
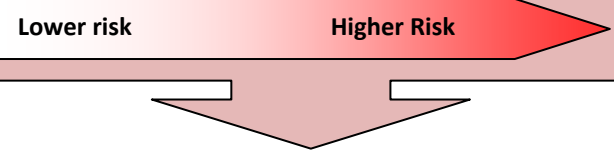



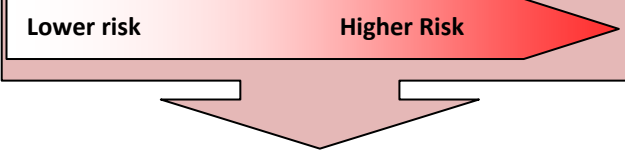




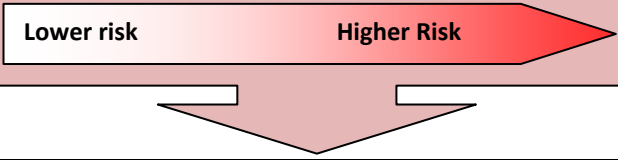




# WORKING RELATIONSHIPS & WORKLOAD CHECKLIST FOR MANAGERS AND SUPERVISORS

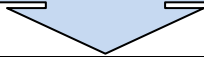
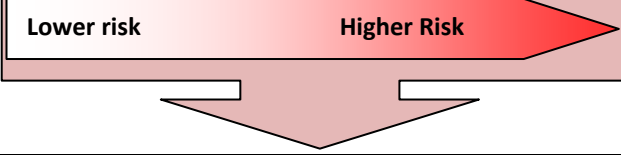


<p><b>Identify work environment risks</b> (examples of risks are listed below)</p>	<p><b>Risk assessment</b></p> <p>Lower risk → Higher Risk</p>	<p><b>Risk control measures</b></p>	<p><b>Where to go for help at UTS</b></p>
<p><b>Workforce characteristics</b> Vulnerable workers/staff, including:</p> <ul style="list-style-type: none"> <li>• young workers</li> <li>• new workers</li> <li>• apprentices</li> <li>• injured workers and workers on return to work plans</li> <li>• workers who are in a minority or may be treated less fairly due to their: <ul style="list-style-type: none"> <li>– sex (including pregnancy)</li> <li>– sexual preference</li> <li>– transgender status</li> <li>– race</li> <li>– colour</li> <li>– ethnic or ethno-religious background</li> <li>– descent or national identity</li> <li>– marital status</li> <li>– disability</li> <li>– age</li> <li>– political conviction</li> <li>– religious belief.</li> </ul> </li> </ul>	<p>Systems to support and monitor the integration of workers</p> <p>Accepting of differences and diversity</p> <p>Appropriate supervision, communication and conflict resolution</p> <p>Inappropriate behaviour towards vulnerable staff tolerated/ignored</p> <p>Lack of responsiveness of managers to reported discrimination, abuse and improper conduct</p> <p>Lack of trust/confidence in management's willingness to resolve problems</p>	<ul style="list-style-type: none"> <li>• Induct all new staff</li> <li>• Ensure all staff have completed EOnline training</li> <li>• Implement a 'buddy' system for new workers</li> <li>• Inform all staff within the work unit of UTS policies, directives and procedures (see next column) including their responsibilities</li> <li>• Ensure that all staff are aware of the Workplace Adjustment Procedures.</li> <li>• Train workers (e.g. valuing workplace diversity and tolerance)</li> <li>• Train line managers to deal with workers at higher risk</li> <li>• Develop and implement systems within the work unit to support and protect vulnerable staff</li> <li>• Monitor workplace relationships</li> </ul>	<p><b>Contact</b></p> <ul style="list-style-type: none"> <li>• HR Partnership team, Human Resources Unit <a href="http://datasearch2.uts.edu.au/hru/services/ms.cfm">http://datasearch2.uts.edu.au/hru/services/ms.cfm</a></li> <li>• Equity &amp; Diversity Unit (for advice on equity, discrimination or harassment matters) <a href="http://www.equity.uts.edu.au/edu/">www.equity.uts.edu.au/edu/</a></li> </ul> <p><b>Resources</b></p> <ul style="list-style-type: none"> <li>• Starting at UTS Induction Program <a href="http://www.hru.uts.edu.au/start/">www.hru.uts.edu.au/start/</a></li> <li>• Performance and development <a href="http://www.hru.uts.edu.au/performance/principles.html">www.hru.uts.edu.au/performance/principles.html</a></li> <li>• Work planning <a href="http://www.hru.uts.edu.au/performance/workplanning/">www.hru.uts.edu.au/performance/workplanning/</a></li> <li>• Skills and professional development programs <a href="http://www.hru.uts.edu.au/professional/development/">www.hru.uts.edu.au/professional/development/</a></li> </ul> <p>Equity and Diversity Training</p> <ul style="list-style-type: none"> <li>• EO Online (training for managers and staff on equal opportunity, anti-discrimination and grievance handling) <a href="http://www.equity.uts.edu.au/training/equal-opportunity/online/">www.equity.uts.edu.au/training/equal-opportunity/online/</a></li> <li>• UTS SHOUTS (Sex-based Harassment, discrimination and bullying Out of UTS) <a href="http://www.equity.uts.edu.au/shouts/">www.equity.uts.edu.au/shouts/</a></li> <li>• Diversity training <a href="http://www.equity.uts.edu.au/training/cult">www.equity.uts.edu.au/training/cult</a></li> </ul>

