POLICY AND PROCEDURES

Talk to a cross section of managers/supervisors/workers to determine whether risks have been addressed.

9 Have all bullying risks been assessed?	If all bullying risks have been identified and assessed in consultation with workers, tick the green box.	If bullying risks have sometimes been identified and assessed in consultation with workers, tick the orange box.	If no bullying risk assessments have been conducted in the workplace, tick the red box.
• The bullets points under each response list examples to help inform your selection. • Tick the corresponding response in the bullying prevention improvement tool once you have considered the list of examples.	Managers have, in consultation with workers and HSRs/HSCs, identified and assessed the factors that increase the risk of bullying because of: • Organisational culture – eg when bullying and aggressive behaviour is seen as necessary to get the job done. • Negative leadership styles – eg strict or little guidance provided. • Lack of appropriate work systems – eg lack of training, resources, role definitions, support systems, poorly designed rosters. • Poor workplace relationships – eg criticism and other negative interactions, interpersonal conflict, workers excluded. • Workforce characteristics – eg vulnerable workers, new workers, apprentices, injured workers, disabled workers, workers from an ethnic or religious minority.	• Managers sometimes identify and assess organisational risk factors that increase the risk of bullying, such as organisational culture, negative leadership styles, lack of appropriate work systems, poor workplace relationships and workforce characteristics. • Workers and HSRs/HSCs are sometimes consulted when risk assessments are conducted. • Workers are sometimes consulted when a decision is made to implement risk control measures to eliminate or reduce the risk of bullying.	• No bullying risks have been identified or assessed in the workplace.

POLICY AND PROCEDURES

Talk to a cross section of managers/supervisors/workers to determine whether risks have been addressed.

9 Continued	The risk of bullying is also identified and assessed through:		
• The bullets points under each response list examples to help inform your selection. • Tick the corresponding response in the bullying prevention improvement tool once you have considered the list of examples.	• Hazard reports. • Issues raised by HSRs/HSCs. • Organisational data – eg sick leave, transfers. Results from workplace surveys. • Issues raised by workers. • Workers compensation claims. Bullying risks are controlled by: • Planning all changes in the workplace and reviewing and evaluating change processes, in consultation with workers. • Giving managers/supervisors support and training, such as feedback on their management performance, and leadership skills training. • Ensuring there are standard operating procedures, reviewing work loads and staffing levels, reducing excessive work hours, and clearly define job roles (and, where necessary, redefining those roles). • Developing and implementing conflict management processes, and providing training. • Developing and implementing systems to support and protect vulnerable workers. • Training managers and workers in diversity tolerance, implementing buddy systems and monitoring workplace relationships.		

POLICY AND PROCEDURES

Talk to a cross section of managers/supervisors/workers to determine whether:

10 Has a bullying prevention policy and procedure been developed and implemented?	If the policy and procedures are developed and implemented and all workers demonstrate knowledge of them, tick the green box.	If workers have heard there is a policy and procedures, but are not sure how to find them or how they work, tick the orange box.	If no policy or procedures are in place, or forum for raising issues, tick the red box.
• The bullets points under each response list examples to help inform your selection. • Tick the corresponding response in the bullying prevention improvement tool once you have considered the list of examples.	• The organisation's policy and procedures set out standards of behaviour, and outline responsibilities and accountabilities of managers, supervisors and other workers. • The procedures outline how reports of bullying will be dealt with, including the formal and informal ways of responding to bullying, as well as the broad principles that will ensure that the investigation process is objective fair and transparent – eg address complaint promptly, non-victimisation, support for all concerned parties, confidentiality maintained, documentation. • The policy and procedures have been developed in consultation with workers, HSRs and implemented throughout the organisation. • All workers are aware of the bullying prevention policy and procedures and know where to access them – eg via intranet, hard copy manuals, code of conduct etc. • All workers know what appropriate and inappropriate behaviour is and can provide examples of what constitutes bullying behaviour. • All workers who have a role in the workplace procedures relating to bullying have been trained to perform their roles – eg conflict management, investigations training, contact officer training, HSR training, specific bullying prevention training. • Formal arrangements are in place and are always used to discuss bullying issues.	• The PCBU's policy and procedures are developed but the standards of behaviour, responsibilities and accountabilities for all workers are unclear. • The procedures are developed but do not clearly outline how reports of bullying will be dealt with, nor do they set out broad principles to ensure that the process is objective fair and transparent. • The policy and procedures have been developed but workers and HSRs are not consulted during their development or implementation. • Some workers know where to access the bullying prevention policy and procedures – eg via intranet, hard copy manuals, code of conduct. • Some workers know what appropriate and inappropriate behaviour is and can provide examples of what constitutes bullying behaviour. • Some workers who have a role in the workplace procedures relating to bullying have been trained to perform their roles. • Formal and informal arrangements are sometimes used to discuss bullying issues.	• There is no forum available where workers can raise bullying issues. • There is no bullying prevention policy or procedures in the workplace.

