

Labour Rights

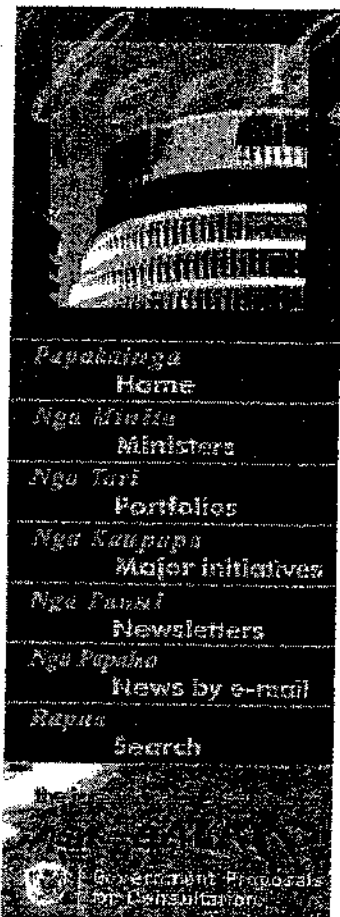
- GATS will make it easier for foreign companies to contract out services work overseas, deliver services across borders over the internet and telephone, and even to bring service workers across borders
- In the extent that GATS contributes to privatisation of government services, public sector unions are likely to be replaced with non-unionised workers with lower wages and fewer benefits
- The GATS, like other WTO agreements, does not include any reference to ILO labour standards on child labour, discrimination and workers rights. This sanctions trade without standards.

Public Services and Privatisation

- GATS could mean governments lose their ability to
 - Limit the number of suppliers or reduce competition to protect important monopolies
 - Regulate foreign competition, requiring it to act in a certain way
 - Discriminate in favour of local ownership over foreign ownership when privatising their services
- Once in competition, public services find it hard to maintain universal quality and free services for their people

Maori and the Treaty

- GATS rules treat everything as tradable commodity, undermining the treaty and core Maori values
- Despite the treaty Maori have no say in GATS treaty negotiation or ratification
- Maori commercial interests are currently protected from GATS but not non-commercial interests and concerns
- Maori community building enterprises could be placed in direct competition with foreign companies



beehive.govt.nz

The official Website of the New Zealand Government

Hon Margaret Wilson

19 August 2003

Co-ordinated approach to work-life policy

The government will establish an integrated work programme to develop family-friendly and other policies promoting work-life balance, Labour Minister Margaret Wilson said today.

"Currently a number of different government agencies are carrying out research and policy development in this area and there is a need to ensure their work is co-ordinated," she said.

An inter-agency steering group chaired by the Department of Labour will be set up to develop and co-ordinate the integrated work programme.

Margaret Wilson said work-life balance policies and practices could help individuals to improve well-being and more fully use their potential both in work and outside of work. Work-life balance practices could also help employers to increase retention, reduce absenteeism and improve productivity and profitability.

"The right balance between work and 'life' is different for each person. Obviously work-life issues for a sole-parent worker will be quite different than for say a worker nearing retirement. Similarly, work-life issues will be quite different for students, older people, people with significant caring responsibilities and those without such responsibilities.

"What is important is the extent to which people have real choices and control over their circumstances. What is also clear is that achieving work-life balance is complicated, and will therefore require different government, employer, individual and community responses," Margaret Wilson said.

The Terms of Reference for the integrated work-life policy development programme are attached.

For further information please contact: Leigh Sutton (04) 471 9896 or (021) 270 9168.

TERMS OF REFERENCE - WORK-LIFE BALANCE

Steering Group for work-life balance policy development

Introduction

1. Work-life balance is about the interaction between paid work and other activities, including unpaid work in families and the community, leisure, and personal development. There is no one answer to what "balance" is for each individual. It is about recognising however that one sphere impacts positively and negatively on the other. Employers and individuals can gain from improved integration for the individual.
2. Work-life balance is an important contributor to both social outcomes (improving opportunities to adequately parent or provide care for others and fulfil cultural/community responsibilities and reducing indirect discrimination as well as enhancing personal well-being) and economic outcomes (efficient use of skills and talent, enhanced productivity and firm profitability). Work-life balance also relies on the provision of adequate and accessible services and community supports.
3. The government's position on work-life balance was set out in the Governor General's Speech from the Throne (27 August 2002) where the Governor General stated that her government believes that work is but one dimension of living and should not crowd out and distort family life, recreation and personal development. Work-life balance should seek to raise the profile of activities other than work and should contribute to the government goals of a growing economy and an innovative and an inclusive society.

