

# Unpacking Workplace Bullying

## TOOLKIT FOR MANAGERS

This Toolkit was developed by the Equity and Diversity Unit with contributions by Ms Tatiana Lozano, Consultant.

The Toolkit is designed as general advice only and is not directive or exhaustive. We encourage staff to seek specific advice and support when dealing with actual workplace bullying situations.

The Toolkit should be read in conjunction with Macquarie University's ***Discrimination, Bullying and Harassment Prevention Policy***.

The toolkit compiles content extracted from several key industry sources on workplace bullying, including:

Safe Work Australia 'Dealing with Workplace Bullying – A Worker's Guide' (2013)

Safe Work Australia 'Preventing and Responding to Workplace Bullying – An Employer's Guide' (2013)

Fair Work Commission 'Anti-bullying Benchbook' (2013)

University of Western Sydney's 'UWS Responds to Bullying' webpage

Ms Tatiana Lozano's course material for Macquarie's 'Inclusive Leadership: Unpacking Workplace Bullying Workshop' for Managers (2014)

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# UNPACKING WORKPLACE BULLYING

## Information sheet series

### 1

## What is workplace bullying?

### Definition

**Workplace bullying is repeated and unreasonable behaviour by an individual or group directed towards a worker or a group of workers that creates a risk to health and safety.**

- ‘Repeated behaviour’ refers to the persistent nature of the behaviour and can involve a range of behaviours over time. ‘Repeated behaviour’ describes a pattern of behaviour.
- ‘Unreasonable behaviour’ means behaviour that a reasonable person, having considered the circumstances, would see as unreasonable, including behaviour that is victimising, humiliating, intimidating or threatening.
- ‘Risk to health and safety’ means the possibility of danger, not actual danger, to health and safety.

### Examples

Examples of behaviour, whether intentional or unintentional, that may be considered to be workplace bullying if they are **repeated, unreasonable** and **create a risk to health and safety** include, but are not limited to:

- aggressive and intimidating conduct,
- abusive, insulting or offensive language or comments,
- belittling or humiliating comments or behaviour, including practical jokes,
- spreading misinformation or malicious rumours,
- excluding someone from workplace activities and information,
- denying access to information, supervision, consultation or resources to the detriment of the worker,
- setting unreasonable timelines or constantly changing deadlines,
- setting tasks that are unreasonably below or beyond a person’s skill level,
- changing work arrangements such as rosters and leave to deliberately inconvenience a particular worker or workers,
- unjustified criticism or complaints,
- cyber-bullying (see explanation below).

A single incident of unreasonable behaviour is *not* considered to be workplace bullying, however, it may have the potential to escalate and should not be ignored. It may also be considered discrimination or harassment. Refer to Macquarie’s **Discrimination, Bullying and Harassment Prevention Policy** for further information.

### Understanding workplace bullying

- Workplace bullying can be directed at a single worker or group of workers and be carried out by one or more workers.
- It can occur in various directions across a workplace, including:
  - o sideways between workers,
  - o downwards from managers to workers,
  - o upwards from workers to supervisors or managers.
- Workplace bullying can also be directed at, or perpetrated by, other people at the workplace such as visitors, students, patients, customers and members of the public.
- In some cases workplace bullying may occur outside normal working hours or even off-campus.
- In addition, workplace bullying can be carried out through electronic communication (commonly referred to as ‘cyber-bullying’), such as through email or text messaging, internet chat rooms, instant messaging or other social media channels.

# UNPACKING WORKPLACE BULLYING

## Information sheet series

### 2

## What is not workplace bullying?

Not all situations involving conflict, contention or difficulty within the workplace are bullying. A low level of interpersonal tension from time to time is inherent in any workplace. At Macquarie vigorous debate and constructive critique are important elements to help generate leading edge discovery and transformation. However, such exchanges must always involve an appropriate level of dignity and respect.

### Workplace conflict

Differences of opinion and disagreements are generally not considered to be workplace bullying. People can have differences and disagreements in the workplace without engaging in repeated, unreasonable behaviour that creates a risk to health and safety. However, in some cases, conflict that is not managed may escalate to the point where it meets the definition of workplace bullying.

