




DRAKE WORKWISE

PREVENTING WORKPLACE BULLYING

*Building Organisational
Resilience*





“I will recommend the training to our executive management; I feel it was well presented, easy to follow, user friendly training program. We will all benefit from this experience.”

DRAKE WORKWISE SERVICES PROFILE AND CAPABILITY

Drake WorkWise is staffed by over 450 qualified and motivated professionals with backgrounds in psychology, occupational health and safety, management, social work, education and training, injury management, organisational development and mediation.

Drake WorkWise currently provides services to over 100 major national and international clients covering over 250,000 employees. We provide services to corporate, public and not for profit organisations ranging in size from SMEs to some of Australia’s largest employers.

Drake WorkWise has experience in assisting organisations draft appropriate and effective bullying Policy and Procedures. It is crucial for any effective implementation that there is an appropriate framework to manage any bullying issues. We would be happy to provide advice and assistance in drafting appropriate policies.

Similarly it is crucial in the effective management of bullying issues that an appropriate support and alternative resolution process exists such as an Employee Assistance Programme and Conflict Resolution or Mediation Service, which is experienced in the management of such issues for an organisation. Drake WorkWise provides counselling support, case management and mediation services across several organisations and would be happy to discuss this further.

The range of professional services include

- Organisational and HR Consultancy
- Change Management Assistance
- OH&S Consultancy, System Design and Training
- Comprehensive Employee Assistance Programs (EAP)
- Trauma Management Services
- Leadership, Management Development and Coaching
- Conflict Management and Mediation
- Human Skills Training

Drake WorkWise would be pleased to provide a list of professional referees, if required who can speak directly of our capabilities and service delivery models.

INTRODUCTION

Recent Drake research has revealed that 56% of employees have personally witnessed workplace bullying and 28% had been a direct target of bullying in their organisation within the past 12 months. Less than 50% of these cases were reported and of those that were more than 50% of employees felt their organisation did not deal with the situation effectively.

Regulatory agencies are demanding that organisations anticipate and address potential hazards to fulfil their duty of care in providing a safe and healthy workplace. Managers will need to be able to demonstrate an active approach to these issues in order to reduce potential liability.

These foreseeable hazards include those of a psychological nature including alcohol and other drugs, fatigue and workplace stress. Many organisations particularly in safety sensitive industries are realising the necessity to ensure that their employees are in a fit condition to carry out their duties. The evidence is clear that unfit employees are the cause of a significant amount of damage in terms of lost productivity and safety incidents.

PSYCHOLOGICAL SAFETY

Increasingly, the mental health of workers is being included under an organisations duty of care with a requirement that organisations assess, control and manage the risk from psychological hazards. A significant, identifiable, behavioural hazard which increases the risk of employee workplace stress is inappropriate workplace behaviour such as bullying. Such is the need to eliminate this behaviour from the workplace that workplace bullying is indentified as a specific breach of OH&S legislation throughout Australia. Workplace bullying is no longer just a conduct issue but needs to be treated as an OH&S hazard and therefore managed, controlled and eliminated.

Bullying is a form of harassment and is generally defined as behaviour that is repeated, inappropriate, unreasonable, unwelcome and creates a risk of psychological or physical harm. It generally involves such issues as intimidation, offense or humiliation. Bullying can occur between co-workers or managers and workers (in both directions). Bullying however is not legitimate and reasonable monitoring of work flow and performance feedback.

FINANCIAL CONSEQUENCES

In addition to the OH&S issue, inappropriate workplace behaviours such as bullying have a significant financial consequence for organisations in increased absenteeism and turnover, reduced efficiency and productivity, poor team morale, motivation and engagement, loss of reputation and public image, civil and legal action and increased workers compensation costs. Recent reviews by state governments insurers have found that stress claims are not only increasing in frequency but cost almost twice as much as other claims. Despite this, bullying is still prevalent in the workplace as a recent Drake survey showed.