<p><b>Identify work environment risks</b> (examples of risks are listed below)</p> 	<p><b>Risk assessment</b></p> 	<p><b>Risk control measures</b></p> 	<p><b>Where to go for help at UTS</b></p> 
			<p><a href="#">ural/</a></p> <ul style="list-style-type: none"> <li>• UTS Ally program <a href="http://www.equity.uts.edu.au/ally/">www.equity.uts.edu.au/ally/</a></li> </ul> <p>Safety &amp; Wellbeing training:</p> <ul style="list-style-type: none"> <li>• “Safety &amp; Wellbeing Essentials” online training <a href="http://www.safetyandwellbeing.uts.edu.au/responsibilities/index.html#training">www.safetyandwellbeing.uts.edu.au/responsibilities/index.html#training</a></li> <li>• “EHS for Supervisors” training session <a href="http://www.safetyandwellbeing.uts.edu.au/responsibilities/managers.html#training">www.safetyandwellbeing.uts.edu.au/responsibilities/managers.html#training</a></li> <li>• “EHS for Academics” training session <a href="http://www.safetyandwellbeing.uts.edu.au/responsibilities/academics.html">www.safetyandwellbeing.uts.edu.au/responsibilities/academics.html</a></li> </ul> <p><b>Policies / Directives / Procedures</b></p> <ul style="list-style-type: none"> <li>• Workplace adjustment procedures <a href="http://www.hru.uts.edu.au/manual/8health/health.html#8.7">www.hru.uts.edu.au/manual/8health/health.html#8.7</a></li> <li>• Workplace Injury Management and Return to Work Program Directive <a href="http://www.hru.uts.edu.au/manual/8health/health.html#8.3">www.hru.uts.edu.au/manual/8health/health.html#8.3</a></li> <li>• Code of Conduct <a href="http://www.gsu.uts.edu.au/policies/code-conduct.html">www.gsu.uts.edu.au/policies/code-conduct.html</a></li> <li>• Workplace Behaviour Statement <a href="http://www.hru.uts.edu.au/manual/7legal/legal.html#7.4">www.hru.uts.edu.au/manual/7legal/legal.html#7.4</a></li> <li>• Prevention of Harassment Policy <a href="http://www.gsu.uts.edu.au/policies/preventionharass.html">www.gsu.uts.edu.au/policies/preventionharass.html</a></li> <li>• Equal Opportunity Policy <a href="http://www.gsu.uts.edu.au/policies/equalopportunity.html">www.gsu.uts.edu.au/policies/equalopportunity.html</a></li> <li>• Work/life Balance</li> </ul>