### Reasonable management action taken in a reasonable way

It is reasonable for managers and supervisors to allocate work and to give fair and reasonable feedback on a worker's performance. These actions are not considered to be workplace bullying if they are carried out lawfully and in a reasonable manner, and take the particular circumstances into account. They include:

- fair allocation of work,
- setting reasonable performance goals, standards and deadlines,
- provision of fair and constructive feedback, such as performance appraisals,
- action to respond to poor performance, such as ongoing meetings to address performance,
- investigating misconduct,
- counselling/disciplining for misconduct,
- transferring or re-deploying a worker for operational reasons,
- not promoting a worker.

### Discrimination and sexual harassment

- Discrimination is the less favourable treatment of a person or group on the basis of their:
  - o Sex
  - o Pregnancy or potential pregnancy
  - o Responsibilities as a carer
  - o Marital or domestic status
  - o Race, colour, nationality, descent or ancestry, and ethnic, ethno-religious or national origin
  - o Age
  - o Disability or presumed disability
  - o Sexual orientation
  - o Gender identity and intersex status
  - o Religious or political belief or activity
- Harassment is any type of behaviour, explicit or implicit, verbal or non-verbal that is unwelcome, offensive, abusive, belittling or threatening.

Behaviour that involves discrimination and sexual harassment in employment is unlawful under anti-discrimination, equal employment opportunity, workplace relations and human rights laws. It is possible for a person to be bullied, sexually harassed and discriminated against at the same time.

See Macquarie's **[Discrimination, Bullying and Harassment Prevention Policy](#)** for further information.

# UNPACKING WORKPLACE BULLYING

## Information sheet series

### 3 What should a staff member do if they feel they are being bullied or concerned about bullying in the workplace?

*This is an extract from Safe Work Australia's Dealing with Workplace Bullying – A Worker's Guide (2013), and includes additional Macquarie-specific information. It is general information and we recommend all staff to seek advice on their own individual circumstances before taking any steps.*

If you feel you may be subject to, or have witnessed, workplace bullying the following steps are recommended.

#### Seek advice

To take the most appropriate action it is important to first find out whether the behaviour you are experiencing or witnessing is workplace bullying. It can be difficult in times of stress to be objective about what is happening to you. Therefore, in considering the questions below, it may be helpful to seek the perspective of another person who is not involved to help you determine whether the behaviour meets the definition of workplace bullying. You can also discuss the situation with a human resources officer, health and safety representative (HSR) or union representative.

- **Is the behaviour being repeated?** Repeated behaviour refers to the persistent nature of the behaviour and can involve a range of behaviours over time.
- **Is the behaviour unreasonable?** Unreasonable behaviour is behaviour that a reasonable person, having considered the circumstances, would see as unreasonable and includes behaviour that victimises, humiliates, intimidates or threatens.
- **Is the behaviour creating a risk to your health and safety?** Workplace bullying can be harmful to the person experiencing it and to those who witness it, although the effects will vary depending on individual characteristics as well as the situation. They may include one or more of the following:
  - o distress, anxiety, panic attacks or sleep disturbance,
  - o physical illness, for example muscular tension, headaches and digestive problems,
  - o deteriorating relationships with colleagues, family and friends,
  - o depression,
  - o thoughts of suicide.

If workplace bullying behaviour involves violence, for example, physical assault or the threat of physical assault, it should be reported to the police.

#### Next steps if the behaviour does not appear to be workplace bullying

- **Seek advice** on strategies that may help solve the problem and address your feelings. For example, if the behaviour seems unreasonable but it has not escalated into workplace bullying, raise it either with the person directly or with your supervisor. If necessary, conflict resolution, mediation or counselling services may assist in resolving the issue.
- **Investigate** other sources of information if the behaviour involves discrimination or sexual harassment.

## At Macquarie...

- ✓ Check out additional information and online resources available on Macquarie's Diversity and Inclusion [Workplace Bullying](#) webpage about other adverse workplace behaviours.
- ✓ Seek advice from your local HR Advisor and/or the [Equity and Diversity team](#)
- ✓ All staff and immediate family members are entitled to free and confidential services of the [Employee Assistance Program](#) on 1800 81 87 28. They can help you identify problems and work out ways to solve them.

