



Workplace Harassment  
'Don't Cop It' Conference



Finalised Report

QUEENSLAND POLICE SERVICE  
'HARASSMENT – DON'T COP IT!' CONFERENCE  
Final report

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## EXECUTIVE SUMMARY



In February 2007, members of the Queensland Police Service Women's Network (formerly the Women's Advisory Group) met with the Commissioner of Police. A number of strategic issues were raised including the issue of harassment. After discussion at senior levels, the Commissioner of Police appointed Assistant Commissioner Stewart to lead a Steering Committee to examine this issue. The Commissioner also requested a conference be conducted to allow for the development of 'best practice' within the Service.

A conference working party was formed to develop this concept. The goal of the conference was to identify strategies that could be implemented to assist in creating harassment and discrimination free workplaces. The working party invited a number of government; non-government and law enforcement agencies throughout Australia to participate in the 'Harassment Don't Cop It' conference.

The conference was held at the Park Regis, Brisbane between the 18 and 19 October 2007 with 165 delegates attending. Day 1 of the conference saw a number of speakers address the conference on issues ranging from litigation; organisational responsibilities; and cultural change. Findings were presented by Ms Chris Ronalds from the 'Report on the Inquiry into Sexual Harassment and Sex Discrimination in the New South Wales Police'; and to conclude the day, a panel representing government and the business community presented on how their organisations managed the issue of harassment.





## EXECUTIVE SUMMARY Cont.

On day two, delegates were divided into working groups to identify critical areas where they felt employers/employees needed to more effectively manage harassment. Throughout the day, delegates developed strategies to address the identified critical areas. All groups presented these concepts at the conclusion of the conference. The Queensland Police Service is grateful to all delegates for their efforts and input.

The delegates were requested to complete an evaluation of the conference, and overall they indicated their support of the conference and suggested further conferences should be conducted.

Recommendations have been developed as a result of this conference and are contained on pages 47 - 49 (General Recommendations) and 50 - 53 (QPS Specific Recommendations). For the Queensland Police Service, some of the recommendations included the establishment of a group of investigators within Ethical Standards Command specifically tasked with the investigation of negative workplace behaviour complaints, a confidentiality policy regarding the reporting and investigation/mediation of negative workplace behaviours complaints, a marketing strategy to specifically target QPS Negative Workplace Behaviour Policy, and the implementation of a number of programs and audit processes.

These recommendations will be reviewed by the Steering Committee and will be addressed through a number of avenues.

Sponsorship was provided by the Commissioner of Police, the Operational Performance Review Unit through Problem-Oriented and Partnership Policing, the Positive Workplaces Program, and the Queensland Law Society, to assist in the conduct of this Conference.





## EXECUTIVE SUMMARY Cont.

The organising Committee acknowledges and thanks the Minister for Police, Corrective Services and Sport, and the Commissioner of Police, for officially opening the conference.

The final report will be placed on the conference web page so all delegates may have access to it. This web page also currently holds all papers presented at the conference.

### *Caveat*

*It must be noted that this report and its recommendations reflect the views of the conference and its participants. Further consideration by the Queensland Police Service of these recommendations is yet to be finalised.*





## CONFERENCE OVERVIEW

The Queensland Police Service *Harassment Don't Cop It* conference was conducted in Brisbane between 18 and 19 October 2007 at the Park Regis, North Quay.

### Purpose

Negative workplace behaviours, including harassment in an organisation can have an adverse affect on productivity and individuals. The conference brought together professionals from within the Queensland Police Service interstate police jurisdictions and other government and non-government agencies in a proactive manner to work collaboratively, examining existing policies and proposing opportunities to innovatively explore best practice strategies.

### Goal

Identifying strategies that could be implemented to assist in creating harassment and discrimination-free workplaces.



## Aims

- § To share ideas and provide a forum so that best practice policies and procedures can be developed.
- § To explore existing policies and procedures currently being used by other agencies.
- § To discuss what cultural and organisational barriers affect the implementation of effective strategies and develop solutions.
- § To identify emerging legal, financial and human resource implications in relation to harassment that may impact on organisations.
- § To identify future innovative trends for the management of harassment within government and non-government spheres.





## KEY NOTE SPEAKERS AND PRESENTERS

### Ms Chris Ronalds SC

Ms Chris Ronalds, Senior Counsel, Barrister, is an expert in the fields of discrimination, equal opportunity and human rights. She has more than 20 years' experience counselling in civil and human rights, discrimination, disciplinary matters, employment, health, industrial, and property/tenancy. As an adviser and consultant to the Federal and State Governments, Ms Ronalds SC has been commissioned to conduct and assist in a diverse range of independent public inquiries and investigations, including rail, health, nursing homes and tenancy rights, and disability services.

Ms Ronalds SC, played a key role in the preparation of both the *Sex Discrimination Act, 1984* and the *Disability Discrimination Act, 1992*. In 1994, Ms Ronalds SC was made a Member of the Order of Australia for her services to women, specifically in anti-discrimination action legislation.

In August 2006, Ms Ronalds SC, was requested by the New South Wales Police Commissioner to undertake an independent inquiry into a number of matters relating to sex-based harassment and discrimination within the New South Wales Police Force. As a result, '*The inquiry into sexual harassment and sex discrimination in the NSW Police*' was completed on December 22, 2006. The resulting recommendations from this inquiry enabled and ensured that strategic policies and procedures could be implemented to provide a safer workplace for all employees and measurable objectives put in place to prevent the escalation of negative workplace behaviours that may lead from harassment to discrimination.





## KEY NOTE SPEAKERS AND PRESENTERS Cont.

### Ms Anne Milner

Ms Anne Milner, a Partner in Milner Lawyers, has more than 15 years' experience in workplace law, including anti-discrimination and sexual harassment, workplace health and safety, and industrial disputes and strategies. Ms Milner is the president of the Industrial Law Committee of the Queensland Law Society. She established Milner Lawyers after being a partner in two of Australia's largest leading employment law practices.

### Ms Neroli Holmes

Ms Neroli Holmes, Deputy Commissioner, Anti-Discrimination Commission Queensland, has previously been the Registrar of the Anti-Discrimination Tribunal and has also held the position of Legal Officer in the Commission.

Committed to strengthening and protecting the legal and human rights for, and advocating on behalf of, all Queenslanders, Ms Holmes previously worked for the State Government in both the Office of Premier and in Aboriginal and Islander Affairs. Ms Holmes is a solicitor of the Supreme Court of Queensland and has practised law for several Queensland legal firms and in the United Kingdom where she worked as legal advisor and solicitor in a number of statutory authorities. She is a graduate of the University of Queensland with a BA/LLB (Hons).





## KEY NOTE SPEAKERS AND PRESENTERS Cont.

### Ms Trisha Kendall

Organisational psychologist Ms Trisha Kendall has more than 14 years' experience in delivering consulting services to organisations to attract, select, develop and retain staff. Ms Kendall, conducts her own consulting business Changecorp and has a background in managing organisational and individual change. She is passionately committed to helping organisations and individuals to achieve high levels of performance, satisfaction, morale, and well-being.

### Ms Leanne Clare

Ms Leanne Clare SC, Director of Public Prosecutions Queensland, was admitted to the bar in 1985, and in 1986 began prosecuting sexual offences against children. At the same time she became a volunteer at the Women's Legal Service. Ms Clare was appointed as senior crown prosecutor in 1990 and from 1994 specialised in appellate work. In recent years, she has appeared in the High Court on most of the criminal appeals from Queensland.

She has acted as judge of the District Court and was appointed to the position of Director of Public Prosecutions in July 2000. Ms Clare is a member of the National Committee for Reform of Child Sexual Offences Laws and a committee member of the Heads of Prosecuting Agencies for Commonwealth countries.





## KEY NOTE SPEAKERS AND PRESENTERS Cont.

### Mr Ross McSwan

Barrister Ross McSwan, Principal of Paxis Dispute Solutions, has practised law for a number of years and for five years has co-coordinated a community-based mediation program. Mr McSwan is at the private bar, specialising in employment, family and administrative law. He lectures in business law and dispute resolution and coaches at universities. Mr McSwan is a lieutenant with the Royal Australian Navy Reserve (Legal Corps) and conducts mediations and workplace conferences throughout Australia. Mr McSwan holds a BA/LLB, and a Master of Laws in dispute resolution. He is qualified as a Grade 3 Arbitrator with the Institute of Arbitrators and Mediators.

### Mr Tom Stodulka

Mr Tom Stodulka is a specialist mediator, facilitator and solicitor with more than 30 years' legal experience. Mr Stodulka is an advanced mediator and mentor with LEADR, and is accredited with the Institute of Arbitrators and Mediators Australia (IAMA), the Queensland Courts and Law Society. He has filled senior public service positions including Director of Naval Legal Services, Anti-Discrimination Commissioner Northern Territory and Deputy Ombudsman Northern Territory, and has been a facilitator for the Federal Merit Protection and Review Agency. In 2004 he founded the Queensland Alternative Dispute Resolution Forum (ADR) and co-founded Mutual Mediations in 2003.





## DELEGATES

The Conference attracted 165 delegates from State, Territory and National bodies. The breakdown of these delegates is indicated in Table 1.

Department	QLD	NSW	WA	ACT	VIC	NT	TAS
Queensland Police Service	99						
Queensland Health	6						
Dept of Local Government, Planning, Sport and Recreation	3						
Queensland Fire and Rescue Service	1						
Australian Federal Police				5			
Griffith University	1						
Shared Service Agency	2						
Western Australia Police			1				
Victoria Police Service					3		
Department of Defence	3				1		
QBuild	1						
Commission for Children & Young People	1						
Port of Brisbane	3						
Northern Territory Police Service						3	

Continued on next page



Public Trust Office	1						
Department of Natural Resources and Water	3						
Department of Housing	1						
Queensland Treasury	1						
Education Queensland	3						
Department of Main Roads	4						
Department of Primary Industries & Fisheries	2						
Queensland Transport	1						
Department of Education, Training and the Arts	2						
New South Wales Police Force		1					
Electoral Commission of Queensland	2						
Crime and Misconduct Commission	1						
Department of Emergency Services	2						
Department of Justice & Attorney-General	2						
Queensland Audit Office	1						
Department of Police & Emergency Management							1
Office of Police Integrity					1		
Workplace Health & Safety	1						
Australian Customs Services	2						
Department of Public Works	1						
<b>Total</b>	<b>150</b>	<b>1</b>	<b>1</b>	<b>5</b>	<b>5</b>	<b>3</b>	<b>1</b>

Table 1 - Breakdown of Delegates





## PROGRAM

The conference was conducted over two days. The conference program consisted of presentations from a number of guest speakers and a full day workshop.

The presentations delivered during the first day, provided the focus and direction on which the workshop was based.

The workshop used information gathered during the first day to inform and focus delegates and assist them in identifying strategies to effectively manage negative workplace behaviours.

Attachment 1 - shows the conference program

## SPONSORS

The following sponsors provided generous sponsorship and patronage for the Harassment - Don't Cop it! Conference:

- § Commissioner of Police;
- § QPS Problem-Oriented and Partnership Policing;
- § QPS Positive Workplaces Program; and
- § Queensland Law Society.