BUILDING RESILIENCE: A COMPREHENSIVE APPROACH

The primary goal of any behavioural change program is to establish the appropriate conditions to constructively address both the employee's and organisations needs. To effectively address these issues an organisation needs to establish a comprehensive program to promote awareness, monitor and manage inappropriate workplace behaviour. This should include:

- Establishing a comprehensive and equitable policy and procedural document indentifying inappropriate behaviour and how to manage behaviour such as bullying.
- Providing information and awareness sessions for managers, supervisors and employees on the bullying policy/procedures and education on their responsibilities, recognising and indentifying unacceptable behaviour and the individual and organisational effects of bullying on wellbeing, safety and performance.
- Providing or identifying suitable professional support to assist employees manage any relevant issues. E.g. an Employee Assistance Programme and Conflict Resolution/Mediation services.
- Implementing suitable reporting, assessment, investigation and monitoring procedures

BUILDING ORGANISATIONAL RESILIENCE TO BULLYING

Building sustainable organisational resilience to bullying requires a systematic and integrated strategy that includes;

- Raising senior manager's awareness about what constitutes inappropriate behaviour and the importance of managing and eliminating such behaviour
- Engaging and consulting with employees and line management to recognise and address bullying issues, and facilitate a joint approach which promotes ownership of initiatives e.g., OH&S committee, a representative project or steering committee
- Developing and implementing a bullying policy and procedural document
- Formulation and implementation of an equitable and thorough bullying complaint/incident investigation procedure
- Addressing workplace factors which may increase the likelihood of bullying
- Educating employees on the policy and their responsibilities and also on recognising inappropriate behaviour, the options available in dealing with bullying, and the legal background.
- Providing supervisors and managers with additional training to recognise and address bullying issues in the workplace especially when receiving an initial complaint.
- Establishing additional professional sources of assistance such as a Employee Assistance counselling and Conflict resolution or Mediation services.
- Evaluation and measurement of desired behavioural change

The above approach is consistent with WorkSafe Victoria and WorkCover NSW 2009 guidelines. Some of these steps may have already been completed or partially completed. The relative importance of the above components should reflect the specific circumstances of the organisation and the demographics of its workforce. This would be determined as the development and implementation process proceeds. The diagram on page 7 provides an outline of a suggested overall approach to managing inappropriate behaviour and building resilience.

STAGE 1: BULLYING POLICY AND PROCEDURE DEVELOPMENT AND EVALUATION

A consultative approach with representatives at all levels of the organisation should be undertaken to develop policy and procedures that reflect the individual circumstances and requirements of the particular organisation.

It is helpful to consult with employees at this stage in order to encourage their input and ownership of resultant procedures. This is also usually a requirement of the various WorkCover organisations in each State.

An organisation may have already have some policy and procedures. It is however important to review these regularly.

Drake WorkWise has extensive experience in working with companies to develop and implement bullying policies and procedures. Where companies having existing bullying documentation, Drake WorkWise can review and update according to changes in legislation and industry best practice.

STAGE 2: REVIEW OF ORGANISATIONAL RISK FACTORS

As noted above, workplace stress is an identifiable hazard and inappropriate behaviours such as bullying increase the risk of employee stress. As with any risk and hazard reduction system, a review and identification of potential stress hazards and determination of risks is required so that appropriate controls can be identified and implemented. In this way organisation's resilience to bullying is fostered, and sustained culture change is possible.

Drake WorkWise can provide advice and facilitation, ideally to fit with an organisation's existing risk management and OH&S processes. Involving employee groups in this process, e.g. the OH&S committee, is critical in fostering ownership amongst employees and facilitating enduring change.

STAGE 3: EDUCATION AND TRAINING

Employee bullying education is a vital component to an effective behaviour change and maintenance program. Equally important is training supervisors and managers to recognise and intervene both with the bullying target and the perpetrator.

If bullying awareness sessions have been conducted but some time ago, it may now be time to remind employees of their obligations and responsibilities under the policy and the law and to continue to educate the workforce in relation to critical bullying issues.

Drake WorkWise delivers Bullying Prevention Workshops for employees (4 hours) and managers / supervisors (2-3 hours) utilizing adult learning principles and the latest Keepad real-time technology. An outline of these workshops is provided in the highlight box.

Bullying Prevention Workshops

WORKSHOP 1: EMPLOYEE BULLYING PREVENTION TRAINING

Objective: To inform the employee of the companies bullying policy and procedures and equip them with the knowledge, skills and attitudes to monitor, deal with, report and eliminate bullying in their workplace.