## Next steps if workplace bullying does appear to be continuing

- **Refer to your workplace policies and procedures.**

Check whether your workplace has a bullying policy and reporting procedure. The policy should outline how the organisation will prevent and respond to workplace bullying. Your supervisor, manager or human resources officer will be able to tell you what relevant policies are in place. Information on your workplace bullying policy may also be provided in:

- induction information, awareness sessions, newsletters and displayed on notice boards
- documents such as a 'code of conduct'
- discussions at staff meetings and in team briefings.

## At Macquarie ...

The Vice Chancellor, Professor Bruce Dowton, recently made a broadcast announcement to remind all staff that 'bullying at Macquarie University, in any form targeted at an individual or group, is not acceptable and will not be tolerated' and 'to urge any staff member who feels they may be experiencing bullying to speak up and feel supported in doing so.'

The [Discrimination, Bullying & Harassment Prevention Policy](#) aligns Macquarie with the latest legislative changes on workplace bullying. In the meantime however we already have policies and procedures that relate to workplace bullying and provide guidance to staff about their rights and responsibilities, including:

- [Enterprise Agreements](#),
- [Staff Code of Conduct](#),
- [Student Code of Conduct](#),
- [Health and Safety Policy](#),
- [Performance Development and Review Policy](#),
- [Grievance Management Policy](#).

## Speak to the other person

If you feel safe and comfortable doing so, calmly tell the other person you object to their behaviour and ask that it stop. They may not realise the effect their behaviour is having on you and your feedback may give them the opportunity to change their actions. You may also consider suggesting an alternative way of behaving in the circumstance that is acceptable to you.

If you choose to deal with the situation personally you should consider:

- acting as early as possible,
- raising your concerns informally and in a non-confrontational manner,
- not retaliating,
- focusing on unwanted behaviour rather than the person,
- being open to feedback.

You may ask your health and safety representative, union representative or supervisor for assistance with this process or to accompany you when you approach the person.

## At Macquarie ...

We strongly urge you to seek advice BEFORE proceeding to speak directly with the other person. We also advise that if you feel *any* level of threat or risk of harm, **do not** address the person alone.

If you would like some guidance on how to speak directly to the other person about your concerns, you can contact the Employee Assistance Program on 1800 81 87 28. They can speak to you over the phone or in person about your specific situation.

For further advice you can also contact:

- your supervisor or, if this is not appropriate, your supervisor's manager
- your local HR Advisor and/or [Equity and Diversity Unit](#)

## Report it

If you believe you are experiencing or witnessing workplace bullying, report it as early as possible. Your employer cannot address the problem if they do not know about it.

If your supervisor is the person whose behaviour is concerning you, speak to the next person of seniority in your workplace. You can make a workplace bullying report in any of the following ways:

- informing your supervisor or manager
- informing your health and safety representative (HSR) or union representative
- using established reporting procedures.

Health and Safety Representatives can make a report on your behalf if you give them permission. They can also give you advice on how to make a report. HSRs do not have any other role or responsibility for resolving the matter. They may, however, work with your organisation to improve the policies and procedures for preventing and responding to workplace bullying.

## At Macquarie ...

In a recent announcement to all staff the Vice Chancellor, Professor Bruce Dowton, outlined the initial steps staff should take if they feel affected by workplace bullying, including:

1. Speak directly to your supervisor
2. If this is not appropriate, speak to your supervisor's manager, and
3. If you feel that appropriate action is not being taken, contact your local HR Advisor and/or the [Equity and Diversity team](#)

Any staff member can also report concern about workplace bullying as a health and safety risk. You can do this via:

- our online notification system:  
<https://safety.mq.edu.au/eventmanager/incidents/reportincident.aspx>
- email at [ohs@mq.edu.au](mailto:ohs@mq.edu.au)
- speaking to a member of [the Workplace Health and Safety team](#)

# UNPACKING WORKPLACE BULLYING

## Information sheet series

### 4 How should a manager respond to concerns raised or reports of workplace bullying?

The rights and responsibilities of staff, students and visitors in relation to prevention of bullying at Macquarie are outlined in the ['Discrimination, Bullying & Harassment Prevention Policy'](#). In addition, the Vice Chancellor, Professor S. Bruce Dowton, recently made a broadcast announcement to remind all staff that *'bullying at Macquarie, in any form targeted at an individual or group, is not acceptable and will not be tolerated'* and to urge any staff member *'who feels they may be experiencing bullying to speak up and feel supported in doing so'*.

