

# Interrelationship between “Concerning Behaviours”™ and long term workers’ compensation claims

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# Problem Behaviours

## CONCERNING

Concerning Behaviours are those behaviours which impact on the effective and efficient management of an organisation but are not considered so unacceptable that disciplinary action could be taken against those employees who exhibit these behaviours

## UNACCEPTABLE

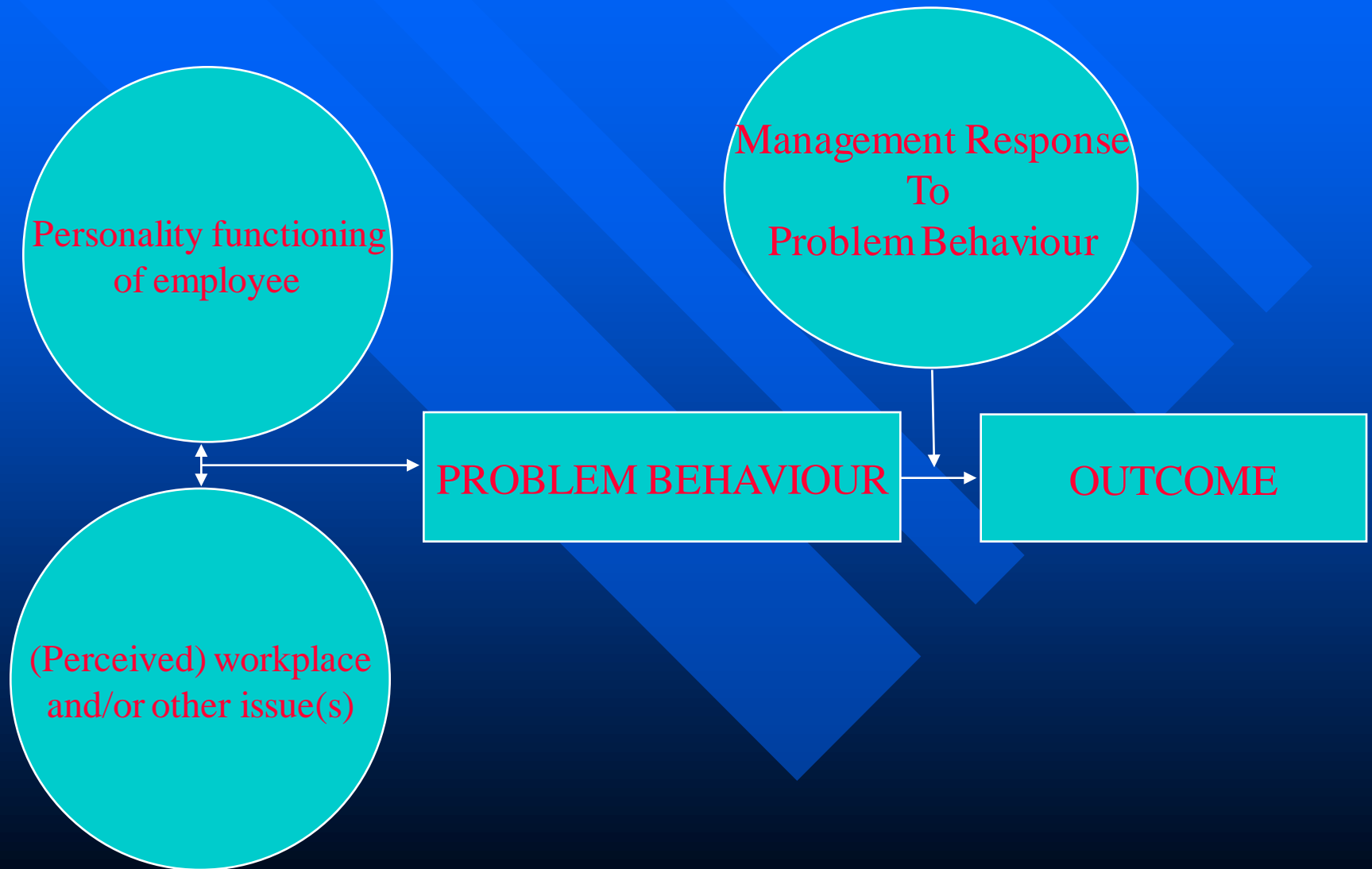
# Examples of Concerning Behaviours

- a person being disengaged from his/her job or work colleagues
- a person's work performance falling below his/her normal standard or a person always responding negatively to any suggested workplace change
- a person showing signs of being emotionally upset at work and/or having difficulties communicating in a professional manner

# Examples of Concerning Behaviours

- a person having higher absenteeism and/or not actively participating in work activities
- a person constantly questioning directions and/or having a “work to rule” attitude

