Case study: CSIRO - Cultural and system change to address workplace bullying and psychological health

WHPN Annual Members Forum

22 June 2015

Positive impact

Our track record: top inventions

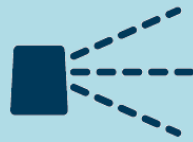**1. FAST WLAN**
Wireless Local Area Network

2. POLYMER BANKNOTES

3. RELENZA FLU TREATMENT

4. EXTENDED WEAR CONTACTS

5. AEROGARD

6. TOTAL WELLBEING DIET

7. RAFT POLYMERISATION

8. BARLEYMAX

9. SELF TWISTING YARN

10. SOFTLY WASHING LIQUID

Session Overview

- Context
  - About CSIRO
  - Comcare Improvement Notice
  - External environment
  - Parliamentary Inquiry into Workplace Bullying
  - Workplace Conduct in CSIRO Investigation

- What we have done in response and learnt
  - Psychosocial Risk Assessment/Individual Health Risk Assessment
  - Bullying and Harassment Reporting
  - Challenges

Who we are

Large scale

Our Vision
Our science is used to make a profound and positive impact for the future of Australia and humanity.

Our Mission
We deliver innovative solutions for industry, society and the environment through great science.

Multidisciplinary

Mission directed

Who we are

People	6000
Sites	55
Flagships	9
Budget	$1B+

64% of our people hold university degrees over **2000** hold doctorates over **500** hold masters

