



TITLE SLIDE (Slide 1)

Speaker: Bullying in the workplace has been gaining a lot of attention.

In June 2011.... and after a court case that penalized workplace bullies who drove a Victorian teenager to commit suicide... the State Parliament of Victoria passed the *Crimes Amendment (Bullying) Bill*. This Bill means that workplace bullying in Victoria is treated as a criminal offense, and carries a jail term up to 10 years.

Then in May 2012, Prime Minister Julia Gillard announced a national review into workplace bullying. The Parliamentary committee report that followed... *Workplace Bullying: We just want it to stop*...was tabled in October 2012.

By March 2013 the Australian Federal Government proposed an amendment (The Fair Work Amendment Bill 2013) to the Fair Work Act 2009 (Cth).

Australia's national 'Bully Laws' came into effect from 1st January 2014.

Under these Laws, the Fair Work Commission has the power to deal with workplace bullying complaints.

For the sake of perspective, we'll briefly look at some of the statistics about workplace bullying.

PRESS 'ENTER' to advance to Slide 2 - Point 1

SLIDE 2 – A FEW FACTS ABOUT WORKPLACE BULLYING

Speaker: In 2007, the largest scientific study ever conducted into workplace bullying took place in the United States. This study revealed that 86%, or 71.5 million American workers had been subjected to, or witnessed bullying in the workplace.

PRESS 'ENTER' to advance to Slide 2 - Point 2

Speaker: Further to this, the UK's largest commercial insurer, Royal & Sun Alliance stated that bullying at work costs UK businesses around 18 billion pounds every year.

PRESS 'ENTER' to advance to Slide 2 - Point 3

Speaker: The Australian Human Rights Commission believes that the 'cost' to Australian employers is somewhere from 6 to 36 billion dollars every year... when hidden and lost opportunity costs are considered.

PRESS 'ENTER' to advance to Slide 2 - Point 4

Speaker: Research published in 2010 by Know Bull...an Australian online anti-bullying resource... found that an 'active' bully resides in two thirds of Australian workplaces...and that in almost 60% of cases this bully was a 'boss'... such as a Manager, Senior Manager, or CEO/Executive Director.

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Speaker: Know Bull also found that the greater proportion of workplace bullies in Australia were female, 53%...compared to males, 47%

PRESS 'ENTER' to advance to Slide 2 - Point 6

Speaker: They also found that workplace bullies don't always act alone, and that in 24% of cases the workplace bully had accomplices. In other words... the bullying was carried out by a 'mob'.

PRESS 'ENTER' to advance to Slide 2 - Point 7

Speaker: With regard to the effects of workplace bullying...both the target of the workplace bully, *and* the witnesses to the bullying...experience a decline in their productivity. Half of bully targets will suffer a 50 to 70% decline in their productivity... while about 70% of witnesses will experience a decline in their productivity by around 10 to 40%

PRESS 'ENTER' to advance to Slide 2 - Point 8

Speaker: And finally...7 out of 10 employees...whether they're a target, or a witness...will leave their jobs as a direct result of workplace bullying.

Speaker: So...how do we determine what workplace bullying *is*...and what it's not?

PRESS 'ENTER' to advance to Slide 3 - Point 1

What Workplace Bullying is not – and is...

- Workplace bullying is *not* someone simply being critical of your work. Nor, is it someone who simply doesn't like you.
- Workplace bullying is *not* a form of 'tough management', 'employee motivation', or 'productivity improvement'– far from it.
- Workplace bullying occurs when the words and actions of a person, or people are *designed* to – demean, humiliate, intimidate, devalue and generally – harm you professionally.
- In order to classify certain behaviours as 'workplace bullying', a number of elements need to be present.

SLIDE 3 – WHAT WORKPLACE BULLYING IS NOT – AND IS

Speaker: Workplace bullying is *not* someone simply being critical of your work. Nor, is it someone who simply doesn't like you. The reality is...not all of us will be *liked* in our workplaces.

PRESS 'ENTER' to advance to SLIDE 3 – Point 2

Speaker: Workplace bullying is *not* a form of 'tough management'...'employee motivation'...or 'productivity improvement'– far from it. And it's never part of someone's job description.

PRESS 'ENTER' to advance to SLIDE 3 – Point 3

Speaker: Workplace bullying occurs when the words and actions of a person, or people are *designed* to...demean, humiliate, intimidate, devalue and generally...harm you professionally.

PRESS 'ENTER' to advance to SLIDE 3 – Point 4

Speaker: And for certain behaviours to be classified as 'workplace bullying'...a number of elements need to be present.

PRESS 'ENTER' to advance to SLIDE 4 – Point 1

The 'elements' of Workplace Bullying...

There's a strong possibility someone is a 'workplace bully' when their behaviour is:

- **Planned mistreatment** in the form of verbal abuse; conduct that is threatening, intimidating, or humiliating; or sabotage that interferes with work. A bully's behaviour will have any combination of 5 'aims' which include:

1. threats to professional status,
2. threats to personal standing,
3. isolation
4. overwork, and
5. de-stabilization

- 'Repeated' and 'persistent' and not usually a 'one-off' occurrence;
- 'Health harming' – either physically, emotionally, or both.

