

Risk factor	Identified		Risk assessment		Suggested risk control measures
	Yes	No	Indicators of lower risk	Indicators of higher risk	
Poor workplace culture and relationships > critical and negative interactions > poor communication > inadequate or no consultation > negatively competitive work environment > interpersonal conflict > exclusion or isolation of employees from others.	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	> open communication > clarity regarding standards of behaviour > inclusion management > resolution process for managing interpersonal conflicts.	> poorly managed and unresolved conflicts and disputes > high levels of interpersonal conflict > exclusion and isolation tolerated.	> develop, implement and promote a conflict management process > provide training—for example, diversity and tolerance, addressing conflict in the workplace, interpersonal communication and interaction > ensure policies and systems are in place encouraging managers and employees to report and deal with unacceptable behaviour > provide appropriate rewards and recognition > treat all employees with fairness and consistency > communicate openly at all levels and involve employees in decision-making processes that affect their work > use performance indicators measuring positive people management skills.
Workforce characteristics > new or inexperienced employees, trainees or apprentices > injured employees and employees on return to work plans > employees who are in a cultural, ethnic, religious, political, sexual preference, disability or gender minority.	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	> systems to support and monitor the integration of employees > accepting differences and diversity > appropriate supervision.	> inappropriate behaviour towards vulnerable staff tolerated and ignored > lack of appropriate communication processes to report discrimination, abuse and improper conduct > lack of trust in management's willingness to resolve issues.	> develop and implement systems to support and protect minority staff > train employees—for example, valuing workplace diversity and tolerance > train line managers to deal with employees at higher risk > implement a contact officer system to provide support and advice > implement a 'buddy' system for new workers > monitor workplace relationships > provide all employees with information at induction on workplace policies and procedures relating to bullying prevention > promote principles of dignity and respect.