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A. Introduction

These guidelines complement the [Bullying Prevention and Management Procedure](#). They are not intended to be used in the context of specific allegations of bullying, which is covered by the Procedure. These guidelines are aimed at the proactive prevention of bullying in University workplaces.

Managers should actively identify, assess and control any potential for workplace bullying that may be present in any activity under their control. The process prescribed by the University is outlined in Section 2 of this document – *HIRAC Table for the Prevention of Workplace Bullying*:

- in the first and second columns: identify and assess the risks specifically associated with Workplace Bullying;
- in the third column: identify the risk control measures which will effectively and practicably eliminate or minimise the potential for workplace bullying (see B & C below), and implement them in consultation with all stakeholders and the local [Health and Safety Representative\(s\)](#); and
- in the fourth column: verify the risks have been eliminated or reduced to LOW.

B. Note on Assessing Risks

Risks can usually be assessed through a consultative process which makes use of the participants' experience and judgement. Where necessary, risks can be assessed more formally based on 2 key factors: (a) the likely severity of any injury/illness resulting from the hazard and (b) the likelihood that the injury/illness will actually occur. For more information, refer to the University's [Risk Assessment Guideline](#).

C. Note on Controlling Risks

Risks assessed as EXTREME, HIGH or MEDIUM are not acceptable. Effective risk control measures must be implemented to eliminate the risk or bring the residual risk down to LOW. The risk control options below are provided as examples. Risk control measures should address the root cause of risks as much as possible. The effective control of any given risk generally involves several measures drawn from the various options. A problem-solving approach, flexibility, creativity, and commitment are often required in the development and implementation of bullying prevention plans.

Risk Control Options:

Examples:

- providing appropriate training, particularly to those with supervisory responsibilities
- consulting employees and [Health and Safety Representative\(s\)](#) prior to and during organisational change
- redesigning and clearly defining jobs
- developing a conflict management process
- reducing excessive working hours
- reviewing resource availability
- reviewing staffing levels.

Consultation with [Health and Safety Representative\(s\)](#) and the relevant safety committee (where appropriate) should precede all proposed action to reduce the risk of bullying.

Where employees have been identified as being at a higher risk of bullying, such as apprentices, the employer may want to consider additional measures, such as:

- a 'buddy' system for new employees
- workplace relationships monitoring
- additional employee training (e.g. workplace diversity and tolerance)
- specific training for supervisors/managers
- developing special prevention programs for employees at higher risk.

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2 HIRAC Table for the Prevention of Workplace Bullying

LOCATION/ACTIVITY UNDER REVIEW: _____

DATE REVIEWED: _____

PEOPLE CONDUCTING REVIEW: _____

Identify Risk Factors	Initial Risk (Ext/High/Med/Low)	Implement Control Measures	Residual Risk
<i>Are there factors that may contribute to the risk of bullying in the workplace?</i>			
<input type="checkbox"/> Organisational change <input type="checkbox"/> Authoritarian management styles <input type="checkbox"/> Workforce characteristics (e.g. employees in a minority due to age, gender, ethnicity, disability, parental status, religion or political views; new employees; trainees; apprentices; casuals or contractors.) <input type="checkbox"/> Reports that workplace relationships are unsatisfactory <input type="checkbox"/> Reports that workplace communication is poor <input type="checkbox"/> Tolerance of teasing, practical jokes, or initiation practices <input type="checkbox"/> Lack of appropriate policies and procedures <input type="checkbox"/> High rate and intensity of work, or staff shortages <input type="checkbox"/> Poorly defined jobs or uncertainty about work requirements			
<i>Are there indirect signs of bullying present?</i>			
<input type="checkbox"/> Exit interviews that report dissatisfaction with working relationships <input type="checkbox"/> Localised high levels of absenteeism or staff turnover <input type="checkbox"/> Increase in workplace grievances or complaints <input type="checkbox"/> Incident reports or workers compensation claims that allege bullying <input type="checkbox"/> Negative results from employee climate surveys <input type="checkbox"/> Issues raised at staff meetings <input type="checkbox"/> Deterioration of relationships between colleagues, students or management <input type="checkbox"/> Regular damage to personal effects, clothing, work tools, etc <input type="checkbox"/> Employee(s) experiencing a number of minor workplace injuries <input type="checkbox"/> Employee(s) becoming withdrawn or isolated			

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