SLIDE 4 – THE ELEMENTS OF WORKPLACE BULLYING

Speaker: There's a strong possibility someone is a 'workplace bully' when their behaviour is...

PRESS 'ENTER' to advance to SLIDE 3 – Point 2

Speaker: Planned mistreatment in the form of verbal abuse, conduct that is threatening, intimidating, or humiliating; or sabotage that interferes with work. Also, a bully's behaviour will have any combination of 5 'aims', and these include...

PRESS 'ENTER' to advance to "AIMS"...

Speaker: Threats to your professional status...threats to personal standing... isolation... overwork, and...de-stabilization

PRESS 'ENTER' to advance to Slide 4 – Point 3

Speaker: The behaviour needs to be *repeated* and *persistent* and is generally not a 'one-off' occurrence.... *However*, there can be rare instances when the behaviour that's being exhibited is so extreme – there can be no doubt it's essentially 'bullying' behaviour.

PRESS 'ENTER' to advance to Slide 4 – Point 4

Speaker: And lastly...behaviour that's considered as 'bullying behaviour' will have 'health harming' effects – either physically, emotionally, or both.

PRESS 'ENTER' to advance to Slide 5 – Point 1

Some of the more 'popular' bully 'tactics'...

- Verbal abuse, yelling, swearing
- Decisions constantly undermined
- Character assassination
- Malicious gossip/ rumours spread
- Undeserved work evaluations
- Changes to working conditions i.e. drop in pay
- Excluded from emails and/or meetings
- Overt threats about ongoing employment
- Theft of 'credit' i.e. where bully takes credit for the work of another
- Amending/adding work tasks that aren't covered in job description
- 'Mobbing' i.e. the coercion of others into a bullying 'gang up'
- Interference with ability to perform job e.g. 'sabotage', ensuring failure
- Intimidation, threats, or other behaviour that extends beyond workplace e.g. to the home environment
- Public/Private (behind closed doors) displays of bullying behaviours
- Constant criticism of your work/ability to do job
- Invasion of privacy (mail opened, email abuse, office search without prior knowledge/consent)
- False accusations/lied about
- Constant 'nit-picking'
- Violence, physical assault
- Cancelling of holidays
- Denial of leave

SLIDE 5 – SOME OF THE MORE 'POPULAR' BULLYING TACTICS

Speaker: When it comes to the *types* of behaviour and tactics that bullies use to 'bully'...these are as varied as the bullies themselves. However, workplace bullies *do* share a preference for certain types of bullying behaviour...and this slide will give you some idea about some of the more *popular* bully tactics.

PRESS 'ENTER' to advance to Slide 5 – Point 2

Speaker: Other tactics include such things as being excluded from emails and/or meetings...theft of 'credit', where the bully takes credit for the work of another – generally the target – but this can be other staff as well...and 'Mobbing', where others in the workplace are coerced into a bullying 'gang up' on a target.

Speaker: This list is *not* a complete one...but it gives you an idea just how varied bully tactics can be.

Speaker: Earlier, we briefly touched on the 'cost' of bullying in the workplace. So now we'll look at this aspect a little more closely.

PRESS 'ENTER' to advance to Slide 6 – Point 1

Workplace Bullies are too 'costly' to keep...

- 71.5 million workers are affected in the USA at an annual cost of around \$74 billion.
- In the UK workplace bullying costs individual companies 8-10% of their annual profits, while 100 million working days lost annually.
- In Australia, workplace bullying is estimated to cost around \$20,000 for every employee in the Australian workforce.
- Affects: morale, productivity, and company's culture. Contributes to employee absenteeism, lost experience, lost production, turnover costs, legal fees, and damaged organisational reputation.
- Workplace bullying creates unsafe working environments, and leaves companies and organisations open to expensive litigation. It's not a minor personnel issue, it's a risk management issue.

SLIDE 6 – WORKPLACE BULLIES ARE TOO COSTLY TO KEEP

Speaker: Workplace bullying is negatively impacting organisations and companies around the globe. As previously mentioned, 71.5 million workers are affected in the USA... this represents an annual cost of around 74 billion dollars.

PRESS 'ENTER' to advance to Slide 6 – Point 2

Speaker: In the UK, workplace bullying is estimated to cost individual companies around 8-10% of their annual profits, while 100 million working days are lost annually.

PRESS 'ENTER' to advance to Slide 6 – Point 3

Speaker: As far as Australia is concerned, workplace bullying is estimated to cost around \$20,000 for every employee in the Australian workforce...and that's an annual cost.

PRESS 'ENTER' to advance to Slide 6 – Point 4

Speaker: As for the hidden and lost opportunity costs mentioned earlier in the presentation...bullying in the workplace can ruin morale, lower productivity, devastate a company's culture, and contribute to employee absenteeism. Further, it results in lost experience, lost production, turnover costs, legal fees and damaged organisational reputation.

