



# Workplace Bullying Prevention Toolkit – Project Summary

Many organisations struggle to combat workplace bullying as an embedded and pervasive phenomenon. Although there is now a large body of research recommending a variety of approaches for managing workplace bullying, few interventions have been effective.

Recognising the profound impact bullying has on individuals and workplaces, Comcare sought to develop and evaluate evidence-based guidance on effective systematic approaches to prevent workplace bullying across the Comcare jurisdiction.

## Phase One: Review

Phase One of the project utilised a comprehensive and robust scoping literature review. The review provided insights on workplace bullying interventions and factors that influence their effectiveness. This research provided evidence-based guidance on how workplace bullying interventions should be implemented for the greatest impact. Six success factors were identified through the review of published literature on workplace bullying interventions:

- organisational ownership
- senior management commitment and engagement
- workers participation in the intervention process and outcomes
- multi-dimensional and multi-level initiatives
- tailored to workplace context, and
- broad and immersive approaches

## Phase Two: Design

In Phase Two of the project, these six success factors were incorporated to design the Workplace Bullying Prevention Toolkit (the Toolkit), as an intervention to proactively address workplace bullying. The Toolkit involves using a Capability Maturity Model (CMM) approach to assess a team or organisation's level of maturity with respect to workplace bullying prevention, setting target maturity goals, and engaging in participative action planning to achieve those target goals. The Toolkit encourages this process to be repeated as a means of monitoring progress and updating an action plan.

## Evaluation

Following its development, the Toolkit was comprehensively evaluated to identify its perceived value and provide recommendations for effective implementation. Evaluation data was collected by piloting the Toolkit in two organisations, conducting interviews with practitioners and stakeholders, and through expert academic reviews. The results demonstrated the Toolkit's evidence-based and comprehensive approach to support employers to proactively address workplace bullying. Participant feedback included:

'... a robust approach to guide solutions to a complex problem.'

'... a collaborative process to achieve rich Steering Group discussions to understand the issues related to workplace bullying.'

'... a helpful and informative way to provide tailored solutions.'

The evaluation identified several opportunities to further enhance the Toolkit's features around its use and processes, robustness and flexibility, and interpretations of the results.

Please contact [research@comcare.gov.au](mailto:research@comcare.gov.au) or visit our [webpage](#) for further information about this project.