Drake WorkWise has developed and implemented a comprehensive education programme covering all relevant aspects of bullying prevention. At the end of the session participants should be able to:

- Understand the importance of the workshops and addressing workplace bullying
- The prevalence of bullying as a hazard in the workplace
- Define what is and isn't bullying and how to recognise it
- Understand the effects of bullying on the individual and the organisation
- Appreciate what to do if they or their colleague is being bullied
- Employee and managements responsibilities and expectations under Company policy
- Understand the legal background to workplace bullying

The four hour training module is designed for between 15 to 20 participants and would use a combination of adult learning strategies including:

- Relevant case study material
- Use of electronic key pads which allows the capturing of real time discussion data. The key pads allows participants to anonymously voice their views about bullying and then to discuss the results in the context of the training. The key pads are the size of a credit card and use the latest interactive technology known as Turning Point.
- Presentation of material in an accessible 'jargon-free' language
- Facilitation of small group discussion

WORKSHOP 2: MANAGER/SUPERVISOR BULLYING PREVENTION TRAINING

Objective: To equip managers and supervisors with the knowledge and skills to effectively and constructively manage employees who are behaving inappropriately or been the target of such behaviours.

A key component in managing bullying issues in the workplace is training employees in supervisory roles to recognise inappropriate workplace behaviour, to clearly communicate appropriate behavioural expectations to employees and intervene effectively before a threat to safety develops. In addition this role needs to be self-aware and model appropriate behaviour when carrying out their role particularly in giving direction and performance feedback.

Recent Drake research found that 53% of people who witness bullying behaviour said that it was by a manager/ supervisor towards an employee. Of course managers and supervisors also need to be familiar with the policy's philosophy and content particularly regarding the complaint or incident management and investigation procedure. How such complaints are handled initially is often crucial to their successful resolution. Drake WorkWise's bullying supervisor training package provides a systematic framework and practical skills to assist supervisors in this area.

This workshop builds on the outcomes of the Employees workshop so should be attended in addition to this workshop. Depending on the number of supervisory staff and availability this workshop usually takes 2.5-3 hours. At the end of the session participants should:

- Understand the organisations approach to managing inappropriate behaviour particularly bullying
- The responsibilities and expectations placed on supervisory roles by the organisation's bullying policy and statutory requirement
- Better assess what constitutes inappropriate workplace behaviour
- Appreciate when a manager/supervisor has an obligation to act
- Be aware of the procedures to manage a complaint or investigate a bullying incident
- Understand what to do when receiving an initial complaint
- Appreciate the options available to resolve a complaint

The same adult learning strategies as the Employee workshops are utilised with an emphasis more on the participants having an opportunity to discuss supervisory issues around bullying and share their experience Usually some case scenarios based on Drake WorkWise's experience or that supervisory staff have encountered are used to illustrate the above.

BUILDING ORGANISATIONAL RESILIENCE TO BULLYING

STAGE 4: ADDITIONAL SUPPORT SERVICES

Additional support services available to organisations to assist with management of bullying and associated behaviours include Employee Assistance Programs (EAP) and Conflict Resolution Services. Utilising EAP and Conflict Resolution Services at an early stage can often prevent the escalation of the targeted behaviour and any resultant complaint.

Drake WorkWise's EAP and Conflict Resolution Services provide an early intervention counselling service for the resolution of work-related and personal issues. We are involved with several organisations providing assistance in the management of cases where the organisation has concerns about an individual's behaviour and have many years experience in providing support to employees and organisations through Employee Assistance Programs and Conflict Resolution Services.

STAGE 5: CHANGE MEASUREMENT

The purpose of this stage is to ensure the training concepts have been understood and applied, and that there are no continuing, underlying cultural indicators of bullying. This is typically conducted 2-3 months post-education phase and can be via:

- A Drake WorkWise survey, created in conjunction with the organisation, which typically takes only 10 minutes to complete. This can be hard copy paper or an electronic or online format.
- Facilitated focus groups where qualitative feedback is particularly useful for establishing whether sustained cultural change has occurred.

This phase should also be conducted at the outset of the process before any education and training so that pre and post measures can be compared. Bullying often goes unreported. This is therefore a crucial part of the assessment process as to the type and extent of an organisation's bullying issue. This information can also be extremely useful in providing justification for an investment in the bullying intervention program and in feeding back to the wider organisation on the effectiveness of the process.

PRELIMINARY COST ESTIMATE

Charges are discussed with the individual organisation, but a general guide is as follows

	RATE	GST	RATE
General consulting including Policy review etc per hour	\$300	\$30	\$330
Employee Education per day (x2 sessions)	\$3000	\$300	\$3300
Manager & / Supervisor Education (x1 sessions)	\$1500	\$150	\$1650
Pre & Post Survey*	\$2800	\$280	\$3080
Facilitation of Focus Groups per day	\$3000	\$30	\$3030