PRESS 'ENTER' to advance to Slide 6 – Point 5

Speaker: Workplace bullying creates unsafe working environments and poses a risk to employees' health. Further, it leaves companies and organisations open to the threat of expensive litigation. Not dealing with workplace bullies is a risk organisations can no longer afford to take. And far from being a *minor* personnel issue or personality clash, smart employers are now viewing and treating workplace bullying for what it really is...as a risk management issue.

PRESS 'ENTER' to advance to Slide 7 – Point 1

Where to from here?

WHAT IS and IS NOT ACCEPTABLE: All staff should already have an understanding of behaviours that are *not* acceptable in the workplace.

Stop bullying on the spot — speak up: At the very first instance of bullying, say something — don't let it 'slide'. Explain to the bully the behaviour you're *not* prepared to tolerate. **NOTE:** Tacit approval.

Walk away — Don't tolerate 'tirades'

If the bullying continues — Don't confront the bully — report them instead: Follow the Policies and Procedures outlined for reporting.

Document all bullying behaviour: Include witnesses names, details, dates, and notes about the incident/s.

SLIDE 7 – WHERE TO FROM HERE?

Speaker: The workplace anti-bullying strategy and subsequent policies should have already provided staff with an understanding of behaviours that are *not* acceptable in the workplace.

PRESS 'ENTER' to advance to Slide 7 – Point 2

Speaker: If you find yourself in a situation where you're being treated, or spoken to in a manner that is disrespectful...speak up at the very first instance...*don't* let it 'slide'. Occasionally, some staff are simply unaware their manner, or comments cause offence. By speaking up, you identify the behaviour and language you deem unwarranted in the workplace, and therefore...unacceptable to you. By *not* speaking up at the very first instance...you essentially give this person tacit approval to *continue* speaking and treating you disrespectfully.

PRESS 'ENTER' to advance to Slide 7 – Point 3

Speaker: Tolerating 'tirades' is not listed in anyone's job description. If you find yourself in a situation where another staff member is screaming or yelling...excuse yourself and leave. You can say you need a drink of water...an urgent phone call that needs attending — don't stay put...just leave. If you're professional and cordial in the workplace...you should expect the same from others. This goes for all humiliating, and professionally 'harmful' comments and actions.

PRESS 'ENTER' to advance to Slide 7 – Point 4

Speaker: If the bullying continues *after* the first incident where you spoke up...*don't* confront the bully. Report them as per the organizational anti-bullying policies.

PRESS 'ENTER' to advance to Slide 7 – Point 5

Speaker: Document *all* bullying behaviour in a diary. Include witness's names, details, dates, and notes about the incidents. Facts are difficult to refute, and this detail is necessary if you choose to make a formal report about the workplace bully.

PRESS 'ENTER' to advance to Slide 8 – Point 1

Where to from here?

If you are a 'witness' to bullying — make a report: Don't let your colleagues suffer in silence. Also keep a 'diary' of what you witnessed, the time, date, who was involved, and the circumstances.

For Organisations — deal with every bullying report and allegation: Don't dismiss them. Act quickly, investigate thoroughly, and follow the procedures you have in place. And be prepared to 'act' swiftly if the bullying claims are substantiated.

For Organisations — do *not* — under any circumstances — compel the 'target' and the alleged bully to enter into mediation: Why? There's many reasons, but suffice to say, Workplace Bullies 'relish' and 'seek' to engineer these meetings for their own private agendas.

SLIDE 8 – WHERE TO FROM HERE? (continued)

Speaker: If you are a 'witness' to bullying — make a report: Don't let your colleagues suffer in silence. Also keep a 'diary' of what you witnessed, the time, date, who was involved, and the circumstances. This information will be required if another staff member makes a formal report about workplace bullying.

PRESS 'ENTER' to advance to Slide 8 – Point 2

Speaker: From an organisational perspective — every report and allegation about workplace bullying needs to be dealt with, and not dismissed. Organisations need to act quickly, investigate thoroughly, and follow the procedures in place. And if the bullying claims are substantiated, organisations should be prepared to 'act' swiftly.

PRESS 'ENTER' to advance to Slide 8 – Point 3

Speaker: Finally, and following on from the previous point...when organisations are investigating and acting on workplace bullying incidents...under *no* circumstances should the 'target' be compelled to enter into mediation with the alleged bully. Aside from mediation being an ineffective tool for resolving workplace-bullying...bullies seek to engineer these meetings for their own, private agendas.

Speaker: In conclusion...complacency about respect and safety in the workplace provides the in-roads for workplace bullying to get a foothold. With a well thought-out strategy, and policies that are promoted and followed throughout the entire organisation...bullying in the workplace *can* be dealt with, and eradicated.

END OF PRESENTATION - PRESS 'ENTER' to advance to FINAL SLIDE

