



WORKPLACE BULLYING, HARASSMENT AND DISCRIMINATION POLICY

INTRODUCTION

The University of Queensland Union (UQU) will strive to achieve a healthy and safe workplace by addressing the issue of bullying, harassment and discrimination. UQU has a legal and moral responsibility to ensure that employees, customers, visitors or suppliers are not subjected to behaviours, practices or processes that may constitute bullying, harassment or discrimination.

UQU is committed to developing an environment which promotes respect for people, integrity, equitable treatment and natural justice.

Harassment, bullying and discrimination will not be tolerated under any circumstances. Employees/volunteers found to have either committed or condoned such behaviour in the workplace may be subject to disciplinary action.

The responsibility for providing a workplace environment free from bullying, harassment and discrimination is discharged through the Executives and Senior Management.

SCOPE

This policy applies to any persons who carries out work in any capacity for UQU in its workplace.

Refer to the definition of 'what is a worker' for full details of whom this policy applies.

PURPOSE

This policy outlines the responsibilities of all employees and volunteers in relation to creating a work environment which is free from workplace bullying, harassment and discrimination.

APPLICATION

In fulfilling this policy, the UQU aims to:

- Promote the development of a workplace culture supportive of equity principles;
- Ensure all policies and practices reflect and respect the social and cultural diversity contained within the UQU and the community it serves;
- Ensure that the appointment and development of employees are determined on the basis of merit;
- Eliminate unlawful discrimination against all persons on the grounds set out in current legislation;
- Comply with state and federal legislation on discrimination, equal opportunity and affirmative action and binding international human rights instruments;
- Implement training and awareness raising strategies to ensure that all employees and volunteers know their rights and responsibilities. Facilitate annual refresher training;
- Provide an effective procedure for complaints based on the principles of natural justice;

- Treat all complaints in a sensitive, fair, timely and confidential manner;
- Guarantee protection from any victimization or reprisals;
- Encourage the reporting of behaviour which breaches the Workplace Bullying, Harassment, and Discrimination Policy;
- Promote appropriate standards of conduct at all times.

UQU is committed to ensuring all persons in the workplace are aware of their rights and obligations with respect to bullying, harassment and discrimination and is committed to providing staff with appropriate training and access to information and services.

UQU will also appoint designed contact persons who can provide information and support in relation to bullying, harassment and discrimination and support any prospective complainant.

DEFINITION

What is the workplace

The 'workplace' can be defined as including 'the place work is carried out, or where there is a sufficient connection to the workplace, including any online activity which relates to work'. Under this definition, the workplace may encompass on and off site related events including social events, emailing, texting, tweeting or other social media postings, and any other activities that have a connection to the workplace.

What is a worker

A worker is a person who carries out work in any capacity for UQU in its workplace, including:

- An employee
- Executives and Elected Office bearers
- A contractor or subcontractor
- An employee of the contractor or subcontractor
- An employee of a labor hire company who has been assigned to work in UQU
- A student gaining work experience/intern
- A volunteer

Bullying

Workplace bullying means any behaviour that is repeated, systematic and directed towards an employee or group of employees that a reasonable person, having regard to the circumstances, would expect to victimise, humiliate, undermine or threaten and which creates a risk to health and safety.

While bullying is often associated with unequal power relationships, peer to peer bullying or even bullying by subordinates is not uncommon and is equally unacceptable behavior.

Types of bullying

Pressure bullying or unwitting bullying is where the stress of the moment causes behaviour to deteriorate; the person becomes short-tempered, irritable and may shout or swear at others. When the pressure is removed, behaviour returns to normal, the person recognises the inappropriateness of their behaviour, makes amends, and may apologise, and learn from the experience so that any adverse behaviour is avoided in the future. In some cases, the irritable employee may require counselling to understand that their behavior is not acceptable.

Serial bullying is where the source of all dysfunction can be traced to one individual, who targets a number of employees in succession.

Cyber bullying refers to bullying through information and communication technologies, such as mobile phones, emails, phone calls, internet chat rooms, instant messaging and social networking sites (e.g. Facebook, Twitter, Snapchat and Instagram).

Examples of bullying include, but are not limited to:

- Manipulation;
- Intimidation;
- Belittling remarks;
- Unreasonable persistent criticism which is not part of a managing performance process;
- Verbal and physical abuse e.g. shouting or throwing objects;
- Isolation from colleagues;
- Imposing menial tasks;
- Overloading a person with work;
- Deliberately denying access to information, consultation or resources.