We develop **832** postgraduate research students with our university partners

Darwin

Cairns
Atherton

Townsville
2 sites

Alice Springs

Rockhampton

Bribie Island

Toowoomba

Brisbane
6 sites

Gatton

Myall Vale

Armidale
2 sites

Narrabri

Mopra

Newcastle

Murchison

Geraldton
2 sites

Parkes

Perth
3 sites

Adelaide
3 sites

Irymple

Griffith

Sydney 5 sites
Canberra 7 sites

Wodonga

Werribee 2 sites

Belmont

Geelong

Melbourne 5 sites

Hobart
Sandy Bay

Our Flagships

AGRICULTURE

BIOSECURITY

DIGITAL PRODUCTIVITY AND SERVICES

ENERGY

FOOD AND NUTRITION

LAND AND WATER

MANUFACTURING

MINERAL RESOURCES
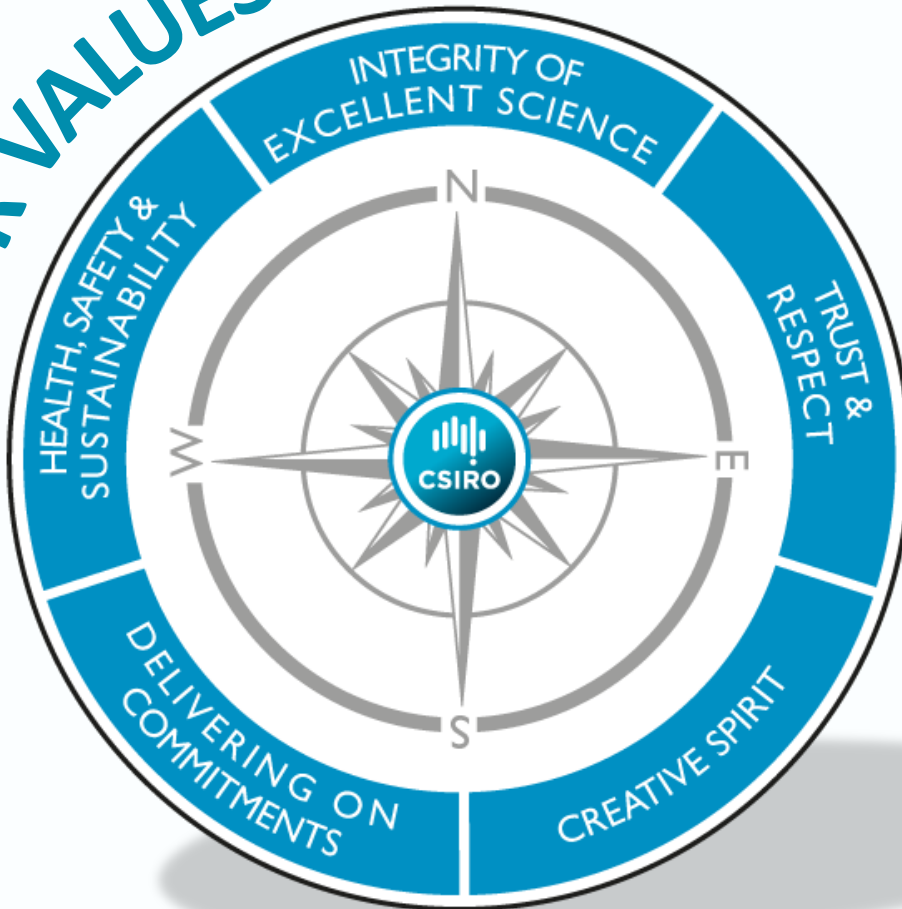
OCEANS AND ATMOSPHERE

How we do it

OUR VALUES

INTEGRITY OF EXCELLENT SCIENCE
TRUST & RESPECT
CREATIVE SPIRIT
DELIVERING ON COMMITMENTS
HEALTH, SAFETY & SUSTAINABILITY

WE ARE SUCCESSFUL WHEN:

- Our science contributes to an improvement in the prosperity, quality of life and future sustainability of humanity

- Our collaborators, partners and stakeholders realise value and outcomes from our science and describe working with us as a pleasure

- Our people go home safely and share a sense of achievement

- We are a place where people are healthy, flourish and want to work

- We are a trusted research advisor

Comcare Improvement Notice

IMPROVEMENT NOTICE

This notice is issued under s191 of the *Work Health and Safety Act 2011*. This notice requires the person (which includes a body corporate) to whom it is issued to remedy a contravention of the Act or Regulations. Section 210 requires that the person to whom an improvement notice is issued must, as soon as possible, display a copy of the notice in a prominent place at or near the workplace, or part of the workplace, at which work is being carried out that is affected by the notice.

NOTICE ISSUED TO: DR MEGAN CLARKE, CHIEF EXECUTIVE OFFICER, CSIRO

Notice No.IN EVE207221-0002B

Legal name of person: Commonwealth Scientific and Industrial Research Organisation (CSIRO)	
ABN:N/A	ACN:N/A
Trading as: CSIRO	
Address: CSIRO Corporate Centre, Limestone Avenue, Campbell ACT	
	Postcode:2612

