NSW GOVERNMENT

MANAGEMENT COMMITMENT

WHY IS MANAGEMENT COMMITMENT IMPORTANT?

Everyone agrees that a bullying free workplace is important, but it won't happen if managers don't do all they can to make workplaces as safe as they can be.

MANAGEMENT COMMITMENT

By leading the development of a bullying free culture, managers are able to foster the right attitudes and behaviour throughout the organisation. Actions, attitudes and behaviours send a message to workers that the organization is serious about preventing bullying in the workplace. From this commitment, effective partnerships are formed with workers to achieve bullying free workplaces.

Where the red zone is ticked…	It is unlikely that bullying prevention strategies have been made clear or that bullying prevention is seen as a priority. Ticks in the red zone indicate that there needs to be immediate action to develop a respectful culture by clarifying people's roles in preventing and managing bullying. Management's role should be defined and resources allocated to educate workers on their responsibilities. Managers and supervisors should demonstrate personal commitment to bullying prevention.
Outline bullying prevention responsibilities in workers' job descriptions. Be clear about who is responsible for workplace behaviours.	Determine safety responsibilities. Workers need to be consulted about what is expected of them regarding respectful behaviour in the workplace. Clear guidelines should be documented outlining the organisations expectations regarding respectful behaviours. A bullying prevention policy and its corresponding procedures needs to be developed in consultation with workers. Complaint handling procedures should also be in place so reports of bullying can be acted upon.
Time and money spent on respectful behaviour training is an investment in good business practice – it means reduced costs for workers compensation, less time lost due to psychological injuries, higher morale and better productivity.	Commit time and money. When responsibilities have been identified, adequate time and money should be committed to ensure those responsibilities are met. Time should be spent on: • developing bullying prevention policy and procedures • developing a complaint handling procedure • developing respectful behaviours guidelines • acting on reports of bullying behaviour. Money should also be spent on: • training and supervising workers on the appropriate policy and procedures • training on respectful workplace behaviours • provision of an Employee Assistance Program.

LET'S TALK SAFETY

Good Communication between workers, Supervisors and management ensures that workplace systems will be effective. Discuss bullying issues with staff at meetings, implement incident reporting procedures for bullying and follow up on complaints.

Make a safe workplace a priority.

When bullying prevention priorities have been identified, resources should be committed to protect workers from bullying. Take the initiative to make bullying prevention a priority.

Elements that comprise a good management approach to bullying include:

- developing and implementing a bullying prevention policy
- developing and implementing a complaint handling procedure
- involving workers in decisions about their welfare
- training workers on respectful behaviours
- training workers on complaint handling procedures and bullying prevention policy and procedures
- ensuring complaints are reported and addressed quickly and transparently
- providing resources to address bullying behaviours
- ensuring that the organisation's workers compensation insurance policy is accurate and up- to-date and that the return to work program is prominently displayed in the workplace.

Where the orange zone is ticked...

The PCBU is on the right track, but there needs to be more work done to address the risk of bullying.

Ticks in the **orange** zone indicate that there needs to be more consistency with the commitment to a bullying free workplace. Are respectful behaviours and employee responsibilities effectively communicated? Are there adequate resources for training in respectful behaviours and safety responsibilities? Are management appropriately involved in the prevention of bullying?

Workplace responsibilities need to be clearly defined and understood.

Workers will contribute to a bullying free workplace if they understand their responsibilities – and have undertaken training to meet those responsibilities.

Are new workers given induction training that includes information on bullying prevention and reporting? Do supervisors understand their role in ensuring that the workplace is free from bullying behaviour?

Review resources to support training in bullying free workplace initiatives.

Management needs to demonstrate commitment by providing enough time and money to respond to bullying issues – and acting on reports when they arise. Where issues cannot be resolved internally or where there might be a perceived conflict of interest, there should be an alternative solution, such as an independent external investigator.

Demonstrated commitment.

Managers need to actively involve themselves with bullying issues when they arise, and attend workplace meetings regularly. Speak with workers and act upon their feedback on bullying issues. Ensure solutions for bullying issues are implemented promptly by those responsible. Inform workers of any plans regarding new training and work practices to prevent bullying – is management aware of workers concerns about bullying? Ask workers about the resources they need to prevent bullying?

<table>
<tr><td rowspan="2">Where the green zone is ticked...</td><td>Workers understand their roles – and management's – in getting their work done without fear of bullying.
Ticks in the **green** zone indicate that bullying prevention/response strategies have been defined.</td></tr>
<tr><td>Management remains committed by:
• monitoring and reviewing bullying prevention strategies
• building bullying prevention into future business plans
• promoting bullying prevention to workers as a core business value
• providing feedback to workers about their successful contribution to bullying prevention
• providing ongoing training so that everyone is aware of bullying prevention and workplace strategies.</td></tr>
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TYPICAL WORKPLACE RESPONSIBILITIES FOR PREVENTING BULLYING AND RESPONDING TO COMPLAINTS OF BULLYING.

Management responsibilities

- Develop and implement bullying prevention strategies.
- Workers trained in bullying prevention strategies.
- Workers trained in respectful behaviours.
- Develop an incident and injury reporting procedure.
- Address reported incidents and injuries promptly.
- Develop a complaint handling procedure.
- Have a workers compensation insurance policy and a return to work program.

Worker responsibilities

- Follow policy and procedures.
- Participate in training.
- Report incidents of bullying.
- Participate in return to work plans.