For example: A staff member alleges ongoing bullying by their immediate supervisor. They report that the supervisor openly criticizes their work in meetings in a disparaging manner and sabotages their efforts to undertake their job by either not informing them of important team meetings or withholding relevant information. The supervisor however also takes credit when it suits them for the staff member's work.

Nevertheless, bullying does not include:

- Occasional differences of opinion
- Reasonable action taken in a reasonable manner by UQU to transfer, demote, discipline, counsel, retrench or dismiss an employee

Harassment

Workplace harassment can create an unpleasant or even hostile work environment. It usually consists of a pattern of unwelcome behaviour; however, it can consist of just one act where this is of a serious nature. Also there is no requirement that the harasser intends to offend or harm in order for it to be unlawful. Workplace harassment occurs when a reasonable person would consider the person being harassed would be offended, humiliated or intimidated by the behavior in question.

Workplace harassment can be based on race, disability, age, pregnancy, marital status, homosexuality, transgender, and the most common form of workplace harassment is sexual harassment.

Sexual Harassment

Sexual harassment is conduct of a sexual nature that is unwelcomed. It involves behavior that could reasonably be expected to make a person feel offended, humiliated or intimidated. Even if the behaviour is not intended by the individual to be sexually harassing, it may still be unlawful.

Sexual harassment can be physical, verbal or visual and may include statements or transmission by phone, text message, fax, video conference, internet and e-mail and will vary in the degree and extend to which it causes affront and distress. In some instances, harassing behavior can occur outside the workplace (e.g. Christmas party, networking events etc) where work colleagues gather in group and socialize. For instance, when an employee makes unwelcome phone calls to another employee at their home or on mobile, or follows them home from work are examples of harassment that should be reported and addressed.

Sexual harassment may include:

- comments about a person's sex life or physical appearance;
- comments of a sexual nature;
- suggestive behaviours such as leering and ogling;
- unnecessary physical intimacy such as brushing up against another staff member;
- physical contact such as touching or fondling;
- sexual gestures including flashing;
- sexual propositions or repeated unwanted requests for dates;
- making promises or threats in return for sexual favours;
- sexual jokes, offensive telephone calls, displays of offensive photographs, reading matter or objects;
- sending jokes or graphics of a sexual nature by e-mail, internet, text message or fax;
- unwelcome questioning about a person's private life;
- offensive computer screen savers;
- unwanted requests for sex;
- stalking, indecent assault or rape (criminal offences).

Sexual harassment is not behaviour that is based on mutual attraction, friendship and respect. Where the interaction is consensual, welcomed and reciprocal it will not amount to sexual harassment. However, judgment about what constitutes consensual, welcomed and reciprocal interaction may be influenced by the relative power of the individuals involved. The capacity of persons in positions of authority to influence others and affect their well-being is a factor that will be taken into consideration in the management of any sexual harassment allegation.

In some circumstances sexual harassment may constitute a criminal offence. A criminal offence of a sexual nature can include inappropriate touching and inappropriate verbal comments concerning individuals in the workplace and members of the public. Sexual harassment involving physical or indecent assault, stalking, making unwelcomed phone calls or the sending of obscene material using mail, e-mail or the internet, may be an offence under criminal law. Allegations of this nature must be reported to the police. UQU has a responsibility to deal with allegations even when the police are or have been involved, and to determine the appropriate action in the context of the workplace. In relation to complaints involving employees, close liaison by the manager/supervisor with Human Resources and the police is necessary at the beginning to ensure that the police investigation is not interfered with or compromised in any way.

Discrimination

Discrimination can be any practice that occurs when an individual or a group of individuals -are treated less favourably than another individual or group of individuals because of:

- Gender
- Sexuality
- Relationship status
- Pregnancy
- Parental status
- Breastfeeding
- Age
- Race
- Sex
- Impairment
- Religious belief or activity
- Political belief or activity

- Trade union activity
- Lawful sexual activity
- Family responsibilities
- Association with, or relation to, a person identified on the basis of any of the above
- Any other characteristic specified under anti-discrimination or human rights legislation

Direct Discrimination occurs when a person with an attribute is treated less favourably than another person without the attribute in the same or similar circumstances.