## Aims Achieved

The aims of the conference were achieved through the following processes:

- š Presentations made to the conference from State and inter-state speakers addressing issues regarding:
  - Work Cover litigation;
  - Cultural barriers and organisational change; and
  - Organisational responsibilities for out of work behaviours;
- š Throughout the conference, delegates interacted and exchanged information regarding strategies for identifying negative workplace behaviours and implementing and promoting positive workplace environments;
- š Public awareness was achieved through media coverage of the event, which was highlighted by the attendance of the Minister for Police, Corrective Services and Sport at the opening of the conference. Ongoing press and media releases were produced during the conference highlighting the QPS initiative of managing negative workplace behaviours;
- š Since the conference, ongoing interaction has occurred between members both internal and external to the Queensland Police Service; and
- š The updating of the conference website with relevant presentations and updated links to articles allowing both delegates and general community members to be aware of the strategies that should be implemented to manage negative workplace behaviours.





## BARRIERS IDENTIFIED

A number of barriers which could impede the effective implementation of positive workplace behaviours were identified by delegate members during the workshop component of the conference. A full outline of all potential barriers identified are listed below:

### Cultural Issues

- € There are sub-cultures within organisations caused by the different streams, and different behavioural norms, values and beliefs and expectations exist within each sub-culture. (e.g. field staff -v- office staff, or sworn -v- admin).
- € Police culture does not accept change easily. This is more evident due to the generational gap in managers, supervisors and subordinates.
- € There is a culture of non-reporting or under-reporting of harassment
- € Fear of victimisation if a complaint is made:
  - Fear of reprisals. Concern re career/political implications of taking a stand or making official complaint, seen as a 'dog' by some;
  - Fear of negative consequences of complaining about Negative Workplace Behaviours such as victimisation by peers and supervisors and a fear that peer gossip will often result in victims being ostracised for making the complaint. There is subsequently a need for protection of victims, especially from peers;
  - Lack of confidence in processes, fear of reprisal, and the possible negative impact on career development.
- € Culture that persons who report harassment are victimised, that everyone suffers as a result including the victim, the harasser and other parties involved such as family & friends.
- € Belief by junior members that the culture won't change.
- € Perceptions that attitudes of employers have not been changed.



- € Negative Workplace Behaviour is seen as 'soft' stuff.
- € There is a need to ensure that temporary employees and contractors understand the organisational culture, policies and behaviour expected of them.
- € Lack of trust within the organisation to take action on workplace/sexual harassment issues especially when feedback on the issue is not provided.
- € Discrimination based on making a complaint, i.e. the 'victim' is identified as a trouble maker and is denied opportunities they might otherwise be afforded such as relieving or attending courses.
- € Managers do not want to accept the problem - cultural and personal denial.
- € Cultural acceptance of the way things are. The organisation doesn't think there is a problem, however, figures acquired through surveys etc may show otherwise.
- € Learnt behaviour from 'old school' mentality is a problem. Bad behaviour from old school managers/leaders is passed down as accepted behaviour practices.
- € Cultural resistance to change. Larger organisations take longer for culture to change. Resistance can be strong from members who have been with the organisation for a long time.
- € Nepotism or 'job's for the boys'. The right person for the job doesn't necessarily get it, or it is about whom they know not what they know, therefore the organisation does not necessarily have the right managers and leaders in place to deal with harassment issues.
- € Making a complaint is viewed as un-Australian - you 'don't dob in a work mate'.

### Education & Training Issues

- € Training appears lacking, for example, in terms of people exercising good judgement. People often express poor judgement (rather than malice-based judgement). There can be a stigma of negativity when people are *forced* to take part in training. Scenario-based training has been shown to be effective, e.g. 'How this could affect you as a manager, etc.'
- € There is inadequate ground level negative workplace behaviour training. QPS should provide information and adequate training at all levels including recruits.



- € Government funding for dedicated QPS training and education budget. Training required State-wide in relation to Negative Workplace Behaviour.
- € Lack of education amongst staff and poor presentation to staff regarding harassment policies etc.
- € There is a lack of training / development:
  - for unsworn staff;
  - for management levels in business and leadership skills;
  - at junior levels on MQPB and cultural issues;
  - for supervisors – especially in the area of conflict management;
  - in general ‘people management’ training for managers;
  - in resilience training;
  - for management in key areas such as Emotional Intelligence.
- € Training in the past is not as thorough as today. There is more emphasis on reporting obligations today.
- € Re-education and keeping employees aware of the issue through means other than formal training sessions. How do we ensure that training is on-going?
- € Education on ‘reasonable management action’ is required to differentiate it from harassment.
- € There is no clear understanding of where the line is. How do employees identify covert harassment in order to take appropriate action?
- € Lack of participation in training. Not everyone is involved in training regarding all the aspects of this legislation and its impact on the workplace.
- € Time management issues. There is a lack of a workable and effective decision making process when it comes to managing competing compulsory training needs and other organisational requirements.
- € Lack of education on what is basic harassment. Most people know what sexual harassment is but do members of different organisations know what constitutes ‘basic harassment’.
- € With an increased percentage of employees within the QPS from EEO target groups (specifically NESB), all members including those in the EEO group should be trained in harassment issues. Given different cultures, some where the male is held as the dominant person, such training must address equal employment for all and that often a female will be the person giving directions.



- € People consider education in these issues a waste of time / energy.
- € Training is perceived to be not relevant, or is a knee jerk reaction to something that has occurred. It is viewed as a back covering exercise.
- € There are sometimes significant competing priorities in the training environment.
- € Impost of training time - there are so many training requirements already, training on harassment has to compete with other priorities and there is also a cost involved in training whole organisations.
- € Adequate training for ALL on harassment issues (training needs to cover all ranks and levels of an organisation).

### Recruiting Issues

- € Imposed organisational change out of recruitment / growth. There may be a problem of 'imposed organisational growth' (e.g amalgamations such as AFP, Shared Services, Local Government; increased diversity) - which is a barrier to hastening healthy cultural change and acceptance of systems.
- € Some agencies have recently brought in ethnic groups, or alternative level managers (e.g. labourers from male, Caucasian, union-based backgrounds). Further, some ethnic group members are selected, due to qualifications, as team leaders, managers - but they have no experience in managing people - and their culture does not embrace such supervisory roles.
- € Some men come into organisations from positions where they have utilised a union background; or have never taken direction from a woman, or from a younger man who 'has not earned his stripes'.
- € Selection & recruitment - specialist people are placed in management roles who have no HR skills.
- € Recruiting the right people with the necessary skills, not so much with the necessary degree. Retention of skilled officers/staff is a problem. People no longer tend to have only one career.

### Management Issues

- € Management does not drive negative workplace behaviour policy implementation.



- € Myopic managers - managers lack innovative ideas to handle the situation and want to try and use one remedy for all scenarios.
- € Management covers up situations.
- € Management is not seen to be 'nipping' negative workplace behaviour in the bud.
- € Complacency by managers in the face of 'real ongoing, negative workplace behaviours' (example given on on-going overt favouritism shown by several in a work team). Another example where a person had to be placed in the workplace, because victims would not come forward. Management are not seen to be practicing what they preach.
- € Managers are failing to set a good example for staff in both addressing known instances of bullying and harassment effectively and in ensuring their own behaviour is beyond reproach. Performance assessment processes for managers should address this requirement.
- € Management pays lip service to negative workplace behaviour processes - everyone talks about following policy and ensures something will be done to address the problem however it is not seen by staff to be done.
- € Supervisors are making allowances for negative workplace behaviours. There is a need for them to take correct action when it is required.
- € Getting the message to managers that they have a responsibility to monitor and manage harassment.
- € Managers do not have sufficient training in HR issues, including harassment.
- € There is a disproportionate percentage of women at senior (executive) levels. The department may have a male/female ratio of 50/50 but this is not represented at the senior executive level.
- € Problem with high turn-over at lower levels and low turn-over at senior levels.
- € Union or Association interference - they may demonstrate a lack of support for victims.
- € Management need to ensure that there are the right people in key roles e.g. Harassment Referral Officers/Workplace Health & Safety Officers etc to manage harassment issues.
- € Managers do not see or understand the associated cost of harassment e.g. penalties, sick leave, litigation etc.
- € There is a perception that it is distasteful to management to acknowledge harassment.



- € Changing ideals of management (historically) in dealing with workplace harassment issues.
- € Lack of consistency, diverse roles and fitting of management styles into work areas/environments.
- € There are the wrong types of people in management areas – they may be great technical people but they have no leadership/management skills.
- € Lack of management skills to effectively manage issues, complaints, consequences. Lack of ability to manage the people and therefore the issue.
- € Lack of effectiveness in addressing the work unit as a whole following an incident (i.e. dealing with workplace fractures).
- € Challenge to encourage managers to engage in the process to ‘walk the walk’ (need for performance assessment).
- € Negative workplace behaviours is not commonly identified as a significant ‘safety issue’ of the organisation affecting the health and wellbeing of staff (and is therefore not given the high priority it warrants both at executive and local levels).
- € Management training – training should be aimed at managers as opposed to supervisors/front line staff.
- € Harassment may be legitimate and reasonable management action.
- € There are no check-lists or quick guides to assist managers/employees.
- € Management willingness and capacity to deal with issues. Managers are often not informed/skilled/motivated to take on these issues and resolve them.
- € If the person receiving a report of harassment does not have the authority to take action it turns the whole process into a farce.
- € Problem Supervisors – no one supervisor’s that they are the cause of the problem. Sometimes management are aware that staff feel they are being harassed by some supervisors, but no one tells the supervisor they are or brings it to their attention so they can stop the behaviour, unless there is a complaint.
- € Rhetoric. Many organisations say a lot about harassment but don’t appear to employees to be doing a lot.
- € Management is not seen to be taking ownership of issue.
- € Avoidance behaviour from manager. Situations aren’t faced and handled appropriately, they are avoided.



## Human Resource Issues

- € There are no strategies in effect for controlling the rumour mill.
- € There is no system to reward people for doing the right thing (transformational behaviour).
- € Individuals need to be valued - what is considered harassment by one may not be by another.
- € There is a lack of strategies for providing after care to victims.
- € There is a lack of support for victims and no protection for the complainant/respondent.
- € Intergeneration work styles (old - vs. - young; X - vs. - Y etc) may cause problems. Gen 'Y' people are sometimes perceived to not have good work ethics or being insular or self focused.
- € There are few strategies in place to deal with recalcitrants or repeat offenders.
- € Workforce is constantly changing with the associated gender, race, and age imbalances.
- € Individual personalities cannot be controlled.
- € Reticence to say something because of the 'toughen up princess' syndrome - big boys don't cry.
- € Balancing staff/family expectations. How do others in the workplace view dual commitments at work and at home and are staff made to feel bad/guilty for taking time off for family commitments.
- € There is little recognition given to people who take on additional HRO/HR roles.
- € Organisations with other local sub-agencies could consider using S/HRO or other HR specialists from neighbouring areas to assist with local issues instead of using staff from within the workplace where the issue originated.
- € Scepticism of validity of claims. Some claims seem invalid in terms of the reasonable person test. Some claimants are motivated by potential monetary gain and this makes others cynical of the process when genuine claims are made.
- € Apathy. Some issues are seen as too difficult and there is the potential for too many reprisals for managers to take action, so nothing is done to resolve issues.



