

TJMF Guidelines for Chambers - Psychological Wellbeing



NEW SOUTH WALES
BAR ASSOCIATION

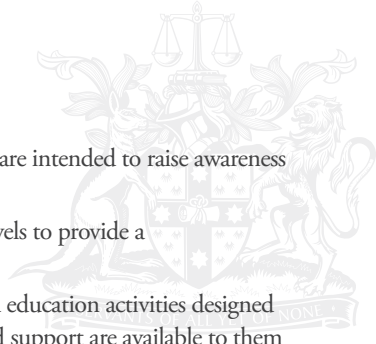
MODIFIED TJMF GUIDELINES

1. OBJECTIVES

- 1.1 The Bar Association of NSW is a signatory to the Tristan Jepson Memorial Foundation's *Psychological Wellbeing: Best Practice Guidelines*.
- 1.2 The NSW Bar Association had adapted the TJMF Guidelines for use in Barristers Chambers (**Modified TJMF Guidelines**), noting that the workplace participants in Chambers are not only barristers but also staff members.
- 1.3 The aim of these Modified TJMF Guidelines is to assist Chambers to create workplaces that fulfill each of 13 Psychosocial Factors known to have a powerful impact on organisational health, the health of individuals and the financial outcomes. Psychosocial factors are elements that impact a person's psychological responses to work and work conditions, potentially causing psychological health problems. Psychosocial factors include the way work is carried out (deadlines, workload, work methods) and the context in which work occurs (including relationships and interactions with managers and supervisors, colleagues and co-workers, and clients).
- 1.4 A psychologically healthy and safe workplace is one that promotes psychological wellbeing and actively works to prevent harm to psychological health due to negligent, reckless or intentional acts.
- 1.5 The framework encourages ongoing improvement within the legal profession. In time, the Modified TJMF Guidelines will assist cultural change and change of attitude; changes in the way we think, speak and act in addressing psychological health and safety.
- 1.6 In turn, the structure, policies and processes of Chambers will change to match that new attitude and culture.

2. IMPLEMENTATION

- 2.1 The Modified TJMF Guidelines are a voluntary framework. There are no reporting requirements and/or compliance through an audit.
- 2.2 Chambers are encouraged to implement the Modified TJMF Guidelines at their own pace and in their own way. The **attached** Wellbeing Policy of 6 St James Hall may provide assistance as to the manner in which these Guidelines can be adopted by individual Chambers.
- 2.3 A range of implementation practices are recommended for each psychosocial factor, increasing in stages from Basic, Standard, Advanced to Best Practice.
- 2.4 The Modified TJMF Guidelines have been structured to support Chambers to progressively build programs and initiatives, depending on the resources available, size of Chambers and risk profile.
- 2.5 The following sets out a matrix approach with four levels, and assumes that a higher



level incorporates the lower levels:

- a. Basic – the organisation has established policies that are intended to raise awareness of relevant issues.
 - b. Standard - the organisation builds capability at all levels to provide a psychologically safe workplace.
 - c. Advanced - the organisation conducts awareness and education activities designed to ensure that all staff understand what resources and support are available to them for a psychologically safe workplace
 - d. Best Practice – the organization measures the effectiveness of interventions and responds appropriately to ensure continuous improvement of systems, policies and practices for psychological wellbeing.
- 2.6 The Modified TJMF Guidelines serve as a resource to assist Chambers in planning their policy and initiatives. Any positive step forward is encouraged, big or small.

3. WORKPLACE GOALS

3.1 The Modified TJMF Guidelines identify the following 13 psychosocial goals to achieve the objectives of the Guidelines

(1) **Organisational culture**

A work environment characterised by trust, honesty and fairness

(2) **Psychological and social support**

A work environment where barristers and staff are supportive of each other's psychological and mental health concerns, and respond appropriately as needed

(3) **Clear leadership and expectations**

A work environment where there is effective leadership and support that helps barristers and staff know what they need to do, how their work contributes to the Chambers' work environment, and whether there are impending changes to the work environment

(4) **Civility and respect**

A work environment where all people are respectful and considerate in their interactions with one another, as well as with other professionals, clients and the public.

