Senate Standing Committee on Education and Employment

QUESTIONS ON NOTICE
Additional Estimates 2015 - 2016

Agency - Fair Work Building and Construction

Department of Employment Question No. EMSQ16-000109

Senator Cameron asked on 12 February 2016 on proof Hansard page 10.

Question

FWBC - Bullying and harassment report

Senator CAMERON: Has that review been finalised?
Mr Hadgkiss: The review has been finalised, yes.
Senator CAMERON: Can you table a copy of that review?
Mr Hadgkiss: I will take that on notice.
Senator CAMERON: When you answered Senator Wong, you indicated it was an action plan. Has there been an action plan developed—or has there been any plan developed?
Mr Hadgkiss: If I said it was an action plan, an implementation plan, a corporate plan or whatever, I apologise. I know that it is definitely called an implementation plan. It is reviewed every month by the executive. Progress is reported against that plan, and we publish the results.
Senator CAMERON: The reason I am asking is I want to be clear that you are dealing with the issues that we are asking you about. I do not want a situation—like I have had in the past—where we do not know the exact name of some plan and you could say, 'We don't have that plan.' So you have an implementation plan, and I am asking that you table that implementation plan and provide copies.
Mr Hadgkiss: I have already said I will take that on notice.
Senator REYNOLDS: To speed up the process, perhaps if we get a thesaurus out and work out every single possible definition of an action implementation plan—a corporate plan by which we can implement action—that might facilitate the process by getting the definitions correct.
CHAIR: Thank you for your assistance, Senator Reynolds!
Senator CAMERON: I have a correction: it was actually Senator Abetz who answered that question—on your advice, I assume. Senator Abetz answered the question from Senator Wong, and I assume Senator Abetz asked for advice from your agency before he answered that.
Mr Hadgkiss: If it is in action plan, an implementation plan—
CHAIR: Maybe when you take it on notice you can clarify the title.

Answer

There is one plan, a bullying and harassment action plan (**Attachment A**).

The terms action and implementation had initially been used interchangeably by the agency during the development of the plan.

Bullying and Harassment Action Plan

Area of Focus	Objectives/Outcomes
Risk of workplace bullying: ***presence of work stressors*** - for e.g. high job demands, limited job control, organisational change, role conflict and ambiguity, job insecurity, an acceptance of unreasonable workplace behaviours or lack of behavioural standards, unreasonable expectations of clients or customers	
Education and Training	Education and training focusing specifically on identifying more precisely what behaviours constitute bullying and harassment, how staff should recognise such behaviours and how to respond.
Awareness raising	Regular updates provided to staff in relation to issues concerning bullying and harassment
Risk of workplace bullying: **leadership styles** - for e.g. autocratic behaviour that is strict and directive and does not allow workers to be involved in decision making behaviour, where little or no guidance is provided to workers or responsibilities are inappropriately and informally delegated to subordinates	
Leadership capabilities	Mentoring, internal development, access to educational opportunities, buddy type arrangements and a number of other schemes should be considered to develop current and future leaders
Giving and receiving feedback	Current and future managers should receive additional education and training on the giving and receiving of feedback related to performance management.
Risk of workplace bullying: **systems of work** - for e.g. lack of resources, lack of training, unreasonable performance measures or timeframes	
Recruitment and selection	A clear and unambiguous policy and process for the identification of higher duty opportunities needs to be developed, disseminated and administered. Such process should include standard processes for completing expressions of interest, panel based assessments and feedback to participants in written format to encourage their development.
Review of Harassment Contact Officer Network	A re-evaluation of the function and effectiveness of the Harassment Contact Officer Network with a view to determining whether it continues to provide an effective service or whether there is an alternative model

Review of underperformanc e/ performance management frameworks	A review of the current frameworks to ensure they meets the needs of both individuals and the organisation
Risk of workplace bullying: ***work relationships*** *–* for e.g. poor communication, low levels of support or work group hostility	
Improved communication at all levels of the agency	Managers at all levels to ensure close communication with staff at every opportunity. This should include regular meetings, use of intranet and other electronic mediums to ensure current messages are conveyed fully and are understood.
HR support	The role of HR to be evaluated in light of whether the current structure provides managers with sufficient support to properly implement performance management. Staff within Human Resources to market their availability and expertise to the field.

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