- € Mixes of different work-forces joining. Some agencies experienced merging or sharing of services of government departments, such as Partner One which created issues with different organisational cultures and policy.
- € Outcomes are not always productive. This sometimes results in the victim being moved to new sections or stations. The offender can continue with the negative behaviour with new victim/s.
- € No consistency across all Government agencies. It requires a fair representation from each government department to ensure that there is consistency across the board and 'best practice' can be achieved.
- € There is no recognition through work performance for managers who take proactive action in relation to the management of complaints.
- € Gender imbalance in upper management is an issue, for example, some Government Agencies / regions lack senior women in positions of influence.
- € There is a problem with power imbalance if the harasser is of a senior rank or level (eg. Constable vs. Inspector).
- € Harassment is never measured so the real impact is not known, nor is management made accountable for its impact on human resources.
- € Working with lazy staff & having to perform their duties. This was a supervisor's comment about working with lazy people and how do you deal with it so it isn't perceived that you are harassing them.
- € Organisations don't teach people to deal with each other especially in client focused (community) organisations.
- € Negative workplace behaviours can often frustrate command, control or training situations.

### Information Sharing/Communication Issues

- € Lack of information as to what constitutes negative workplace behaviours (what is reportable).
- € There is a lack of notification (to staff and the public). People in the organisation need to see the results of investigations, especially discipline outcomes.
- € Lack of communication/information about negative workplace behaviours from the time employment commences (i.e. induction) and then over the duration of that employment.



- € There are poor lines of communication both up and down. Information disappears into 'black holes'.
- € Lack of effective/transparent communication. Unsure who will be most appropriate to deal with the situation and whether outcomes/process and feedback will be appropriate.
- € No communication between parties investigating a situation. If more than one section is dealing with the complaint there needs to be communication between each of these sections.
- € Impact of technology. Personal devices such as mobile phones & ipods impact on the ability of perpetrators to harass victims. Management of technical advances is required to ensure they are not used to harass people.
- € Silo's - there is a lack of sharing of information across and within the organisation/s.
- € There is a lack of regional people forums to discuss issues.

### Reporting & Discipline Procedures

- € Punishment of offenders should be publicised to discourage further offences/offenders (without identifying officers).
- € How does an organisation deal with false complaints or complaints that are not justified?
- € The resolution process requires the lodging of a formal complaint.
- € In the past where no specific policies existed, senior officers/members would often be assigned the investigation, in some case these people were the harassers. In effect, the 'harasser would do the investigation'.
- € 'Victims' cannot use the internal witness support unit within QPS unless a formal complaint has been lodged regarding the harassment.
- € Discipline avoidance. The workplace harasser may go on work-cover, so consequently, the workplace harassment issue is not dealt with, and there is no satisfactory outcome for the victim.
- € There is a need for a centralised investigative unit to ensure a standardised, transparent process and support for all parties.
- € There are inappropriate or inadequate sanctions for perpetrators of negative workplace behaviour.
- € There is a lack of accountability and an accountability framework.



- € Underreporting of incidents – there is a lack of confidence in the process by victims and witnesses to report incidents, resulting in incidents not being recorded or investigated.
- € Process of the complaint – Length of investigation. Presently the process is quite drawn out for all parties involved. It needs to be streamlined with investigations conducted in a timely manner.
- € No consistency of results or choice for victims making complaints. Victims don't always want an investigation but want the behaviour to cease. Once certain sections are involved even if the member has only called for advice (such as Equity & Diversity Unit) an investigation can be commenced. There is no real penalty system to give consistency in the outcome of investigations.
- € There is a need to create a process for early detection and early intervention with regard to negative workplace behaviours.
- € Managers experience levels affect the investigations. Once members reach a certain level within an organisation they are tasked with conducting investigations. They may not have the necessary skills or training to appropriately deal with the investigation.
- € Investigative and resolution option responses are too long. The time taken to investigate issues is sometimes onerous. Issues for all parties need to be dealt with expediently.
- € There is a lack of experienced investigators (harassment is a civil issue and a different standard of proof applies – it is not beyond reasonable doubt).
- € Victim identification – the first person reporting an issue /incident being identified as the victim when in fact the alleged harasser may be reporting the issue to sidetrack the investigators.
- € At times there is extreme reprimand or severe punishments given that the aggrieved didn't want. There should be consistency of sanctions for harassment. Each punishment should fit the crime and be consistent across the service or workplace.
- € Some employees don't realise they have the power/ability to lodge a grievance about harassment – details of how to lodge a grievance need to be clear, concise & readily available.



## Confidentiality Issues

- € Informal reporting of incidents can create a problem wherein it is difficult to intervene, or be proactive, without breaching the confidentiality guaranteed in the informal process.
- € Confidentiality is seen to be a major issue with concerns about the management of confidential issues. There is a lack of confidentiality re NWB disclosures because there are too many people involved in the process. Speaking up is perceived by victims / witnesses and managers as a 'career limiting move'. Strengthen confidentiality outcomes (eg AFT Act 1979 - Victimisation - Directions - Don't talk.
- € Confidentiality of the entire process is not adhered to - people generally know or can work out involved parties.
- € Confidentiality of aggrieved (many victims don't report because they can't be assured the information will remain confidential).

## Policy & Procedural Issues

- € There needs to be greater negative workplace behaviour policy accountability outside SEQ. Due to numbers in some police establishment, negative workplace behaviour is tolerated as quality staff cannot be sourced.
- € QPS are 'regulating to death' over a wide range of issues. Workplace Health and Safety Act is not specifically designed for workplace harassment issues however, this legislation has been adapted to include all forms of harassment, including sexual harassment.
- € There are legislation problems, for example, misconduct must be reported - a victim cannot just talk to someone about what has happened.
- € Walking the walk - we have the policy but how do we action it effectively. Each organisation seemed to have adequate harassment policies but each also seems to be having issues with harassment. How does each organisation get its members to action the policy?
- € There is no one unified piece of legislation on workplace harassment/sexual harassment, rather, there are multiple pieces of legislation which vary across the board and don't strategically fit with each other.
- € There is a generalised ignorance of policy/process.



### Performance Management Issues

- € People may not accept management supervision by managers and use workplace harassment policies to their own benefit. This has an impact on those 'victims' with legitimate complaints.
- € The Performance Appraisal System is ineffective re negative workplace behaviour. People are not addressing issue in reviews. Unsworn staff need to be included in the system.
- € Subordinates do not understand the difference between harassment and performance management.
- € Lack of or poor performance appraisal review. Lack of critical feedback.
- € Performance Planning Review. These reviews should include information where there have been instances of harassment and this information should affect the performance planning review.

### Geographical Barrier Issues

- € Working in remote locations can create unique issues, including:
  - problems associated with different people expected to live AND work together;
  - limited access to training, support and information;
  - a lack of role models; and
  - conflict between employees, which can expand to spouses and families.
- € Dispersal of staff - across the state.
- € Remoteness and isolation are a problem for victims. They are unable to report instances and be protected without being identified.
- € There is a real sense of isolation within regional centres for both the victim and alleged harasser (survival in an environment of harassment).
- € Size of the organisation – geographically, there are different circumstances re country vs. city, travelling long distances to investigate complaints or having access to resources.



## Individual Responsibility

- € There is a lack of respect for people and process.
- € There is an unwillingness to participate in mediation.
- € Individuals may demonstrate an inability to acknowledge their harassing behaviour and being involved in change management behaviour. This is often to further their own career or to 'push issues aside and not deal with them'.
- € Apathy/turning a blind eye. This can be bystander apathy or manager apathy. No-one takes action unless it directly impacts upon them. This may be due to not wanting to get involved or assuming that someone else is addressing the issue.
- € People may have unreasonable expectations of the process.
- € There is no education provided to victims to build resilience or acquire protective behaviours.
- € Lack of personal responsibility of victims to report the victimisation or to seek assistance from the range of support services available.
- € Lack of responsibility of bystanders to report unacceptable workplace behaviours (such as bullying or sexual harassment) or to intervene and take some action to assist and support the victim.
- € Staff can use/push boundaries to avoid work or take instructions.
- € There is no personal responsibility taken for an individual's behaviour. No one is forced to 'own their own behaviour'
- € Manipulators – there are persons within the organisation who foster disharmony within the organisation.
- € There is a lack of self understanding and understanding of others. Team building, or the use of Myers Briggs, may assist.

## Organisational Barrier Issues

- € Organisational flexibility – eg tenure. A 'victim' is sometimes unable to access transfer arrangements to avoid further contact with the alleged harasser due to tenure issues.
- € There is a lack of interest in solving issues because of organisational needs.



- € The hierarchical nature of organisation, especially police and defence is seen to be intimidating. This structure based on rank and strict reporting conditions has often resulted in a fear of reporting harassers of higher levels/rank.
- € Lack of opportunity for police to move (mobility into other agencies, lack of career choice). This situation is different for staff members. Police officers may decide to put up with workplace harassment issues.
- € The system is open to manipulation. There is an inability to identify whether or not the system is being manipulated for personal reasons.

### Support Issues of Management

- € There is a lack of support from management when issues are identified in the workplace.
- € Mismanagement of complaints is lacking – victims often feel unsupported.
- € There is an inconsistency in results regarding the action taken against the alleged harassers for what appears to be similar types of behaviours – eg discipline of perpetrator.
- € There is disparity between the victim's expectation of action and the reality of how the grievance/complaint is investigated or managed. This is often exacerbated by issues around confidentiality.
- € There is a need for effective support of both parties through the process.
- € How does the organisation/management support the respondent when allegations are found to be unsubstantiated - particularly when the respondent is returning to the work-place? This can be further complicated in remote locations.
- € The Department does not seem to want to identify grievances, it wants a clean slate. There needs to be more support for managers/supervisors when they take action. Senior management needs to provide more support for these managers and take a greater role in the co-ordination of problems.
- € Despite all the training there is a lack of leadership within the organisation which results in a dearth of confident, positive role models who will take action. This may be due to constraints placed upon managers, for example, the culture does not support proactive managers or the fear that relieving/promotional opportunities will be denied if action is taken.



- € There are other work related factors contributing to negative workplace behaviour, including long hours, work pressures and so on.

### QPS Specific Issues

- € The recently completed QPS NWB survey did not receive sufficient numbers to provide a meaningful analysis.
- € There is conflict between the QPS and the Union, with the Union seen to be supporting the harasser and not the victim.
- € Sexual harassment is unreported by female recruits and FYC's. Inappropriate relationships are formed.
- € For the QPS there doesn't appear to be an appropriately resourced unit to deal with harassment. Appears reactive. A specialist unit for the QPS could include either an expansion of the Equity and Diversity Unit or a separate specialist unit, ensuring members of the unit are appropriately resourced and trained.
- € Lack of knowledge by QPS members (across the board) in the process of managing workplace harassment. Marketing needs to improve. Even more specific is the lack of experience/application in managing issues.
- € Station, Section and workplace Risk Management Plans should all include the risk of Harassment and what is being done to manage the risk.
- € There is a lack of understanding of the role of Harassment Referral Officer's eg depending on the area, region vs. city, who looks after these issues in the first instance in terms of reporting. In Headquarters staff may access the Equity and Diversity Unit whereas in Mt Isa, there might be fewer resources to assist. Referral Officers are not always available especially in smaller stations – lack of these important people at the grass roots level.





## STRATEGIES FOR IDENTIFIED PROBLEMS

The conference delegates were asked to consider specific strategies to address the significant barriers to effectively managing negative workplace behaviours.

The following table provides their recommended actions, the key decision makers related to those actions, the timeframes they considered appropriate for their recommendations to be implemented – and or the perceived time it would take to implement a specific action.