(5) **Psychological competencies and requirements**

A work environment where there is a good fit between the interpersonal and emotional competencies of each person in Chambers and the requirements of the position they hold.

(6) **Growth and development**

A work environment where barristers and staff receive encouragement and support in the development of their interpersonal, emotional and job skills.

(7) **Recognition and reward**

A work environment where there is appropriate acknowledgment and appreciation of people's efforts in a fair and timely manner.

(8) **Good involvement and influence by staff**

A work environment where people are included in discussions about how their work is done and how important decisions are made

(9) **Workload management**

A work environment where tasks and responsibilities can be accomplished successfully within the time available.

(10) **Engagement**

A work environment where all floor members and staff feel connected to their work and are motivated to do their job well.

(11) **Balance**

A work environment where there is recognition of the need for balance between the demands of work, family and personal life

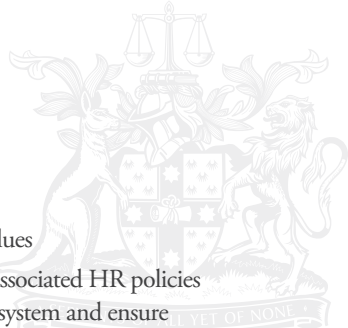
(12) **Psychological protection**

A work environment where Chambers' leaders takes appropriate action to protect the psychological safety of members and staff

(13) **Protection of physical safety**

A work environment where Chambers' leaders take appropriate action to protect the physical safety of members and staff

- 3.2 The manner in which Chambers may achieve each of these goals is to commence with Basic steps and then, as each Chambers sees fit, to progress to further steps with the objective of achieving Best Practice.
- 3.3 The following sets out guidelines that may be used or adapted for each Chambers.



4. ORGANISATIONAL CULTURE

- BASIC:** Establish Chambers' values.
Educate the workplace in the Chambers' values
- STANDARD:** Establish and promote Chambers' vision and values
Ensure promulgation of Chambers' values and associated HR policies including incorporation of values into appraisal system and ensure resources are accessible to barristers and staff.
- ADVANCED:** Establish appropriate behaviours in accordance with Chambers' values in order to approach and assist other barristers and staff
- BEST PRACTICE:** Measure: effectiveness of Chambers' values as part of annual review of Chambers.
Respond to feedback.

5. PSYCHOLOGICAL AND SOCIAL SUPPORT

- BASIC:** Establish a psychological health and wellbeing policy outlining the Chambers' approach and commitment to the mental health and wellbeing of all barristers and staff.
Educate the Head of Chambers, clerk and staff regarding the policy
- STANDARD:** Educate Heads of Chambers, clerks and barristers to understand:
- what a 'mental illness' is
 - the prevalence within the Australian community and legal profession
 - the signs and symptoms of common psychological illnesses, and
 - the appropriate professional support
- ADVANCED:** Establish Mental Health First Aid officers in Chambers
Develop leadership skills focused on creating and sustaining a resilient barristers and staff.
- BEST PRACTICE:** Develop: barristers and staff resilience.
Measure: (informally) effectiveness of all interventions
Respond: to feedback.

6. CLEAR LEADERSHIP & EXPECTATIONS

- BASIC:** Establish demonstrated leadership and support
- STANDARD:** Establish: expectations of effective Heads of Chambers.
Educate Heads of Chambers through external (or possibly, internal) leadership programs
Dedicate resources to ensure effective processes and policies support the management of psychological health, wellbeing and behavior in Chambers (as a workplace)
- ADVANCED:** Educate: Heads of Chambers through internal or external leadership programs.
Establish: assessment of Heads of Chambers through appraisal process by the Floor.
- BEST PRACTICE:** Measure effectiveness of leadership through 360-degree review process including staff feedback.
Measure leadership effectiveness through engagement surveys from the Floor members and staff.
Respond to feedback.