Purpose

4. To develop, co-ordinate, and direct an inter-agency work programme on work-life balance, that includes substantive public consultation. All policies and practices that have a direct and indirect affect the ability of employees to balance paid work and other activities will be considered.
5. To develop policy options that provide increased opportunities for New Zealanders to enjoy access to work-life balance and for all of New Zealand to enjoy the social and economic benefits that might arise from increased work-life balance.
6. Any unintended outcomes of specific policies, such as potentially reduced female participation in the labour market from extended parental leave, should also be considered and advised.
7. To have particular regard to low income families, those in casual, non-standard, precarious work, sole parents, carers, and those who given wider choices may change their productive activities, for example parents/carers, or those with disabilities or who might be nearing retirement when advising the government on:
 - a. which aspects of the identified problems relate most appropriately to government, firms, families and

- communities, and individuals so that the government might consider and prioritise policy development
- b. which aspects of the identified problems relate most appropriately to government, firms, families and communities, and individuals so that the government might consider and prioritise policy development
 - c. whether there are family-friendly work-life balance policies (including government policies and practices) that will contribute to social and economic outcomes, such as firm productivity, community cohesion, and maximising the capacity of individuals, and if so, advise on the development of those policies
 - d. determine whether particular priorities for policy development can be developed and, if so, determine priorities for policy development
 - e. consider the possibility of ascertaining optimal levels of work-life balance, with particular regard to improving the constrained choices of some particular groups
 - f. the likely impacts, including effectiveness and cost effectiveness, of any work-life balance policies.
 - g. To recognise, utilise, and integrate where necessary any current labour market arrangements, social development or other government policies (including legislative interventions), management practices, and family and community activities, as well as the role of individuals that are directly related to work-life balance.
 - h. To give consideration to the development, funding, and accountability of an ongoing work programme once government has agreed to the priorities for work-life balance policy development.
 - i. To give consideration to the establishment of monitoring and evaluation of work-life balance policies.
 - j. To report on options for Government to promote policies and practices in the community that balance work and life.

Work Programme

Phase 1: Analysis of work-life balance policies and practices

1. Integrate the current work programmes of the various government agencies, with particular regard to the work in the following agencies: the Department of Labour, the Treasury, Ministries of Social Development, Women's Affairs, the State Services Commission, EEO Trust, and NACEW.
2. The work-programme will need to take account of other initiatives such as the Pay and Employment Equity Taskforce, Paid Parental Leave, the establishment of the Families Commission, and other

initiatives, policies, and practices to ensure that the work programme is complementary and duplication is avoided.

3. Identify existing policies, including international experiences, that contribute to work-life balance, assess their effectiveness, identify any gaps in the existing policies for different groups, having regard to low income families, those in casual non-standard precarious work, sole parents, carers, and those who given wider choices may expand their productive activities.
4. Prepare the basis and process for informing and consulting the public on work-life balance. The preparation might include identifying a vision statement, developing multiple communication mediums, such as a draft action plan, supporting background information available on a website, digital storytelling.

Phase 2: Consultation

16. Subject to Cabinet agreement, undertake consultation from October to December.
17. In parallel, there are likely to be some further research or policy issues generated from Phase 1 that can be continued in this period.

Phase 3: Policy development

18. Analyse the results of Phases 1 and 2, to advise the government on how future policy development should proceed. At this time, particular options that have a high priority might be recommended to government. Other options might form part of a longer-term action plan that government can address over time.
19. Once the government has agreed to the priorities for work-life balance policy development, recommend a process to ensure a co-ordinated approach to the development, funding, and accountability of an ongoing work programme, which would include monitoring and evaluation.