For example:

1. *An interview panel decides not to appoint a young woman on the ground that she may in the future become pregnant and want to take maternity leave. This would be direct discrimination on the grounds of potential pregnancy.*
2. *A worker is from a non-English speaking background and the team leader thinks he/she would be difficult to understand. This could be an example of direct race discrimination.*

Indirect Discrimination occurs where a condition, requirement or practice is imposed or is proposed to be imposed that has, or is likely to have, the effect of disadvantaging people with a protected attribute, and that is not reasonable.

For example:

1. *A manager requires all applications for a position to speak and write English fluently, where fluency in written English is not required in order to carry out the essential requirements of the role.*

Workplace discrimination can occur in:

- recruiting and selecting staff;
- terms, conditions and benefits offered as part of employment;
- who receives training and what sort of training is offered;
- who is considered and selected for transfer, promotion, retrenchment or dismissal.

What harassment/discrimination is not

The Anti- Discrimination Act 1991 (Qld) allows for some exemptions to the prohibitions of discrimination (e.g. for genuine occupational requirements) refer to the Anti-Discrimination Act for further information.

Workplace harassment and discrimination must not be confused with legitimate comment and advice (including relevant negative comment or feedback) from managers and supervisors on the work performance or work related behavior of an individual or group.

The process of providing feedback to staff during formal performance appraisal, or counselling staff regarding their work performance, will not always be free of stress. Managers should manage these processes with sensitivity, but they should not avoid their responsibility to provide full and truthful feedback to staff.

The following behaviors do not constitute bullying:

- reasonable management practices, including performance management and disciplinary procedures;

- a direction to carry out reasonable duties and instructions;
- a direction to comply with UQU policies and guidelines.

RESPONSIBILITIES

Elected Executives, Officer Bearers and Managing Director will:

- Demonstrate professional and ethical behaviour;
- Provide strategic leadership on the implementation of awareness and prevention initiatives that promote a workplace free from bullying, harassment and discrimination;
- Inform managers and supervisors of their responsibilities related to legislation and organizational policies;
- Ensure compliance with legislative obligations;
- Ensure appropriate resources are available to support and implement awareness and prevention initiatives;
- Ensure that principles and acceptable standards of conduct which promote a workplace free from bullying, harassment and discrimination are integrated into everyday management practices and maintained at all times;
- Make support mechanisms available to employees for example employee assistance program (EAP) services;
- Respond to complaints regarding bullying, harassment and discrimination if:
 - Complaints have not been resolved at the management level;
 - The manager/supervisor is the subject of the complaint; and/or
 - The manager/supervisor has a conflict of interest.

Managers and Supervisors will:

- Demonstrate professional and ethical behaviour;
- Monitor the workplace for inappropriate misconduct and address any occurrences to ensure acceptable standards of conduct are observed;
- Take reasonable steps to promote UQU's Workplace Bullying, Harassment and Discrimination policy and relevant legislation and educate employees about appropriate and acceptable workplace behaviour for example employees attend Code of Conduct refresher training;
- In consultation with Human Resources implement strategies and review when necessary relevant workplace practices to prevent and address issues;
- Treat all allegations of bullying, harassment and discrimination seriously, confidentially and sensitively.

In the case of employees reporting complaints of experiencing or witnessing bullying, harassment and discrimination in the workplace, managers and supervisors are required to:

- Listen to the complainant to identify the issues and provide appropriate support;
- Manage the details of the complaint in accordance with the Grievance Resolution Procedures in a prompt manner;
- Contact Human Resources for support and guidance on how to manage the risk. Employers should be conscious of the significant risks involved in failing to take effective action against bullying, harassment and discrimination, including risks to the physical and mental health and wellbeing of employees.

The manager/supervisor must ensure that every complaint is dealt with in a manner that is both procedurally and substantively fair. The principles of natural justice must be observed and include the following:

- The right of each party to be heard;
- The right of each party to be treated fairly;
- The right of the respondent to have a witness or support person, who may be a union representative, present at any meetings;
- The right of the respondent to know the allegations made against him or her;
- The right of the respondent to respond to the allegation(s) made against him or her;
- The right of both parties to act a decision-maker who acts fairly and in good faith;
- The right that a decision is based on evidence.

All Employees will:

- Understand what is bullying, harassment and discrimination;
- Not engage in behavior which may amount to bullying, harassment and discrimination;
- Not encourage other employees to engage in conduct which could amount to bullying, harassment and discrimination;
- Report behavior and incidents which could amount to bullying, harassment and discrimination;
- Comply with the requirements of the UQU's Workplace Bullying, Harassment and Discrimination Policy;
- Participate in investigations and grievances resolution processes and comply with resolution decisions as required;
- Maintain confidentiality at all times (only discuss allegations with individuals who have official responsibility for handling grievances);
- Ensure that the individual is not victimized for making or being involved in, a complaint of bullying, discrimination and harassment.