1. Problem	2. Recommended action to address the problem	3. Key stakeholders	4. Time Frame
<p><b>Lack of confidentiality despite the processes</b></p> <p>There appears to be too many people involved in the complaints process – too many people know details of complaints. The hierarchical system within the QPS lends itself to people reporting up through the chain of command.</p> <p>This strategy was suggested as a broad brush strategy to address numerous issues. The QPS is seen as being keen to market itself externally, however internally the marketing is very disjointed and ineffective.</p>	<p>€ Reporting processes should be reviewed with a view to minimising the complexity of people involved – not using the chain of command. The review should be conducted by an independent body.</p> <p>€ The consequences of breaching confidentiality need to be well marketed.</p> <p>€ Develop an internal marketing branch. (External contractors may be used to get the branch off the ground as a temporary measure.)</p>	<p>Independent auditors – or a Unit removed from the process with a degree of perspective such as the Ethical Practice Branch.</p> <p>Decision for unit would need to be made at SEC or BOM level.</p>	<p>3 months - needs to be done as soon as possible.</p> <p>Ongoing – commencing as soon as possible.</p> <p>12 months to establish the unit – 3 months to kick off as a project with temporary staff.</p>



<p><b>Selection &amp; recruitment – specialist people in management roles (no HR skills)</b></p>	<ul style="list-style-type: none"> <li>€ Employ a system of specialist roles vs. management/supervisory roles.</li> <li>€ Review Position Descriptions and include HR knowledge/ functions as a KSC.</li> <li>€ The Lominger system (USA concept) addresses key competencies for roles.</li> <li>€ Review other jurisdictions for ideas /concepts / processes.</li> <li>€ Recruit widely – eg interstate.</li> </ul>	<p>HR Management and specialised EDU.</p>	<p>1-2yrs</p>
<p><b>Confidentiality: There is an inability to offer confidentiality to employees.</b></p> <p>This creates another barrier which is the fear that speaking up is a career limiting move.</p>	<ul style="list-style-type: none"> <li>€ Best Practice in Confidentiality eg <ul style="list-style-type: none"> <li>- AFP has Legislative Provisions, and also investigative interview processes, where the interviewee can be <i>ordered</i> not to talk about the interview. In this way, a victim, witness or respondent who is approached to divulge what happened in interview, must say 'I have been ordered not to talk about the allegations'.</li> <li>- Qld Ombudsman.</li> </ul> </li> <li>€ Promoting safety/support of staff – by recognition of leadership at all levels.</li> <li>€ Elevating supportive leadership in the performance appraisals/job application processes.</li> <li>€ Applicants to be notified of panel members and given an opportunity to refute membership.</li> <li>€ Revisit all those posters on the walls of offices. Call in media experts to review sexual harassment/ discrimination/ bullying into one eye-catching document.</li> </ul>	<p>Whole-of-Government.</p>	<p>6 months</p>
<p><b>Mismanagement of confidential issues</b></p>	<ul style="list-style-type: none"> <li>€ Production of procedural guidelines for managing confidential matters. Distributed by email and payslips.</li> </ul>	<p>Policy officers /Local Middle Managers.</p>	<p>3 months</p>





<p><b>Protection of victims, especially from peers (culture) – ‘ostracisation’</b></p>	<ul style="list-style-type: none"> <li>€ Increase education and training.</li> <li>€ Review policies ensuring protection is built in.</li> <li>€ Review legislation (is it adequate).</li> <li>€ Streamline reporting procedures, look at timelines and examine systemic issues.</li> <li>€ Look at the cultural shift. Commence protocols to undertake an analysis of complaints to look at systemic issues in areas (perhaps 6 – 12 months). Examine whether this review could be undertaken by external bodies.</li> <li>€ Initiate strategies to prevent people from being ostracised for reporting harassment. Go back to the victim and look at what strategies can support them.</li> <li>€ Appoint a mentor to assist the victim (currently undertaken by VICPOL), encourage the valuing of the victim and what he/she has undertaken, use a therapeutic approach.</li> <li>€ Ensure mentors are suitably trained -there should be specific training for mentors.</li> <li>€ Encourage the victim to remain in the workplace.</li> </ul>	<p>Victim. Offender. Organisation. Management. Investigator – both internal and external (eg Workcover) Medical practitioners.</p>	<p>Ongoing consultation and review for all identified problems.</p>
<p><b>Lack of resources in the areas of training, marketing, awareness, &amp; management training – perceived isolation by individuals</b></p>	<ul style="list-style-type: none"> <li>€ Be informed by results of current survey – address specifically policy, confidence and understanding.</li> <li>€ State-wide forum of constables / senior constables / AO1, AO2 and AO3 – Externally facilitated.</li> <li>€ Staff member orientation package implemented in practice not just principle.</li> <li>€ Re-enforcement/refresher training for all employees following career breaks.</li> <li>€ Regular organisational survey on harassment conducted.</li> <li>€ Rehabilitation/retraining programs – voluntary and mandatory. Cultural change acceptance by management.</li> </ul>	<p>Strategic decision, support and direction by Executive and senior management.</p> <p>Operationalised by middle management.</p> <p>Individual ownership.</p>	



<p><b>Establishing a system of investigation that supports all parties.</b></p>	<ul style="list-style-type: none"> <li>€ Continue the existing ground level support – ‘first contact’.</li> <li>€ Once a complaint has been received and it has been established that an investigation is required, the matter is to be referred to a specialised unit (whether it be internal or external to the Service/Dept) for investigation. This will assist transparency and confidentiality, but also ensures that persons with the necessary expertise conduct the investigation. (See recommendation of Chris Ronalds).</li> </ul>	<p>Senior Executive. Regional /District Management (including OICs). Equity and Diversity Unit. Training personnel (at all levels – HRDB, RETOs, DETOs). IT personnel. Media and PR. External personnel/ support.</p>	<p>12 months.</p>
<p><b>Discipline avoidance.</b></p> <p>Workplace harasser may go on Workcover to avoid consequences. Subsequently, workplace harassment issues are not dealt with and there is no outcome for the victim</p>	<ul style="list-style-type: none"> <li>€ Review current legislation.</li> <li>€ Encourage cross agency interaction ie WorkCover.</li> <li>€ Divulging information to medical practitioner (legislative change in this respect so as medical practitioner is fully aware of the complaint).</li> <li>€ Look at natural justice.</li> <li>€ Look at resolution options for the offender in respect of admonishment and specific punishments.</li> </ul> <p>Discussed Project Verity (QPS) which may result in the offender accepting punishment and quickly resolving issue – look at timeliness in dealing with issues.</p>	<p>Victim. Offender. Organisation. Management. Investigator – both internal and external (eg Workcover) Medical practitioners.</p>	<p>Ongoing consultation and review for all identified problems.</p>
<p><b>Underreporting of incidents – lack of confidence in reporting</b></p>	<ul style="list-style-type: none"> <li>€ Instigate an internal media campaign.</li> <li>€ Provide education and training to ensure all employees are aware of their responsibilities.</li> <li>€ Develop skills for managers to identify issues and act appropriately.</li> <li>€ Review existing training, ask if this is currently imbedded in current programs, and conduct refresher training.</li> </ul>	<p>Victim. Offender. Organisation. Management. Investigator – both internal and external (eg workcover) Medical practitioners.</p>	<p>Ongoing consultation and review for all identified problems.</p>



<b>Difficulty of finding appropriate referral sources</b>	€ Analysis of existing protocols.	HR, SEC, Equity and Diversity.	
<b>Lack of reporting due to cultural issues and the lack of responsibility of bystanders</b>	<p>Solution 1</p> <p>€ Inclusion of an unacceptable workplace behaviours auditing process as part of the local workplace health and safety roles.</p> <p>€ Provision of multiple avenues to report, and a clear sharing of statistics and outcomes.</p> <p>€ Use of intranet to advise of investigations/complaint outcomes.</p> <p>€ Proposal to distribute quarterly audits to all staff (sworn and non-sworn) in a Division via an anonymous survey seeking feedback on the prevalence of unacceptable workplace behaviours, current local practices and processes (the effectiveness or issues with same).</p> <p>€ Data would then be reported back (via local WPHS Representative to Regional WHS Coordinator) to Regional HR Management Meetings for attention and action, where needed. This role would become part of the Divisional WHS Representative duties, which also include the physical audits of other hazards.</p> <p>€ <i>Benefits:</i> This strategy would provide vital information to local and regional management on the prevalence of unacceptable workplace behaviours and the effectiveness of local practices and processes. Local and regional management would then be able to make informed decisions to reduce the incidence of unacceptable workplace behaviours.</p>	<p>For the initial process:</p> <p>WPHS Representatives (at Divisional levels).</p> <p>Regional WPHS Coordinators.</p> <p>HR Managers.</p> <p>ACs.</p> <p>To provide support with strategies to address identified problems:</p> <p>HSOs,</p> <p>HROs,</p> <p>PSOs,</p> <p>Women's Network Reps.</p>	12 months to implement.



	<p>Solution 2</p> <p>€ The provision of training for all QPS staff via</p> <p>i) online learning; or</p> <p>ii) Use of face-to-face learning including a DVD with scenarios portrayed as currently used by the ADF.</p> <p>€ <i>Contents should include:</i></p> <ul style="list-style-type: none"> <li>- What are unacceptable workplace behaviours</li> <li>- Responsibilities of all parties: supervisors, managers, victims, bystanders</li> <li>- Reporting process</li> <li>- Support for victims, bystanders etc.</li> <li>- Case studies.</li> </ul> <p>€ Recommend mandatory training for all recruits and new staff in addition to training on an ongoing basis for ALL other staff.</p> <p><i>Benefits:</i> All staff will possess a clear understanding of unacceptable workplace behaviours, how to report situations, and their own responsibilities (including bystanders). It is also anticipated this training focus will demonstrate the QPS priority of addressing this issue and the fact that it will no longer be tolerated. Subsequently, it is imagined that people who experience or witness this type of behaviour will be more likely to report it and that the incidence of unacceptable workplace behaviour will significantly reduce.</p>	<p>To develop and facilitate training:</p> <ul style="list-style-type: none"> <li>- ETSP</li> <li>- DETOs</li> </ul> <p>For input into training:</p> <ul style="list-style-type: none"> <li>- The Equity and Diversity Unit</li> <li>- HSOs,</li> <li>- HROs,</li> <li>- PSOs,</li> </ul> <p>Women's Network Reps.</p>	12 -24 months to implement
	<p>Solution 3</p> <p>€ Provide a different focus for different levels in the organisation.</p> <p>€ Role-play the process from beginning to end.</p> <p>€ Use screensavers and wallpaper on computers.</p> <p>€ Reinforce strategies through posters, payslip brochures and Departmental publications/journals.</p> <p>€ Establish a rumour hotline (similar to BCC).</p>	<p>SEC, EDU, HR Managers, Media and Public Affairs Branch HR Management and specialised Equity &amp; Diversity Unit with upgraded staff levels and rank structure.</p>	6-12mths