# “Problem Behaviours” in the Workplace



# Management Response to Concerning Behaviours™

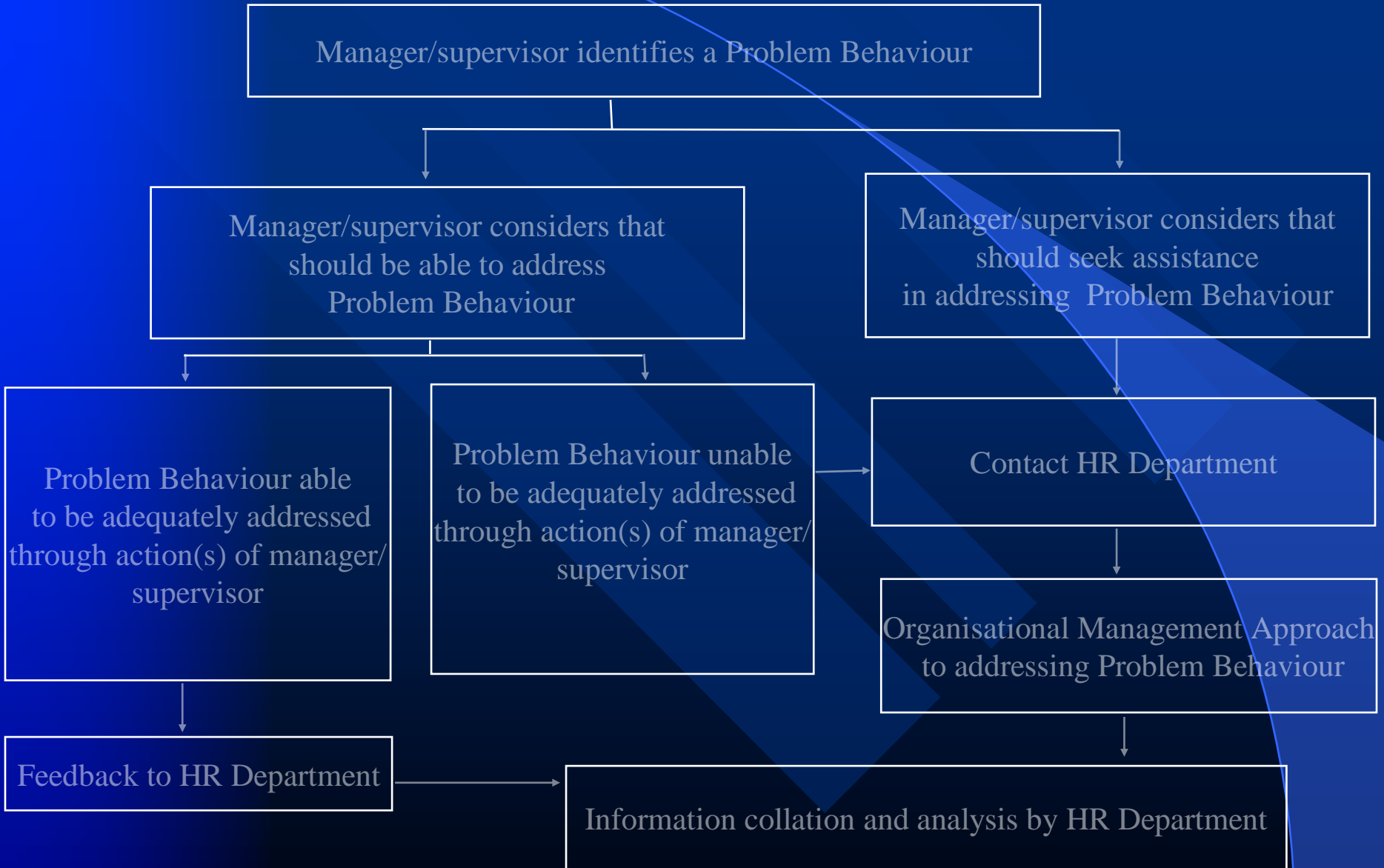
- Management is unable to respond to perceived workplace issue (eg perceived job demands) so ignores issue
- Management views the issue raised by the employee as nebulous so ignores the issue
- Supervisors and managers do not confront employees who exhibit Concerning Behaviours™ because of the personality functioning of those employees exhibiting these behaviours
- There is concern that, if this type of behaviour is addressed, the employees involved in this behaviour may allege harassment or bullying by management

An Organisational Management  
Approach to “Problem  
Behaviours”

