

Attachment 3

Risk Controls for Bullying & Conflict

Individual Leader factors

- Ensure Leaders are trained and respond promptly and effectively to matters raised under the Resolving Workplace Concerns and Conflict procedure
- Leaders are empowered, skilled and supported in responding to bullying and workplace concerns and conflict raised.
- Encourage Leaders to attend the Communication Workshops, LIME Program and other leadership programs/ coaching
- Provide management accountability for positive leadership capability
- Provide regular feedback on leadership performance
- Ensure personal accountability for resolving concerns and conflict through the Performance Development Framework
- Ensure HR Services is an appropriate support for Leaders and provides relevant advice

Organisational factors

- Intolerance to bullying is clearly articulated in policy;
- Promote the Respectful & Collaborative Workplace suite of policies and procedures;
- Ensure employees are aware there is a clear and simple procedure for Resolving a Workplace Concern or Conflict;
- Ensure the University Values are communicated and employees are trained in demonstrating them;
- Ensure University Support Officers are appropriately trained
- Clearly plan organisational change
- Maintain strong and appropriate industrial relationships
- Facilitate teamwork and collaboration

Individual employee factors

- Ensure employees understand what behaviour amounts to bullying and their responsibilities under the Respectful & Collaborative Workplace suite of policies and procedures.
- Offer skills to employees in developing the ability to have constructive and collaborative conversations
- Ensure all employees attend the Orientation program
Ensure employees are aware of University Support Officers
- Employees are empowered, skilled and supported in responding to workplace concerns and conflict directly through the Self Help Pathway.
- Encourage employees to raise their concerns or conflict in the standing item on the individual and team meetings regarding employee and team relationships

Systemic considerations

- Ensure data is maintained and analysed in relation to bullying, matters arising under the Complaints Management Policy and the Resolving Workplace Concerns and Conflict Procedure. Ensure reports are provided to the Executive Committee to consider preventative measures and systemic change necessary to respond to the trends identified.
- Develop and maintain effective communication within the organisation
- Review and monitor workload and work distribution together with staffing levels
- Review roles regularly and review and redesign where necessary
- Seek regular feedback from employees regarding roles and responsibilities
- Review policies regularly
- Ensure Organisational Development is appropriately resourced to offer capability builds supporting the achievement of a collaborative workplace
- Ensure the Performance Development Framework is operating effectively
- Develop and implement systems to support and protect vulnerable employees