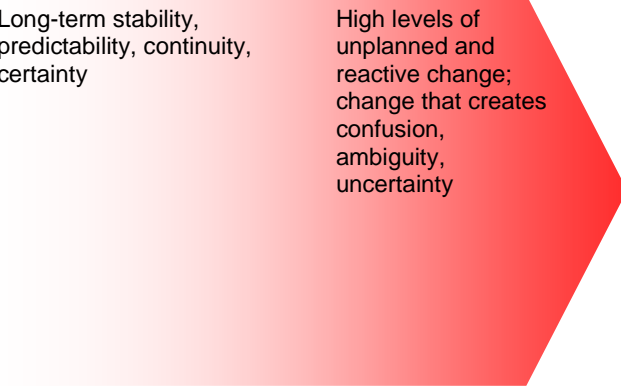
<p><b>Identify work environment risks</b> (examples of risks are listed below)</p> 	<p><b>Risk assessment</b></p> 	<p><b>Risk control measures</b></p> 	<p><b>Where to go for help at UTS</b></p> 
			<p><a href="http://www.hru.uts.edu.au/conditions/flexible/">www.hru.uts.edu.au/conditions/flexible/</a></p> <ul style="list-style-type: none"> <li>• Staff and Students with Carer's Responsibilities - Vice-Chancellor's Directive <a href="http://www.gsu.uts.edu.au/policies/carers-responsibilities.html">www.gsu.uts.edu.au/policies/carers-responsibilities.html</a></li> <li>• Handling Staff Grievances <ul style="list-style-type: none"> <li>○ Vice-Chancellor's Directive <a href="http://www.gsu.uts.edu.au/policies/handling-grievance.html">www.gsu.uts.edu.au/policies/handling-grievance.html</a></li> <li>○ Supervisor's Guidelines <a href="http://www.hru.uts.edu.au/manual/6man_dev/mandev.html#6.13">www.hru.uts.edu.au/manual/6man_dev/mandev.html#6.13</a></li> </ul> </li> </ul>
<p><b><u>Work systems risks</u></b></p> <ul style="list-style-type: none"> <li>• Inadequate: <ul style="list-style-type: none"> <li>○ resources</li> <li>○ experience</li> <li>○ training/support</li> <li>○ workload allocation protocols</li> <li>○ clarity of roles</li> <li>○ process (i.e. the way work should be done)</li> </ul> </li> <li>• Poorly designed rostering</li> <li>• Unreasonable or inappropriate performance measures or timeframes</li> <li>• Lack of support systems</li> <li>• Underperforming staff</li> </ul>	 <p>Clearly defined roles and responsibilities Clear work requirements Clear lines of responsibility and authority Realistic workloads and job demands All staff participating in performance and development process Performance issues managed</p> <p>High levels of uncertainty around roles and responsibility, lack of clarity around expectations, poor communication channels, excessive/unrealistic work demands</p>	<ul style="list-style-type: none"> <li>• Process and responsibility mapping</li> <li>• Managers to review and monitor workloads, staffing levels and resources</li> <li>• Clearly define jobs (and documented within position descriptions and workplans) and, where necessary, re-define jobs</li> <li>• Develop a system of priority setting and review to reduce potential for excessive workloads</li> <li>• Active participation in the performance and development process and management of underperforming staff</li> <li>• System for regular feedback from staff over concerns about roles and responsibilities (e.g. meetings with individuals or team)</li> <li>• Make health and safety and workload an agenda item at team/work group meetings</li> </ul>	<p><b>Contact</b></p> <p>HR Partnership team, Human Resources Unit <a href="http://datasearch2.uts.edu.au/hru/services/ms.cfm">http://datasearch2.uts.edu.au/hru/services/ms.cfm</a></p> <p><b>Resources</b></p> <ul style="list-style-type: none"> <li>• Hours of work and workload <a href="http://www.hru.uts.edu.au/conditions/hours/">www.hru.uts.edu.au/conditions/hours/</a></li> <li>• Writing position descriptions <a href="http://www.hru.uts.edu.au/recruitment/job-writing.html">www.hru.uts.edu.au/recruitment/job-writing.html</a></li> <li>• Work planning <a href="http://www.hru.uts.edu.au/performance/workplanning/">www.hru.uts.edu.au/performance/workplanning/</a></li> <li>• Professional and career development <a href="http://www.hru.uts.edu.au/professional/">www.hru.uts.edu.au/professional/</a></li> <li>• Safety &amp; Wellbeing EHS training <a href="http://www.safetyandwellbeing.uts.edu.au/responsibilities/">www.safetyandwellbeing.uts.edu.au/responsibilities/</a></li> </ul> <p><b>Policies / Directives / Procedures</b></p>