Reporting

20. The Minister of Labour will be the responsible Minister, in consultation with the Minister of Finance, the Minister for Economic Development, the Minister for Social Development and Employment and the Minister of Women's Affairs.
21. The Chair of the Steering Group will be responsible for ensuring that the Minister of Labour is kept informed of the progress of the Steering Group.

22. The Steering Group will report to the Minister of Labour on the detailed work programme in August.
23. The Minister of Labour will report to Cabinet in:
 - a. September 2003 - on the results of the work in progress, and seek agreement to the consultation process, including any products produced for the purposes of consultation.
 - b. February 2004 - on the results of consultation and an update of any other relevant findings from work completed during Phase 2.
 - c. April/May 2004 - based on all the material gathered and the findings from the consultation, advice on policy responses having regard to existing initiatives, policies and practices.

[Click here for a printer friendly version of this document](#)

[HOME](#) | [MINISTERS](#) | [PORTFOLIOS](#) | [INITIATIVES](#) | [NEWSLETTERS](#) | [BROADCAST](#) | [SEARCH](#)
[PAPA KAINGA](#) | [NGA MINITA](#) | [NGA TARI](#) | [NGA KAUPAPA](#) | [NGA PANUI](#) | [NGA PAPAHO](#) | [RAPUA](#)

[RESOURCES](#) | [LEGAL](#) | [WEBSITE CONTACT](#)



T R U S T

EQUAL EMPLOYMENT OPPORTUNITIES TRUST

Success through diversity

Ahauhou whakakano hō, āu pūa a Pū

What do kiwi fathers really want? Q&A

1. Why focus on fathers when it's mothers who do most of the childcare?

It's true that mothers generally spend more time with their children than fathers do. However, men say they want to spend more time with their children and until they can have the work/life balance they want they will not be able to fully share caring responsibilities at home.

Meeting men's demands will help women. Women will have more opportunity to take on increasingly challenging roles, work the hours they want and take time to up-skill and study if they are not doing a disproportionate amount of unpaid work at home.

It is in the interests of fathers, mothers and children to have good work-life balance. And it will deliver business benefits to workplaces.

2. Do fathers really want more time with their children? Building a career can be fulfilling for men without fitting in more parenting responsibilities as well.

Research conducted by Radcliffe Public Policy Centre found that having a job schedule that allows for family time is more important to young men than money, power or prestige and that 82% of men aged 20-39 put family time at the top of their list of priorities¹.

In a 1999 study of 1000 Australian fathers conducted by Graeme Russell, 66% of respondents said they did not spend enough time with their children. Fifty seven percent said workplace factors were a barrier to spending more time with their children.²

A UK survey³ found that almost everyone thought that balancing work and home lives was important.

¹ Men Need Family Friendly Workplaces – Gerry Wyk, Work and Family Unit, in Work and Family, No 27, Department of Workplace Relations, December 2001 – quotes a study by the Radcliffe Public Policy Centre.

² Fitting Fathers into Families – men and the fatherhood role in contemporary Australia, Department of Family and Community Services, January 1999

³ Work-life balance Survey 2000, Institute for Employment Research, University of Warwick and IFF Research, UK



In-depth interviews with 47 Melbourne families (27 fathers)⁴ found many fathers reported a sense of having to make a choice between work and family time.

However,

- All asserted the importance of spending time with children – for the benefit of the children and their own pleasure
- Reported a need for quality and quantity of time
- Felt that “just hanging out was important”.

3. Why should workplaces focus on fathers when family-friendly policies are often designed for men as well as women?

Many workplaces have family-friendly policies designed to give parents more flexibility. The assumption has been that these policies will work for all parents. However, research shows that fathers are much less likely to take advantage of these policies than women, even though they say they want to spend more time with their children. Many men report that if they take advantage of the policies they will be seen to be not sufficiently committed to their career.