These other policies and procedures may also be relevant where a situation involves concerns of workplace bullying:

- [Enterprise Agreements](#),
- [Staff Code of Conduct](#),
- [Student Code of Conduct](#),
- [Health and Safety Policy](#),
- [Performance, Development and Review Policy](#),
- [Grievance Management Policy](#).

Workplace bullying is best managed by responding as soon as possible after becoming aware there is a problem. Responses to workplace bullying will vary depending on the situation, the number of parties involved and the size and structure of the workplace. Legislation requires that a manager take effective and prompt action to stop workplace bullying, and our ['Discrimination, Bullying & Harassment Prevention Policy'](#) requires that on the university's behalf a manager/supervisor who receives concerns raised or reports of workplace bullying to:

- assist those affected, and take all reasonable steps to protect them from any further incidents,
- support and keep informed all parties affected by concerns or reports raised
- take seriously and deal promptly and effectively with matters raised
- not cause or tolerate the victimisation of a person raising or being associated with a matter

The following information provides general information only; it is vital that you seek specific advice on any particular workplace bullying situation. For specific advice about how to respond to a concern or report of workplace bullying at Macquarie University go to the workplace bullying webpage, contact your local HR Advisor, and/or the [Equity and Diversity team](#).

Safe Work Australia's *'Guide For Preventing and Responding to Workplace Bullying'*, 2013 recommends that a manager follows the guiding principles and considerations outlined in the following tables when responding to workplace bullying.



**Table 1: Safe Work Australia recommended principles guiding a manager's response to concerns and reports of workplace bullying**

Principle	Measure
<b>Act promptly</b>	Reports should be responded to quickly, reasonably and within established timelines. Relevant parties should be advised how long it is expected to take to respond to the report and should be kept informed of any progress to provide reassurance the report has not been forgotten or ignored.
<b>Treat all matters seriously</b>	All reports should be taken seriously and assessed on their merits and facts.
<b>Maintain confidentiality</b>	The confidentiality of all parties involved should be maintained. Details of the matter should only be known by those directly concerned.
<b>Ensure procedural fairness</b>	The person who is alleged to have perpetrated the bullying behaviour should be treated as innocent unless the allegations are proven to be true. Allegations must be put to the person they are made against and they must be given a chance to explain their version of events. The opportunity to have decisions reviewed should be explained to all parties.
<b>Be neutral</b>	Impartiality towards everyone involved is critical. This includes the way people are treated throughout the process. The person responding to the report should not have been directly involved and they should also avoid personal or professional bias.
<b>Support all parties</b>	Once a report has been made, the parties involved should be told what support is available, such as employee assistance programs, and allowed a support person to be present at interviews or meetings eg. health and safety representative, union representative or work colleague.
<b>Do not victimise</b>	It is important to ensure anyone who reports workplace bullying is not victimised for doing so. The person accused of workplace bullying and witnesses should also be protected from victimisation.
<b>Communicate process and outcomes</b>	All parties should be informed of the process, how long it will take and what they can expect will happen during and at the end of the process. Should the process be delayed for any reason, all parties should be made aware of the delay and advised when the process is expected to resume. Finally, reasons for actions that have been taken and in some circumstances not taken, should be explained to the parties.
<b>Keep records</b>	<p>The following should be recorded:</p> <ul style="list-style-type: none"> <li>– the person who made the report,</li> <li>– when the report was made,</li> <li>– to whom the report was made,</li> <li>– the details of the issue reported,</li> <li>– action taken to respond to the issue,</li> <li>– any further action required – what, when and by whom.</li> </ul> <p>Records should also be made of conversations, meetings and interviews detailing who was present and the agreed outcomes.</p>