<p><b>Lack of self understanding and of others</b></p>	<p>€ Introduction of self awareness and critical feedback process and training (evidenced based competence) e.g. 360° feedback.</p> <p>€ Training from the outset of employment plus regular information and refresher training provided.</p> <p>€ Develop integrated training.</p> <p>€ Develop our people. Develop and maintain adequate systems to monitor and support.</p>	<p>HRDB. Equity &amp; Diversity Unit. ESC. OPR unit.</p>	<p>Some immediate, others across a 5 year period.</p>
<p><b>Imposed organisational change out of recruitment / growth:</b></p> <p>Problem of 'imposed organisational growth' (eg amalgamations eg AFP, Shared Services, Local Government; increased diversity) - which is a barrier to hastening healthy cultural change and acceptance of systems.</p> <p>Some ethnic group members are selected, due to qualifications, as team leaders, managers – but they have no experience in managing people – and their culture does not embrace such supervisory roles.</p> <p>Some men come into organisations from positions where they have utilised a union background; or have never taken direction from a woman, or from a younger man who 'has not earned his stripes'.</p>	<p>€ When a person has been selected for a position, consider conducting a <i>pre acceptance</i> induction, e.g.</p> <ul style="list-style-type: none"> <li>- <i>these are our values;</i></li> <li>- <i>you will take reasonable management direction from a younger person/ woman;</i></li> <li>- <i>bullying is defined as ... and will not be tolerated;</i></li> <li>- <i>we expect you will accept (eg directions/give scenarios)</i></li> <li>- <i>you will be expected to report adverse incidents.</i></li> <li>- <i>we agree to provide support for your future etc.</i></li> </ul>	<p>Recruiting within each Agency.</p>	<p>12 months.</p>
<p><b>Managing poor organisational functions/restrictions (cultural, geographical, systemic, recalcitrants).</b></p>	<p>€ Conduct a relevant environmental scan to determine organisational barriers / restrictions when dealing with harassment issues.</p>	<p>Research Officers.</p>	<p>3 months</p>



<p><b>Inadequate leadership / managerial skills which results in inconsistency and poor responses to harassment issues. Leadership is operational – not people focused</b></p>	<ul style="list-style-type: none"> <li>€ Develop performance appraisal tool to be strategically aligned to position requirements and promotion.</li> <li>€ Performance appraisal should be tailored to the individual.</li> <li>€ 360 degree feedback by all.</li> <li>€ Peer reviews.</li> <li>€ Reward and recognition of good management - identify opportunities through review workshops.</li> <li>€ Increase education and awareness at all levels - identify benchmark competency level required for each level.</li> <li>€ Analysis of experience level vs. managerial and leadership skills required at all levels.</li> <li>€ Managerial position descriptions to be reviewed and refined to be more position specific and to capture true managerial key responsibilities.</li> <li>€ Risk assessment process – focusing on individual areas and addressing specifics such as policy, cultural barriers and family issues.</li> </ul>	<p>Strategic decision, support and direction by Executive and senior management.</p> <p>Operationalised by middle management.</p> <p>Individual ownership.</p>	
<p><b>Investigative and resolution option responses are too long.</b></p>	<ul style="list-style-type: none"> <li>€ A system of support people for all complaints is needed to provide advice and support.</li> <li>€ Mediation length. Mediation should be able to be conducted within the Region and should be handled within an allocated time frame to address the issue.</li> </ul>	<p>EDU steering committee. PWP &amp; external marketing group. Ethical Standards Command PPA working party. Commissioner</p>	<p>Effective immediately.</p>
<p><b>Mismanagement of confidential issues</b></p>	<ul style="list-style-type: none"> <li>€ Production of procedural guidelines for managing confidential matters – distributed by email and payslips.</li> </ul>	<p>Policy officers. Local Middle Managers.</p>	<p>3 months</p>
<p><b>Balancing staff/family expectations</b></p>	<ul style="list-style-type: none"> <li>€ Explore options for up-skilling managers.</li> <li>€ Reviewing and amending processes for the recruitment and selection of managers.</li> </ul>	<p>SEC BOM, HESU, Equity and Diversity. University, Ethical research committee.</p>	



<p><b>Ensuring sufficient education, re-education and alternatives to formal education.</b></p>	<p>€ Education to be targeted at <u>all levels</u>, without exception. Within the QPS this would mean from recruit level to senior executive.</p> <p>€ Information/training to be incorporated into existing education opportunities – PROVE, FYC, CDP, MDP. Ideally, harassment or positive workplace behaviour training needs to be incorporated into mandatory training to ensure that officers/personnel not accessing voluntary education programs (CDP &amp; MDP) are not 'missed'. It should be treated no differently to firearms/POST.</p> <p>€ Ensure that sufficient resources are available to deliver ongoing training across the state. At the very least, training should cover</p> <ul style="list-style-type: none"> <li>- what is harassment,</li> <li>- where to go for assistance,</li> <li>- how to make a formal complaint,</li> <li>- obligations of all parties, and</li> <li>- investigation, mediation, resolution etc.</li> </ul> <p>€ Alternatives to formal education (awareness tools):</p> <ul style="list-style-type: none"> <li>- 'Positive Workplace Day' – celebrated with informal gatherings which are organised and strongly supported by senior officers/personnel;</li> <li>- Up to date posters;</li> <li>- On-line and interactive training products;</li> <li>- Message of the day – used through WebPages and emails;</li> <li>- Videos/DVDs;</li> <li>- Workshop discussion time in established meetings – 'toolbox time';</li> <li>- Publications – both internal and external.</li> </ul>	<p>Senior Executive. Regional /District Management (including OICs). Equity and Diversity Unit. Training personnel (at all levels – HRDB, RETOs, DETOs). IT personnel. Media and PR. External personnel/ support.</p>	<p>12 months</p>
<p><b>Lack of understanding of role of HRO's</b></p>	<p>€ Marketing, redefining and auditing HRO roles.</p>	<p>HR, Senior Management.</p>	



<p><b>Creating a process for managing difficulties unique to remote locations.</b></p>	<ul style="list-style-type: none"> <li>€ Offer an induction package for the entire family, not just the employee being transferred, so that they all have an informed expectation of what life will be like living and working in a remote location. There are existing packages for indigenous communities – expand these to cover all remote locations.</li> <li>€ Educate senior officers so that they can be supportive role models for new and/or subordinate employees. Where there isn't a rank structure, within the remote location or Dept., ensure that employees still know who they should contact for assistance.</li> <li>€ Training needs to be specific for the remote location. For example, with regard to the water police they have sessions on how to live together whilst on deployment.</li> <li>€ Need to highlight to employees who are isolated that they need to seek assistance early if there are problems with co-workers, so that issues can be managed before they become 'unmanageable'. Regular visits by senior personnel would assist in early detection of problems.</li> <li>€ Create opportunities for isolated employees and their families to support each other and formalise networks across government departments in isolated areas. Rumour hotline (BCC) could also be useful for isolated employees.</li> </ul>	<p>Senior Executive. Regional /District Management (including OICs). Equity and Diversity Unit. Training personnel (at all levels – HRDB, RETOs, DETOs). IT personnel. Media and PR. External personnel/ support.</p>	<p>12 months</p>
<p><b>Managing poor organisational functions/restrictions (cultural, geographical, systemic, recalcitrants)</b></p>	<ul style="list-style-type: none"> <li>€ Conduct a relevant environmental scan to determine organisational barriers or restrictions when dealing with harassment issues.</li> </ul>	<p>Research Officers.</p>	<p>3 months</p>



<ul style="list-style-type: none"> <li>€ <b>Insufficient education and training and implementation of same.</b></li> <li>€ <b>Organisational culture does not support effective resolution.</b></li> <li>€ <b>Managers not consistently applying policies and procedures.</b></li> <li>€ <b>Ineffective policies and procedures.</b></li> <li>€ <b>Ineffective communication.</b></li> <li>€ <b>Lack of support for all parties involved.</b></li> <li>€ <b>Mismatch between skill set and role.</b></li> </ul>	<ul style="list-style-type: none"> <li>€ Encourage 'top down' endorsement.</li> <li>€ Encourage/support employees to attend training.</li> <li>€ Conduct base training/induction.</li> <li>€ Target and develop role models.</li> <li>€ Target and develop trainers.</li> <li>€ Involve people who 'have been' eg. Harasser.</li> <li>€ Visual training so that people can 'see effects'.</li> <li>€ Whole-of-Government initiatives.</li> <li>€ Champion ideas – every initiative has a Senior Executive member driving it.</li> <li>€ Conflict/feedback/performance management.</li> <li>€ Managers &amp; supervisors are trained effectively to manage &amp; lead.</li> <li>€ Challenge people to perform efficiently and effectively.</li> </ul>	Whole of Government approach.	No timelines decided.
<p><b>Power/Gender Imbalance – High rank/position vs. lower rank/position</b></p>	<ul style="list-style-type: none"> <li>€ Senior executive directing managers to support people who make complaints (as they have for those officers who discontinue a pursuit).</li> <li>€ Education – eg. When anonymous reporting is introduced all members need to be fully informed of what will happen with that information.</li> <li>€ Team of assessors to manage issues / complaints - either 1 x North Queensland team and 1 x Brisbane based team to look after complaints for the remainder of the state, or a special unit to deal with complaints.</li> <li>€ That unit to hold a position that has the authority to deal with grievances. (Example – Fire Warden in police buildings – if there is a fire rank is disregarded and the firewarden is in charge).</li> <li>€ Train panel members to address HR Management issues in the selection process.</li> </ul>	<p>Senior Management.</p> <p>HRD.</p> <p>Senior Management.</p> <p>HRD.</p>	<p>Immediately.</p> <p>12-18 months.</p> <p>6 months.</p> <p>18 months.</p>



<p><b>Organisational Culture - Positively influence attitudes and reduce nepotism</b></p>	<ul style="list-style-type: none"> <li>€ Raise awareness through general education, marketing and specialist training (additional training for PSO, SHRO, OIC's etc).</li> <li>€ Ensure accountability so Senior Management can address issues.</li> <li>€ Include a Strategic planning component or section in PPA, PD or Contracts.</li> <li>€ Place the issue as a regular agenda item at senior management meetings (eg SEC).</li> <li>€ Ensure there are appropriate penalties for those who commit acts of NWB.</li> <li>€ Dedicate a unit of specialist people to manage instances of harassment and resource them adequately.</li> <li>€ Apply a Whole of Government approach.</li> <li>€ Conduct regular assessments of the workplace culture.</li> <li>€ Promote and implement positive behaviours – link this to performance indicators for manager and supervisors and all staff.</li> <li>€ Initiate awards for best practice.</li> <li>€ Code of conduct training and awareness.</li> <li>€ Integrity testing – psychological testing at recruitment.</li> <li>€ Link rewards to group practice.</li> <li>€ Conduct internal/external surveys.</li> <li>€ Commitment to the merit-based system with integrity testing – to remove such blatant nepotism coded as sponsorship.</li> <li>€ Equality in development / relieving opportunities across Commands.</li> <li>€ Employ external convenors.</li> <li>€ Monitoring/Evaluation: <ul style="list-style-type: none"> <li>- 360 degree surveys.</li> <li>- Monitor complaints (increased/decreased).</li> <li>- Reduction in work cover claims and sick leave.</li> </ul> </li> </ul>	<p>Director General, CEO, COP.</p> <p>Director of HRD (training).</p> <p>Senior Management.</p> <p>ESC (appropriate penalties).</p> <p>State Government.</p> <p>All employees.</p>	<p>Awareness &amp; Training – Annually.</p> <p>Accountability &amp; PPA – 6 monthly reviews.</p> <p>Agenda Items – Quarterly.</p> <p>Appropriate penalties – 3 – 5 year plan.</p> <p>Dedicated Specialist Unit – 12 months + pre-approval.</p> <p>Whole of government approach – 2 years.</p>
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<p><b>Victimisation</b></p>	<ul style="list-style-type: none"> <li>€ Establish an on-line information - frequently asked questions (FAQ) site easily accessible and with published results.</li> <li>€ Links to legislation / litigation / costs to the organisation and the impact on the organisation.</li> <li>€ Suggestion box on QPS intranet Bulletin Board.</li> <li>€ Managers fostering good behaviours.</li> <li>€ Open reporting.</li> <li>€ Marketing to all personnel of professional standards.</li> <li>€ Group check of behaviours – not just the manager's responsibility.</li> <li>€ Professionals within the organisation to change the culture and provide strong professional leadership.</li> </ul>	<p>Top management – the commitment must be proactively visible from the top down. All OIC's / managers. All staff. OOC. CEO. Equity and Diversity Unit.</p>	<p>6 months 12 months Biennial Ongoing.</p>
<p><b>Complacency: There is a problem of complacency by managers to real and ongoing negative workplace behaviour.</b></p> <p>This creates a barrier to support for generally sound organisational systems etc.</p>	<ul style="list-style-type: none"> <li>€ Have a holistic investigative process which encompasses all issues, i.e. criminal/ internal disciplinary/ internal witness support/ and the related workplace health issues.</li> <li>€ That audit should include an audit of all procedures /management practice at that site.</li> <li>€ Implement a 'Confidant' program such as that used by the AFP.</li> <li>€ Consider using electronic reporting mechanisms.</li> </ul>	<p>CMC &amp; Government Investigative Teams.</p>	<p>12 months</p>
<p><b>Culture does not accept change easily.</b> More evident due to generational gap in managers, supervisors and subordinates.</p>	<ul style="list-style-type: none"> <li>€ Create a more adequate environment. Introduce a positive workplace program – supported by good marketing.</li> <li>€ Compulsory 360 degree feedback at all levels.</li> <li>€ Obtain the Commissioner's endorsement regarding delivery and accountability.</li> <li>€ PPA's should be compulsory at all levels with objectives to combat NWB.</li> <li>€ Compulsory NWB training across the board.</li> </ul>	<p>EDU steering committee. PWP &amp; external marketing group. Ethical Standards Command PPA working party. Commissioner.</p>	<p>Effective immediately.</p>