7. CIVILITY & RESPECT

- BASIC:** Establish values that include civility and respect
- STANDARD:** Develop performance and promotion criteria based on civility, respect and professionalism.
Foster: a culture of diversity and collegiality in Chambers.
Develop guidelines for Chambers communications, including email.
- ADVANCED:** Establish: assessment of these values through appraisal process.
Evaluate: feedback from clients, solicitors and other barristers as to communications and relations within Chambers.
Evaluate feedback from barristers and staff as to communications and relations within Chambers.
- BEST PRACTICE:** Measure: floor members, staff, client and other professional satisfaction with Chambers, including communications, delivery of services, responsiveness.
Response by Head of Chambers to concerns and conflicts in a timely and transparent manner.



8. PSYCHOLOGICAL COMPETENCIES AND REQUIREMENTS

(not applicable to barristers in Chambers to set such competencies for each other but applicable to staff)

- BASIC:** Establish: relevant position descriptions.
- STANDARD:** Develop: more detailed position descriptions including psychological competencies
- ADVANCED:** Evaluate: effectiveness of position descriptions and identification of psychological competencies.
- BEST PRACTICE:** Measure: satisfaction with position descriptions and identified psychological competencies.
Respond: to concerns and conflicts in a timely and transparent manner

9. GROWTH & DEVELOPMENT

- BASIC:** Establish: practices which enable people in Chambers to have ready access to Head of Chambers and to other barristers who volunteer to be a contact person
- Establish: practices where the Head of Chambers and other barristers who volunteer to help, leaders provide positive and constructive feedback on work and professional development in a timely manner.
- Provide: access to CPD to both meet CPD requirements and encouragement and support in the development of their interpersonal, emotional and job skills.
- Educate: people and provide access to resources on resilience and wellbeing in the workplace
- Establish: a Chambers environment in which people are supported in opportunities to advance.
- STANDARD:** Establish: dedicated learning and development resources within Chambers.
Develop: orientation programs provided at readership levels.
- ADVANCED:** Establish: a structured development program (including psychological health and resilience program) for barristers and staff.
- Establish: structured professional development programs (covering topics such as communication, people, practice management and resilience skills).
- Provide Head of Chambers with appropriate management and leadership training.
- Establish mentoring programs (formal and/or informal).
- Provide: access to internal and/or external coaching
- Develop: a culture of coaching to support and drive performance within Chambers.

BEST PRACTICE: Establish programs to assist member of the floor to achieve leadership positions in the profession
Measure: satisfaction with growth and development programs.
Respond: to concerns and conflicts in a timely and transparent manner.

10. RECOGNITION AND REWARD

BASIC: Recognise: your own achievements.
Establish a reward and recognition policy for other barristers and staff.
Establish Chambers values whereby people are recognised for their commitment and passion for their work.
Ensure staff are paid fairly for the work they do and assist barristers in good practice management for fee recovery.

STANDARD: Establish informal recognition within Chambers for time at the Bar
Establish: policy which recognises the efforts of Floor members in difficult matters and the need for recuperation after periods of intense work
Establish: policy which recognises staff members' efforts after periods of intense work, by providing recognition in the form of special leave, gift cards etc.,
Educate: Heads of Chambers and floor members to formally recognise other people's efforts.

ADVANCED: (not applicable to barristers in Chambers for each other but applicable to Chambers' staff)
Develop: discretionary rewards pools held by leaders and management for spontaneous reward of team members.
Develop: transparent remuneration philosophy.

BEST PRACTICE: Develop: relevant benchmarking.
Measure: effectiveness of recognition policy.
Respond: to feedback.