**Table 2: Safe Work Australia recommended considerations guiding a manager's response to concerns and reports of workplace bullying**

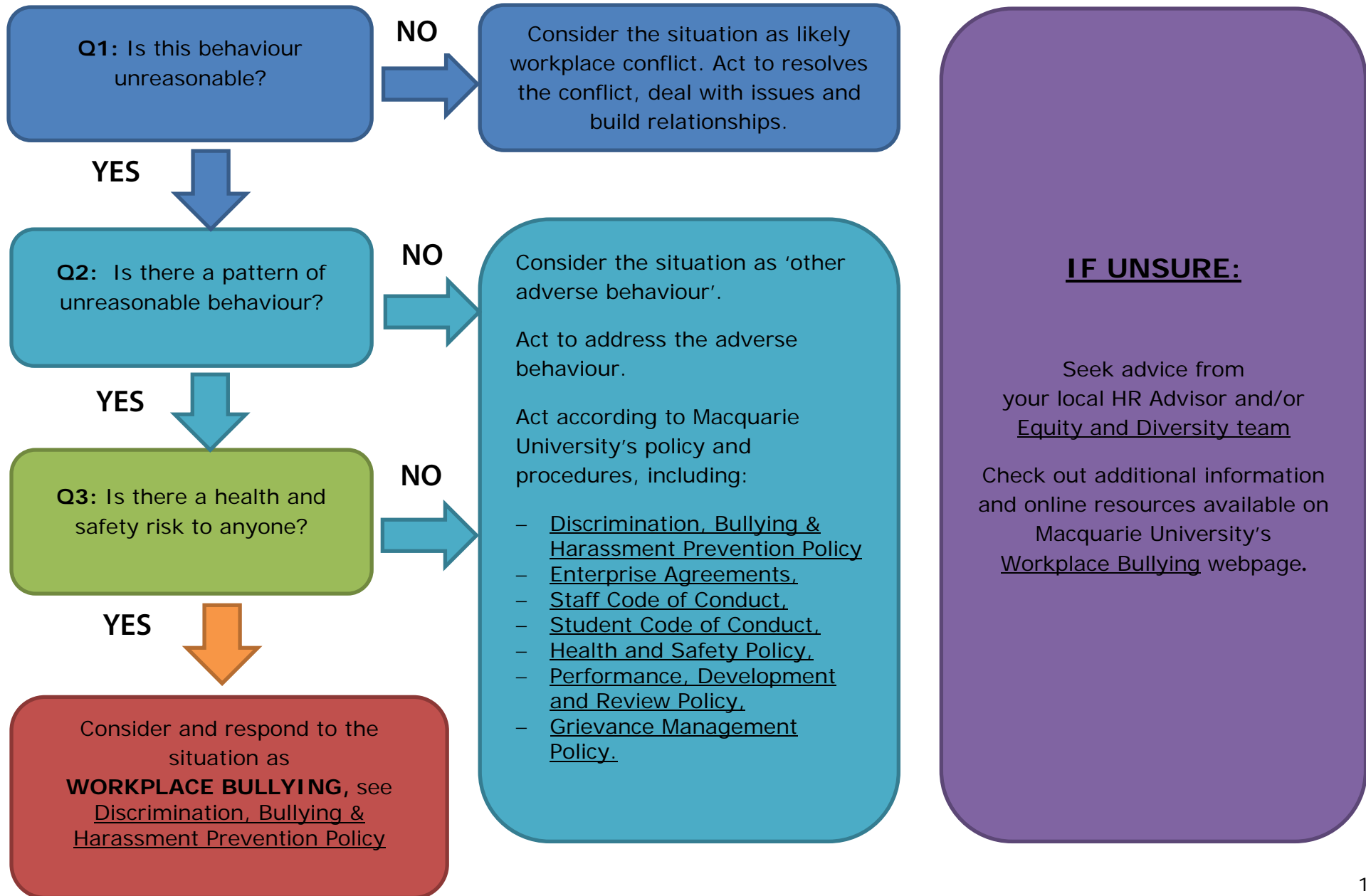
Consideration	Action
<b>Is the behaviour bullying or not?</b>	Determine the type of behaviour occurring to develop an appropriate response. For example, if the behaviour is discrimination or sexual harassment it will require a different response to workplace bullying.
<b>Does the situation warrant measures to minimise the risk of ongoing harm?</b>	Determine whether anyone within the workplace is at imminent and/or serious risk of harm. If yes, immediate interim measures should be taken to minimise the risk to health or safety. This may involve temporarily reassigning tasks, separating the parties involved or granting leave.
<b>Do I have a clear understanding of the issues?</b>	<p>Seek additional information to ensure a clear understanding relating to:</p> <ul style="list-style-type: none"> <li>– the parties involved</li> <li>– the specific behaviour or behaviours thought to be unreasonable,</li> <li>– people affected and impact</li> <li>– surrounding circumstances, and</li> <li>– details of when the behaviours occurred.</li> </ul> <p>This may be achieved by speaking to others who may have observed or participated in the behaviour.</p>
<b>Do I need additional information or assistance?</b>	Seek advice from your supervisor or manager, those with specialist roles at Macquarie and/or external specialists who may be able to provide information, help identify the issues and develop potential responses to address the behaviour.
<b>Can the matter be safely resolved between the parties or at a team level?</b>	<p>Work out whether it may be possible to use a no-blame conciliatory approach to help the individuals involved reach an outcome that will ensure the unreasonable behaviour ceases. A proposed resolution should be discussed with the person who was subjected to the bullying to check they are comfortable with it. These could include the following examples (taken from UWS' <i>Prevention of Bullying Policy</i>):</p> <ul style="list-style-type: none"> <li>– raising the issue of bullying at the next staff meeting so as to not identify the alleged bully,</li> <li>– meeting with the alleged bully to sensitively communicate that bullying behaviours akin to those being alleged are not acceptable and should be stopped immediately,</li> <li>– recommending mediation to the parties for consideration,</li> <li>– organising training for the whole team on bullying and/or suggesting training options for both parties.</li> </ul> <p>Also, a person may choose to resolve issues by self-managing the situation. This usually involves telling the other person the unreasonable behaviour is not welcome and asking for it to stop. If an individual does not feel safe or confident approaching the other person they can seek the assistance of a supervisor or manager, human resources, their health and safety representative or union representative.</p>

