



'making the workplace a better place to be'

Sally Jetson & Associates

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Work Matters

Did you know there are four very simple things we can do to ensure our workplaces are enjoyable and productive?

By investing small amounts of time we can manage more proactively and be rewarded with a comfortable work environment that runs smoothly and productively.

In busy and competitive workplaces it is easy to overlook the simple things that give people a reason to come to each day. In our experience there are four simple things you can't afford to overlook.

1. Provide effective feedback on how people are doing in their jobs;
2. Notice how people communicate information;
3. Notice how people are treating each other and how they get along;
4. Give people what they need to be able adjust to changing expectations or work requirements.

**GOOD NEWS
FOR CLIENTS**



Sally Jetson and Barbara Holland have completed the Diploma in Training and Assessment Systems.

We are currently in the process of having our training courses nationally accredited. The good news is that if you participate in a workshop and need accreditation, we'll offer you this retrospectively as soon as we get the big tick from ANTA.

CONTENTS

In this newsletter, we'll be covering:

- Diversity matters ...
- ❑ **Balance and Business Benefits**
- Workplace Problem Solving ...
- ❑ **When to mediate and when to manage**
- Work Behaviour Matters...
- ❑ **Bullying and the toxic work environment**
- Managing Workplace Behaviour
- ❑ **Giving feedback on behaviour matters**
- Work Environment Matters
- ❑ **Gossip and Rumours**

Training Calendar:

July - December 2001

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In our February newsletter we looked at the direct relationship between work environment, conditions of work and productivity.

We covered communication matters; dealing with interpersonal conflict and behavioural matters; the role of behaviour and performance standards at work, a competency framework for first point of contact and grievance conciliators, and policy template for electronic mail use.

Please contact us if you would like a back-copy.

In this newsletter we focus on the areas of consulting work and training delivery we've been significantly involved with during the course of the year.

You will notice in our 'calendar of training' (back page), that in addition to our standard offerings, we have added a number of new workshops to deal with a range of difficult workplace issues.

Many of the offerings in this semester's calendar represent best practice.

Sally Jetson & Associates provides organisations in Western Australia with services designed to make the workplace a better place to be.

Our expertise is in workplace behaviour, working relationships and all aspects of equal opportunity, discrimination, diversity and fair treatment.

We design and implement systems, strategies and skills needed by organisations, teams and individuals to improve their working relationships and get the job done.

We provide training, consultation and advice. All our interventions are developed and implemented on the basis of a sound business case, whether you have legal compliance requirements or a keen interest in the workplace being a better place to be.

Our best work for clients occurs at three levels: proactive, preventative and responsive. Whilst it's in the interest of your organisation and all who work in it to proactively manage the workforce, from time to time issues occur that need immediate attention. Some of those issues have the potential to become legal or commission matters.

When things go wrong we offer just-in-time interventions to get things back on track. We can help you contain and manage situations as quickly as possible.

Our experience with workplace situations, which have the potential to become external matters, will benefit your organisation.

We Provide:

Workshops and Training Courses
Consultation and Advice
Policy and Procedure Design

Case Management, Coaching and Supervision

- Diversity, Equity and Workplace Values
- Equal Employment Opportunity
- Discrimination Matters
- Workplace Harassment
- Sexual & Racial Harassment
- Conflict Resolution
- Grievance Management and Investigation
- Performance Management
- PSSC Standards Review Matters
- Code of Conduct
- Workplace Behaviour
- Bullying and Intimidation
- Fair Treatment
- Conciliation
- Mediation
- Problem-Solving
- Facilitation
- EOWA Plans and Compliance Reporting



Many organisations are interested to know the difference between 'workplace diversity' and 'equal opportunity' and to know how they might rate themselves in the diversity stakes. You may find the following of some use:



Equal Opportunity:

EEO aims to create equality of employment opportunity by removing discrimination, empowering individuals through understanding their rights and redressing past inequalities. Whilst there are excellent business benefits to eliminating unlawful harassment and discrimination at work, the model is generally a compliance framework. In this country there is a legal requirement for EEO.

Diversity:

Implementing diversity initiatives is voluntary and is driven primarily by business needs.

Accordingly companies will project their business, staffing and customer needs in order to compete effectively.

For many companies, implementing diversity hasn't only improved their profile as a good corporate citizen, there have been significant benefits to the bottom line. For example in 1998 the American Management Association found after surveying 1,100 companies that: *"Heterogeneity - a mixture of genders, ethnic backgrounds and ages in senior management teams - consistently correlates to superior corporate performance"*. They found that businesses with the most diversity outperformed their homogeneous counterparts.