11. GOOD INVOLVEMENT AND INFLUENCE BY STAFF

- BASIC:** Establish: an open door approach/environment that encourages people to provide input on decisions relating to their work without fear of criticism.
Encourage: foster open dialogue on matters of concern, including workload/deadlines.
- STANDARD:** Develop: an intranet site regularly updated to inform people what is happening in Chambers.
- ADVANCED:** Establish: communication strategy regarding Chambers' management/board decisions.
Develop and evaluate: feedback mechanism to ensure people know their input has been considered
- BEST PRACTICE:** Measure: level of involvement through staff survey.
Measure: effectiveness of communications strategies.
Respond: to feedback.

12. WORKLOAD MANAGEMENT

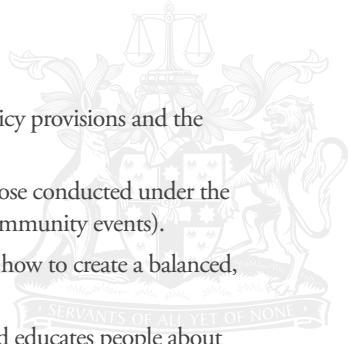
- BASIC:** Establish: practices that promote regular meetings between Floor members and/or with the Head of Chambers to discuss workload.
Educate: floor members and staff on time management and resources available.
- STANDARD:** Establish: flexible work arrangements to enable members and staff to work from home when necessary.
Encourage barristers to adopt flexible work arrangements if it would assist in time management and adopt floor policies to assist barristers to work from home.
Establish: designated quiet areas or rooms and/or policies to prevent interruptions in Chambers so that all persons can have a quiet environment to work when necessary.
Establish team planning meetings to plan workload for staff.
Encourage barristers to plan their workload to ensure that it is manageable.
- ADVANCED:** Establish a workload review process for floor staff and a protocol that floor members may adapt for their own practice
Establish guidelines on specific aspects on work and workload e.g. Fatigue Guidelines.
Educate barristers and staff through training on how to prioritise work.
- BEST PRACTICE:** Measure workload management and workload review process.
Respond: to feedback.

13. ENGAGEMENT

- BASIC:** Determine: factors that contribute to floor member and staff engagement and motivation (eg autonomy, mastery, purpose)
- Develop: Chambers' vision and purpose and educate people about how their role contributes to the Chambers' vision and purpose.
- Provide opportunities to be involved in the wider community (e.g. through volunteer programs, mentoring, CPD, Bar Association etc.).
- Educate: all floor members and staff on the resources, services and facilities available in the workplace that support work practices and wellbeing.
- STANDARD:** Foster: active support of floor members and staff wellbeing and collegiality by Heads of Chambers.
- Develop: mentoring programs for floor members and staff.
- ADVANCED:** Develop: for staff: talent management strategy - flexibility, individual incentives, alternative work arrangements (all sexes). For Floor members: develop internal conversations and encouragement for all barristers to engage in career planning and alternative work arrangements including sabbaticals and the like.
- Establish: regular meetings or informal gatherings between Heads of Chambers, clerks, staff and floor members.
- Establish: community service recognition program and opportunities for floor members and staff to be involved in NSW Bar and/or community projects.
- BEST PRACTICE:** Measure: mentoring program, floor member and staff satisfaction of inclusiveness, collegiality and optimism in Chambers, including measuring levels of member and staff engagement.
- Respond: to concerns and feedback in a timely and transparent manner.

14. BALANCE

- BASIC:** Establish: parental leave and carer's leave policies for both staff and floor members.
- Educate: Heads of Chambers and staff regarding policy provisions and the programs identified by the Bar Association's Wellbeing Committees
- STANDARD:** Establish: flexible work arrangements, and working from home policies for both staff and floor members.
- Promote BarCare to barristers. An Employee Assistance Program is in place for staff at large organizations like the DPP and Public Defenders. However, access to psychological assistance on an ad hoc basis for staff in chambers should be established.



Educate: Heads of Chambers staff regarding policy provisions and the importance of balance.

ADVANCED:

Establish and promote: sponsored events and those conducted under the auspices of the Bar Association (e.g. sporting, community events).