<p><b>Identify work environment risks</b> (examples of risks are listed below)</p> 	<p><b>Risk assessment</b></p> 	<p><b>Risk control measures</b></p> 	<p><b>Where to go for help at UTS</b></p> 
			<ul style="list-style-type: none"> <li>• Performance and Development - Principles and Procedures <a href="http://www.hru.uts.edu.au/manual/6mandev/mandev.html#6.5">www.hru.uts.edu.au/manual/6mandev/mandev.html#6.5</a></li> <li>• Support/Academic/SSG Agreements <a href="http://www.hru.uts.edu.au/manual/2ea/">www.hru.uts.edu.au/manual/2ea/</a></li> <li>• Hours of Work for Support Staff Guidelines <a href="http://www.hru.uts.edu.au/manual/4cond/conditions.html#4.1">www.hru.uts.edu.au/manual/4cond/conditions.html#4.1</a></li> <li>• Faculty Academic Workload Guidelines (see Faculty intranet or contact Faculty office)</li> <li>• Work/life balance <a href="http://www.hru.uts.edu.au/conditions/flexible/">www.hru.uts.edu.au/conditions/flexible/</a></li> </ul>

<p><b>Identify work environment risks</b> (examples of risks are listed below)</p>	<p><b>Risk assessment</b></p> <p>Lower risk      Higher Risk</p>	<p><b>Risk control measures</b></p>	<p><b>Where to go for help at UTS</b></p>		
<p><b>Workplace relationships</b></p> <ul style="list-style-type: none"> <li>• negative interactions</li> <li>• negative relationships between supervisors and subordinates</li> <li>• interpersonal conflict</li> <li>• workers excluded</li> <li>• bullying behaviour</li> <li>• discriminatory or harassing behaviour</li> </ul>	<table border="0"> <tr> <td style="vertical-align: top;"> <p>Open communication, Clarity regarding standards of behaviour, Inclusive management, process Interpersonal conflict managed</p> </td> <td style="vertical-align: top;"> <p>Unmanaged and unresolved conflicts and disputes, high levels of interpersonal conflict and disputation tolerated inappropriate workplace behaviour Hostile, harassing or bullying culture</p> </td> </tr> </table>	<p>Open communication, Clarity regarding standards of behaviour, Inclusive management, process Interpersonal conflict managed</p>	<p>Unmanaged and unresolved conflicts and disputes, high levels of interpersonal conflict and disputation tolerated inappropriate workplace behaviour Hostile, harassing or bullying culture</p>	<ul style="list-style-type: none"> <li>• Inform all staff within the work unit of UTS policies, directives and procedures regarding appropriate workplace behaviour (see next column)</li> <li>• Regular team/work group meetings where issues are debated in a generous and open-minded way</li> <li>• Supervisors and managers seek to resolve conflict promptly and