Human Resources

The Human Resources branch is responsible for developing policy to ensure that UQU meets its obligations and requirements under relevant legislation. It is also responsible for providing advice, guidance and ongoing support to managers and staff in relation to the prevention of bullying, harassment and discrimination. If necessary, staff can seek advice and/or assistance from Human Resources branch on how to handle situations.

WHERE TO GET HELP AND SUPPORT

A staff member that believes that are being harassed, bullied or discriminated against can seek advice and assistance from any of the following contacts:

- UQU Contact Officers
- Your Supervisor
- Your Senior Manager
- Managing Director
- Human Resources

Their role involves:

- Have a clear understanding of the Workplace Bullying, Harassment and Discrimination Policy including the procedures for dealing with allegations of bullying, harassment and discrimination;
- Understand the negative effects that bullying, harassment and discrimination can have in the workplace, and particularly the effect that making a complaint can have;
- Act as a point of contact for a staff member considering making a complaint or seeking information about bullying, harassment and discrimination;
- Provide the complainant with information about the various options and avenues for advice and the complaints procedure/policy;
- Understand that the role of the contact officer is to provide information and support to the complainant and does not extend to investigation, conciliation, making a judgement about what constitutes bullying, harassment and discrimination or other intervention;
- Participate in any training provided by UQU.

COMPLAINT HANDLING PROCEDURE

Commitment to promptly investigate complaints

UQU has a complaint handling procedure that includes processes for reporting, investigating, resolving and appealing complaints of harassment, bullying or discrimination.

Any reports of harassment, bullying, or discrimination will be treated seriously and investigated promptly, fairly and impartially.

The complaint resolution process is carried out in good faith and complaints that are frivolous, vexatious, misconceived or lacking in substance will be rejected if a preliminary investigation of the facts indicates this.

Employees who experience harassing, bullying, or discriminatory behaviour can seek to resolve the situation informally or formally and in different ways which include:

- Confront the harasser;
- Make a formal complaint to management using internal complaint procedures; or
- Make an external complaint to the Fair Work Commission, Australian Human Rights Commission or the Anti-Discrimination Commission Queensland.

Before deciding on how to resolve the complaint, the employees should:

- Clearly define their concerns and desired outcome;
- Assess the advantages and disadvantages of the informal versus formal process;
- Consider the complexity of the situation (a formal option may need careful consideration if the situation is very complex);
- Be aware of support mechanisms available for example counselling; and

- Acknowledge the consequences of making malicious, frivolous or vexatious complaints (complaints that are deliberately harmful, spiteful, trivial or unworthy of serious attention or resources).

If an employee asks that no action be taken, a manager/supervisor is still required to consider the nature and seriousness of the alleged conduct in determining whether action is taken.

Informal complaints procedure

If you believe you are being subjected to any kind of bullying, discrimination or harassment you should not ignore it, as ignoring it may be seen as unspoken consent from the alleged harasser's point of view. Generally, these issues can be resolved without the need for formal intervention. If you feel comfortable to do so, an option available is to talk to the person. In many instances such simplistic measures are a success as:

- It allows the matter to be addressed quietly and without labels being attached to anyone. This is particularly important where the behavior was unintentional or misguided.
- It allows for positive action to be taken to correct or alter behavior.
- It focuses effort on putting future working relationships onto a proper basis by clarifying what is regarded as acceptable behavior and what is not.

You may also discuss the situation with your manager. Discussions should explore options for informally resolving issues in the workplace.

All complaints will be taken seriously but you should not be pressured into taking particular actions and you should only be encouraged to confront the harasser directly if you feel confident enough to do so.

Managers should ensure that the situation is resolved to the satisfaction of the affected parties. At the same time, the manager should ensure that the worker alleging bullying, harassment or discrimination is acting in good faith and not out of malice.

This option allows management to implement preventative measures throughout a work area without attributing blame to one person or another. This can be important when the harassment/discrimination is the result of group behavior or when what has been regarded as normal behavior in the area worked is perceived as harassment or discrimination by someone new to the area.

If you feel uncomfortable talking with your manager, you may speak to a contact officer or to the Human Resources branch.