<p><b>Non reporting – observers not reporting harassment / fear of retribution and segregation</b></p>	<ul style="list-style-type: none"> <li>€ Senior executive directing managers to support people who make complaints (as they have for those officers who discontinue a pursuit).</li> <li>€ Anonymous electronic reporting of issues.</li> <li>€ Mandatory Training – face to face followed biennially with CBTs. Also provide training at the induction of administrative and professional staff members and upon their return from long-term leave.</li> <li>€ Include Performance Management for District Officers and lower level management.</li> <li>€ Include harassment as part of the Executive Performance Reviews.</li> <li>€ Include Negative Workplace Behaviour as part of Risk Management and business plans for all Regions and Commands – linked to Workcover – (motivator being that savings in Workcover premiums can be spent elsewhere).</li> <li>€ Evaluation of this conference and current survey – provide feedback to participants and members of the organisation in 12 months time. Hold another conference to review progress across departments.</li> </ul>	<p>Senior Management.</p> <p>IMD.</p> <p>HRD.</p> <p>Senior Management.</p> <p>Senior Executive.</p> <p>Conference Committee/QPS.</p>	<p>Immediately.</p> <p>6 months.</p> <p>6 months.</p> <p>6 months.</p> <p>PPA cycle – 12 monthly.</p> <p>12-18mths.</p>
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## RECOMMENDATIONS

The following recommendations were made at the conclusion of this conference:

1. Consider establishing a group of investigators within the organisation specifically tasked with the investigation of negative workplace behaviour complaints. This will assist in transparency and confidentiality and ensures persons with the necessary expertise conduct the investigation.
2. Apply a strict confidentiality policy regarding the reporting and investigation/mediation of negative workplace behaviours complaints. This includes:
  - € Giving a direction to the perpetrator not to discuss the interview or divulge any information about the situation;
  - € Any person who has received a complaint or is a witness to the complaint being directed to say “I have been ordered not to talk about the allegations”; and
  - € All service personnel being constantly reminded of the need for information to remain confidential and any such breach should result in that member being investigated.
3. Consider reviewing the current Performance Appraisal system with a view to introducing a more comprehensive 360° peer evaluation process similar to that used by the Australian Defence Force.
4. Make all managers accountable through a compulsory objective in their Performance Appraisal regarding appropriate management of negative workplace behaviours.



5. Ensure all job descriptions contain as part of the essential selection criteria, that the applicant demonstrate knowledge of processes, and the ability to effectively manage, negative workplace behaviours.
6. Include at least one question on the processes and management of negative workplace behaviours in all promotional interviews.
7. Consider reviewing the Western Australia Police 'Develop People for Success Program' with a view to determining the merit of the program being introduced to address attitudinal problems regarding negative workplace behaviours.
8. Consider the introduction of an unacceptable workplace behaviours auditing process as part of the organisations risk management and business plans.
9. Establish an easy access on-line information site for 'frequently asked questions'.
10. Implement a marketing strategy to specifically target Negative Workplace Behaviour Policy by:
  - € Using posters, payslips, emails, screen savers and wall savers as a means of conveying general guiding principles to staff;
  - € Developing a compulsory CBT for all staff;
  - € Using case studies in training material;
  - € Recognising staff initiatives that address Negative Workplace Behaviours;
  - € Marketing through training and other initiatives, the important role that the Human Resources Section plays in managing Negative Workplace Behaviours; and
  - € Marketing by CEOs and senior management to staff through encouraging, talking and emphasising the importance of monitoring negative workplace behaviours in their work environments.
11. Attempt to finalise all mediation and complaints regarding negative workplace behaviours within a 4 week period.



12. Establish a mentor program to provide support to victims of negative workplace behaviours.
13. Compel perpetrators to undergo a training rehabilitation program.
14. Ensure that perpetrator's who commit further acts, are fully investigated and appropriate sanctions implemented.
15. Develop a pre-acceptance induction package covering negative workplace behaviours for all new employees and those transferring or being promoted.
16. Develop an induction package specifically aimed at families who move to remote locations.
17. Ensure personnel in remote locations adhere to negative workplace policies for example, to policies and strategies that counter negative workplace behaviours.
18. Evaluate negative workplace behaviour policies on an ongoing basis identifying any shortcomings and implementing changes that ensure the policy is adequate in a changing work environment.





## RECOMMENDATIONS SPECIFIC TO THE QUEENSLAND POLICE SERVICE

While all recommendations were designed as generic across agencies, the conference also noted a number of Queensland Police Service specific recommendations. These are:

1. A review of the staffing structure of the Equity and Diversity Unit by Workforce Planning. Consider upgrading the Manager's role to a minimum of a Superintendent, the Senior Personnel (Diversity) role from A05 to A06 and appointing a minimum of two personnel; one project officer and one training officer.
2. Consider the establishment of a group of investigators within Ethical Standards Command specifically tasked with the investigation of negative workplace behaviour complaints. This will assist in transparency and confidentiality and ensures that persons with the necessary expertise conduct the investigation.
3. Apply a strict confidentiality policy regarding the reporting and investigation/mediation of negative workplace behaviours complaints. This includes:
  - € Giving a direction to the perpetrator not to discuss the interview or divulge any information about the situation;
  - € Any person who has received a complaint or is a witness to the complaint being directed to say "I have been ordered not to talk about the allegations"; and
  - € All service personnel being constantly reminded of the need for information to remain confidential and any such breach should result in that member being investigated.



4. Make all Queensland Police Service Managers accountable through a compulsory objective in their PPA or EPPA and through the OPR process, regarding appropriate management of negative workplace behaviours.
5. Ensure all job descriptions contain as part of the essential selection criteria, that the applicant demonstrates a knowledge of processes, and the ability to effectively manage, negative workplace behaviours.
6. Include at least one question on the processes and management of negative workplace behaviours in all promotional interviews.
7. Review the Code of Conduct make two distinct parts – one specifically focused on behaviours.
8. Consider reviewing the Western Australia Police ‘Develop People for Success Program’ with a view to determining the merit of the program being introduced to the Queensland Police Service to address attitudinal problems regarding negative workplace behaviours.
9. .Develop an induction package specifically aimed at QPS families who move to remote locations
10. Implement a marketing strategy to specifically target QPS Negative Workplace Behaviour Policy by:
  - € Using posters, payslips, emails, screen savers and wall savers as a means of conveying general guiding principles to staff;
  - € Developing a compulsory CBT for all staff irrespective of rank;
  - € Using case studies in training material;
  - € Recognising staff initiatives that address Negative Workplace Behaviours;
  - € Marketing through training and other initiatives the important role that Equity and Diversity Unit plays in managing Negative Workplace Behaviours; and
  - € Marketing by COP and Senior Executive to staff by encouraging, talking and emphasising the importance of monitoring negative workplace behaviours in their work environments.



11. Consider the introduction of an unacceptable workplace behaviours auditing process as part of the risk management and business plans for all regions and commands.
12. Establish an easy access on-line information site for 'frequently asked questions'.
13. Finalise all mediation and complaints regarding negative workplace behaviours within a 4 week period.
14. Establish a mentor program to provide support to victims of negative workplace behaviours.
15. Compel perpetrators to undergo a training rehabilitation program.
16. Ensure perpetrators who commit further acts, are fully investigated and appropriate sanctions implemented.
17. Develop a pre-acceptance induction package covering negative workplace behaviours for all new employees and those transferring or being promoted.
18. Consider requiring Senior Executive members to direct managers to support people who make complaints of negative workplace behaviours. (e.g. the same as support for officers who terminate pursuits).
19. Ensure personnel in remote locations adhere to negative workplace policies for example, to policies and strategies that counter negative workplace behaviours.
20. Evaluate negative workplace behaviour policies on an ongoing basis identifying any shortcomings and implementing changes that ensure policy is adequate in a changing work environment.
21. Consider reviewing the current PPA and EPPA system with a view to introducing a more comprehensive 360° peer evaluation process similar to that used by the Australian Defence Force.