External Environment

Bullies: $4.5 million. CSIRO: Nil

Science second in toxic CSIRO work culture

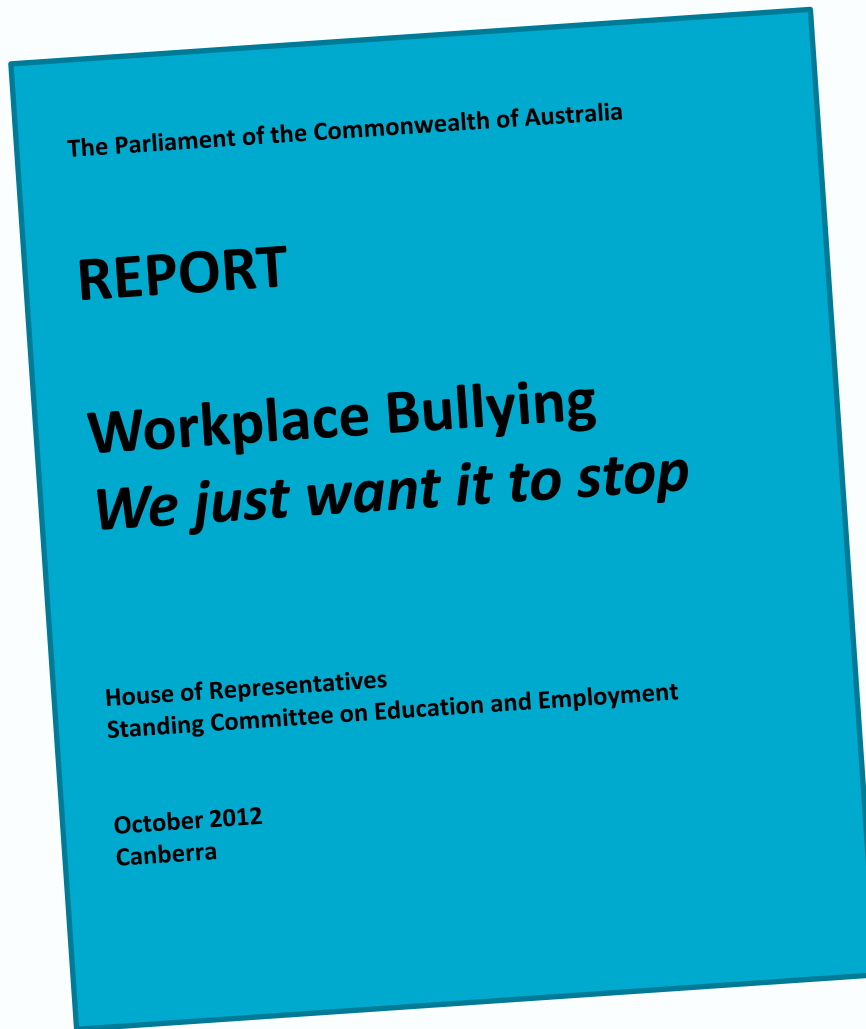CSIRO accused of more shabby tactics

Damning court appraisal of CSIRO decision process

Scientists 'bullied or forced out' of CSIRO

Inquiry called on CSIRO 'bullying'

CSIRO faked documents, whistleblower tells court

Parliamentary Inquiry into Workplace Bullying

The Parliament of the Commonwealth of Australia

REPORT

Workplace Bullying
We just want it to stop

House of Representatives
Standing Committee on Education and Employment

October 2012
Canberra

Response to 23 Recommendations

- defining what bullying is and is not;

- promoting and strengthening existing legislative and regulatory frameworks;

- ensuring that the requirements of the draft Code of Practice: Managing the Risk of Workplace Bullying are met, with guidance and support provided to employers;

- improving workplace cultures;

- and enhancing tools for the prevention and early resolution of workplace bullying incidences.

- Risk Assessment approach

- Confidentiality issues

- Role of bystanders

Workplace Conduct in CSIRO Investigation

Emeritus Professor Dennis Pearce AO

REPORT

Workplace conduct in CSIRO

A report of the Independent Investigator for allegations of workplace bullying and other unreasonable behaviour

- Phase 1 and 2
- GFR's 1 and 2
- 39 (34 + 5) recommendations
- 110 submissions
- 130 allegations
- 2 recommendations for misconduct

"We feel that CSIRO has listened and learnt."

"We have heard the talk- and we like it. We now want to see the walk."

CSIRO vision for the future

- Increased **trust** and **confidence** in our organisational approach, policies and practices with **support for, and perspectives of, all parties considered**;
- A **readiness** to adopt reports of workplace bullying as the **Organisation's problem**, rather than the **individual's problem**;
- Continuation of the **promotion of early and quick informal resolution as the first response,** with improved monitoring of informal complaints and resolutions;
- **Complaints about unreasonable behaviour or conduct** that cannot be resolved quickly and informally or that are **more complex to be investigated and addressed by the Organisation**;
- **Proactive monitoring by CSIRO** of the **implementation** and **outcome** of resolutions of workplace bullying complaints, so that **responsibility** for ensuring the outcomes are implemented and required changes in behaviour are sustained **rests with the Organisation**.

Psychological Health @ Work

Psychological Health @ Work

Wellbeing at Work 2014-2018 Strategy on a Page

PILLARS	1. OUR PEOPLE AND LEADERS	
Objectives	Enhance the wellbeing of individuals and teams	
Initiatives	1.1	Develop and grow all our people to contribute positively to, and take responsibility for, their own wellbeing and the wellbeing of those around them.
Build on existing initiatives	1.2	Develop and grow our leaders to model and promote behaviours and attributes that foster a climate of wellbeing founded on our CSIRO Values and Code of Conduct.
New	1.3	Build our leaders' personal accountability for the wellbeing of their people and teams, including encouraging the creative exchange of ideas and the active and early resolution of conflict.
Current State		Patchy awareness amongst leaders and team members, as to the importance of local wellbeing climates; their personal responsibilities in their creation and maintenance; and varying levels of competence to enact.

Psychological Health @ Work

2. SYSTEMS, STANDARDS AND PROCEDURES		3. SUPPORTING WELLBEING THROUGH PROFESSIONAL PARTNERSHIPS		4. GOVERNANCE, MEASUREMENT, AND REPORTING	
Support wellbeing through clear and effective systems, standards and procedures		**Provide professional advice, guidance and support for the wellbeing of individuals and teams**		**Measure, monitor and report wellbeing climate and performance, and use data to inform improvement**	
2.1	Establish a 'Wellbeing at Work' standard, that integrates with our People Policy and Code of Conduct and makes clear the organisation's commitment to wellbeing and what is expected of leaders and staff.	3.1	Boost our capacity to operate collectively to build our psychological wellbeing capability, and create a shared vision of what's required for wellness, prevention and early intervention.	4.1	Develop and implement methods integrated with risk assessment processes to assess, monitor and report workplace wellbeing at the individual, team and organisational level.
2.2	Develop and implement an ongoing program of engagement and communication that builds and sustains widespread awareness of, and commitment to, wellbeing at work.	3.2	Develop and implement an integrated approach to enable the delivery of seamless advice and interpretation to our people and leaders on psychological health and wellbeing case management.	4.2	Leverage and extend existing steering and governance arrangements (e.g. Diversity & Inclusion and HSE Committees) to support translation of this wellbeing strategy to practice, and oversee rigorous performance reporting and continuous improvement.
2.3	Strengthen the embedding of wellbeing principles into employee lifecycle systems and procedures, including selection, advancement, and performance management and HSE risk assessment to ensure that people's skills, motivations, and organisational fit are appropriate to their roles.				
	Some current procedures are not well understood or the benefits are yet to be realised. There is an awareness that change is required in some areas; and there is evidence of some best practice improvements being made.		Spectrum of cross-discipline trust and partnering models; awareness of the need to strengthen working together.		Enterprise level mechanisms exist to provide some assessment of wellbeing at the whole of organisation and business unit level. No formal governance bodies exist to steer or monitor wellbeing; systems for wellbeing reporting are not available.

CSIRO's Response - Risk Management

- HSE Risk Management Plans

- Psychosocial Workplace Risk Assessment

- Individual Risk Assessment

- Reporting and recording template

Psychosocial workplace risk assessment

HSE Risk Management Plans

Individual health risk assessment

Reporting and recording template

HSE Risk Management Plans

HSE Risk Management guideline including the risk management plan updated to include requirement for specific consideration of psychological hazards.

H&S Hazard Identification Guide
Section 2a

Identify all hazards associated with the work areas, system of work, equipment and substances used. The following list identifies a range of hazards that may be encountered in work areas. Other hazards not listed here must also be documented.

Hazards and examples	Yes/No	Hazards and examples	Yes/No
Ergonomics and Manual Handling Body stressing, fixed posture, overuse, slips/trips/falls		**Electrical** Electric shock, static shock, burns, falls following shock	
Vehicles Collision/roll over, fatigue		**Biological** Exposure to genotoxins, zoonoses, animals, human samples	
Plant and Equipment Motion, compression, noise, vibration, crushing, cutting		**Travel (Domestic and Overseas)** Personal health issues, jet lag, DVT, security and safety overseas, communications, type of work and work conditions	
Chemicals and Hazardous Substances Exposure to asbestos, carcinogenics, corrosives, irritants, solvents, vapours, temperature, fire & explosion		**Confined Spaces** Atmospheric contaminants, oxygen levels, cave-ins, explosion risk, entrapment, equipment activation	
Gases Exposure to asphyxiants, toxics, cryogenics, vapours, temperature, fire & explosion		**Working at Heights** Falls >2 metres, rock/tree/equipment falls	
Radiation Exposure, storage , containment		**Firearms** Bullet injuries	
Fieldwork Fatigue, weather conditions (heat/cold), isolation, risks associated with field activities and equipment (?)		**Nanotechnology** Health issues, accidental release to atmosphere, exposure	
Working on Water / Diving Drowning, boating hazards, diving hazards, weather conditions (heat/cold), location (?)		**Psycholsocial Hazards** Interactions associated with work that may have a detrimental impact on staff's Psychological Health and Wellbeing, including; Workp;lace changes, Working Away From Base, Working Alone,	

Reference (GUI004) – Version 1.3   CSIRO Enterprise Document – Internal use Only   page 12 of 25

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Ongoing consideration of how psychosocial risk factors can be considered in existing Risk Management discussions and plans.
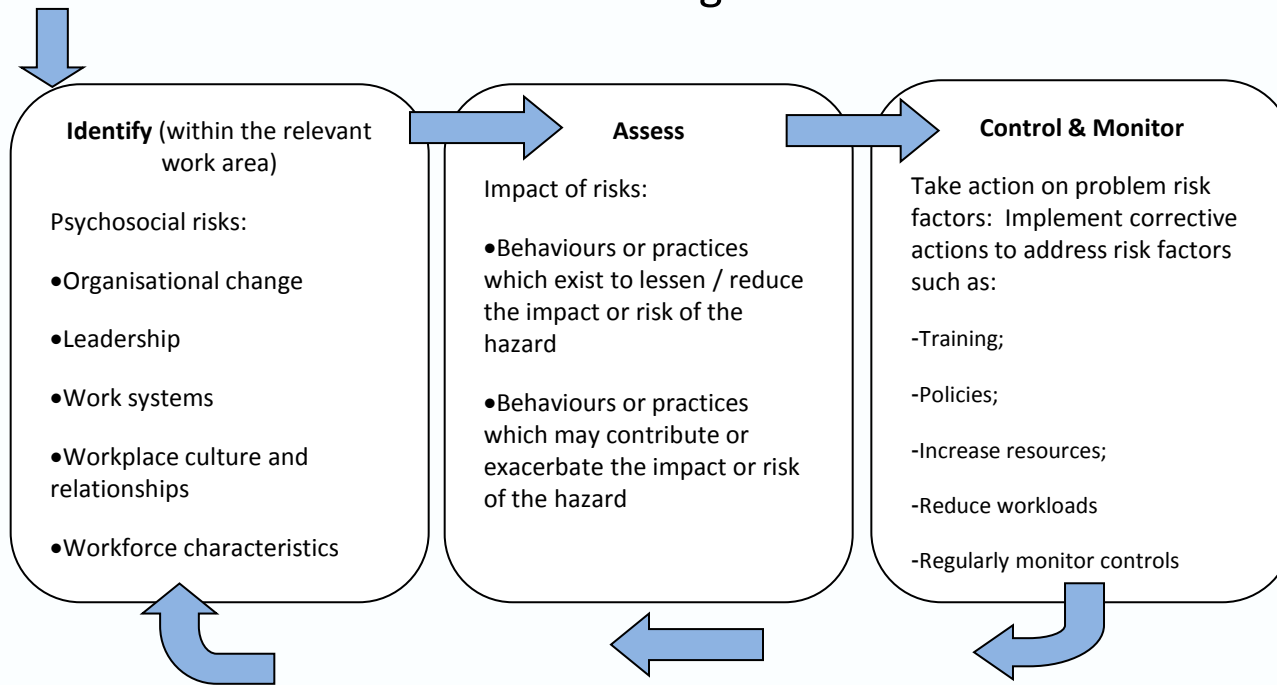
Psychosocial Risk Factors

Psychosocial hazards are those aspects of the design, organisation and management of work and it's social and environmental context that can be potentially detrimental to employee health & wellbeing.

Psychosocial risk factors can relate to the **context** in which the work takes place or the **content** of the work. E.g. organisational change, leadership, bullying, workplace conflict.

Workplace Psychosocial Risk Assessment

- Risk identification and control assessment process for Psychosocial risk factors for a whole workplace, not an individual.

- To be conducted when:
  - Allegations of Bullying or Harassment are made
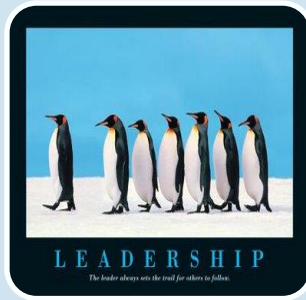 - Introduced to HSE Risk Management Guideline

Identify (within the relevant work area)

Psychosocial risks:

- Organisational change
- Leadership
- Work systems
- Workplace culture and relationships
- Workforce characteristics

Assess

Impact of risks:

- Behaviours or practices which exist to lessen / reduce the impact or risk of the hazard
- Behaviours or practices which may contribute or exacerbate the impact or risk of the hazard

Control & Monitor

Take action on problem risk factors: Implement corrective actions to address risk factors such as:

- Training;
- Policies;
- Increase resources;
- Reduce workloads
- Regularly monitor controls

Identified Psychosocial Risks

Org. Change	**Leadership**	**Work Systems**	**Culture & Relationships**	**Workforce Characteristics**
Structure	Styles	Resources	Staff interactions and relationships	New staff
Staffing levels	Communications	Role clarity		Injured officers
Location	Consultation	Work demands	Work environment	CALD work group
Technology				

Individual Health Risk Assessment (HRA)

- The HRA is designed to identify, assess and control health risks (including Psychological ones) for an individual.

- The purpose is to determine the likelihood and consequence that taking a specific action may cause or exacerbate injury/illness to the staff member.

- Required prior to commencing any misconduct action and reviewed at each step. Advisory use in other circumstances.

- Conducted by the appropriate Line Manager with support from CSIRO Human Resources/Workplace Relations & Policy/Health, Safety and Environment staff.

HRA Questions

- Do you have direct knowledge that the officer has a pre-existing illness or injury including any psychological condition?

- Are you aware if there has been any previous intervention in relation to this pre-existing illness or injury (for example, including, but not limited to, Early Intervention, EAP, CSIRO arranged medical assessment)?

- Has the officer lodged an Incident Report and/or workers' compensation claim/s in relation to this condition or injury?

- Is there any other organisational process underway (for example, including, but not limited to, redeployment, grievance, management of underperformance, early intervention, return-to-work program)?

- List any other specific risk/s identified, including any workplace related or interpersonal psychosocial contributing factors.

- Is there any risk to CSIRO, including to another CSIRO officer, if the proposed misconduct action does not proceed?

Recording and Reporting Bullying and Harassment issues

- Template provides guidance on the type of information required for recording staff statements of work related Psychological Health and Wellbeing issues including Bullying and Harassment reports.

- Requirement to report matters where no action being taken by individual or management.

- Person raising the issue advised upfront that a written record of the issue will be made with a copy of the record provided to HR staff for any necessary follow-up.

Challenges

- Investigating complaints – what, who, how
- Support for all parties
- Sustained "Walking the talk"
- Embedding changes – psychosocial risks
- Confidential complaints
- Role of person to whom complaint is made
- Feedback to staff when no informal or formal complaint is made or action is taken
- External review
- Impact on all parties of complaints not found to be substantiated
- Vexatious complaints

Questions

Thank you

CSIRO Human Resources

Workplace Relations & Policy

Ms Alex Allars

e Alexandra.Allars@csiro.au

w   www.csiro.au/

CSIRO