In the area of corporate governance, the research found that gender diversity on boards contributed to better corporate governance. The relationship between diversity and corporate governance will be addressed more fully in our next newsletter.

In addition, the move to a global economy has given many companies a bottom-line reason to seek employees with roots in non-Anglo cultures.

The nature of Australia's heterogeneous community means that skilled employees come in all shapes, sizes, colours, language groups, races, religion, ages, education levels and sexual preferences. Eliminating good candidates because of prejudice cannot be a wise move.

A truly diverse workplace is one where:

- Barriers to advancement have been removed or continue to be searched for.
- Under-represented groups have positions at every level.
- People are encouraged to be who they are rather than having to dress, behave and express themselves in a particular way in order to 'fit in'.
- Employees have the room for personal growth and opportunities to do their best.
- Inclusive language is used throughout the company.
- There is a diverse board or executive

Simple Tips for Diversity Success include:

- Match the right people to the job.
- Manage and reward performance (at all levels).
- Inform and involve your people.
- Provide work that supports lifestyle and life needs.

Remember, talented employees present themselves in a variety of ways. If you allow stereotypes and prejudices to blinker you, you may not notice talented human beings.



Approaches To Resolving Workplace Problems

As service providers, we are often invited in specifically to provide services in relation to workplace matters.

Sometimes the client has already decided what form the intervention should take. This is usually in line with their perception of the issue, their preferences and their knowledge of the options available.

In many situations we are asked to provide face-to-face mediation on matters that are clearly beyond mediation or are more suited to a performance management approach.

An experienced consultant will provide a thorough assessment, then present a range of options to the client and identify those interventions most suited to resolving the matter. In so doing they may challenge the client's preferences, particularly if what the client has in mind is unlikely to work.

If the intervention required is beyond the consultant's skills or abilities, they will be able to recommend another consultant who can provide those services.

The Key to Good Outcome Is Thorough Assessment

The important message here is to conduct a thorough assessment before deciding what to do. While this requires an investment of time, it will pay off when the issue is properly managed and resolved.

In our course, **Workplace Conciliation**, we explore a range of workplace issues that may be suitable for third person assistance. We explore the different types of interventions, their optimal use, and teach the skills to intervene effectively.

We also draw the line clearly around matters best suited to performance management. That is, our message is that third party interventions are no substitute for proper management of work performance or workplace behaviour issues especially when costs are considered.

In the next column you will find material drawn directly from our workshop "Workplace Conciliation". It comes from the section in our training manual on "Workplace Mediation" and is a useful checklist to help you decide if mediation is an option in your situation.



Checklist for Mediation

In determining whether or not mediation would be a good option for a conflict or workplace matter, please consult the following checklist.

The items listed serve as a guideline; however, consider the specific needs of the parties and the situation and consult with others for advice if necessary.



When to mediate:

- When no fundamental legal principle is at stake.**
- Where misunderstandings, mis-communication or lack of communication are responsible for the problem.
- When confidentiality is important.
- When a speedy outcome is desired.
- Where there is no power imbalance.
- When the issues are not of concern to the wider organisation or society (precedent setting).
- When parties are in a fit condition to participate.
- Where there are no difficult questions of fact.
- When there is trust in, and agreement to, the mediator.
- Where there is sufficient goodwill.
- Where the mediator is qualified, suitable and accountable.

When not to mediate:

- When the law has been broken.**
- Where behaviour has violated laws, award, conditions or organisational policy.
- Where parties other than those mediating are liable for the consequences of a breach of any agreements that are outcomes of the mediation process. (*eg, duty of care or vicarious liability*)
- Where one party has formal authority over the contract of employment of the other and can subject that party to an employment detriment.
- When parties hold deeply entrenched positions (deep seated values, preferences and prejudices that keep them entrenched in 'argument' mode – v- 'exploration' mode.)
- When there is a track record of dispute.
- When there is an avoidance of performance management responsibilities by management.
- When a power balance exists that cannot be redressed.
- When it is not the organisation's responsibility to manage the conflict (*ie, the matter is not work-related in any way*).
- When blame is the likely outcome of a failed mediation.

Did you know that employees are four times more likely to be bullied than sexually harassed?

Bullying in our workplaces is still alive and well. Some forms of bullying are institutionalised and pass as acceptable management practice. People refer to this as a culture of bullying. In other situations bullying behaviour is influenced by situational factors where those who bully exercise their power to control situations or people.

Bullying is a form of unacceptable workplace behaviour. When we talk about bullying we mean:

"Behaviour that intimidates, humiliates and/or undermines a person or group. Bullying is a form of ill treatment involving the physical, psychological or emotional abuse of others and is usually repeated over time."

At work, we have an obligation not to harm or allow harm to employees or others in our workplaces. Bullying behaviour breaches our duty to provide a safe and secure work environment, both physically and psychologically.



In order to be able to carry on with their workplace behaviour, people who bully require conditions that only too often our workplaces are able to provide.

1. **Legitimacy or protection** – Often provided at the highest level of the organisation because the person who bullies is powerful, popular or good for business.
2. **Shame of those bullied** – People who are bullied can almost always be relied upon not to speak out. They experience shame and humiliation, and are often not believed.
3. **Complicit witnesses** – people who know things or have witnessed bullying behaviour, however do not report.

In order to stop bullying, employers need to:

1. Identify the behaviour for what it is.
2. Confront such conduct so that those bullied do not retreat into shame, self-doubt or self-blame.
3. Skill and support employees and management to challenge bullying behaviour.
4. Above all, don't **VICTIMISE** those involved.

WORKSHOPS:



FROM SHOP FLOOR TO BOARD ROOM – TOXIC BEHAVIOUR AT WORK

Toxic behaviour in the workplace comes in many forms, from overt forms of bullying and ridicule, to insidious behaviour that undermines individuals and work-groups over time. Employees are four times more likely to be bullied than sexually harassed and in 75% of cases will leave their jobs. Bad workplace behaviours and practices contribute to 30-50% of stress related illnesses at work costing this country almost \$60m/yr in claims. One-in-four employees have been bullied at work and 80% of employees have witnessed it.

This workshop deals with a range of unacceptable, unlawful and unpleasant workplace behaviour including: work-related harassment, bullying, intimidation, victimisation and generally irritating or unpleasant conduct that badly affects others. We will teach you how to recognise unacceptable behaviour, how to deal with situations and how to follow-up. Whether you want to subtly influence a change in the culture of workplace behaviour or deal with it head-on, this workshop will provide you with knowledge and skills pitched at a practical level that everyone can relate to and understand.

Date: Thursday 9 August 2001
Registration: \$320 (includes GST)

WHEN GOODWILL FAILS – MANAGING DIFFICULT WORKPLACE ISSUES WHEN NOTHING ELSE HAS WORKED

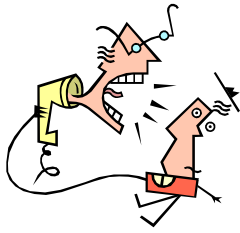
The majority of employers go to great lengths to support employees when their conduct or their performance in the workplace fails themselves or the employer. In most cases supportive employer action is sufficient to remedy the situation.

However, what do we do about those difficult situations when goodwill has evaporated and co-operation failed? In this workshop you will be taught a sound process to assess and deal with breaches of codes of conduct, whether the matter be continued absenteeism, refusal of reasonable directive, or behaviour including lack of co-operation, white-anting, aggression, conflict or intolerance.

The practical application of positive discipline, behaviour contracts, proper documentation and follow-up will be covered.

Date: Tuesday 21 August 2001
Registration: \$350 (includes GST)

Strategies for dealing with workplace bullying



"Come in John, there's something important I want to raise with you I think you need to know about."

Recruitment and Selection:

- Prevention is better than cure. Avoid employing bullies in the first place. Whilst they might look good on paper, the cost to your organisation will be experienced in the longer term.

Induction, Training and Support:

- Ensure all new employees are properly inducted in professional conduct requirements and all relevant policies.
- Annual training for all employees, including all levels of management, in Diversity/EEO/Harassment/ Bullying/Code of Conduct and Unacceptable Behaviour.

Leadership:

- Performance management is not restricted to achievement of outcomes. The behaviour demonstrated on the job is also evaluated.
- Demonstrate leadership. **Don't wait until you get a complaint to deal with matters.** (Some managers wait for a complaint before taking action. Only a naïve manager would mistake this for leadership.)

