

**Tab 3 – Outcomes of the Action Plan on bullying**

***Supporting the government sector to act early and strategically on bullying: The Public Service Commission’s Action Plan 2016-17***

STRATEGIES	ACTIONS	TIMEFRAME	OUTCOME
Setting sector-wide standards	Roundtable on Bullying’s Joint Statement.	FY14/15	<p><b>Not progressed</b></p> <p>The Roundtable on Bullying’s joint statement was intended as an interim enabling measure that would communicate to the NSW public sector agreed principles on bullying. Initial efforts to develop the joint statement were redirected into developing the <i>Positive and productive workplaces guide</i> which had a more practical application.</p>
Promoting partnership	<ul style="list-style-type: none"> <li>• Work with the Roundtable.</li> <li>• Invite agencies to work with the PSC to deliver and build on the initiatives laid out in the Action Plan.</li> </ul>	FY14/15-FY16/17	<p><b>Completed</b></p> <p>The Public Service Commission worked collaboratively with public sector agencies to develop:</p> <ul style="list-style-type: none"> <li>• the <a href="#">Positive and productive workplaces guide</a> which was initially published in 2016 and updated and published in 2017</li> <li>• resources for the <a href="#">Respect. Reflect. Reset. campaign</a> including communications materials to be delivered at the local level to promote positive, respectful and productive workplace cultures.</li> </ul>
Giving best practice advice on preventing and responding to bullying	<ul style="list-style-type: none"> <li>• Identify and showcase strategies to promote healthy workplaces, especially in relation to key psychosocial factors.</li> <li>• Develop a Guide to handling bullying.</li> <li>• Develop specific advice and/or initiatives to improve prevention and early identification and intervention in relation to particularly vulnerable groups.</li> </ul>	<p>Guide: FY15/16</p> <p>The rest: FY16/17</p>	<p><b>Completed</b></p> <p>The <a href="#">Positive and productive workplaces guide</a> is a principles-based support resource designed to help agencies, their leaders and their employees to prevent, identify and respond to workplace bullying. The Guide contains advice on:</p> <ul style="list-style-type: none"> <li>• Bullying prevention <ul style="list-style-type: none"> <li>○ Establishing organisational values and a code of conduct</li> <li>○ Being clear about expected behaviours</li> <li>○ Responding promptly to one off incidents of poor behaviour</li> <li>○ Using data to understand correlations with sound workforce management systems</li> </ul> </li> <li>• Responding to bullying <ul style="list-style-type: none"> <li>○ Factors to consider</li> <li>○ Taking action to resolve the issue</li> <li>○ Best practice features of complaints resolution processes.</li> </ul> </li> </ul>

STRATEGIES	ACTIONS	TIMEFRAME	OUTCOME
Raising whole-of-sector awareness and promoting behaviour change	Develop a strategy, collateral and deliver advice for a 'positive, respectful and productive workplace cultures' communications campaign.	FY15/16	<p><b>Completed</b></p> <p>The <a href="#">Respect. Reflect. Reset. campaign</a> was launched in mid-2017 with communications materials being made available to agencies to adapt to their local settings.</p> <p>A toolkit of resources is available to agencies on the Public Service Commission website including:</p> <ul style="list-style-type: none"> <li>• 'At a glance' one page guides</li> <li>• Editable posters</li> <li>• Presentation for executive launch</li> <li>• Themed animations</li> <li>• Themed scenarios</li> <li>• Style guide</li> <li>• Web graphic tools.</li> </ul>
Providing/ recommending effective tools and supports	<ul style="list-style-type: none"> <li>• Develop and provide access to the Bullying Dashboard.</li> <li>• Identify and showcase best practices for building capability at organisational and individual level, including case studies, useful ideas and lessons learnt to share with the sector.</li> <li>• Conduct an alternative dispute resolution trial.</li> </ul>	<p><i>Dashboard:</i> FY15/16</p> <p><i>Best practices capability development:</i> FY16/17</p>	<p><b>Completed</b> (Workforce Dashboard)</p> <p>The Workforce Dashboard was launched in early 2016 and the Public Service Commission is continuing to make improvements to it. The Dashboard gives agencies access to data from the People Matter survey and the Workforce Profile. Agencies can use the dashboard to track workforce information, bullying incidence and psychosocial factors associated with bullying. In the future there is also potential to include data on the costs associated with bullying (e.g. sick leave, turnover, tenure and engagement).</p> <p><b>Completed</b> (Best practice capability development)</p> <p>The communications materials associated with the <a href="#">Respect. Reflect. Reset. campaign</a> contain a range of case studies that can be used and adapted by agencies in the delivery of training, induction, team discussions or otherwise.</p> <p><b>Not progressed</b> (Alternative dispute resolution trial)</p> <p>An alternative dispute resolution trial has not been conducted at the sector-wide level. However, the Public Service Commission is aware that agencies, such as the NSW Police Force, are utilising tools such as independent mediators as one way of managing workplace disputes.</p>

