several times a day for a number of days in succession, or by sending us voluminous or repetitive emails, we may take steps to limit their contact with the office. Such steps might include requiring contact in a particular form – for example by letter only; or insisting that contact is only made through a third party to contact us on the persons behalf.
- **Terminating Contact** - In exceptional circumstances, we may refuse to have further contact with individuals who behave unreasonably towards our staff. Where we put limitations on contact with the office, this will be sanctioned by a senior figure within the company.
- **Informing the Authorities** - Where we receive threats against individual staff members or office property, immediate action may be taken including informing the police or other emergency services.