



Workplace bullying, harassment and discrimination

The aim of this project was to develop a training program to satisfy Australia Meat Holding's organisational need to increase the knowledge and understanding of the areas of discrimination, harassment and bullying at the workplace for those in front line management positions. The following steps were taken to develop the training program:

- a training needs analysis
- development of instructional strategies
- development of performance measures
- development of an evaluation process.

This report provides a summary of the process undertaken to develop the program.

Training needs analysis

The project involved conducting a training needs analysis at an organisational, task and individual level.

Organisational analysis

This level of analysis focused on the company's goal for the project (to increase the knowledge and understanding of the areas of discrimination, harassment and bullying at the workplace for those in front line management positions), company policies and goals of the human resource department.

The analysis also looked at the capabilities of the organisation to deliver the training. This required an evaluation of resources available, including:

- human resources – expertise and accredited trainers
- physical environment – availability of training rooms and equipment
- training resources – access to resources required.

Task analysis

The task analysis involved looking at specific jobs in the plant and identifying the level of responsibility that each level of management had in confronting issues of discrimination, harassment and bullying. It also examined whether the understanding by the incumbents in such positions of the necessary skills and knowledge required for their role aligned with the written job descriptions.

Person analysis

This analysis looked at performance of supervisors through interviews with their direct managers and others in the management hierarchy. The interviews focused on their roles and responsibilities in managing workplace discrimination. The person analysis also covered trainees' current knowledge levels and their preparedness to undertake further training in this area.



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Recommendations

This project required the development of a training program, including instructional strategies, performance measures and the evaluation process. The program contains private and confidential information belonging to AMH and cannot be released to the industry. As such, this report provides recommendations to other plants who wish to set up a similar program to increase the knowledge and understanding of the areas of discrimination, harassment and bullying at the workplace for those in front line management positions, rather than specific information about the AMH program.

Instructional strategies

A variety of instructional approaches should be incorporated into the proposed training program to accommodate varying learning styles.

Use a classroom based discussion in order to accommodate large groups at a time. Visual learning aids, such as Microsoft PowerPoint presentations and DVDs can be used to accommodate visual learners. Case studies can be interspersed throughout the training program to allow trainees to develop problem solving skills and apply knowledge in a practical situation and role plays should be included in the training to allow trainees to experiment and apply behaviour learnt to a simulated work situation. This mix of training methods allows the use of a variety of learning styles in order to reinforce the learning.

Performance measures

Role plays can assess trainees' abilities to meet pre-determined objectives similar to those required on the job. Role play scenarios could include interviewing an employee and reasonably applying knowledge and behaviour to solve a workplace issue in accordance with the organisation's policies. Use an observation checklist during the role play so that the assessor and participants have a clear indication of the skills being assessed. Assessors need to provide feedback to participants to ensure they demonstrate the skills necessary to be deemed competent in the assessment item.

Participants should complete a written theoretical test completed independently which will provide an accurate measure of their learning, serve as a record of training outcomes and provide additional evidence of training conducted and completed in the event of future legal proceedings regarding workplace bullying, harassment and discrimination.

Support should be provided to participants with literacy difficulties during the assessment process.

Evaluation process

A variety of evaluation methods can be used to measure the effectiveness of training. In this instance, the ultimate success of the training would be clearly identified by a decrease in internal complaints, and a decrease in the number of disciplinary actions taken against employees. Whilst not as clear cut, it is anticipated that the training would also improve the working environment by increasing the productivity and morale of employees, which in turn should lead to greater job satisfaction and an increase in retention rates.

Additionally a questionnaire should be used at the end of the training to assess the trainees' perceptions of the program in terms of the structure and content.

The assessment tasks noted above would provide feedback on the effect of the training – how much knowledge had been gained by participants. The results of the assessment should be used to evaluate the effectiveness of the training methods.

Trainers should review critical incident reports on the job over a three month period to determine if the training was transferred to the job. Daily reports from front line managers should be examined to identify improvements in the quality of the reporting of workplace disputes.

Internal complaint reports should be analysed over a three month period, to identify changes in the frequency, severity and the response to such issues, in an effort to measure the direct impact of the training.

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