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.