Develop leadership skills on the Floor regarding how to create a balanced, high performing culture.

Establish a wellbeing program that promotes and educates people about work/life balance and thriving in challenging environments.

BEST PRACTICE:

Establish: floor member and staff support options (e.g. child care, home support, etc.).

Establish: mentoring program for floor members and staff (specifically focused on “high risk’ occupational groups).

Measure effectiveness of policies and programs.

Respond: to concerns and feedback in a timely and transparent manner.

15. PSYCHOLOGICAL PROTECTION

BASIC:

Establish: bullying and harassment policies for both staff and floor members.

Acknowledge the presence of bullying in a professional and courtroom setting

Educate: Heads of Chambers and staff regarding policy provisions.

STANDARD:

Endorse and promote Psychological and Social Support (see above)

Develop policies for informal and confidential discussions about bullying in a professional and courtroom setting.

Promote BarCare to Floor members.

ADVANCED:

Endorse and promote Psychological and Social Support (see above)

Actively engage in assisting floor members to access BarCare

BEST PRACTICE:

Endorse and promote Psychological and Social Support (see above)

Actively assess the assistance given to staff and floor members and provide ongoing informal monitoring of those floor members who have been subject to psychological injuries.

Respond: to concerns and feedback in a timely and transparent manner.

16. PROTECTION OF PHYSICAL SAFETY

- BASIC:** Ensure that Chambers has up to date work, health and safety (WHS) policies including psychological health and wellbeing, and bullying and harassment policies.
- Educate Heads of Chambers, members and staff regarding WHS policy provisions.
- STANDARD:** Ensure that Chambers has a WHS Committee, first aid officers, fire wardens and that they are properly established
- Educate: Heads of Chambers and staff regarding key safety roles and Chambers' WHS governance model/ approach.
- Establish: regular safety audits and leadership reporting.
- ADVANCED:** Establish and promote: sponsored core health initiatives (e.g. sporting and community events, including annual flu vaccine).
- BEST PRACTICE:** Develop: floor member and staff knowledge of key physical health indicators - sleep, diet/nutrition and exercise.
- Promote information promulgated by Bar Association's Wellbeing Committee
- Sponsor key health interventions (i.e. annual medicals).
- Measure: effectiveness of all interventions
- Respond to feedback.



DRAFT

6 St James' Hall Chambers Wellbeing Policy

prepared by Dominique Hogan-Doran SC

6 St James' Hall Chambers resolves to become a signatory to the Tristan Jepson Memorial Foundation's *Psychological Wellbeing: Best Practice Guidelines for the Legal Profession* and to implement its commitment to the psychological wellbeing of Chambers' members, associates, affiliates and staff as follows:

1. ORGANISATIONAL CULTURE

Objective:

- Establish: Chambers values
- Educate: Chambers' values

Proposed Implementation Plan:

- Adopt written policy position that Chambers recognises and commits to a Chambers environment characterised by trust, honesty and fairness in which:
 - people in Chambers show sincere respect for others' ideas, values and beliefs
 - all people are held accountable for their actions
 - difficult situations in Chambers are to be addressed effectively
 - members, associates and staff feel that they are part of a community in Chambers
 - members, associates and staff trust one another
- Circulate plan, including uploading to Chambers' intranet and website.
- Include discussion session at Chambers' quarterly strategy meetings.

2. PSYCHOLOGICAL AND SOCIAL SUPPORT

Objective:

- Establish: psychological health and wellbeing policy outlining the Chambers' approach and commitment to the mental health and wellbeing of all people.
- Educate: all leaders and staff regarding policy provisions.

Proposed Implementation Plan:

- Incorporate in written policy a recognition of and commitment to:
 - Chambers environment where members and staff are supportive of each other's psychological and mental health concerns, and respond appropriately as needed
 - Setting out the approach of Chambers to supporting mental health and wellbeing including by:
- requirement to maintain current referral information for services or benefits that address member and staff psychological and mental health

- an agreed process to intervene if a Chambers member or staff person looks distressed while in Chambers, and/or is provided support upon returning to Chambers after time off due to a mental health condition

3. CLEAR LEADERSHIP AND EXPECTATIONS

Objective:

- Establish: demonstrated leadership and support.