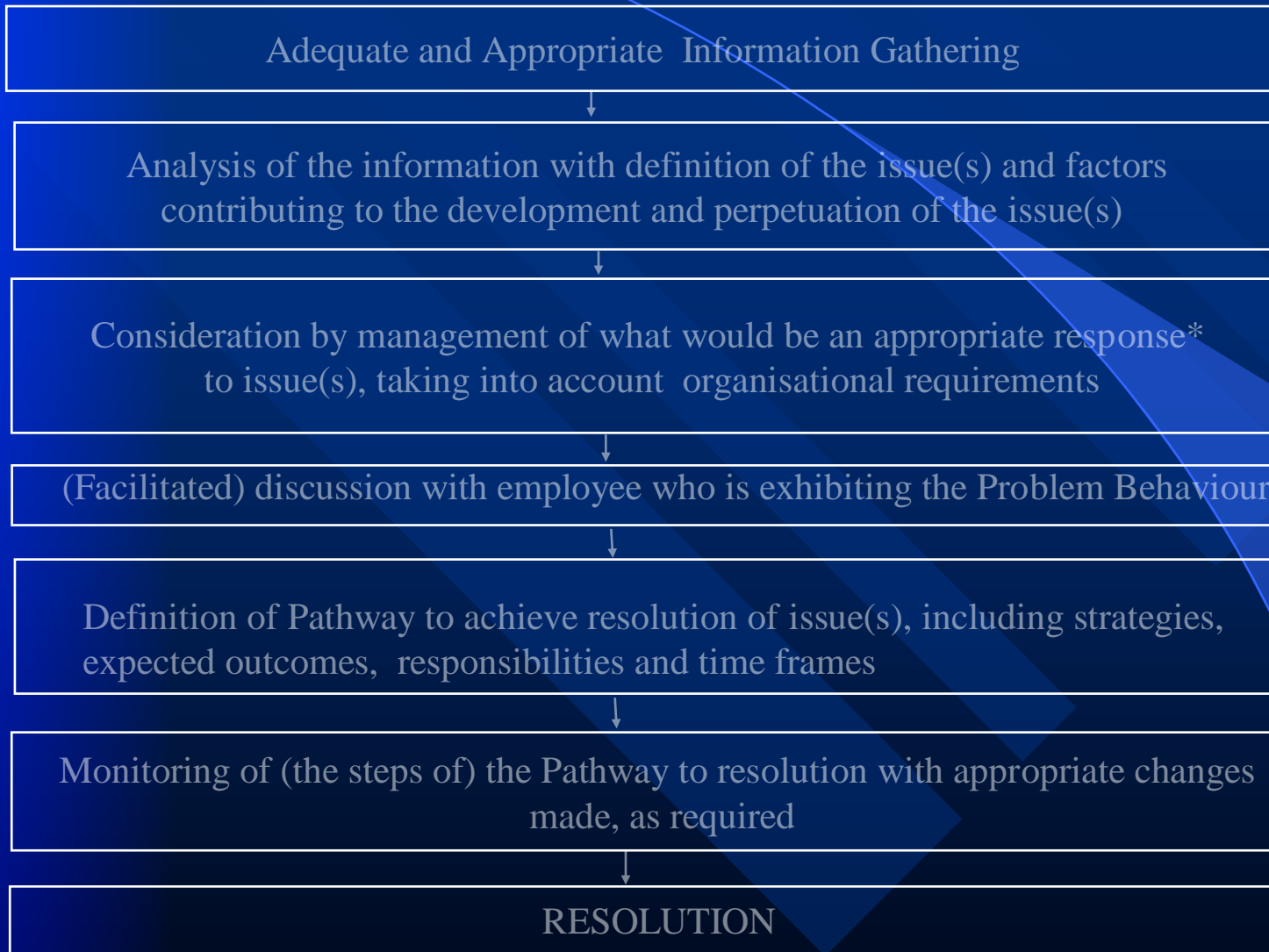
# Establishing an Organisational Management Approach to “Problem Behaviours”

- Appropriate Policies and Procedures to manage Problem (Concerning and Unacceptable) Behaviours
- Establishment of organisational structure to manage “Problem Behaviours”
- Training of HR support staff and managers/supervisors in how to manage Problem Behaviours
- Provision of resources to assist in defining issues and factors contributing to the Problem Behaviours
- Provision of support to assist in facilitated discussions with employees exhibiting Problem Behaviours

# Organisational Structure to address Problem Behaviours



# An Organisational Management Approach to “Problem Behaviours”



\*with respect to the legislative, industrial relations and insurance framework

# Features of an Organisational Management Approach

- **Structured information gathering and analysis to properly understand the factors/issues contributing to the Problem Behaviour**
- **Management defining (minimum) requirements for resolution of the Problem Behaviour**
- **Facilitated discussion to address Problem Behaviour and develop pathway to resolution (incorporating a list of actions by the relevant parties)**
- **Monitoring of compliance with outcomes of the Facilitated Discussion**

# Potential benefits of “Workplace Assist”

- Less disruption in the workplace
- Less resources required to deal with employees exhibiting “Problem Behaviours”
- Greater management confidence in addressing workplace issues
- Lower frequency and duration of workers’ compensation claims
- Less absence attributed to sickness
- Improved workplace culture

# Pathways Injury Management™

- **Structure and processes required to implement and maintain Pathways Injury Management™**
- **Training courses for case/claims managers**
- **Assessment Reports and Recommended Rehabilitation Programs for potentially long term cases**
- **A computerised system (OHASIS) to facilitate more effective and efficient Injury Management**

# Managing Concerning Behaviours™ in the Workplace

- **Structure and processes required to implement and maintain the system**
- **Training course for Human Resource Personnel**
- **Assessment Reports for individual cases**
- **A computerised system (OHASIS) to facilitate more effective and efficient control over workplace psychosocial stressors**

# Workshop – “Managing Concerning Behaviours™ for Human Resource Managers”

- For Human Resource Managers and anyone interested in obtaining better outcomes
- Half day on Thursday 14<sup>th</sup> October 2010
- Sydney CBD location
- For more information visit the Actevate web site [www.actevate.com.au](http://www.actevate.com.au) or ring Anna Mangold on 1300 669 552