

# Framework for promoting a positive workplace culture: preventing bullying, harassment and discrimination

Victorian health services

PRINCIPLES	1	2	3	4	5	6	7
MINIMUM STANDARDS	<p><b>Leaders demonstrate commitment to a positive workplace culture.</b></p> <ul style="list-style-type: none"> <li>The board, CEO and leaders demonstrate a commitment to building a positive workplace culture and preventing, identifying and responding to incidents of BHD.</li> <li>Leaders and managers model the organisational values.</li> <li>Leaders and managers ensure reports of inappropriate behaviour, including BHD, are taken seriously and are addressed sensitively, fairly, promptly and in a manner consistent with the organisation's policies and procedures.</li> <li>The board receives routine reports on relevant lead and lag indicators and themes relating to workplace culture and inappropriate behaviour (including BHD), and oversees the development of strategies to prevent and manage risks to the organisation and its staff.</li> </ul>	<p><b>The organisation and staff understand and manage risks relating to culture and inappropriate behaviour, including BHD.*</b></p> <ul style="list-style-type: none"> <li>The organisation has a clear policy framework that links policies and procedures with organisational expectations about behaviour.</li> <li>BHD is managed using a risk management framework and included on the organisational risk register.</li> <li>Risk is assessed regularly in consultation with staff, managers and leaders, and appropriate controls and strategies are adopted.</li> <li>Risks are managed proactively, allowing for prevention and early intervention.</li> <li>The organisation analyses and reports against a suite of indicators (including lead and lag indicators) to benchmark culture, identify trends, and monitor and reduce risk.</li> <li>Staff understand how and when to report, and are encouraged to do so.</li> <li>Processes for managing incidents are transparent and based on best practice.</li> <li>There is a continuous cycle of review, evaluation and improvement, with appropriate individual and organisational actions taken and feedback given.</li> </ul>	<p><b>Safe systems of work are in place that reduce risks to health and safety associated with inappropriate behaviour, including BHD, and that promote staff wellbeing.</b></p> <ul style="list-style-type: none"> <li>The organisation provides a safe workplace, complies with relevant legislative requirements, and considers BHD in the context of its strategies to address safety, wellbeing and culture.</li> <li>Staff are provided with the resources, information and training they need to carry out their tasks safely and effectively.</li> <li>Staff understand their roles and responsibilities, and have the opportunity to provide regular feedback on these.</li> <li>The organisation regularly reviews and monitors staff workloads.</li> <li>The organisation provides access to and information about supports to all staff.</li> <li>The organisation consults and communicates effectively through periods of change, including restructuring.</li> </ul>	<p><b>The organisation has effective mechanisms for the management of people.</b></p> <ul style="list-style-type: none"> <li>People management frameworks cover the continuum of employment, from new starters through to those leaving the organisation.</li> <li>People managers are regularly trained in effective leadership styles and management skills.</li> <li>Policies and procedures for people management require fair and objective decision making that is merit based.</li> <li>Performance management processes provide a robust framework for communicating about performance and providing constructive feedback.</li> <li>Performance management processes reinforce organisational values and expectations.</li> <li>Support mechanisms are in place for people managers, including new and acting managers.</li> <li>All staff understand what constitutes reasonable management actions and how these should be clearly communicated.</li> </ul>	<p><b>Staff access appropriate, consistent and effective training.</b></p> <ul style="list-style-type: none"> <li>Training programs reinforce the organisation's values.</li> <li>All staff are trained in what constitutes appropriate and inappropriate behaviours, and how to report inappropriate behaviours in the workplace.</li> <li>All staff are trained in what they can do to help build a positive workplace.</li> <li>BHD training programs align with the department's training principles (refer to <i>Workplace culture and bullying, harassment and discrimination training: guiding principles for Victorian health services</i>).</li> <li>The organisation regularly reviews relevant training programs and assesses their content, quality and effectiveness.</li> <li>Appropriate resources to support learning and development are available and accessible to all staff.</li> </ul>	<p><b>Workplace relationships are respectful and built on trust.</b></p> <ul style="list-style-type: none"> <li>Expected standards of behaviour are clearly communicated and well understood.</li> <li>Policies and procedures, including those relating to workplace behaviours and BHD, are developed in consultation with all staff groups.</li> <li>The organisation supports staff to live the values and speak out against inappropriate behaviour.</li> <li>The organisation's People and Culture Committee (or equivalent) comprises representatives from all staff groups and includes a health and safety representative, and provides an avenue for regular consultation, communication and feedback.</li> <li>The organisation promotes cooperation and collaboration as the norm.</li> </ul>	<p><b>The organisation embraces diversity and is committed to inclusion.</b></p> <ul style="list-style-type: none"> <li>The organisation actively promotes diversity and inclusion, and acknowledges the value of different perspectives.</li> <li>Recruitment and employment processes comply with relevant legislation and ensure that equal employment opportunity is provided.</li> <li>Employment decisions are based on fairness, equity and diversity.</li> <li>All staff are provided with the opportunity to contribute to the workplace culture.</li> <li>The organisation regularly measures equal employment opportunity data, and identifies strategies to increase diversity in its workforce.</li> </ul>

\* BHD = bullying, harassment and discrimination