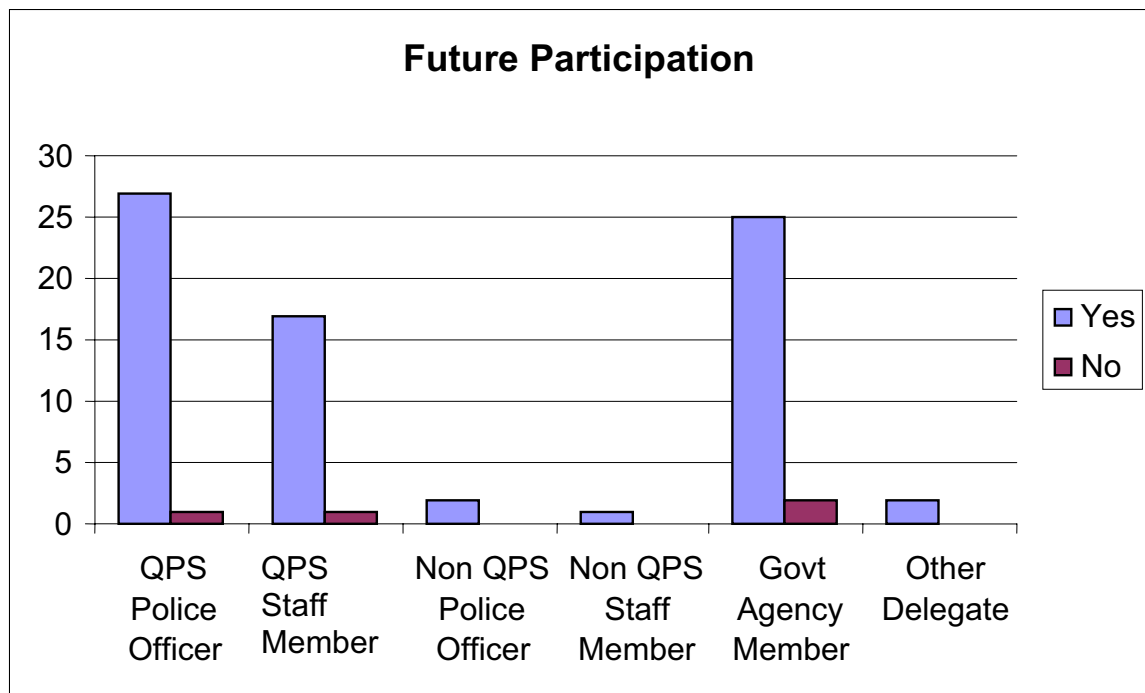




## CONFERENCE EVALUATIONS

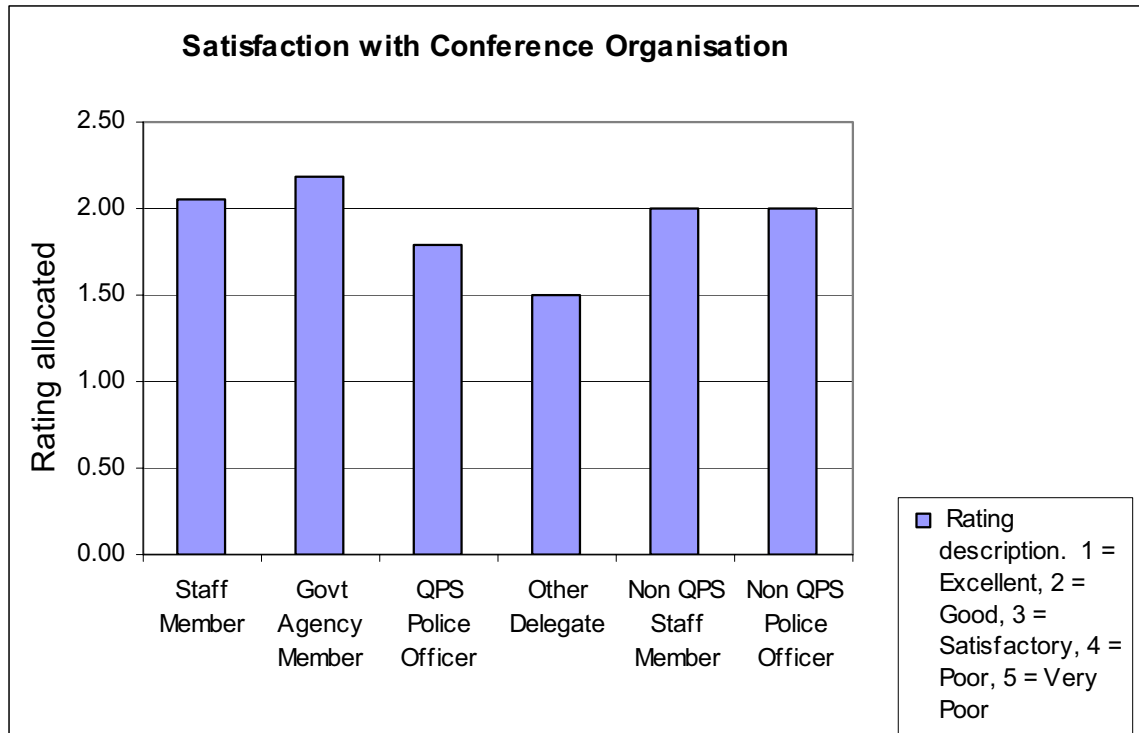
All Delegates were requested to complete an evaluation form at the conclusion of the conference. Delegates were asked a number of questions regarding the conference. Data was then analysed from the evaluation forms. This evaluation is displayed in the below charts.

### 1. Would you participate in a future conference?



## CONFERENCE EVALUATIONS Cont.

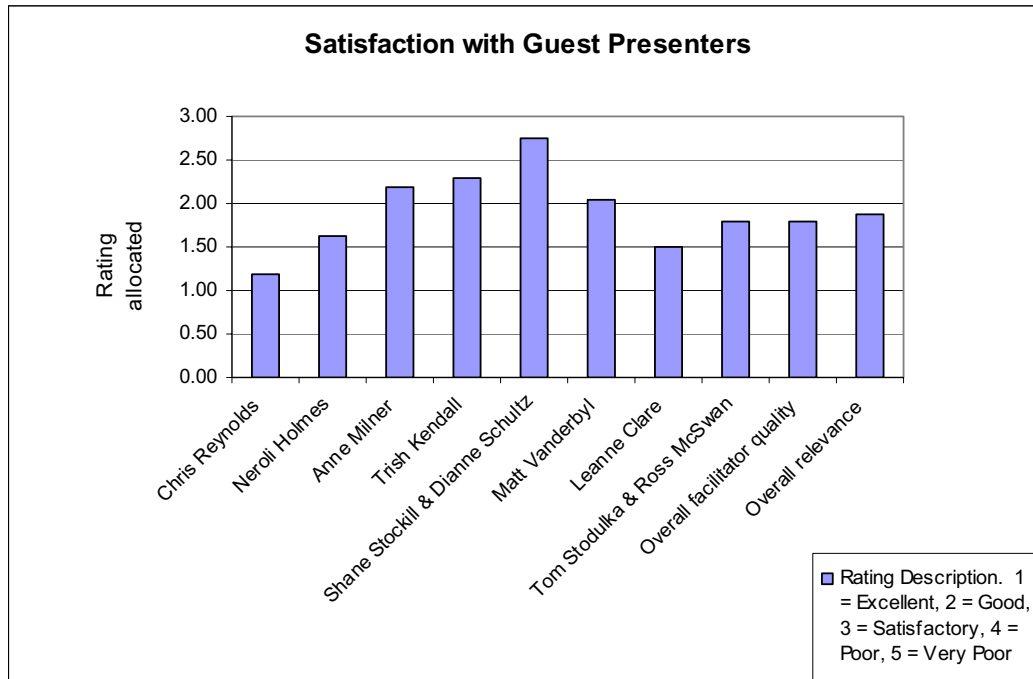
2. What was your level of satisfaction with the manner in which the conference was organised?





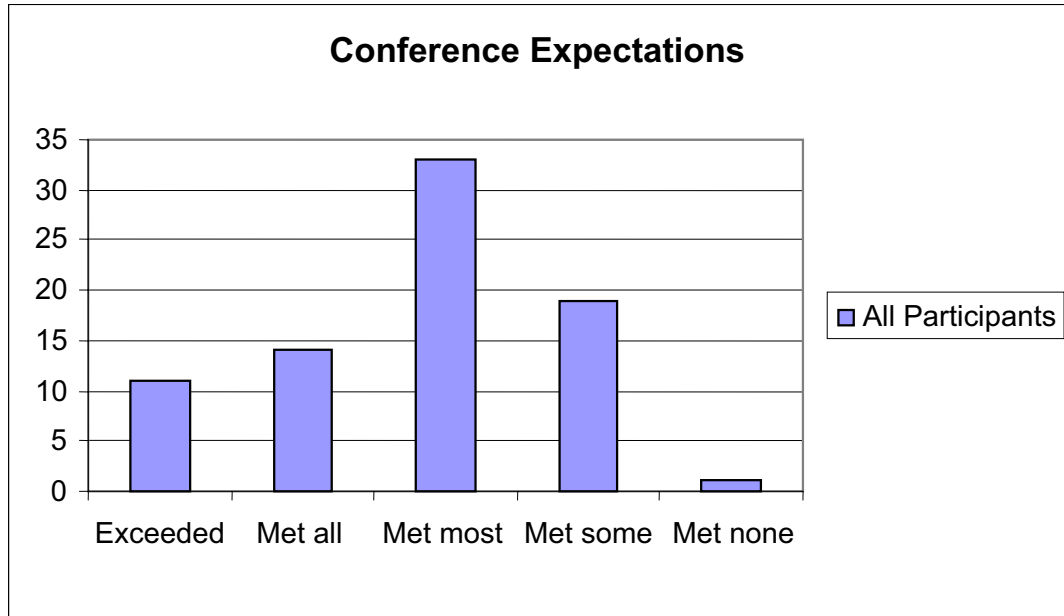
## CONFERENCE EVALUATIONS Cont.

3. What was your level of satisfaction with the delivery of each of the guest presenters?



**CONFERENCE EVALUATIONS Cont.**

4. To what extent were your overall expectations of the conference met?





## SUGGESTED TOPICS FOR SUBSEQUENT CONFERENCES – 2008 ONWARDS

The following suggestions regarding focus and directions for future conferences were made by delegates:

1. Negative Workplace Behaviours - How to make positive changes in the workplace.
2. Terms of Reference – where to from here to see more unity in Queensland Government Agencies.
3. How do other Departments and Agencies address policy implementation to identify best practice strategies and manage a range of behaviours?
4. Focus on bullying which is a major problem within organisations, instead of sexual and workplace harassment.
5. Where have we progressed to and where do we go to now?
6. Strategies for managing bullying, intimidation and/or harassment from members of the public. What support systems are available?
7. Techniques on how best to manage complaints. How to have difficult conversations with challenging people.
8. What outcomes have been achieved from the previous year's conference?
9. Panel discussions involving junior staff members, possibly real life victims and/or offenders who have been through the whole process. This way, real issues can be identified and addressed.
10. The outcomes of the report to the Queensland Police Service Commissioner and a review of the implementation of the new harassment policy.





## SUGGESTIONS FOR IMPROVING FURTHER CONFERENCES - 2008 ONWARDS

The final report of the Harassment Conference identified the following issues regarding the conduct of this conference;

- € Secure keynote speakers at least 6 months out from the conference;
- € Use case studies from the Federal Court or AIRC to show what is occurring in Australasian policing environments and the decisions reached in arbitrary forums;
- € Stream sessions to enable delegates to select the topics of most interest to them;
- € Encourage wider participation from Government, non government and private sector agencies and organisations;
- € Conduct more interactive panels; and
- € Hold more workshops of shorter duration.





## STRATEGIES IMPLEMENTED BY THE QPS AND OTHER AGENCIES AND ORGANISATIONS

The following table highlights the successful strategies implemented by organisations to proactively address issues surrounding workplace behaviours.