**Table 2 continued**

Consideration	Action
<p><b>Should the matter be progressed to an investigation or reported to a more senior level of management?</b></p>	<p>Depending on their severity or complexity, some matters may need to be investigated and/or reported to more senior management. Seek advice from the local HR Advisor and/or <a href="#">Equity and Diversity team</a>.</p>
<p><b>What support or assistance do the parties need to deal with the impact?</b></p>	<p>Offer support to all parties involved and provide information about what support is available.</p>
<p><b>Has the action taken stopped the bullying?</b></p>	<p>Monitor the situation to ensure that the response action taken has actually stopped the bullying, to check the health and safety of the parties involved and to ensure that no other conflict or unreasonable behaviours are occurring.</p>
<p><b>What factors within the workplace could have caused or increased the likelihood of the workplace bullying?</b></p>	<p>Review the current workplace conditions to identify any work systems, leadership approach, team dynamics or other underlying issues that may increase the risk of future workplace bullying.</p>

# UNPACKING WORKPLACE BULLYING

## Decision Making Tree: 'Is it workplace bullying?'



## Decision Making Tree definitions

**Q1:** Is this behaviour unreasonable?

**'Unreasonable behaviour'** means behaviour that a reasonable person, having considered the circumstances, would see as unreasonable, including behaviour that is victimizing, humiliating, intimidating or threatening.'

**Q2:** Is there a pattern of unreasonable behaviour?

'Repeated behaviour' refers to the persistent nature of the behaviour and can involve a variety of unreasonable behaviours over time. It has to be a pattern of behaviour.

**Q3:** Is there a health and safety risk to anyone?

'Risk to health and safety' means the possibility of danger, not actual danger to health and safety. (Safe Work Australia)

**WORKPLACE BULLYING**

Repeated unreasonable behaviour directed towards a person or group that creates a risk to health and safety.