POLICY AND PROCEDURES

Talk to a cross section of workers to determine whether:

11 Are workers involved in developing policies and procedures?	If workers' views are valued and considered when developing policies and procedures, tick the green box.	If workers' views are sometimes valued and considered when policies and procedures are developed, tick the orange box.	If workers' views are never valued or considered, tick the red box.
• The bullets points under each response list examples to help inform your selection. • Tick the corresponding response in the bullying prevention improvement tool once you have considered the list of examples.	• Workers and HSRs/HSCs have been given the opportunity to view and make comment on draft procedures for managing bullying in the workplace and draft complaint handling procedures. • Workers' views are considered when decisions are made about the provision of information and training on bullying prevention – eg given opportunity to comment on draft documents, pilot roll-outs of training sessions. • HSRs and workers are consulted when changes are planned in the workplace and their feedback is sought throughout the change process.	• Workers and HSRs/HSCs are sometimes given the opportunity to view and make comment on draft procedures for managing bullying and handling complaints. • Workers' views are sometimes considered when decisions are made about the provision of information and training on bullying prevention – eg given opportunity to comment on draft documents, pilot roll-outs of training sessions. • HSRs and workers are sometimes consulted when changes are planned in the workplace and their feedback is sometimes sought during such changes.	• Workers are never consulted during the development of policy and procedures. • Workers' views are never considered when decisions are made about the provision of information and training on bullying prevention – eg no opportunity to comment on draft documents, pilot roll-outs of training. • HSRs and workers are never consulted when changes are planned in the workplace and their feedback is never sought throughout the change process.

POLICY AND PROCEDURES

Talk to a cross section of managers/supervisors/workers to determine whether:

12 Are the bullying prevention policy and procedure followed in day-to-day operations?	If the policy and procedures have been developed and managers and employees are trained in their roles and responsibilities, tick the green box.	If workers have heard there is a policy and procedure, but are not sure how to find them or how they work and are not encouraged to use them, tick the orange box.	If a policy and procedures are either not in place or are not followed in day-to-day operations and workers are either unaware or not encouraged to raise bullying issues, tick the red box.
• The bullets points under each response list examples to help inform your selection. • Tick the corresponding response in the bullying prevention improvement tool once you have considered the list of examples.	• Managers/supervisors have been trained in conflict management/ complaint handling procedures and know how to respond to bullying behaviour if they see it in their workplace in day to day operations. • Policy and procedures have been developed in consultation with workers and implemented throughout the organization – eg there is an awareness of policy and procedures and training in them has been undertaken. • Bullying allegations are investigated promptly and according to the complaint handling procedures – eg response timeframes outlined in the procedures are followed. • All workers comply with the bullying policy and procedures by being respectful to each other.	• Some managers/supervisors have been trained in conflict management/complaint handling procedures and some know how to respond to bullying behaviour if they see it in the day to day operations in their workplace. • A policy and procedures have been developed and implemented, but only some workers are trained in them or are aware of how to access them. • Bullying allegations are sometimes investigated promptly and according to the complaint handling procedures. • Procedures for bullying are only occasionally followed in day-to-day operations.	• No managers/supervisors are trained in conflict management/complaint handling procedures. • No complaint handling procedures are in place or, where they are, they're not followed correctly. • Workers are unaware of how to access the policy and procedures and/or are afraid to raise bullying issues because of the possible consequences of doing so.

POLICY AND PROCEDURES

Talk to a cross section of managers/supervisors/workers to determine whether:

13	Are the organisation's bullying prevention policy and procedures reviewed?	If the policy and procedures are regularly reviewed, tick the green box.	If the policy and procedures are sometimes reviewed in consultation with workers, tick the orange box.	If the policy and procedures are never reviewed, or if workers/HSR/HSC members are never consulted, tick the red box.
	• The bullets points under each response list examples to help inform your selection. • Tick the corresponding response in the bullying prevention improvement tool once you have considered the list of examples.	• Regular reviews of the PCBU's policy and procedures are made. • A review of policy and procedures is conducted when there are changes made in the workplace or following bullying incidents. • HSRs and workers are consulted when the organisation is making decisions about reviewing and improving the effectiveness of its bullying policy and procedures	• Reviews are sometimes conducted of the PCBU's policy and procedures. • The policy and procedures are sometimes reviewed following changes in the workplace or bullying incidents. • HSRs and workers are sometimes given the opportunity to view and make comment on draft policy and procedures for managing bullying in the workplace and draft complaint handling procedures.	• The policy and procedures for bullying prevention are never reviewed. • HSR/HSC members and workers are never consulted when the policy and procedures are either developed or reviewed.