to seek assistance if needed (see contacts in next column)</li> <li>• Provide training (e.g. diversity and tolerance, addressing conflict in the workplace, interpersonal communication and interaction)</li> <li>• Supervisors and managers take prompt action in relation to inappropriate behaviour</li> <li>• Supervisors/managers complete EOnline and undertake other relevant training</li> </ul>	<p><b>Contact</b></p> <ul style="list-style-type: none"> <li>• HR Partnership team, Human Resources Unit <a href="http://datasearch2.uts.edu.au/hru/services/ms.cfm">http://datasearch2.uts.edu.au/hru/services/ms.cfm</a></li> <li>• Equity and Diversity Unit - equity.diversity.unit@uts.edu.au, ext 1084 <a href="http://www.equity.uts.edu.au">www.equity.uts.edu.au</a></li> <li>• Employee Assistance Program counselling - contact Staff Services - ext 1060 or email StaffServices@uts.edu.au</li> </ul> <p><b>Other resources</b></p> <ul style="list-style-type: none"> <li>• Skills and professional development programs <a href="http://www.hru.uts.edu.au/professional/development/">www.hru.uts.edu.au/professional/development/</a></li> <li>• 'Respect &amp; Civility' training email <a href="mailto:safetyandwellbeing@uts.edu.au">safetyandwellbeing@uts.edu.au</a></li> <li>• Report hazards &amp; incidents using the Hazard and Incident Reporting Online (HIRO) system <a href="http://www.safetyandwellbeing.uts.edu.au">www.safetyandwellbeing.uts.edu.au</a></li> <li>• Grievances, disputes, appeals website <a href="http://www.hru.uts.edu.au/conditions/grievance/">www.hru.uts.edu.au/conditions/grievance/</a></li> </ul> <p><b>Policies / Directives / procedures</b></p> <ul style="list-style-type: none"> <li>• Code of Conduct <a href="http://www.gsu.uts.edu.au/policies/code-conduct.html">www.gsu.uts.edu.au/policies/code-conduct.html</a></li> <li>• Workplace Behaviour Statement <a href="http://www.hru.uts.edu.au/manual/7leg/legal.html#7.4">www.hru.uts.edu.au/manual/7leg/legal.html#7.4</a></li> <li>• Prevention of Harassment Policy</li> </ul>
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			<p><a href="http://www.gsu.uts.edu.au/policies/preventiontharass.html">www.gsu.uts.edu.au/policies/preventiontharass.html</a></p> <ul style="list-style-type: none"> <li>• Handling Staff Grievances Directive and Guidelines <ul style="list-style-type: none"> <li>▪ <a href="http://www.hru.uts.edu.au/manual/6man_dev/mandev.html#6.12">www.hru.uts.edu.au/manual/6man_dev/mandev.html#6.12</a></li> <li>▪ <a href="http://www.hru.uts.edu.au/manual/6man_dev/mandev.html#6.13">www.hru.uts.edu.au/manual/6man_dev/mandev.html#6.13</a></li> </ul> </li> </ul>