4. If men want to spend more time with their children, isn't that a personal issue not a workplace issue?

There is a strong business case for enabling people to balance work and family life. For example, many entrants in the EEO Trust Work & Life Awards (which have been running for six years) have reported benefits including:

- Reduced absenteeism
- Increased morale and worker satisfaction
- Reduced turnover
- Increased return to work after parental leave
- Increased loyalty⁵

Overseas research shows⁶:

- Survey by London Institute of Accountants – 102 large private service sector employers. Employers reported productivity gains from part-time work – reduced absenteeism and viewed part time managers as more committed

⁴ *Fathers' views on family and paid work*, Kelly Hand and Virginia Lewis, in *Family Matters*, Australian Institute of Family Studies, Issue 61, Autumn, 2002

⁵ *New Zealand's Best Employers in Work & Family 1998, 1998, New Zealand's Best Employers in Work & Life 2000, 2001, 2002, 2003*

⁶ Cited in *Work and Life Balance – Key Facts*, Department of Trade and Industry, Australia



and productive than full time managers (CIMA study 'Flexible working for managers' 1993)

- Families and Work Institute's – Galinsky and Bond – representative survey of US employers – only a minority 18% perceive the cost of flexible work arrangement policies as outweighing the benefits – 46% see benefits as outweighing costs
- Nations Bank (USA) – did a study to find out what the impact was of work/family benefits on their workforce. They found that when those people used work and family benefits there was a 50% reduction in turnover for the company.⁷

The quality of workers' jobs and the supportiveness of their workplaces have been found to be the most powerful predictors of productivity, job satisfaction, commitment to their employers and retention. However, employees with more difficult, more demanding jobs and less supportive workplaces experience substantially higher levels of negative spillover from work into their lives off the job – jeopardizing their personal and family well-being, and ultimately, their performance at work.⁸

5. Is it really feasible for fathers to spend more time with their children if the family relies on their income?

It's certainly true that men tend to earn more than women and are more likely to be the primary breadwinner for a family.

Men in professional and managerial roles can be concerned that accessing work and family provisions such as flexible hours will have an adverse impact on their career. For example two-thirds of male respondents to the UK Work-life Balance Survey, 2000, said that working part-time would adversely affect their career.

Another study of 50 men⁹ found they were reluctant to use employer provided parental support programmes and would take holiday or sick leave rather than family leave to spend time with their children. The men believed that taking family leave would signal that work was not the most important part of their life.

⁷ *What is your daddy strategy?* Dr James Levine, Fatherhood Project, New York, Paper presented at Work and Family: Beyond 2000 Conference, Perth 12 May 1998

⁸ Families and Work Institute, The 1997 National Study of the Changing Workforce

⁹ Suzanne Levine, Father Courage: What happens when men put family first, Article about the book in Business Week, March 2000



T R U S T
EQUAL EMPLOYMENT OPPORTUNITIES TRUST
success through diversity
Ahaia whakawāhi, te pūa o te

Men in lower paid jobs face a different challenge. Millard's study of 1165 British mothers¹⁰ (who provided information on the working patterns of their partners) suggests that men in lower status occupations feel they have little choice in the hours they work – either because of financial pressures or because of fear of losing their jobs.

"Cutting back on working hours is simply not an option for many working dads who may want to spend time with their families – as the main breadwinner they cannot afford to do so."¹¹ Australian research reports that a climate of the possibility of redundancy also contributes to the tendency to work long hours.¹²

Men in lower paid jobs are also less likely to be offered family-friendly policies like flexible hours or assistance with childcare¹³.

Fathers say they want greater workplace flexibility and support, time-off to care for sick children and time to attend children's activities¹⁴. They also want support from their managers and colleagues¹⁵.

These options do not necessarily have to impact on overall hours worked or level of responsibility held.

For more information:

Trudie McNaughton
Executive Director
EEO Trust
09 525 3023
0274 919 884
tmcn@eeotrust.org.nz

Elizabeth Smith
Communications Manager
EEO Trust
09 525 3023
0210 332266
esmith@eeotrust.org.nz

¹⁰ *Work rich, family poor? Non-standard working hours and family life*, Christine Millard, Australian Institute of Family Studies, Family Matters Issue 61, Autumn 2002

¹¹ Independent Newspaper, July 1997 – "A working father can't be a true man", a report on a paper by Sarah Lewis to the British Psychological Society Conference – Women and Psychology.