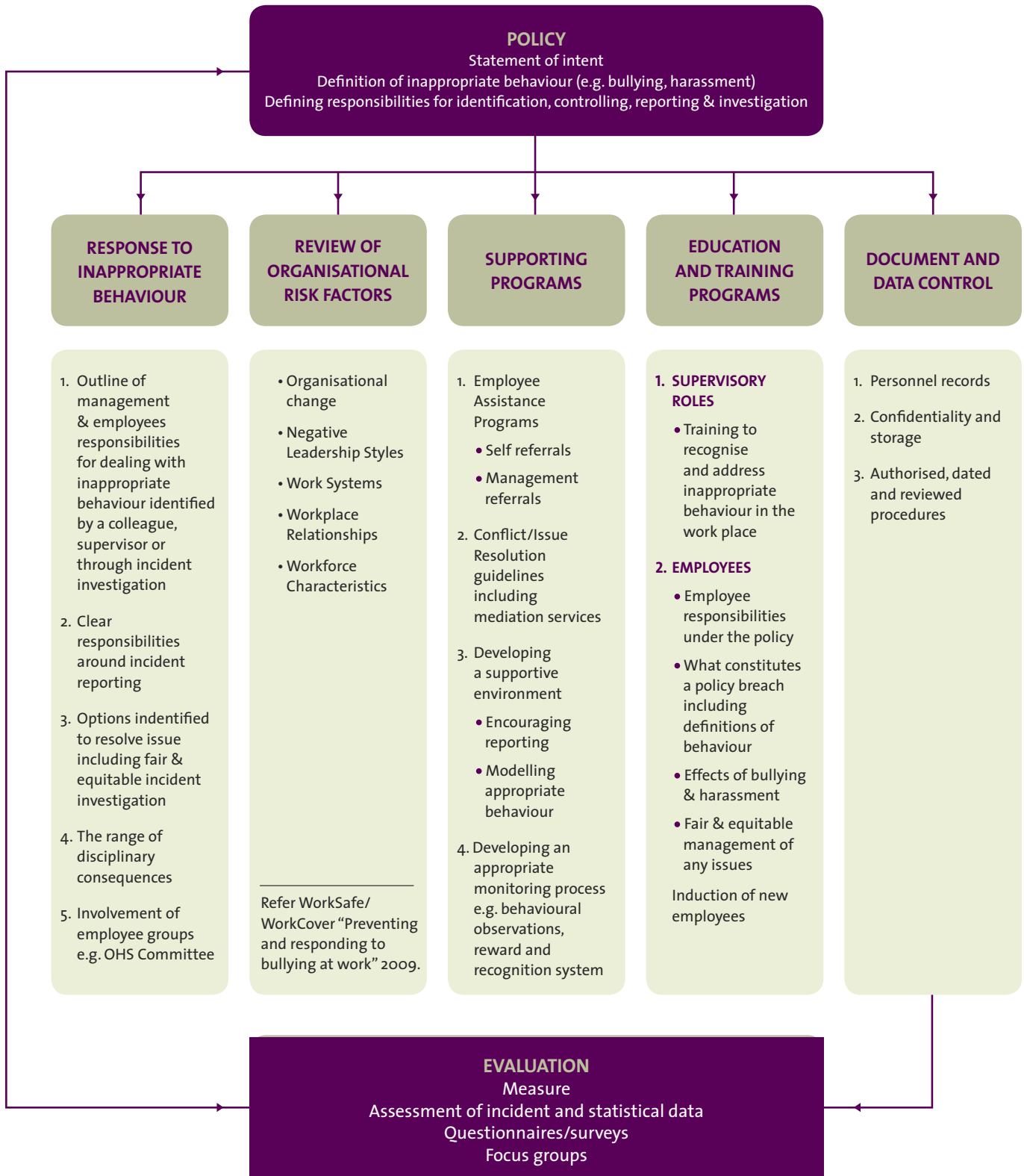
*Based on our standard online survey up to 100 respondents. Report costs are dependant upon the organisations requirements.

OTHER RATES

For Employee Assistance services a fixed annual fee based on employee numbers and expected EAP usage is usually provided. These together with our rates for mediation services can be provided on request.

If you would like to discuss any of the above further please contact the Drake WorkWise office on 1300 654 128.

MANAGING INAPPROPRIATE BEHAVIOUR AND BUILDING RESISTANCE TO BULLYING



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ALBURY
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BALCATT
BENDIGO
BRISBANE
CAIRNS
CANBERRA
DARWIN
GLADSTONE
GOLD COAST
HOBART

KARRATHA
MELBOURNE
MOORABBIN
NEWCASTLE
PARRAMATTA
PERTH
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SYDNEY
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