

# Bullying risk indicator



Work environment risk identification	Risk assessment	Risk control measures
<p><b>Organisational change</b></p> <ul style="list-style-type: none"> <li>change in supervisor/manager</li> <li>significant technological change</li> <li>restructuring</li> <li>downsizing</li> <li>change in work method/s</li> <li>outsourcing</li> </ul>	<p>Long-term stability, predictability, continuity, certainty</p> <p>High levels of unplanned and reactive change; change that creates confusion, ambiguity, uncertainty</p>	<ul style="list-style-type: none"> <li>plan all change</li> <li>consult with workers affected as early as possible</li> <li>develop and maintain effective communication throughout the change</li> <li>seek and act on feedback throughout the change</li> <li>review and evaluate change processes</li> </ul>
<p><b>Negative leadership styles</b></p> <p><b>Autocratic</b> Characterised by styles that are strict and directive, workers not being involved in decision making, not allowing flexibility</p> <p><b>Laissez-faire</b> Characterised by inadequate or absent supervision, responsibilities inappropriately and informally delegated to subordinates, little or no guidance provided to subordinates</p>	<p><b>Democratic</b> Collaborative, consultative, treats staff fairly, interpersonal interactions supportive and positive, accessible and communicates effectively</p> <p><b>Autocratic</b> Task emphasis, lack of involvement of workers with decision making, strict, directive, lacks trust, poor delegation, tight control, poor interpersonal skills</p> <p><b>Democratic</b> Collaborative, consultative, treats staff fairly, interpersonal interactions supportive and positive, accessible and communicates effectively</p> <p><b>Laissez-faire</b> Lack of direction, lack of supervision, absence of role clarity, lack of responsibility, lack of support/systems/procedures</p>	<ul style="list-style-type: none"> <li>management accountability for positive leadership style</li> <li>management supervision, support and training</li> <li>leadership coaching, including providing constructive feedback, communication skills, democratic/participative leadership</li> <li>mentor and support new and poor performing managers</li> <li>regular feedback provided on management performance (including feedback from workers under supervision), feedback acted on</li> <li>implement and review performance improvement/development plans</li> <li>provide regular leadership skills update training (eg yearly)</li> <li>include leadership questions (eg conduct and performance) in exit interviews and worker opinion surveys</li> </ul>

# Bullying risk indicator (cont)



Work environment risk identification	Risk assessment <div style="display: flex; justify-content: space-between; align-items: center;"> <span>Lower risk</span> <span>Higher risk</span> </div>	Risk control measures
<p><b>Lack of appropriate work systems</b></p> <ul style="list-style-type: none"> <li>• lack of resources</li> <li>• lack of experience</li> <li>• lack of role definition</li> <li>• uncertainty about job roles and way work should be done</li> <li>• poorly designed rostering</li> <li>• unreasonable performance measures or timeframes</li> <li>• lack of support systems</li> </ul>	<div style="display: flex; justify-content: space-between;"> <div style="width: 45%;"> <p>Clearly defined roles and responsibilities, clear work requirements, clear lines of authority, well organised, realistic workloads and job demands</p> </div> <div style="width: 45%;"> <p>High levels of uncertainty around roles and responsibility, lack of clarity around expectations, poor communication channels, excessive/unrealistic work demands</p> <p>Poorly trained staff</p> </div> </div>	<ul style="list-style-type: none"> <li>• develop and implement standard operating procedures</li> <li>• review and monitor work loads and staffing levels</li> <li>• review resource availability</li> <li>• redesign and clearly define jobs</li> <li>• reduce excessive working hours</li> <li>• seek regular feedback from staff over concerns about roles and responsibilities</li> </ul>
<p><b>Poor workplace relationships</b></p> <ul style="list-style-type: none"> <li>• critical and negative interactions</li> <li>• negative relationships between supervisors and subordinates</li> <li>• interpersonal conflict</li> <li>• workers excluded</li> </ul>	<div style="display: flex; justify-content: space-between;"> <div style="width: 45%;"> <p>Open communication, clarity regarding standards of behaviour required, inclusion management, resolution process for managing interpersonal conflicts</p> </div> <div style="width: 45%;"> <p>Unmanaged and unresolved conflicts and disputes, high levels of interpersonal conflict and disputation tolerated</p> </div> </div>	<ul style="list-style-type: none"> <li>• develop and implement a conflict management process</li> <li>• provide training (eg diversity and tolerance, addressing conflict in the workplace, interpersonal communication and interaction)</li> <li>• ensure supervisors act on inappropriate behaviour</li> </ul>
<p><b>Workforce characteristics</b></p> <p>Vulnerable workers/staff, including:</p> <ul style="list-style-type: none"> <li>• young workers</li> <li>• new workers</li> <li>• apprentices</li> <li>• injured workers and workers on return to work plans</li> <li>• workers who are in a minority due to cultural and religious difference</li> <li>• piece workers</li> <li>• workers in a minority because of ethnicity, disability, political views, gender or sexual preference</li> </ul>	<div style="display: flex; justify-content: space-between;"> <div style="width: 45%;"> <p>Systems to support and monitor the integration of workers</p> <p>Accepting of differences and diversity</p> <p>Appropriate supervision</p> </div> <div style="width: 45%;"> <p>Inappropriate behaviour towards vulnerable staff tolerated/ignored</p> <p>Lack of appropriate communication processes to report discrimination, abuse and improper conduct</p> <p>Lack of trust/confidence in management's willingness to resolve problems</p> </div> </div>	<ul style="list-style-type: none"> <li>• develop and implement systems to support and protect vulnerable staff</li> <li>• train workers (eg valuing workplace diversity and tolerance)</li> <li>• train line managers to deal with workers at higher risk</li> <li>• implement a contact officer system to provide support and advice</li> <li>• implement a 'buddy' system for new workers</li> <li>• monitor workplace relationships</li> </ul>