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<p><b>Leadership styles</b></p> <p><b>Unhelpful leadership styles:</b></p> <ul style="list-style-type: none"> <li>• <b>Autocratic</b> Characterised by styles that are strict and directive, workers not being involved in decision making, not allowing flexibility</li> <li>• <b>Laissez-faire</b> Characterised by inadequate or absent supervision, responsibilities inappropriately and informally delegated to subordinates, little or no guidance provided to subordinates</li> </ul>	<div style="display: flex; justify-content: space-between;"> <div style="width: 45%;"> <p><b>Democratic</b> Collaborative, consultative, treats staff fairly, interpersonal interactions supportive and positive, accessible and communicates effectively</p> <p><b>Democratic</b> See above</p> </div> <div style="width: 45%; border-left: 2px solid red; padding-left: 10px;"> <p><b>Autocratic</b> Task emphasis, lack of involvement of workers with decision-making, strict, directive, lacks trust, poor delegation, tight control, poor interpersonal skills</p> <p><b>Laissez-faire</b> Lack of direction, lack of supervision, absence of role clarity, lack of responsibility, lack of support/systems/procedures</p> </div> </div>	<ul style="list-style-type: none"> <li>• Academic leadership programs</li> <li>• Management accountability for positive leadership style</li> <li>• Supervision, support and training for managers and supervisors</li> <li>• Leadership coaching, including providing constructive feedback, communication skills, democratic/participative leadership</li> <li>• Mentor and support new managers / supervisors and those in need of performance improvement</li> <li>• Managers and supervisors participate in performance and development process, feedback from workers under supervision obtained for performance review, feedback communicated and acted upon</li> <li>• As part of the performance and development process, develop and review performance improvement/development plans</li> <li>• Provide regular leadership skills update training (e.g. annually)</li> <li>• Develop strategies to improve leadership based on information collected by HRU through, for example, exit interviews and Staff Survey</li> <li>• Regular team meetings/work group communication</li> </ul>	<p><b>Contact</b> HR Partnership team, Human Resources Unit <a href="http://datasearch2.uts.edu.au/hru/services/ms.cfm">http://datasearch2.uts.edu.au/hru/services/ms.cfm</a></p> <p><b>Policies / Directives / Procedures</b></p> <ul style="list-style-type: none"> <li>• Performance and Development - Principles and Procedures <a href="http://www.hru.uts.edu.au/manual/6mandev/mandev.html#6.5">www.hru.uts.edu.au/manual/6mandev/mandev.html#6.5</a></li> <li>• Code of Conduct <a href="http://www.gsu.uts.edu.au/policies/code-conduct.html">www.gsu.uts.edu.au/policies/code-conduct.html</a></li> <li>• Workplace Behaviour Statement <a href="http://www.hru.uts.edu.au/manual/7leg/legal.html#7.4">www.hru.uts.edu.au/manual/7leg/legal.html#7.4</a></li> </ul> <p><b>Other resources</b></p> <ul style="list-style-type: none"> <li>• Skills and professional development programs <a href="http://www.hru.uts.edu.au/professional/development/">www.hru.uts.edu.au/professional/development/</a></li> </ul>

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<p><b>Organisational change</b></p> <ul style="list-style-type: none"> <li>• change in supervisor / manager</li> <li>• significant technological change</li> <li>• restructuring</li> <li>• downsizing</li> <li>• change in work method/s</li> <li>• outsourcing</li> </ul>	<p>Long-term stability, predictability, continuity, certainty</p> <p>High levels of unplanned and reactive change; change that creates confusion, ambiguity, uncertainty</p> 	<ul style="list-style-type: none"> <li>• Plan all change</li> <li>• Consult with affected workers as early as possible</li> <li>• Communication with unions to be managed through HRU</li> <li>• Develop and maintain effective communication with staff and unions throughout the change</li> <li>• Managers to seek, consider and respond to feedback throughout the change</li> <li>• Managers to review and evaluate change processes</li> </ul>	<p><b>Contact</b></p> <p>HR Partnership team, Human Resources Unit  <a href="http://datasearch2.uts.edu.au/hru/services/ms.cfm">http://datasearch2.uts.edu.au/hru/services/ms.cfm</a></p> <p><b>Policies / Directives / procedures</b></p> <ul style="list-style-type: none"> <li>• Support/Academic/SSG Agreements  <a href="http://www.hru.uts.edu.au/manual/2ea/">www.hru.uts.edu.au/manual/2ea/</a></li> </ul> <p><b>Other resources</b></p> <ul style="list-style-type: none"> <li>• Leading Change webpage  <a href="http://www.hru.uts.edu.au/for/managers/change.html">www.hru.uts.edu.au/for/managers/change.html</a></li> </ul>