*This information is a diagram only and is not to be used as a procedure for responding to reports or concerns of workplace bullying. See Macquarie University's ['Discrimination, Bullying & Harassment Prevention Policy'](#), and our [workplace bullying webpage](#) for further information, contacts and online resources.*

# UNPACKING WORKPLACE BULLYING

## Checklist: Is it Reasonable Management Action?

This tool has been designed to assist in the decision making process with regards to whether reasonable management action was carried out in a reasonable manner. You must be able to answer yes to all the three questions numbered below to be satisfied that reasonable management action was taken in a reasonable manner.

This is a guiding tool and not definitive, as the elements have been derived from case law outside the new Fair Work anti-bullying jurisdiction.

It is suggested that you consider the issues as numbered and that you make comments in the relevant spaces and the yes or no columns.

<b>1. Was it management action?</b>		
<b>Consider the following (not exhaustive)</b>	<b>Yes</b>	<b>No</b>
Did the action involve directing and controlling the way work is carried out? OR		
Was the action necessary to respond to poor performance? OR		
Did the action involve the fair allocation of work? OR		
Was the action taken to provide fair and constructive feedback?		
<b>2. Was it reasonable to carry out the management action?</b>		
<b>Consider the following (not exhaustive)</b>	<b>List details of matters considered</b>	
The circumstances that led to and created the need for the management action to be taken		
Circumstances while the management action was being taken, including the emotional state and psychological health of the worker involved		
Consequences that flowed from the management action		

### 3. Was the management action taken in a reasonable manner?

#### Consider the following (not exhaustive)

What type of action was it?

What was the impact of action on the worker?

#### Consider the following (not exhaustive)

**Yes**

**No**

Was further inquiry warranted and taken?

Were Macquarie University policies and procedures followed?

Were any investigations carried out in a timely manner?

#### Other points to consider

Management action does not need to be perfect or ideal to be considered reasonable.

A course of action may still be reasonable even if particular steps are not.

The unreasonableness must arise from the actual action not the worker's perception of it.

Consideration may be given to whether there was a significant departure from established policies and procedures and if this was reasonable in the circumstances.

To be considered reasonable the action must be lawful and must not be irrational, absurd or ridiculous.

# UNPACKING WORKPLACE BULLYING

## Fact Sheet: Examples of Prevention and Response Actions

These are examples only and not exhaustive, other options may also be suitable. It is essential that before determining the most appropriate option/s that you seek advice from your local HR Advisor and/or the [Equity and Diversity](#) team.

### PREVENTATIVE ACTION EXAMPLES

- ✓ Pro-actively identify workplace bullying and situations with higher risk of workplace bullying.
- ✓ Set and demonstrate clear standards for workplace behaviour.
- ✓ Design and implement safe work systems.
- ✓ Develop and nurture productive and respectful workplace relations.
- ✓ Demonstrate and promote that prompt and effective action is taken when workplace bullying is identified.
- ✓ Train and inform staff on effective workplace bullying prevention and response.
- ✓ Monitor and review occurrences of workplace bullying and other adverse behaviours.

### RESPONSE ACTION EXAMPLES

- ✓ Contact your local HR Advisor.
- ✓ Determine the type of behaviour occurring to develop an appropriate response.
- ✓ Determine whether anyone within the workplace is at imminent and/or serious risk of harm. If yes, take immediate steps to minimise risk to health and safety.
- ✓ Seek additional information to ensure a clear understanding of the circumstances.
- ✓ Seek advice from your supervisor or manager, those with specialist roles a Macquarie and/or external specialists.
- ✓ Work out whether it may be possible to use a no-blame conciliatory approach to help the individuals involved reach an outcome that will ensure the unreasonable behaviour ceases.
- ✓ Depending on the severity or complexity, some matters may need to be referred to investigation and/or reported to more senior management.
- ✓ Offer support to all parties involved and provide information about what support is available.



# UNPACKING WORKPLACE BULLYING

## Possible Response Options

These are examples only and not exhaustive, other options may be suitable. It is essential that before determining the most appropriate option/s that you seek advice from your local HR Advisor.