Organisation	Achievement
Queensland Police Service	<p>Supportive leadership/Workplace Conflict Workshops have been conducted.</p> <p>Creation of Equity and Diversity Unit and the establishment of a framework to manage workplace harassment.</p> <p>The introduction of Human Services Officers, Harassment Referral Officers and Peer Support Officers has made information and advice more accessible for all employees.</p> <p>Harassment Referral Officer (HRO) positions introduced that encompass the role of the Sexual Harassment Referral Officers (SHRO) and workplace harassment.</p> <p>Conducting the Harassment Conference will achieve awareness, create strategies or actions for the workplace and provide significant learning. Involving external bodies in consultation will assist QPS in avoiding re-inventing the wheel.</p> <p>Set framework established to recognise problems. Compulsory reporting requirements of certain behaviours such as misconduct, harassment, and grievances - more accountability.</p> <p>Introduction of the Positive Workplaces Program is providing benefits to all staff.</p> <p>Conflict management training and awareness sessions are provided for managers and supervisors.</p>



QPS Continued	<p>Re-development of mediator network is resulting in a well trained group of mediators throughout the state to assist parties to agree on appropriate resolution of workplace conflict matters.</p> <p>Re-writing of policy on Negative Workplace Behaviours. Blending of sections of the HRM Manual to ensure ease and consistency when dealing with issues. Policy includes greater requirements to notify the EDU by areas that may be privy to relevant information. This will allow a greater understanding of the extent of negative behaviours within the QPS</p> <p>Development of training on Negative Workplace Behaviours that has been made compulsory for all Corporate Services staff. This training is being trialled in Regions with a view to it being compulsory for all QPS personnel during 2008.</p> <p>Processes are currently being conducted to provide update training for HRO's including familiarisation with proposed state-wide training package and SWOT analysis of the network.</p> <p>Development and maintenance of Negative Workplace Behaviour database to monitor matters reported to the EDU and the action taken to address issues.</p> <p>Review and development of broader training to address relevant issues across various programs within the Service.</p> <p>Policy and structure review of QPS Women's Network.</p> <p>Continuance of Senior Women's Forum</p> <p>Participation in Qld Government Equity and Diversity Community of Practice, Australia &amp; New Zealand Equal Opportunity Consultative Committee and Equal Opportunity Practitioners Association.</p>
Main Roads Department	<p>As per Local Government and one-on-one.</p> <p>Policy/procedures are very well written and concise. They work well.</p> <p>MRD adopts a <i>Care for People</i> Process (victims) which has been a real achievement in the past few years.</p>



Main Roads Department continued	<p>A project entitled 'Bitumen Dreaming' has been instigated where all members are trained in cultural issues and workplace harassment issues.</p> <p>Introduction of HR specialists across the organisation. These positions are at a local / branch level.</p> <p>Workplace harassment is being managed well. A 'Women at Work' conference has been conducted, which is a state-wide initiative now evolved into the Diversity Conference. This relates to diversity training.</p>
Australian Federal Police	<p>Discussion Forums available both Social and Official.</p> <p>Organisational Issues - Electronic forum is available.</p> <p>Women's Network.</p> <p>On-line training module for new staff (part of induction and at all induction courses).</p> <p>Targeting ongoing training</p> <p>Have work life diversity and PSO process just introduced</p> <p>Confidante Program/Network. Issues can be investigated without giving away the source - links to legislation. Network now includes Harassment Officers.</p> <p>Indigenous and Gay and Lesbian Network established.</p>
Education and the Arts	<p>Intranet access to Policies / Procedures for all staff.</p> <p>Grievance Resolution Directive.</p> <p>Code of Conduct.</p> <p>Rolled out Code of Conduct training, which includes remote locations.</p> <p>Established a strong Ethical Standards Unit. Implemented system in Regions to address issues at that level through low level measures such as mediation.</p>



<p>Department of Defence</p>	<p>Establishment and expansion of Equity Adviser Network, which is mentored and administered by Fairness and Resolution Centres (FRC's) throughout Australia. There are seven centres which are in each capital city and they are responsible for their region, which are: QLD, NT, WA, SA, VIC/TAS, NSW and ACT.</p> <p>The role of the FRC's is to:</p> <ul style="list-style-type: none"> <li>€ train staff on positive workplace behaviours - equity training.</li> <li>€ train Commanders/Managers on their roles in managing situations where unacceptable behaviour exists,</li> <li>€ train staff on negotiation and communication skills,</li> <li>€ provide advice and assistance to clients or managers on who best they deal with situations, and</li> <li>€ provide Alternate Dispute Resolution (ADR) techniques for the region. Some of the ADR techniques used in Defence are: <ul style="list-style-type: none"> <li>- Mediation (dispute normally between two individuals),</li> <li>- Conflict Coaching (one-on-one coaching with a client who is in dispute. It can also be directed towards a manager who needs assistance in managing a difficult situation), and</li> <li>- Workplace Conferencing (normally a dispute where the whole team is affected).</li> </ul> </li> </ul> <p>Defence also has comprehensive policies on how to manage and report unacceptable behaviour, manage and report sexual offences, and the use of Alternate Dispute Resolution (ADR) techniques.</p>
<p>Victoria Police</p>	<p>Victoria Police have a Charter for HR and Responsibilities, They are recognised to be at the forefront of training and education.</p> <p>VICPOL are currently lobbying to amend legislation.</p> <p>Statistics are used to manage a number of issues (COMSTAT) People issues forum. Committee / council model § Consistency / capability building § Professional development committees</p>



<p>Department of Primary Industry</p>	<p>Corporate Integrity and Governance Unit created, which covers whistleblowers, misconduct, code of conduct, investigations and so on. It is only a small unit but allows for a targeted response in providing support to whistleblowers and in co-ordinating the management of all cases of allegations of staff misconduct in the department.</p> <p>Induction training re policy and Code of Conduct</p> <p>Online courses for all staff and Email reminders to undertake training</p> <p>Easy/Free access to Employee Assistance Service through Langmont Advantage, including manager assistance and coaching to deal with harassment issues in their team.</p> <p>Undertaking a number of training initiatives in promoting constructive behaviours, such as the Lifestyles Inventory, Foundations of Effectiveness and Leadership Impact.</p>
<p>Queensland Health Forensic and Scientific Services</p>	<p>Queensland Health Forensic and Scientific Services have a network of Workplace, Equity and Harassment Officers.</p> <p>A Scientific Skills Development Unit has been established. This training unit is currently updating staff training records and ensuring that all employees attend a Code of Conduct training course. SSDU will source and customise training courses as required to address specific needs.</p> <p>On the day of arrival, new employees are provided with the following:</p> <ul style="list-style-type: none"> <li>€ Queensland Health Code of Conduct (which covers workplace harassment)</li> <li>€ Workplace Bullying – A Worker’s Guide</li> <li>€ Information about Employee Assistance Services (EAS) and staff counselling. Staff can make a confidential appointment with a Queensland Health psychologist who regularly attends the campus or, in some circumstances, an outside service provider.</li> <li>€ WEHO contact details and brief description of what the Workplace Equity and Harassment Officers do.</li> </ul> <p>During the induction process, new employees view two training videos – one covers workplace harassment and the other the Queensland Health Code of Conduct.</p>



Northern Territory Police Service	Northern Territory has recently implemented the Employee Support Unit consisting of 3 staff. The unit is organisationally positioned within the HR area.
Department of Justice & Attorney General	Implemented conflict coaching and mediation services. Work Cover claims have been reduced through the coordinator taking an interest in the return of staff to the workforce. Mediation process - internal free, external cost to organisation
Shared Service Agency	Role Modelling/Mentoring program appears to work € Informal approach
Workplace Health & Safety Queensland	Early intervention program identifying and intervening with staff at risk who are experiencing negative workplace behaviours, including consultation within a 15 hour period. This is most effectively undertaken prior to the staff member leaving the workplace.  Mental health first aid workshops (to provide participants with an understanding of mental health issues).
Commission for Children and Young People	CCYPCG have conducted leadership training, in the process of running compulsory combined code of conduct, workplace harassment and bullying training. Developed Corporate Standards (HR policies) that combine these aspects to guide employees. Implemented an Employee Assistance Service that employees can access to discuss work/conflict issues.
Griffith University	Revision of complaints processes. Shift responsibility to managers, so that there is a focus on the whole workplace rather than just one issue. Flexible approach to resolving complaints Where appropriate, use of mediation to resolve issues rather than formal investigations.



<p>Department Natural Resources and Water</p>	<p>Workplace surveys. Track/monitor issues. Attraction/retention of employees. Business Management Skills. Referral networks &amp; procedures –</p> <ul style="list-style-type: none"> <li>€ induction training re policy and code of conduct</li> <li>€ online courses for all staff</li> <li>€ emails – reminders to undertake training</li> <li>€ HDRO's</li> <li>€ Reporting to database (anon).</li> </ul> <p>Workforce plan –identified an aging working population that have experience with these issues. Quarterly reviews – supervisors informing management and identifying issues. Natural Resources also have a library and staff will help them to find information if needed. Referral Officers network.</p>
<p>Department of Local Government, Sport and Recreation</p>	<p>Supportive Leadership Program attended by all staff. It is a program that assists staff in coping with change. Currently running a Giving and Receiving Feedback Program that will be attended by all staff. This program assists staff with their feedback skills. Established a Harassment Referral Officer Network. Staff can confidentially contact a Harassment Referral Officer to talk to them about any harassment problems they may be facing in the workplace. Establishment of a Corporate Health Program, which looks to provided staff with access to tools to allow them to achieve total wellbeing (achievement of physical, mental, financial and social health). Development of a Diversity and Equity Reference Group whose aim is to increase awareness and tolerance within the DLGSR. Within the Departmental Induction, the DLGSR's Code of Conduct is thoroughly reviewed. Additionally one session within the day is devoted entirely to Diversity and Harassment.</p>



Qld Transport	<p>There are advertised Contact Points of well trained staff.</p> <p>Human Resources and the Harassment network meet regularly.</p> <p>Cultural Awareness Program (half day delivered by ATSI officer).</p> <p>Currently in the consultation process of implementing a revised harassment policy and Code of Conduct which have been written with a focus on plain English.</p>
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## PROGRAM

### DAY ONE – THURSDAY OCTOBER 18, 2007

- 0730     **Registration** – Foyer - Refreshments on Arrival
- 0900     **Ian Stewart, Assistant Commissioner, Information and Communications Technology**  
*Welcome Address*
- 0915     **Ms Anne Milner, Queensland Law Society**  
*'Work Cover Litigation - Harassment and Reasonable Management Action and Duty of Care - What are the Lessons'.*
- 0950     **Morning Tea**
- 1015     **Ms Chris Ronalds SC**  
*'Report on the Inquiry into Sexual Harassment and Sex Discrimination in the NSW Police'*
- 1150     **Hon Judy Spence, Minister for Police, Corrective Services and Sport, Qld**  
*Opening Address*
- 1205     **Commissioner Bob Atkinson**  
*Commissioner's Address*
- 1215     **Lunch**
- 1315     **Ms Neroli Holmes, Anti Discrimination Commission of Queensland**  
*'Organisational Responsibilities for Out of Work Behaviour – When Does Work Life Stop and Private Life Start'*
- 1345     **Ms Trisha Kendall, ChangeCorp**  
*'Cultural Change and Barriers When Dealing with Harassment Within Organisations'*



- 1415 **Afternoon Tea**
- 1440 **Panel Discussion. Facilitated by Ms Leanne Clare SC**  
 § Australian Defence Force – Mr Michael Quinn  
 § BMA – Ms Rebecca Holloway  
 § QPS – Senior Sergeant Matthew Malloy  
 § Brisbane City Council – Chief Executive Officer Ms Jude Munro

**DAY TWO – FRIDAY OCTOBER 19, 2007**

- 0800 **Administration-** Foyer - Refreshments on Arrival
- 0830 **Superintendent Matt Vanderbyl**  
*‘QPS Findings Within the Working Groups’*
- 0900 **Mr Shane Stockill and Ms Dianne Schultz, Department of Employment and Industrial Relations**  
*‘Psychosocial Obligations in the Workplace’*
- 1000 **Commence workshop**  
*Facilitated by Mr Ross McSwan & Mr Tom Stodulka*
- 1030 **Morning Tea**
- 1050 **Continuation of workshop**
- 1230 **Lunch**
- 1300 **Continuation of workshop**
- 1500 **Afternoon Tea**
- 1530 **Summary**
- 1600 **Acting Deputy Chief Executive (Human Resources) Jim Hardie**  
*Workshop closure*