STRATEGIES	ACTIONS	TIMEFRAME	OUTCOME
Providing/ recommending training and other skill building exercises	<ul style="list-style-type: none"> <li>Commission the capability development initiative (as above).</li> <li>Develop specifications/guidance on training and other skill building for key groups. This may complement the best practice capability initiative described above.</li> </ul>	FY16/17	<p><b>Completed</b> (Capability development) As above.</p> <p><b>Completed</b> (Training and skills building) The <a href="#">Positive and productive workplaces guide</a> and the <a href="#">Respect. Reflect. Reset. campaign</a> resources contain practical advice and scenarios that can be used and adapted by agencies for training and skills building exercises.</p>
Regular monitoring and reporting	Conduct regular PMES to track incidence and trust in responses to bullying.	FY14/15-FY16/17	<p><b>Ongoing</b></p> <p>The People Matter Employee Survey started as a biennial survey in 2012 and has been run as an annual survey since 2016. The use of a similar survey instrument each year since the survey's inception provides time series data on employee perceptions of workforce management practices. The People Matter Employee Survey sets the foundation for understanding the prevalence of bullying from an employee perspective and the leading indicators about their relationship with bullying.</p>
Promoting strong and transparent evaluation	Develop evaluation advice for agencies (on 'positive, respectful and productive workplace cultures' site).	FY15/16	<p><b>In progress</b></p> <p>The Public Service Commission intends to evaluate the level of implementation and utilisation of the resources produced through the positive and productive workplaces and Respect. Reflect. Reset initiatives.</p>
Setting ethics and general conduct expectations	Promote the Ethical Framework, Core Values, <i>Behaving Ethically</i> Guidance, and the Code of Conduct.	FY14/15-FY15/16	<p><b>Ongoing</b></p> <p>The <i>Code of Ethics and Conduct for NSW government sector employees</i> was released by the Public Service Commissioner in 2015. It sets the standards for conduct of all government sector employees and heads of government sector agencies. The Code also specifies actions to be taken if there are breaches, or allegations of breaches, of the Code.</p> <p>It is likely that when the new Public Service Commissioner commences, she will request a review of the Code of conduct and the ethical framework as these have now been in place for a number of years.</p>

STRATEGIES	ACTIONS	TIMEFRAME	OUTCOME
Setting expectations of core capabilities	Promote and embed use of the Capability Framework (which features core values and people management capabilities).	FY15/16	<p><b>Ongoing</b></p> <p>The Public Service Commission has led the ongoing development and implementation of the <i>NSW Public Sector Capability Framework</i>. The core capabilities in the Framework are used by the majority government sector agencies in their role descriptions to define the capabilities and capability levels needed for a role. Agencies are supported in applying the framework by a range of <a href="#">resources</a>, such as a <a href="#">Role description development guideline</a> and <a href="#">Role description library</a>. In addition, the Public Service Commission has developed <a href="#">occupation specific capability sets</a> where functional capability building has been identified as a critical need.</p> <p>The Public Service Commission has undertaken a stocktake of the Capability Framework in consultation with government sector agencies. A report on the findings and recommendations from the stocktake is currently being prepared.</p>
Making and enforcing statutory WHS requirements and compensation arrangements	Not the domain of the Public Service Commissioner or PSC. The PSC's work in this area is primarily focused on lifting sector capability and commitment, and promoting positive, respectful and productive workplace cultures. We see this as a good complement to the role of SafeWork NSW as the work health safety regulator. We are working closely with SafeWork NSW, so that the sector receives consistent guidance and support.		N/A