Proposed Implementation Plan:

- The directors of the Chambers management company resolve at a meeting of directors to commit to the implementation of the Psychological Wellbeing Policy in a timely way, with regular review and consultation with members and staff.
- Delegation of Policy implementation and review to a director, who is to chair a subcommittee of the board, with a requirement to provide regular reporting back to the board
- Implementation commitment by the board to ensure that Chambers' members, associates and staff are informed about important changes at work in a timely manner
- Directors to commit to provide helpful feedback to clerks on their expected and actual performance; clerk to be required to provide same to junior staff

4. CIVILITY AND RESPECT

Objective:

- Establish: values that include civility and respect

Proposed Implementation Plan:

- Adopt policy position that Chambers commits to a work environment where members, associates and employees are respectful and considerate in their interactions with one another, as well as with other members of the legal profession, clients and the public.
- Adopt conflict handling policy which effectively handles conflicts between and inappropriate behaviour by stakeholders (members, staff, other legal professionals, clients, public, suppliers, etc.)

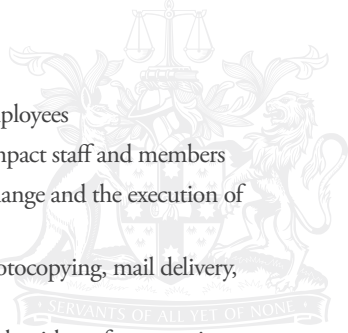
5. PSYCHOLOGICAL COMPETENCIES AND REQUIREMENTS

Objective:

- Establish: relevant position descriptions.

Proposed Implementation Plan:

- Review and if necessary revise position descriptions of board members, clerk and staff.
- Consider existing work systems and allow for work redesign
- Assess staff demand and job control issues such as physical and psychological job demands



- Assess the level of job control and autonomy afforded to its employees
- Monitor the management system to address behaviours that impact staff and members
- Value member and staff input particularly during periods of change and the execution of work
- Monitor the level of emphasis on production issues such as photocopying, mail delivery, trolley delivery and deadlines
- Review Chambers' management accountability system that deals with performance issues and how staff can report errors
- Emphasise recruitment, training, and promotion practices that aim for the highest level of interpersonal competencies in Chambers

6. GROWTH AND DEVELOPMENT

Objective:

- Establish: practices that enable people to have ready access to Chambers leaders.
- Establish: practices where leaders provide positive and constructive feedback on work and professional development in a timely manner.
- Provide: access to continuing professional development (CPD) to both meet CPD requirements and encouragement and support in the development of their interpersonal, emotional and job skills.
- Educate: people and provide access to Resilience @law DVD made available as part of induction.
- Establish: a work environment in which people have opportunities to advance.
- Develop: a clear set of competencies or expectations for performance and promotion

Proposed Implementation Plan:

- Board to hold regular timetabled meetings and commit to communicate positively and to circulate action items to members and staff
- Chambers to hold regular continuing professional development (CPD) to both meet CPD requirements and encourage and support the development of members' interpersonal, emotional and job skills.
- Provide access to Resilience® law DVD, ensure is made available as part of induction for new readers, members, associates and staff of Chambers.
- Develop: a clear set of competencies or expectations for performance and promotion for junior staff, and for rotation of board and sub-committee membership
- Provide opportunities for people to develop their "people skills" at work, eg coffee and cake mornings, floor lunches and dinners, lunchtime walking or exercise groups, visits to Chambers by children and relatives of members and staff.

7. RECOGNITION AND REWARD

Objective:

- Recognise: your own achievements.
- Establish: a reward and recognition policy.
- Establish: Chambers values whereby people are recognised for their commitment and passion for their work.
- