



*'making the workplace a better place to be'*

# Sally Jetson & Associates

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**Newsletter: July 2002**

## Work Matters

What started out as a brief newsletter, this edition has stretched to eight pages covering the areas of consulting, training and coaching that have emerged as significant during the year.

The articles address some of the common questions asked by clients, together with some of the common problems experienced by clients and raised with us in the course of our work.

You will find discussion on common workplace behaviour, relationship and conduct matters that plague workplaces from time to time.



In this edition of our newsletter you will find information on:

***"Pulling the Plug in Negativity"*** - a powerful workshop on understanding and managing negativity at work, presented by Gail Broady from Integra.

***"Key Person Coaching"*** - an accelerated leadership and professional development coaching process targeted to individual needs.

***"Training Kit Series"*** - Affordable compliance packages for you to deliver yourself, covering EEO, Workplace Bullying and Professional Conduct in the Workplace

***"Workplace Communication and Professional Materials"*** - professionally designed compliance materials suitable for all staff.

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In this newsletter, we'll be covering:

### Just-in-Time Training Services...

- A Profile of SJA Workshops and Services***

### So You're Thinking of Training Contact and Grievance Officers...

- A discussion of the role, functions and pitfalls***

### Training Your CO & GOs...

- Course Recognition, Competencies and Quality Considerations***

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In previous newsletters we have covered communication matters, establishing behaviour and performance standards at work through agreed Codes of Conduct. We presented a competency framework for Contact and Grievance Officers, and our template electronic mail.

We addressed 50 courageous strategies for becoming a diversity-wise, employer of choice. Our checklist for when and when not to mediate was a hit, as were the strategies for dealing with workplace bullying and the scripts for raising sensitive issue of unacceptable conduct with a staff member.

***Visit our website to access previous newsletters.***

There may be times when for confidentiality reasons, availability, or legal reasons, it may be more convenient to provide an independent training experience for a member of staff.

### Independent Learning Packages

Our independent learning packages are professionally designed and meet employer compliance requirements.

- A participant receives the same content as they would at a face-to-face workshop.
- Delivery media include videos, CD presentations and print-based materials.
- Most of the learning within the package is self-directed and is achieved within a stipulated time frame.
- Coaching and feedback is provided either face-to-face, or on-line.
- Learning is tested through the completion of a written assignment.
- The assessment of learning is completed with a review of the assignment and learning objectives.

Our trainers are tertiary qualified content specialists and possess diploma qualifications in workplace training and assessment.

Learning packages are available for:

- EEO Awareness
- Sexual Harassment Awareness
- Unlawful Discrimination Awareness
- Professional Conduct and Acceptable Behaviour
- Anti-Bullying Awareness
- Diversity Awareness

Independent learning packages for individuals can be custom-designed to your particular requirements.



Our benchmark is the standard applied to matters that have the potential to become legal or commission matters.

### EOWA OBLIGATIONS

Find out how we assist clients meet all aspects of their EOWA obligations.

Please visit our website, or call us to find out about how we assist clients meet their EOWA obligations.



Check our website [www.jetson.net](http://www.jetson.net) for further information.



## Responding to Complaints, Conflicts, Grievances & Disputes

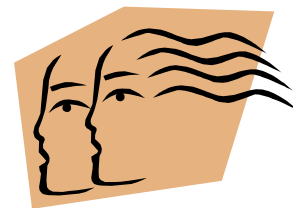
Maintaining the presence of trained Harassment Contact Officers and Workplace Grievance Officers can be costly and resource intensive.

We can provide the function of contact and grievance officers in the way that best suits you.

We offer an EAP model of service, or just-in-time services.

You can rest assured that we will:

- Provide a highly professional service at first point of contact;
- Properly assess the seriousness and urgency of the presenting matter;
- Observe all relevant legal and professional requirements including confidentiality, due process, vicarious liability, reasonable steps and duty of care.



### Anti-Discrimination Programs

- We will train you and your staff in all aspects of equal employment opportunity and anti-discrimination.
- We will write, advise on, or review your policies, practices and procedures.
- All programs we deliver meet or exceed the legislative requirements of 'reasonable steps'.
- Our programs are eligible training under Commonwealth and State anti-discrimination legislative requirements.
- Many of our skills-development programs are nationally recognised.

Please visit our website, or call us to find out more about our range of anti-discrimination programs.

When you select an employee to be trained as a First Point of Contact Officer, or a Workplace Grievance Officer, what is it that you're expecting them to do?

Harassment Contact Officers have been a familiar presence in many workplaces since the early 1980s, when most were trained to deal with sexual and racial harassment. COs provide a confidential alternative to the line management system for dealing with complaints. Our research has shown that the presence of well selected, trained and supported network of COs can provide the following benefits:

- Presence alone has a positive impact on workplace conduct.
- Line managers are freed up when COs function effectively.
- Contacts and concerns are resolved at the lowest possible level, with the least amount of resources.
- Focus is on resolving incidents and returning to smooth operation of the workplace.
- Less formal approach preserves 'face' issues for parties involved.
- No documentation is placed on anyone's file.

COs are employee volunteers who provide support and information to others. They have been selected because they have demonstrated themselves to be trustworthy, sensitive, supportive and confidential.

Employees are usually drawn to the role because of a keen interest in people, fairness and justice. On some occasions they are motivated because of their personal experiences of grievance matters. This can be a plus if the personal experience has been resolved and the motivations are ethical.

COs are in a unique position as legitimised listeners. They hear about matters that are emotionally charged and distressing. They may receive reports and allegations about employees they work with. Managing such information requires a clear understanding of legal concepts including qualified privilege and confidentiality.

The role requires a level of emotional competency sufficient to remain impartial, withhold judgments or blame and differentiate the level of confidentiality required, whether it be 'one-to-one confidentiality', 'professional confidentiality' or 'need-to-know confidentiality'.

COs need to understand the limits of their role and be supported by the organisation to carry out the function effectively.

The value of effective COs and GOs can be measured in terms of decreased incidents, speedier resolutions and reduced turnover.

So, let's turn our attention to the Workplace Grievance Officer and identify the similarities and differences in role.

A Grievance Officer does everything that a Contact Officer does, and more!

The origin of the role is similar to the Contact Officer and GOs need to be confidential and impartial in their approach to matters. These days those carrying out Grievance Officer roles are most likely to be in organisational support functions including HR, ER, EEO, OHS or are from core business functions and have been selected because of personal or professional skills required in the role.

The primary function of a grievance officer is to facilitate the resolution of concerns or complaints that are covered by relevant legislation or organisational policy.

Grievance Officers have additional authority and responsibilities related to the management and resolution of matters. If required, grievance officers can:

- Raise the issue with a respondent.
- Provide conciliation processes to resolve matters.
- Undertake preliminary investigations.
- Undertake a formal investigation at the directive of the employer.
- Work with line management and others to ensure the matter is resolved and the relevant policy is upheld.

Do Grievance Officers investigate complaints?

- GOs may be requested to undertake some investigation activities but should not initiate investigations without proper authorisation or the requisite skills.

Do Grievance Officers mediate complaints?

- Mediation is a process of agreed negotiation which aims to resolve conflicts or complaints by using a third party in a face-to-face environment.
- In our experience, most issues brought to the attention of the GO are not suitable for mediation and require a performance management intervention, rather than mediation.

**When selecting appropriate training for Contact and Grievance Officers, we recommend a program that will provide action-based skills training that provides opportunities to practice skills in a supportive learning environment.**



## Course Recognition and Competencies

To assist employers meet the requirement of 'all reasonable steps', we offer assessment of competencies in our Contact and Grievance Officer training.

The program is accredited to Sally Jetson & Associates own local qualification, the Certificate of Grievance Management.

### Sally Jetson & Association: Certificate of Grievance Management (Module 1)

- CGM 1A. Understanding sources and types of workplace complaints
- CGM 1B. Understanding relevant policy/legislation governing workplace complaints
- CGM 1C. Understanding your role in managing workplace complaints
- CGM 1D. Skills to assess types, seriousness and impact of complaints
- CGM 1E. Skills to manage or resolve workplace complaints
- CGM 1F. Ability to monitor self in grievance resolution

Additional SJA Modules in the Certificate of Grievance Management Include:

- Workplace Conciliation Skills (Module 2)
- Workplace Inquiry/Investigation Training (Module 3)

### What does assessment of competencies mean?

Participants seeking assessment need to satisfy the full attendance and participation criteria for the program, and submit a short assignment upon completion.

### What are the benefits for employers and participants?

Some employers now require their Contact Officers and Grievance Officers to be assessed before they can function in the role\*.

If a participant is assessed as 'competent' it means that they have been able to demonstrate the competencies required to carry out the role. For the employer, this means that you know exactly what they've been trained to do. It reduces anxiety about whether they can actually do what they've been taught to do.

In addition to receiving a "Certificate of Attendance", participants receive a "Certificate of Competency" that lists the relevant topics in which they have demonstrated competency.



## Common Costly Mistakes

The three most common mistakes COs and GOs make include:

- **breach confidentiality**
- **act outside role boundaries without authority**
- **fail to act impartially**

**Each one of these can have significant consequences, as reported by those employers who have been faced with dealing with defamation claims; breach of process actions and IR challenges.**

\*If you would like to find out how organisations are benefiting from assessment for these roles, please contact us and we'll be glad to put you in touch.

So what are the concerns that employers and employees have about assessment?

**Employers: It's hard enough getting people to volunteer to do CO/GO roles, I don't want to put people off.**

In companies that have mandatory assessment in these roles, volunteers for the roles have increased, not decreased.

### What about literacy levels and the assignment?

People from all backgrounds and levels of literacy complete and pass their assignments. Participants need to demonstrate that they understand the material, they don't need to write a book. Those with English as a second language seem to do very well in the short assignment, as they often have more confidence in their written skills, than their verbal skills.

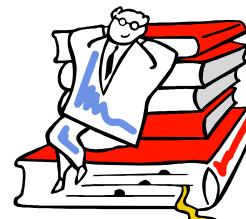
### What happens to people if they don't pass?

The 'pass' rate for the program is 95%. Participants work with highly experienced facilitators who want to see you enjoy the program, challenge yourself, and above all, do well.

For those who aren't able to meet the competency requirements, they can obtain coaching to improve their competencies or complete the program at a later date.

### But I hate role-plays!

The scenario work is done in skilful, engaging and entertaining ways. Participants report accelerated learning in the action components of the program by observing the role training and participating in the group activities.



### Training is expensive and we have to budget:

While employers may be tempted to make training investment decisions on the basis of cheapest price, this can be false economy if poor training results. Quality must be considered along with cost to ensure value for money.

### Quality

Our training team for this program is qualified with:

- Tertiary qualifications at minimum
- Diploma in Training and Assessment System
- Train the Training Qualifications in Contact & Grievance Officer Training
- Qualifications in counselling, facilitation and psychodrama
- 15 years minimum in content expertise as workplace practitioners in EEO, IR, HR and workplace relations.
- Certified Practitioner, Conciliation & Mediation, IAMA
- General Certificate in Arbitration and Mediation
- MBTI, Advanced MBTI, FIRO-B (Accredited)
- Certificate III Investigative Services

### Learning Methods

- Accelerated learning through action-based role training.

### Clients

- Since 1991, over 5000 people trained in CO, GO and associated roles

### Refresher

- Refresher workshops provided to ensure your COs and GOs knowledge and skills are up to date and your organisation can maintain 'all reasonable steps'

## When Minor Matters Become Big Issues

There are some things that people say and do that may cause offence, contribute to an uncomfortable work environment, or cause outright conflict.

In almost twenty years of practice in dealing with serious workplace matters, we have noticed most incidents started out as minor issues where offence is taken and feelings are hurt. In most situations, the behaviour is not intended to cause hurt or harm. In a minority of situations the conduct is intentional and designed to upset, offend or remove others from the workplace.

While there are a number of situations likely to contribute to workplace incidents, let's discuss two common ones.

### *Space Makers – 'the people you most want to avoid'*

Some people are uncomfortable to be around at work and people avoid them for various reasons. Usually the reason is not apparent to the person being avoided, as others may be scared to give feedback for fear of hurt feelings or negative consequences.

These are the most common reasons people are avoided at work:

**Manner:** *Unpleasant manner or style of interacting, including being rude, abrupt, aggressive, commandeering, intimidating, unco-operative or unhelpful.*

**Disposition:** *Person is perceived to have a 'negative attitude' problem, ie, they may be negative about others 'bagging' others behind their back; making constant negative remarks or spreading gossip that is uncomfortable to listen to.*

**Behaviour:** *Unfriendly or frightening behaviour, including sarcasm, put-downs, threats (real or implied), aggressive or suggestive body language that is experienced as dominance, and 'loud-mouth' behaviour that causes embarrassment.*

Those who communicate poorly, fail to listen to others or who fail to include others in meaningful ways, may become the subject of 'space avoidance', with face-to-face contact occurring only when it is absolutely necessary.



Check our website [www.jetson.net](http://www.jetson.net) for regular material about workplace conduct topics.

## Gossip and Rumours

Gossip occurs anytime you talk about someone outside 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.

While some 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.

### **Good People Get Involved in Gossip**

Gossip provides a distraction from work that fulfils the natural curiosity people have about each other's lives. A culture of gossip can be seductive and can capture anyone willing to listen. Gossip comes in many forms:

#### 1. Idle Gossip

**Purpose: To make conversation & pass the time**

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, stature or status**

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:**

- *wasted time and productivity*
- *fear 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*
- *feelings of powerlessness*

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.

## ***Interpersonal Behaviour and the Art of Self-Management***

A great whole of life skill is informed self-management.

This involves developing the ability and courage to take a good look at your own behaviour and any gaps between your intent and impact.

It also involves gathering feedback about how others actually see and experience you.

Consider, for example, characteristics such as tolerance, warmth, control, decisiveness, trustworthiness, responsibility, inclusiveness, etc. People you work closely with would have valuable feedback for you about how you display or need to develop these.

In this newsletter, we'll look at three characteristics that get people into hot water at work and some ideas for improving self-management.

### **Indecisiveness**

If it's your job to make decisions, and you avoid making them, it's a real problem for others. Your office is probably described as the *black hole* – a place where reports, requests and plans go, but never come out.

From your point of view you are making a strategic choice to avoid decision-making. You are avoiding potential mistakes, which means avoiding responsibility if it doesn't work out. Your indecisiveness may, however, be interpreted by others as laziness, unwillingness or incompetence.

Emotional factors such as uncertainty, loss of confidence, and general anxieties can contribute to indecisiveness. If this is the case it's useful to focus on ways of dealing with these, and improve your actions.

Coaching can be of real and practical assistance in developing an appropriate level of decisiveness, comfort and confidence in making decisions.



If you want to develop understanding, insight and options for dealing with negative behaviour at work, Gail Broady at Integra is offering a one-day **workshop "Pulling the Plug on Negativity"**.

This workshop will help you develop insight into negative behaviours, including the six major origins of negativity at work.

Information about this full day workshop scheduled for **Tuesday 5 November** is included as a separate flier.

Contact Integra on 08 - 9444 4151.

### **Dominance**

If you are dominant, others may see and experience you as competitive, forceful and inconsiderate. Competitive styles of interaction fail to bring out the best in others. People go along with dominance out of fear, not out of commitment, particularly if you hold formal authority.

From your point of view, you are sharing your intellect and taking the lead to get people motivated on things you consider important. Your dominance may, however, be interpreted as bullying or belligerence.

There are some simple strategies that you can practice so that others see and experience you in a less dominating way.

For example, you can reduce the amount you talk, and take note of the tone and volume of your voice. You can stop 'yes, *butting*' people "Yes, *that's a good idea, but .....*" You can make way for other people so they can speak and be heard. You can practice being considerate, even if it doesn't feel natural to you. You can seek some coaching to improve your listening skills or to change your impact to improve work relationships.

### **Cynicism**

Cynics are seen as more critical of others and their ideas, than accepting. You may have developed a habit of nay-saying, dismissing or cutting down others or their ideas. They are likely to find it easier to criticise than to accomplish and can usually be relied upon to suggest reasons why a project will fail, rather than helping it succeed.

If you are a cynic, then from your point of view, you are providing a valuable service by pointing out potential pitfalls and making everyone aware of possible problems.

Being sceptical is a useful characteristic when it functions as a safeguard to groupthink or poor decisions. When scepticism develops into cynicism or other forms of negativity, it causes difficulties for others and they may avoid seeking your input or opinion.

This isolation can mean your real skills and insights are under-utilised and your frustration increases. A good signal that it's time to address the matter and develop new skills.

If your own, or others behaviour is a concern that you wish to address, confidential coaching for individuals and small teams is recommended.

We can provide a sound basis for insight, understanding and planning. We utilise FIRO-B, Expanded MBTI and CIQ results to provide a description of personality, communication, relationship and leadership styles. The enclosed flier provides a full profile of this service.

If you would like to talk to someone about coaching services, contact Sally Jetson & Associates for further information.

## The Function of Line Management in Dealing With Workplace Performance Behaviour

There are two systems in organisations designed to deal with workplace performance behaviour.

- Line Management
- Complaints Management

### Role of Line Management

Employers and employees have responsibilities to each other through the formal contract of employment that establishes work roles and work requirements.

Responsibility for the management of work performance is usually shared between employer and employee. In the normal course of the performance development relationship, achievements can be discussed and opportunities for improvement identified.

Where management systems fail many employees, is the reluctance of some managers to bring workplace behaviour matters to the attention of an employee, where there is a responsibility to do so.

For example, managers and supervisors are usually willing to provide feedback when mistakes are made or there are better ways of achieving process outcomes.

However, managers are sometimes reluctant to provide feedback when 'the way in which' the employee performs their job role, ie, their workplace behaviour causes discomfort and concern to others. Usually managers are concerned about the negative effects on themselves and others in dealing with these issues.

Where no action is taken, in 75% of cases related to problem workplace behaviour, the situation gets worse.

The failure of managers to proactively manage employee behaviour leaves affected employees in a position where they must act for themselves in order to change the situation.

Options open to those affected include:

- do nothing;
- inform the person whose behaviour is a concern;
- talk with friends or supporters at work or outside work;
- raise the matter with the responsible manager;
- make a complaint;
- seek transfer to another work area; or
- resign from their employment.



Experience shows that most complaints or grievances made about behaviour in the workplace are made about issues already known to the responsible manager.

### Complaints Systems

Complaints procedures are designed to manage concerns or complaints about injustices or wrongs that relate to work or the work environment. Grievances relate to situations that involve actual, or potential, loss or detriment. Grievances also relate to more serious matters where breaches of law, awards, agreements or codes may have occurred.

Most complaints relating to workplace behaviour matters are about issues already known to the responsible manager.

The resolution of these matters should not be dependent upon whether or not someone is prepared to make a complaint!

### Think „Severity% Not „Formality%

Many organisations state that a matter will be considered **formal** when it is put in writing. The difficulty with this definition of 'formal' is that it fails to consider the **severity** of the matter being reported and factors such as fear and power that may influence a person's decision. Procedures can be inherently unjust and fail complainants for this reason.

The formality of the procedure can be an inherent barrier, and in some instances, an **unlawful** one, to people having their issues dealt with. Whilst it is a gesture of seriousness of intent on the part of the complainant to put something in writing, there are better ways to manage this. For example, encourage the use of informal processes, or deal with matters as *performance management*.

We would recommend that contacts made to the complaints system be assessed in accordance with the **severity** of the situation and the **impact**, rather than whether the complainant is prepared to put their matter in writing.

### Think „Performance Management% Not „Complaint Management%

When reviewing your complaints procedure you can ensure that issues raised that are more suitable to be dealt with as performance management issues, should be referred to the responsible line manager for resolution. Follow-up is necessary to ensure suitable action has been taken.

**\*Workplace Contact and Grievance Officer Training**

As practitioners with 15 years of front-line experience in many of Australia's best-practice organisations we have the knowledge, experience and skills to teach you what you need, to be highly effective in all aspects of effective management of contacts and complaints.

- Bullying
- Intimidation and victimisation
- Work related harassment
- Work related discrimination
- Code of Conduct matters
- Other forms of unacceptable workplace conduct

You will understand legislative and corporate requirements, explore recent cases and current issues, learn principles and skills of correct grievance management and preliminary investigation, 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.

**Workshop 1:** 23, 24 & 25 July 2002  
**Workshop 2:** 17, 18 & 19 September 2002  
**Workshop 3:** 26, 27 & 28 November 2002  
**Workshop 4:** 10, 11 & 12 December 2002  
**Registration:** 2 days ... \$475.00 21/2 days ... \$510.00  
*(includes two specialist facilitators)*

**\*Harassment in the Workplace – Sexual, Racial and Electronic - A Compliance Workshop For All Staff**

Employers can be held vicariously liable under a range of anti-discrimination legislation, for any sexual or racial harassment by their staff and are required to take "reasonable steps" and take an active role in informing staff that harassment is not acceptable.

The types of behaviour that constitute harassment occur in a variety of ways, from the expressions of power to insidious and corrosive behaviour. In recent years, an alarming number of harassment cases have involved the use of electronic mail and the internet to harass, stalk, offend or 'flame'.

In order to avoid vicarious liability for the actions of employees, managers must take an active role in informing staff so they clearly understand what behaviour constitutes unlawful harassment and what the likely consequences will be if company policy or the law is breached. This workshop can do that for you.

**Workshop 1:** Thursday 8 August 2002 (8.30-12.00)  
**Workshop 2:** Tuesday 15 October 2002 (8.30-12.00)  
**Registration:** \$220.00 *(includes gst)*

**\*Preventing Harassment and Discrimination - A Compliance Workshop for Formal Leaders**

Join over 4,500 formal leaders who have attended this course. Clearly understand your obligations including 'vicarious liability' provisions. Take 'reasonable steps' to prevent harassment, discrimination and victimisation. Learn skills to prevent and resolve incidents at the local level. Effectively manage complaints in accordance with legal requirements. Understand employer and employee rights and obligations in recruitment and selection processes. Your course manual includes an 80 page reference guide covering what you need to know and what you need to do in your workplace to comply with anti-discrimination obligations, as well as case examples on all legislative grounds (state and federal) that all employers can relate to. A small investment to prevent complaints and possible lawsuits.

**Date:** Tuesday 27 August 2002 (8.30-4.30)  
**Registration:** \$350.00 *(includes gst)*

**\*Refresher Workshop for EEO/Diversity/HR/ER Practitioners, Grievance and Contact Officers**

This workshop is a must for HR/ER practitioners and previously trained contact/grievance officers, seeking to stay up-to-date on current issues, practice, skills, trends, case law, risk factors and organisational strategies.

**Date:** Thursday 17 October 2002 (8.30-4.30)  
**Registration:** \$295.00 *(includes GST)*

**Workplace Bullying and Other Toxic Tactics**

Bullying and other fear-based behaviour is alive and well in Australian workplaces and reports are on the increase. Some forms of bullying are institutionalised and pass unchallenged as acceptable work 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.

Develop a powerful insight into workplace bullying and fear-based workplace practices. Learn how to identify bullying, how to deal with those who bully and how to manage those affected.

**Date:** Thursday 29 August 2002 (8.30-12.30)  
**Registration:** \$250.00 *(includes gst)*

**Professional Conduct and Acceptable Workplace Behaviour**

At work a range of legislation, as well as organisational standards and codes, guide our decision-making and our on-the-job conduct. Employers and employees alike have a duty of care to prevent harm to others and to maintain the right to the 'quiet enjoyment of work.' Our anti-discrimination legislation require employers to take 'reasonable steps' to ensure the workplace is free from discrimination and harassment.

Understand the requirements for providing a safe and secure workplace, free from harassment, bullying, intimidation and other forms of unacceptable behaviour. You will appreciate that no matter what your job is, you have a role to play in contributing to a workplace in which people are treated in ways that reflect dignity and respect.

**Date:** Tuesday 10 September 2002 (8.30-12.30)  
**Registration:** \$220.00 *(includes gst)*

**Workplace Conciliation Skills**

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.

Suitable for Managers, Grievance Officers, HR, IR, ER and EEO practitioners. Course is action based and highly participative with role-play scenarios demonstrated by facilitators and opportunities for your hands-on participation.

**Date:** Tuesday 12 November 2002 (8.30-4.30)  
**Registration:** \$375.00 *(includes reference manual and 2 specialist facilitators)*

**Workplace Inquiry and Investigation Training**

The discipline of grievance investigation enables the organisation to identify behaviour or practices that are either unlawful or unacceptable. We teach principles and protocol to observe when formally investigating grievances that have the potential to become legal or commission matters.

This course covers the theory and practice of investigation covering unfair treatment, including: conflict, management issues, EEO, discrimination, harassment, bullying, code of conduct, etc. Participants will gain skills in planning, conducting, analysing and documenting investigations.

Learning is action-based and participative.  
**Date:** Thursday 14 November 2002 (8.30-4.30)  
**Registration:** \$350.00