- Employees should contact their supervisor, Human Resources or a contact officer to discuss an informal complaint procedure.
- Informal resolution may include mediation between the parties at the workplace where appropriate. Mediation is usually appropriate for cases of unwitting bullying, and is not appropriate for serial bullying.
- Informal resolution may also include education session that reiterates appropriate behaviour in the workplace.

- Alternatively, an employee may ask their supervisor to speak to the alleged offender on their behalf. The supervisor will privately convey the employee's concerns and reiterate UQU's Workplace Harassment, Bullying and Discrimination Policy.

Formal complaints procedure

If you are not satisfied with the outcome of the informal resolution process, or you feel that you are unable to resolve the issue through informal means you may make a complaint through the formal resolution process. All complaints will be taken seriously and every attempt will be made to resolve the matter in a fair, timely and confidential manner.

Formal complaints can be made to the Senior Management or Executives by written request through Human Resources.

Based on the seriousness of the presenting issues and the remedy sought by the complainant, a decision will be made as to the most appropriate method for resolving the complaint. This could be through a negotiated resolution or by conducting a formal investigation. A formal investigation occurs when there is a need for a systematic and detailed examination of the circumstances leading to the complaint to determine whether inappropriate behavior has occurred and the need for, and nature of, any further action. Information is gathered in relation to the allegations and is used to determine a finding and inform a recommended resolution. Where a matter is judged as being appropriate for formal investigation, every effort will be made to respect the complainant's right to request, and the respondent's desire to seek, a negotiated resolution. Some situations will, however, require that a formal investigation be conducted even when a negotiated resolution has been requested.

If a formal investigation is required, the principles of procedural fairness will occur during the course of the investigation. This includes an individual's right to be heard, to be given a fair opportunity to present his or her case, to be given adequate time and sufficient detail to respond, and to be aware of the information held by the decision-maker prior to the decision being made. It is acknowledged that making a complaint is a serious matter and both parties involved may feel anxious or uneasy about what lies ahead. At all stages of the formal process the workplace environment and culture will be monitored to eliminate bullying, discrimination and harassment.

The Senior Management/ Executives will:

- assess the complaint and determine the most appropriate approach to effect a resolution;
- ensure confidentiality is maintained throughout the complaint resolution process;
- ensure both the respondent and the complainant are treated fairly and afforded appropriate support throughout the complaint resolution process;
- ensure management of the complaint by communicating effectively with the complainant and respondent;
- monitor and take appropriate action to facilitate and support a safe and positive work environment for all employees associated with the complaint;
- manage and coordinate resolution options, including conducting interviews with the complainant, the respondent, witnesses and other relevant individuals;
- ensure proper record keeping and document handling, including secure storage of all documentation associated with the complaint;

- make recommendations to the delegate who has authority to enforce any future actions requiring approval if she/he does not have such authority;
- implement or enforce the recommendations to effect a resolution of the complaint;
- ensure that the complainant and respondent are informed of the outcome and the recommended actions being implemented to bring closure to the complaint.

During formal investigations the complainant has the following rights and responsibilities:

- to be treated in a fair and consistent manner;
- to be protected from victimizations;
- to provide correct and accurate written information in good faith to substantiate their complaint;
- to co-operate with the Manager or supervisor in the resolution of her/his complaint;
- obtain advice and support from within UQU and from external agencies.

During formal investigations the respondent has the following rights and responsibilities:

- to be treated in a fair and consistent manner;
- to be protected from victimization;
- to provide correct and accurate information in good faith in response to the complaint;
- to be provided, where appropriate or necessary, with clear guidelines about required changes or improvements to their behavior;
- to be supported in her/his endeavors to change their behavior (where relevant).

Where the employee who made the initial employee complaint is dissatisfied with the decision made at an internal level, the employee may refer their complaint to an appropriate external body for review. The appropriate body will depend of the nature of the complaint and can include the Queensland Industrial Relations Commission, Queensland Ombudsman or Anti-Discrimination Commission Queensland. Employees considering referring a complaint to an external body should contact the relevant external body for specific information about their processes and any time frames that may apply.

COUNSELLING

If at any stage throughout the procedure the complaint or respondent or any other person requires counselling, contact should be made with the UQU Employee Assistance Program. This service is confidential and employees can access it by contacting the provider. Services include counselling on work issues, effective communication, relationship problems and stress management.

CONFIDENTIALITY

An accusation of harassment, bullying or discrimination can be potentially defamatory, especially if confidentiality is not observed and a person's reputation is unfairly damaged.