¹² SPRC research commissioned by the Commonwealth Department of Family and Community Services on Father's Uptake of Family-Friendly Workplace Provisions. Initial results presented in SPRC Newsletter, November 2002. Final report not yet published

¹³ Families and Work Institute, 1997 The National Study of the Changing Workforce, available at www.familiesandwork.org

¹⁴ *Fathers Who Care: Partners in Parenting – Fathering in the New Millennium*, Rae Julian, Office of the Commissioner for Children, 1999

¹⁵ *Working Fathers, New Strategies for Balancing Work and Family*, James Levine and Todd Pittinsky, USA., 1997

MEDIA RELEASE

5 August, 2003

Website Highlights Epidemic of Overwork

The New Zealand Council of Trade Unions is backing today's launch of a website which gives global support to the campaign for work-life balance.

UK-based Hazards magazine is launching the website, www.hazards.org/workedtodeath, which draws attention to the global epidemic of deaths caused by overwork.

"The reports on this site show the dire consequences of overwork including, in extreme cases, death," CTU President Ross Wilson said today.

"All over the world, the challenge is to balance secure work, with time for family and a healthy lifestyle."

Stress caused by overwork is a risk factor for heart attack, stroke and suicide. It is also identified as an issue in 'Healthy Work', a recent OSH publication which focuses on managing stress and fatigue in the workplace.

Recognising the problem of overwork, the CTU is running a campaign for work-life balance called 'Get a Life!'

CTU research in 2002 revealed the consequences of overwork for ordinary New Zealanders. The 'Thirty Families' project was based on a series of interviews with working families, and the interim report detailed the effects of long working hours.

The report found that long hours were having a serious impact on workers' ability to balance work with relationships, family life, and participation in the community.

It said that incredible stress was being placed on workers and their families by long hours and heavy workloads.

For further information contact Ross Wilson, Tel: (04) 802-3812 (w), 027 446 8767, (04) 934-8541 (h)
or Christine Cessford, Tel: (04) 802-3817 (w), 027 243 7031

Appendix One – Sample stress survey

This survey is designed for you to provide your views about the causes of stress in your workplace. There is no need to put your name on the survey.

Please return the survey to _____

Please provide the following information:

Gender: Male Female

Age: Under 20 yrs 20-29 yrs 30-39 yrs
 40-49 yrs 50+ yrs

Job title and/or description: _____

Union: _____

1. Do any of the following conditions affect your workplace? (please tick)

- | | | | |
|---|--------------------------|-------------------------------------|--------------------------|
| Organisational change/restructuring | <input type="checkbox"/> | Harassment or bullying | <input type="checkbox"/> |
| Long hours | <input type="checkbox"/> | Unresolved health and safety issues | <input type="checkbox"/> |
| Increased workload | <input type="checkbox"/> | Job insecurity | <input type="checkbox"/> |
| Insufficient training | <input type="checkbox"/> | Poor career opportunities | <input type="checkbox"/> |
| Child care difficulties | <input type="checkbox"/> | Excessive noise | <input type="checkbox"/> |
| Uncomfortable temperatures | <input type="checkbox"/> | Conflict with management | <input type="checkbox"/> |
| Communication difficulties | <input type="checkbox"/> | Poor work organisation | <input type="checkbox"/> |
| Excessive performance monitoring | <input type="checkbox"/> | Not enough rest breaks | <input type="checkbox"/> |
| Difficult relations with clients/public | <input type="checkbox"/> | | |
| Other (please specify): _____ | | | |

2. Please list, in order of priority, the FIVE most stressful conditions in your workplace (from the above list or any others you experience)

