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A. Introduction

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

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

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

B. Note on Assessing Risks

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

C. Note on Controlling Risks

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

Risk Control Options:

Examples:

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

Consultation with Health and Safety Representatives and the health and a relevant safety committee (where appropriate) should precede all proposed action to reduce the risk of bullying.

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

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

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LOCATION/ACTIVITY UNDER REVIEW: Ballarat Tech School

DATE REVIEWED: 05/12/2024

PEOPLE CONDUCTING REVIEW: Damon Minotti, Liam Mudge, Adrian Borg, Aaron Coulter, Ryan Ringin

	Identify Risk Factors	Initial Risk (Ext/High/Med/Low)	Implement Control Measures	Residual Risk
	<i>Are there factors that may contribute to the risk of bullying in the workplace?</i>			
<input checked="" type="checkbox"/>	Organisational change	Medium	Transparency in discussions around staffing role changes, additional positions and clarity of roles and responsibilities for each	Low
<input type="checkbox"/>	Authoritarian management styles			
<input checked="" type="checkbox"/>	Workforce characteristics (e.g. employees in a minority due to age, gender, ethnicity, disability, parental status, religion or political views; new employees; trainees; apprentices; casuals or contractors.)	Medium	Increased awareness and consideration of diversity of staff in decision making and work protocols. Use of staff handbook and online training modules for inclusion and diversity.	Low
<input checked="" type="checkbox"/>	Reports that workplace relationships are unsatisfactory	Medium	Develop and implement internal conflict management processes, make staff aware of grievance procedures and promote online training modules	Low
<input type="checkbox"/>	Reports that workplace communication is poor			
<input type="checkbox"/>	Tolerance of teasing, practical jokes, or initiation practices			
<input type="checkbox"/>	Lack of appropriate policies and procedures			
<input checked="" type="checkbox"/>	High rate and intensity of work, or staff shortages	Medium	Ensure appropriate staffing levels are maintained and staff are adequately consulted, and time compensated, for additional essential work.	Low

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Authorised by: University Health and Safety Policy Committee
 Document Owner: Manager – Risk, Health and Safety
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	Identify Risk Factors	Initial Risk (Ext/High/Med/Low)	Implement Control Measures	Residual Risk
<input checked="" type="checkbox"/>	Poorly defined jobs or uncertainty about work requirements	Medium	Continuous development of staff handbook with clear delineation of roles and responsibilities as well as adoption of "Workday" platform best practice, for monitoring staff performance and feedback.	Low
<i>Are there indirect signs of bullying present?</i>				
<input type="checkbox"/>	Exit interviews that report dissatisfaction with working relationships			
<input type="checkbox"/>	Localised high levels of absenteeism or staff turnover			
<input type="checkbox"/>	Increase in workplace grievances or complaints			
<input type="checkbox"/>	Incident reports or workers compensation claims that allege bullying			
<input type="checkbox"/>	Negative results from employee climate surveys			
<input type="checkbox"/>	Issues raised at staff meetings			
<input type="checkbox"/>	Deterioration of relationships between colleagues, students or management			
<input type="checkbox"/>	Regular damage to personal effects, clothing, work tools, etc			
<input type="checkbox"/>	Employee(s) experiencing a number of minor workplace injuries			
<input type="checkbox"/>	Employee(s) becoming withdrawn or isolated			

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