Notification Processes:

- There are safe and secure systems in place for notifying concerns that ensure the confidentiality of complainants.
- Provide appropriate support for targets.
- Don't send a grievance or contact officer to confront bullies. **Managing these situations is a line responsibility.**



Behaviour Management:

- When dealing with bullying, there is a tendency to manage the behaviour and motivations of the target and to avoid dealing with the unacceptable behaviour of the bully.
- Be prepared to manage your way through defensiveness, denial, blaming, threats and hostility.
- Bullies like to control others, so expect that they will react badly when others try to manage their behaviour.
- Use **behavioural contracts** where necessary and don't accept excuses from the bully for not upholding their side of the bargain.
- **State explicitly what needs to change about the behaviour.** Establish what you want from them; when you want it; what resources you will provide to achieve it and the consequences of breaches.
- Ensure targets or others are not victimised.
- Because bullying is a serious matter, and likely to be repeated, formalise all interventions.
- Provide proper follow up and monitoring, otherwise your efforts will be wasted.
- **People who bully count on you giving up!** Most managers give up because the process of managing a bully becomes too difficult, too time consuming, too tricky and too emotionally draining. Managers then unwittingly collude with the bully, justifying their actions by claiming the targets are over-sensitive and behaviour wasn't all that bad. Chronic bullies in particular have energy for maintaining their behaviour. Managers need to be aware of this.
- **Get tough before you get tired!** Remember, bullying continues because it is enabled and reinforced. Apply behavioural principles and balance punishments and rewards.
- Get professional help. This is a very tricky area to deal with. An experienced practitioner can save a lot of time, money and grief.

Giving Behaviour Feedback

Every day in many ways, we give and receive feedback in the workplace through our normal workplace communications and workplace interactions. As human beings we're good at it and we're often not aware that we're doing it.

You might wonder, then, why it is that skilled managers who have no hesitation in providing employees with feedback on work performance, experience difficulty in providing feedback on work behaviour.

The task of giving feedback in these situations is tricky business for most people. Whilst we may have the need to give others feedback on behaviour or work practice matters, we often avoid the matter as we grapple with the discomfort involved or the possible implications.

Management Myths

Some of the myths or dilemmas we may experience include:

- *Is this any of my business?*
- *What if I'm wrong?*
- *What if they get angry or upset with me?*
- *Could I become the subject of a complaint?*
- *Is this a personal or personality issue?*
- *Do we have a policy about this?*
- *Will the company support me?*
- *What about our ongoing relationship at work?*
- *How will I look if this doesn't go well?*

Myth No. 1

"I can't deal with a complaint about any form of unacceptable behaviour (eg, bullying or harassment) with the accused person if the complainant doesn't have evidence, withdraws the complaint, or doesn't want to be identified."

Myth No. 2

"The accused person has denied everything and others won't speak out. As a manager I can't proceed any further."

Myth No. 3

"I can't raise any issues that have come to me as a result of gossip, rumours or telling tales."

Some Words That May Assist Your Conversation

- From a management point of view, the problem is that a concern has come to my attention about your behaviour in the work environment.
- As a consequence, I have a 'duty of care' to the workforce and a responsibility to raise the matter with you.
- What I need to establish with you is what you need to do (*in behavioural terms*) in order to avoid recurrence of a problem.
- You and I will know there is a problem if (*eg, similar matters come to my attention*).



Tips

- Avoid words such as 'complaint' or 'allegation' – use 'concerns' wherever possible.
- When the discussion is a line management one, you are not obliged to disclose sources.
- When the person says "Tell me who has complained", you need to take responsibility and say "I as your manager/supervisor am the one who is concerned".
- Then go on to talk with the employee about your expectations of their behaviour at work.

In considering these points, I would make the following note about the separation of a 'problem solving' approach from 'grievance investigation'.

Managers do not have to wait until unacceptable performance or behaviour is proven in order to talk to an employee regarding complaints about that employee!

There are two separate, but often overlapping processes. One focuses on the **investigation and resolution of complaints**. This process involves the grievance procedure in which a judgment is made about the situation and those responsible for it. It will involve matters of evidence, guilt, innocence, proved, not proved, balance of probability, etc.

The other process focuses on **prevention of recurrence of concerns being raised**. This is a behaviour contracting process that doesn't involve investigation or judgement, and should occur whether or not matters are 'proved' or 'provable'.

From a management point of view, your problem is that a concern (or a complaint) has been raised regardless of whether substantiation has been provided or not. This triggers your 'duty of care' and any 'vicarious liability' you may have.

You have a responsibility to raise your concerns with the person. What needs to be established in behavioural terms is what that person needs to do in the workplace to prevent recurrence of the problem.

