

RESPECT AT WORK ACTION PLAN 2024-26

Updated April 2026

ACTION	
1	LEADERSHIP
1.1	Ensure Leadership Academy includes compulsory capability development programs for all senior leaders on understanding, preventing and responding to relevant unlawful conduct.
1.2	Ensure the implementation of the Academic Excellence Framework includes the demonstration of safe, respectful and inclusive workplaces, throughout leadership and collegiality principles.
1.3	Identify an internal governance framework that clarifies the roles and responsibilities of Senate, University Executive and senior leaders and managers in eliminating relevant unlawful conduct, and ensure these roles and responsibilities are articulated in all relevant policies and procedures.
1.4	Establish <i>performance incentives</i> for senior leaders to promote safe, respectful and inclusive workplaces, progress gender equality and diversity and prevent relevant unlawful conduct and its drivers, and reward good practice.
1.5	Establish a monitoring process to enable senior leaders to <i>monitor the effectiveness of actions</i> they have curated relating to health, safety and relevant unlawful conduct, and communicate progress.
2	CULTURE
2.1	Leverage the planned consultation through the SAGE Program in 2024-25 to co-design with staff a cohesive and overarching <i>diversity, equity and inclusion strategy</i> , which includes targets and metrics to monitor progress and impact.
2.2	Apply the recommendations in this gap analysis to develop a <i>Respect at Work Action Plan</i> (in consultation with staff) as the University's <i>prevention and response plan to eliminate all forms of relevant unlawful conduct</i> .
2.3	Develop and embed a <i>consultation mechanism</i> to ensure workers from marginalised cohorts are consulted on relevant University initiatives (including Recommendation 2.1 and 2.2), and the extra load associated with this contribution is recognised in workload allocations and/or compensated accordingly.
2.4	Introduce <i>goals and expectations relating to safety, inclusion and respect</i> into all staff performance assessments and the consideration for promotion.
2.5	Articulate expectations for those with delegated authority to ensure <i>appropriate and proportionate disciplinary action</i> for workers who have engaged in relevant unlawful conduct.
2.6	Introduce language in leadership statements and all relevant policies, procedures and intranet content that encourages staff to <i>safely call out disrespectful, unsafe and unlawful conduct</i> when they see it.
3	KNOWLEDGE
3.1	Review the <i>Bullying, Harassment & Discrimination Prevention Policy 2015</i> and <i>Resolution Procedures 2015</i> and <i>Staff Sexual Misconduct Policy 2020</i> and <i>Response Procedures 2020</i> , in consultation with staff and unions (Enterprise Agreement, cl. 359).
3.2	Develop in-person <i>active bystander</i> training (through Full Stop Australia and Safer Communities Office) to apply to all forms of relevant unlawful conduct.
3.3	<i>Develop manager capability</i> in effectively resolving interpersonal conflict, trauma-informed conversations, internal referral pathways and effective reintegration strategies (proposed through the Staff Complaints Review Process).
3.4	<i>Develop HR capability (and other relevant staff e.g. Staff Health Support Partners' capability)</i> in trauma-informed and person-centred responses and resolution and effective reintegration strategies (proposed through the Staff Complaints Review Process).
3.5	Review the <i>Respect in our Community online module</i> (in consultation with staff and key internal stakeholders e.g. Safer Communities) to - address identified gaps; include sexual misconduct and active bystander conduct; and clear articulate support and reporting pathways.
3.6	Conduct an <i>accessibility audit of all online training modules</i> to ensure they are accessible to all workers living with disability and/or low English language proficiency.
3.7	Raise <i>awareness of the Safer Communities Office</i> as a resource for staff as well as students.
4	RISK MANAGEMENT
4.1	<i>Improve the quality and analysis of available data</i> to support the assessment and management of risks relating to relevant unlawful conduct, and development of <i>targeted management plans</i> .
4.2	Develop a <i>consistent approach for ensuring third party contractor accountability</i> for engaging appropriately and respectfully with University staff, affiliates, students and visitors.
4.3	Introduce <i>training for responsible workers</i> (including all people leaders) on identifying, assessing and developing and monitoring controls to manage the risk of relevant unlawful conduct and its drivers.
5	SUPPORT
5.1	Identify and resource ongoing <i>support and advice for complainants</i> alleging relevant unlawful conduct (including tailored support for staff in marginalised cohorts), in part through implementing an Independent Facilitator role as recommended through the Staff Complaints Process Review.
5.2	Clarify the <i>expectations and role of managers, HR Consultants/ Partners and Staff Health Support Partners</i> in supporting and advising complainants.
5.3	Implement a <i>consistent approach to supporting all complaint handlers</i> and other staff at risk of vicarious trauma.
5.4	Ensure the University's <i>tender process for a new EAP provider</i> prioritises a provider with expertise in providing a trauma-informed response to disclosures of relevant unlawful conduct.
5.5	Explicitly list interpersonal conflict and relevant unlawful conduct as an <i>example of the support and advice</i> available through the EAP.
6	REPORTING AND RESPONSE
6.1	Subsume all relevant lines of enquiry from the <i>Staff Complaints Process Review</i> into the proposed <i>Respect at Work Action Plan</i> (to ensure they are progressed under a common project governance framework and as part of a holistic prevention and response strategy)
6.2	Source and analyse data to <i>understand why staff are reluctant to report relevant unlawful conduct</i> , and dismantle identified barriers.
6.3	Develop the capability of staff and managers in <i>early resolution</i> (including through the capability uplift initiatives referred to in Recommendation 3.3).
6.4	Resource the provision of <i>in-time advice and support</i> to managers and staff on early resolution approaches (e.g. through a dedicated hotline in Workplace Relations and/or an Independent Facilitator role – see Recommendation 5.1).
6.5	Provide training to all complaint handlers and associated staff on <i>providing a trauma-informed and person-centred response</i> (see Recommendation 3.4).
6.6	Review and reform the University's approach to communicating with and responding to complainants, in line with a trauma-informed and person-centred approach.
7	MONITORING, EVALUATION AND TRANSPARENCY
7.1	Identify an effective mechanism to capture data on concerns regarding relevant unlawful conduct resolved at the local level.
7.2	Increase transparency regarding the <i>type and nature of relevant unlawful conduct</i> being reported to the University (to the extent possible to meet privacy and confidentiality obligations).
7.3	Develop a <i>Monitoring and Evaluation Framework</i> which complements the impact measurement mechanism employed through the SAGE Program, and includes quantitative and qualitative success indicators for each relevant action/ initiative.
7.4	Monitor progress and effectiveness through the Monitoring and Evaluation Framework and use the analysis to continuously <i>reflect on and enhance initiatives</i> .