Response option	Explanation
<b>Coaching</b>	Advice and follow through support to a staff member affected by workplace bullying on how they could directly address the other person involved, manage the effects of the other person's behaviour and/or deal with any further incidents.
<b>Self-management</b>	An agreement made with the person affected of specific actions they will take to directly address the other person and their behaviour.
<b>Instructed solutions</b>	One or both parties are instructed on ways they will work together and/or behave in future to prevent any further incidents.
<b>Targeted communication</b>	The manager and/or other meets with the alleged bully to sensitively communicate what constitutes workplace bullying, that such behaviours are unacceptable and any such behaviours should discontinue.
<b>Targeted professional development</b>	Professional development organised for one or both parties on workplace bullying and/or addressing other relevant causation factors, such as improved project management, giving constructive feedback, team communication, etc.
<b>Facilitated conversation</b>	An in-person conversation between those involved facilitated by a third party to reach an understanding on future workplace behaviour and ways to work together effectively.
<b>Shuttle communication</b>	Non face-to-face communication facilitated by a third party between those involved in the matter to reach an understanding on how the parties will work together effectively.
<b>Mediation</b>	An external party holds structured negotiations between the parties to reach a formal agreement on future workplace behaviour and ways to work together.
<b>Workplace investigation</b>	A systematic process to determine what happened, test allegations and reach recommendations of formal workplace action to address any inappropriate workplace behaviour. An investigation should occur whenever the matter is of a serious nature, including when it: poses a potential risk of serious harm to health and safety; if proved, requires disciplinary action; occurred over a long period of time; involved multiple workers; is disputed; and/or has persisted after less formal action previously taken.
<b>Group communication</b>	The broad issue of bullying raised at a staff meeting or via other broadcast communication (e.g. email) without identifying any of the parties or specific incidents. The manager/other gives general advice about what is workplace bullying, that it is unacceptable, and encourages those affected to raise their concerns to the appropriate person.
<b>Group Professional development</b>	Professional development organised for the whole team on workplace bullying and/or addressing other relevant causation factors, such as improved project management, giving constructive feedback, team communication, etc.

# FURTHER SUPPORT AND INFORMATION

## Support

- All Macquarie staff (including all parties involved in a workplace bullying matter) are entitled to access the Employee Assistance Program for free confidential advice and support on workplace and personal matters.
- Macquarie managers and supervisors can also contact the Manager's Assistance Program on 1800 81 87 28 for free and confidential advice on handling workplace bullying situations.

## Advice at Macquarie

- Your local HR Advisor
- Equity and Diversity Unit
- Workplace Health and Safety Team about matters involving threat of immediate harm

## More information online

Macquarie University's [Discrimination, Bullying & Harassment Prevention Policy](http://www.mq.edu.au/policy/docs/discrimination_harassment/policy.html):  
[http://www.mq.edu.au/policy/docs/discrimination\\_harassment/policy.html](http://www.mq.edu.au/policy/docs/discrimination_harassment/policy.html)

Macquarie's Workplace Bullying webpage contains information, online resources and contacts. Search 'workplace bullying' on the Macquarie University webpage:  
<https://mq.edu.au/on-campus/diversity-and-inclusion/rights-and-responsibilities/workplace-bullying/>

The Australian Human Rights Commission has compiled essential information about workplace bullying, including rights and responsibilities within Australian workplaces:  
<https://www.humanrights.gov.au/what-bullying-violence-harassment-and-bullying-fact-sheet>

Safe Work Australia has also developed a quick reference series of Frequently Asked Questions with basic details on workplace bullying:  
<http://www.safeworkaustralia.gov.au/sites/swa/model-whs-laws/faqs/pages/workplace-bullying-faqs>

Safe Work Australia has published resources to help both workers and workplaces understand new legislative changes affecting workplace bullying:

- Workers should refer to the Worker's Guide on Workplace Bullying:  
<http://www.safeworkaustralia.gov.au/sites/swa/about/publications/pages/workers-guide-workplace-bullying>
- Managers should refer to the Employers Guide for Preventing and Responding to Workplace Bullying:  
<http://www.safeworkaustralia.gov.au/sites/swa/about/publications/pages/guide-workplace-bullying>