Gossip and Rumours

Gossip occurs anytime you talk about someone outside of their presence. It involves collecting and spreading idle stories or groundless rumours. In the workplace spreading gossip and rumours can lead to people being upset and hurt.

Whilst a lot of gossip keeps people 'in the know' a communication culture that is dominated by gossip can be a problem for the organisation and the people who work there.

The Effects of Gossip:

- wasted time and productivity
- fear can set in when false information or destructive rumours are spread
- erosion of trust and goodwill
- negative effects on staff morale
- hurt feelings and the possibility of reprisals
- creation of an uncomfortable or "toxic" work environment

Good People Get Involved in Gossip

Gossip provides a distraction from work that fulfils the natural curiosity people have about each other's lives. The culture of gossip thrives on people who are willing to listen to it and sometimes employees can be caught up in stories or snipes about others. Where employees are not careful, the lure of gossip can capture anyone. Gossip comes in many forms:

1. Idle Gossip

Purpose: To make conversation

Tongues that have little else to do except wag at work. Anything can become the subject of idle gossip. Rarely done with any harm in mind.

2. Power Play Gossip

Purpose: To gain favour or stature

In competitive work environments casting doubt on rivals by gossiping about their work abilities, their personality or their personal life to sully their reputation.

3. Malicious gossip

Purpose: To force others out

Deliberately spreading misinformation to create a lack of trust between employees or to get others into trouble.

Loading the gun or playing people off against each other are examples.

The Effects of Gossip:

Spreading rumours and gossip about other employees, if not checked, can lead to a break down of team trust, affect morale and cause of conflict in the workplace. We need to be mindful that we are responsible for what we say and the damage it might cause. In some situations gossip can create a hostile environment for employees and lead to legal consequences for the employer.

Gossip and Defamation:

Where a person is the target of gossip or malicious rumours and where that person's reputation or prospects are damaged by the gossip, they may be entitled to commence a defamation action against those people who commenced, collected and spread the rumours.

Employees should be aware that they are not protected from defamation actions from co-workers.

A Case of Loading the Gun - Third Party Gossip

Two employees were counselled and placed on a behaviour contracts as a result of the effects of gossip in a workplace.

Six months before a new team member was appointed on a casual contract. Some of the long-standing permanent employees became resentful when the casual employee excelled at her work and was recognised by the manager. One of them started a rumour campaign against the casual and the company. The gossip was that the company was trying to get rid of permanent employees by hiring casuals and increasing performance requirements. The casual employee was of Asian background, so she not only became the object of criticism, much of the malicious gossip was racist in nature. When a ringleader went on holidays she loaded up one of the younger males in the team with misinformation. Whilst the manager was away for a conference the man fed the information to the casual.

The casual was told that the manager had told team members that she was unhappy with the casual employee's performance and that she intended having a discussion with the casual on return from the conference. The information was drip-fed over three days, to the extent that the casual employee considered leaving her job rather than facing the manager.

Although deeply distressed and frightened, the casual employee went to see the manager immediately upon her return and pre-empted the performance discussion. The manager asked what had brought this on and the casual employee explained what had happened over the past three days.

There and then the young man was questioned about his actions. He claimed he thought he was doing the casual a favour by warning her and blamed the woman who was on leave for causing the problem.

When the woman returned from leave, she denied all knowledge, however, the manager accepted that she had instigated malicious gossip that was designed to force the casual to leave her position.

Initially the manager was keen on workplace mediation being conducted with the parties in response to what she identified as an interpersonal problem. On professional advice she realised that mediation was not appropriate in this matter and that a line management approach was necessary.

Disciplinary action was taken against both employees, including written warnings, counselling and behaviour contracts.

The manager followed up with a workshop on standards of behaviour in the workplace and provided clear expectations to all employees.

The problem resolved and has remained that way.

Training Calendar: July – December 2001

FROM SHOP FLOOR TO BOARD ROOM – TOXIC BEHAVIOUR AT WORK



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This workshop deals with a range of unacceptable, unlawful and unpleasant workplace behaviour including: work-related harassment, bullying, intimidation, victimisation and generally irritating or unpleasant conduct that badly affects others. We will teach you how to recognise unacceptable behaviour, how to deal with situations and how to follow-up. Whether you want to subtly influence a change in the culture of workplace behaviour or deal with it head-on, this workshop will provide you with knowledge and skills pitched at a practical level that everyone can relate to and understand.