Therefore, it is essential to the best interests of the parties to the complaint that confidentiality be maintained to the greatest possible extent at all stages of these procedures. Communication about

the complaints must limit to persons to whom disclosure is consistent with official position and responsibilities.

RECORD KEEPING

Where a matter is progressed to formal processes full records must be maintained. Records may include emails; minutes of meetings; reports, recommendations and recorded outcomes. A file will be created and stored in the Human Resources branch.

CONSEQUENCES OF BREACH OF POLICY

Disciplinary action may be taken against a person who harasses, bullies, or discriminates against any person or who harasses, bullies, or discriminates against any person who has made or is witness to a complaint. Depending on the severity of the case, consequences can include, but are not limited to an apology, counselling, transfer, dismissal, demotion or any other form of appropriate disciplinary action.

Complaints of alleged bullying, harassment or discrimination found to be malicious, frivolous or vexatious might make the complainant liable for disciplinary action.

Action will also be taken against any employee who victimises or retaliates against a person who has complained about, or provided information in relation to, alleged unlawful behaviour.

An employee who has engaged in unlawful behaviour may be held individually liable for their actions or subject to private legal action. In addition, UQU may be held vicariously liable.

For further information on this policy contact the Human Resources branch.

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Relevant Legislation include:

[Human Rights and Equal Opportunity Commission Act 1986 \(cth\)](#)

[Anti-Discrimination Act 1991 \(Qld\)](#)

[Sex Discrimination Act 1984 \(cth\)](#)

[Racial Discrimination Act 1975 \(cth\)](#)

[Disability Discrimination Act 1992 \(cth\)](#)

[Age Discrimination Act 2004 \(cth\)](#)

[Fair Work Act 2009](#)

Related organizational policies include:

[UQU Code of Conduct](#)

[Grievance Resolution Procedures](#)

[Recruitment and Selection Procedure](#)

[Workplace Health and Safety Policy](#)

[Employee Assistance Program](#)

Guide for informal resolution of complaints for managers and supervisors

The following information is a guide for managers and supervisors to assist with the informal resolution of complaints within the workplace. Suggestions will assist managers when approached by an individual regarding bullying, discriminatory or harassing behavior.

Managers and supervisors

- Be aware that individuals who approach you about harassment may feel a range of emotions; anger, distress, vulnerable, intimidated, frustrated, powerless, etc.
- Support the complainant by reassuring them they have taken the appropriate action by seeking your assistance.
- Listen, take seriously, be sensitive and non-judgmental.
- Inform them that no form of harassment is acceptable and they have a right to complain and have the offensive behavior stopped.
- Outline the organization's policy and procedures.
- Ask the complainant how they want the situation to be handled.
- Discuss options and outcomes.
- Advise about confidentiality.
- Any record keeping should take the form of simple notes.

Practical steps towards a positive resolution

- Ask if the worker if they have considered what outcome they would like to achieve – the initial aim should be to stop the behavior perceived as harassing, now and in the future.
- Assist the worker to undertake “self-help” resolution if appropriate – discuss ways in which they could tell the offender that their behavior upsets them and they want them to stop it,
- Consider and discuss any options that could be implemented in the workplace or work unit that would raise the awareness of organizational values, codes of conduct, appropriate behaviors e.g. discussions at team meetings – it's important that any solution implemented maintains the privacy and the confidentiality of the complainant.
- If necessary, and with the agreement of complainant, approach the person against whom the complaint is made.
- Monitor and ensure behavior does not recur and that the complainant is not victimized.
- If necessary discuss continuing, serious and/or difficult problems with Senior Management or Human Resources as soon as possible – it may not be possible for the complainant to resolve the issue alone and Senior Management may need to take formal investigatory action.
- Seek advice and/or assistance from Human Resources on how to handle the situation, if necessary.

Informal discussions with the person against whom a complaint has been made

- Listen to their point of view.
- Inform them of relevant policy and procedures.
- Inform them that if the alleged behavior did occur they would be in breach of the UQU's policy and state/federal legislation.
- Advise that even if behavior were not intended to be offensive, offence has been taken and needs to be resolved.
- Clarify acceptable and unacceptable behavior.
- Obtain an undertaking that the behavior in question, regardless of whether admitted or not, will not be repeated by the respondent in the future.
- Advise of potential penalties if the behavior continues.
- The need for confidentiality.
- Discuss any action needed to resolve the complaint and relay this to the complainant.