1. _____
2. _____
3. _____
4. _____
5. _____

3. Do you suffer from any of the following as a result of stress at work? (Never/Sometimes/Frequently)

- | | | | | | | | |
|-----------------------|----------------------------|----------------------------|----------------------------|---------------------|----------------------------|----------------------------|----------------------------|
| Headaches | N <input type="checkbox"/> | S <input type="checkbox"/> | F <input type="checkbox"/> | Feeling distrustful | N <input type="checkbox"/> | S <input type="checkbox"/> | F <input type="checkbox"/> |
| Indigestion | N <input type="checkbox"/> | S <input type="checkbox"/> | F <input type="checkbox"/> | Feeling depressed | N <input type="checkbox"/> | S <input type="checkbox"/> | F <input type="checkbox"/> |
| Continual tiredness | N <input type="checkbox"/> | S <input type="checkbox"/> | F <input type="checkbox"/> | Anxiety attacks | N <input type="checkbox"/> | S <input type="checkbox"/> | F <input type="checkbox"/> |
| Loss of concentration | N <input type="checkbox"/> | S <input type="checkbox"/> | F <input type="checkbox"/> | Anger | N <input type="checkbox"/> | S <input type="checkbox"/> | F <input type="checkbox"/> |
| Memory loss | N <input type="checkbox"/> | S <input type="checkbox"/> | F <input type="checkbox"/> | Increased smoking/ | | | |

Appendix Four – Check list for a stress-free workplace

- management style is consultative and supportive, and workers are aware of expectations
- employer policy on stress at work
- there are procedures to prevent discrimination, bullying or harassment by management or by other workers
- workloads are not excessive
- work is distributed fairly
- targets and timelines are realistic
- predictable hours of work and shift arrangements
- reasonable paid overtime
- predictable work breaks away from the work station
- appropriate training and supervision of workers
- pace of work within the control of the worker
- general work environment is clean and comfortable
- lighting is appropriate to the tasks
- noise is not a safety hazard or stressor
- thermal comfort and ventilation are appropriate
- ergonomic problems have been dealt with
- performance pay is eliminated
- short/fixed term contracts are minimised
- job security is reasonable
- restructuring and changing of workers roles is minimised
- there is mutual support from other workers and supervisors
- the needs of clients or customers can be met in 'normal' working time
- there are security arrangements where they are needed, particularly in areas dealing with the public

Weekly Planning Sheet

WEEK ENDING

GOALS FOR WEEK	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY	SUNDAY
Self & Well-Being	6am						
	7am						
	8am						
	9am						
	10am						
	11am						
Business & Career	12pm						
	1pm						
	2pm						
	3pm						
	4pm						
	5pm						
	6pm						
	7pm						
	8pm						
	9pm						
	10pm						
Home & Family							
Community & Humanity							

M37

PLAN OF ACTION

- **Talk with fellow workers**
- **Document the issues**
- **Survey Workers (use Stress Survey)**
- **Organise meetings**
- **Develop solutions**
- **Use Health and Safety and any other legislation available (use Checklist for a Stress Free Workplace)**
- **Issue hazard notices**
- **Request assistance from Department of Labour health and safety inspector**
- **Use Collective Agreement clauses**
- **Use institutional policies (eg Wellness Policies)**
- **Beware of marketed stress management programmes**



Cutting NZ bullies down to size

Workplace bullies can't survive where there is strong leadership, according to a new book. **MARY KIRK-ANDERSON** talks to the author.

Competent, intelligent, honest, helpful, determined, innovative, long-term thinker, willing to share knowledge and experience — it sounds like an employee made in heaven, and there are plenty of them around.

But the very qualities that should make these staff valued members of any team can also set them up for an insidious workplace malaise that one would have hoped had been left in the schoolyard.

Management consultant and HR specialist Andrea Needham had witnessed what she later came to know as workplace bullying in some of the businesses she worked for. She also found herself on the receiving end last year, following her return to New Zealand after 25 years in Britain and the United States. Her own experience was a catalyst for further research into the problem in New Zealand, and the publication last month of *Workplace Bullying* — The Costly Business Secret.

The book is based around the New Zealand experiences of workplace bullying and includes many personal stories from people who have been targets of or seen bullies in action.

Needham found that those targeted tend to be individuals who have much to offer their workplace and who may, as a result, be perceived as a threat to the bully. Their lives can be made miserable, confidence drops, performance falters, and stress levels rise. Often the only action open to them is to leave the job.