Date: Thursday 9 August 2001 (8.30-2.00)

Registration: \$320 (inc GST)

WHEN GOODWILL FAILS

– MANAGING DIFFICULT WORKPLACE ISSUES WHEN NOTHING ELSE HAS WORKED

The majority of employers go to great lengths to support employees when their conduct or their performance in the workplace fails themselves or the employer. In most cases supportive employer action is sufficient to remedy the situation. However, what do we do about those difficult situations when goodwill has evaporated and co-operation failed? In this workshop you will be taught a sound process to assess and deal with breaches of codes of conduct, whether the matter be continued absenteeism, refusal of reasonable directive, or behaviour including lack of co-operation, white-anting, aggression, conflict or intolerance. The practical application of positive discipline, behaviour contracts proper documentation and follow-up will be covered.

Date: Tuesday 21 August (8.30-4.30)

Registration: \$350 (inc GST)

WORKPLACE CONCILIATION

The process of conciliation aims to resolve complaints, grievances or conflicts by using a third person to assist the parties to reach an acceptable solution. Conciliation is appropriate in many situations as an alternative to formal investigation or inquiry. Understand the difference between mediation and conciliation and suitable uses for each. Learn specific techniques and language that helps you deal with even the most sensitive issues in a way that is likely to minimise threat and maximise resolution.

Suitable for Managers, Grievance Officers, HR, IR, ER and EEO practitioners. This popular action-based workshop teaches you how to prepare for, and conduct facilitated sessions. Course is action based and highly participative with role play scenarios demonstrated by facilitators and opportunities for your hands-on participation.

Date: Thursday 23 August 2001 (8.30-4.30)

Registration: \$350 (includes GST comprehensive reference manual and 2 specialist facilitators)

GREAT GRIEVANCE POLICY AND PROCEDURES

Benchmark your organisation's grievance policies and procedures against best-practice in this half day workshop. Identify whether matters are concerns, complaints, grievances or disputes and choose the correct process for dealing with them. Ensure the protocol you observe in concluding grievances meets external requirements should they become legal or commission matters.

Date: Thursday 13 September 2001 (8.30-12.30)

Registration: \$275 (inc GST)

WORKPLACE INVESTIGATION/INQUIRY TRAINING

The discipline of grievance investigation enables the organisation to identify behaviour or practices that are either unlawful or unacceptable within the company. Learn the discipline involved in conducting investigations, based on principles of natural justice and applying protocol that is reasonable, accountable and fair. This course covers the theory and practice of investigation covering a range of issues that can be categorised as unfair treatment, including: conflict, management issues, EEO, discrimination, harassment, bullying, unacceptable behaviour, etc. In addition participants will gain skills in planning, conducting, analysing and documenting investigations. We teach principles and protocol to observe when formally investigating grievances, which have the potential to become legal or commission matters.

Date: Thursday 19 July 2001 (8.30-4.30)

Date: Tuesday 13 November 2001 (8.30-4.30)

Registration: \$325 (inc GST)

WORKPLACE CONTACT AND GRIEVANCE OFFICER TRAINING

Research shows that 50% of contacts reflect a mix of issues including incidents that are unlawful and others that are poor workplace practice. A proportion of contacts fall within the unlawful category or against the workplace EEO/Harassment policy.

In addition to covering unlawful discrimination and harassment this course provides practical skills in identifying and dealing with more general issues, including workplace harassment, bullying and other forms of unacceptable behaviour or workplace practice. Understand legislative and corporate requirements, explore recent cases and current issues. Participate in action-based conciliation with complainants and respondents, and learn how to involve management in a way that is productive to the resolution of the matter. Join over 5,000 trained since 1990.

Course is in two parts. Contact Officers attend days 1 & 2. Grievance Officers attend 21/2 days.

Dates: 24, 25 & 26 July **Dates:** 18, 19 & 20 September **Dates:** 27, 28 & 29 November

Registration: 2 days ... \$440 21/2 days ... \$495 (inc GST) (includes two specialist facilitators)

REFRESHER WORKSHOP FOR EEO/DIVERSITY/HR/ER PRACTITIONERS, GRIEVANCE AND CONTACT OFFICERS

This workshop is a must for HR/ER practitioners and contact/grievance officers seeking to stay up-to-date on current issues, practice, skills, trends, case law, risk factors and organisational strategies. Participants will receive latest SJA practitioner manual.

Date: Thursday 4 October 2001 (8.30-4.30)

Registration: \$275 (inc GST)