Targets who take their complaints further up the food chain rarely find the support they need, and the bully bosses simply as a "tough manager," a description with a positive undertone.

Yet workplace bullying may affect up to

Is your organisation a potential breeding ground for workplace bullying?

This survey will not tell you if you have workplace bullies. It can help you identify whether you have an environment that allows the development of workplace bullies.

1 2 3 4 5 6 7

- | | |
|--|--|
| 1. Positional status is highly valued in this organisation. | Positional status is not highly valued in this organisation. |
| 2. Members are afraid to speak openly. | Members speak openly. |
| 3. Conformity is a strong characteristic in this organisation. | Conformity is not a strong characteristic in this organisation. |
| 4. The organisation has no Workplace Support or EAP (Employee Assistance Programme). | The organisation provides either or both Workplace Support or EAP. |
| 5. There is significant emphasis on positional responsibility. | There is little emphasis on positional responsibility. |
| 6. The organisation is disorderly, confused, or chaotic. | The organisation is not disorderly, confused, or chaotic. |
| 7. Members are inspired, motivated, or challenged. | Members are recognised and rewarded positively. |
| 8. Positional status carries significant power in this organisation. | Positional status carries little power. |
| 9. It's not OK to think and challenge practices and means in this organisation. | It's OK to think and challenge practices and means in this organisation. |
| 10. There is little emphasis on personal achievement. | There is significant emphasis on personal achievement. |
| 11. Management does not follow policy on people issues. | Management follows policy on people issues. |
| 12. The organisation does not do regular organisational climate surveys. | The organisation does regular organisational climate surveys. |
| 13. Members are afraid to raise issues. | Members raise issues and are listened to. |
| 14. The organisation communicates very little to staff. | The organisation communicates frequently and comprehensively to staff. |
| 15. People do not feel cared for in this organisation. | People feel cared for in this organisation. |
| 16. The organisation is unlikely to have a policy against workplace bullying. | The organisation already has a policy against workplace bullying. |

Answers

- All 5-7
 All 1-3
 For statements 1, 2, 3, 4, 7, 8, 11, 13 1-3
 All 3-5

Source: *Workplace Bullying: The Costly Business Secret*.

Comments

- It would be difficult for your organisation to harbour a workplace bully.
 It would be easy for your organisation to harbour a workplace bully.
 It would be extremely easy for your organisation to harbour a workplace bully.
 Without specific policies and good performance management programmes, it is possible for your organisation to harbour a workplace bully.

"Oh, well, she is under some stress." Needham says that a lack of diversity in management, and old-fashioned notions of leadership are sustaining work environments where bullying can prosper.

"What New Zealand does is it invests in its own image. We have management teams that all look alike and sound alike. But a good leader will always plug their own gaps — they will hire a diverse team so there are all kinds of personalities. It's more difficult to manage a diverse bunch, but that is what leadership is about — dealing with differences."

"I was away for 25 years, and, yes, we have outdoor cafes and lakes now, but we have not changed our management styles — we still think that the old command and control is it. But we don't need those rigid structures now, and by the way, those organisations are where you tend to find the worse, chronic workplace bullying."



Andrea Needham

manager for *Workplaces Against Violence in Employment (WAVE)*, states that international research suggests between 50 and 60 per cent of all employee stress-related illness is directly attributable to bullying in the workplace and that bullying is four times more common than sexual harassment.

The release of Needham's book has brought bullying in the workplace into the spotlight in New Zealand, and with recent health and safety legislation defining stress as a workplace hazard, it is likely to stay there or nearby.

A special helpline was set up in conjunction with the book's release and it registered a call a minute on its first day. There have even been calls from employers concerned that they have a bully in their midst and what should they do about it. Others have contacted Needham to thank her for giving their struggle a name.

"What it has done is validate people's experience, and my heart goes out to them," says the author. "Workplace bullying is very subtle, insidious, toxic, and evil. It has less to do with school bullying than with domestic violence because it is secretive and undermining. I want people to find out about it and to ensure that it stops."

● The workplace bullying helpline can be reached on 0800 937-628 (0800 ZERO BULLY)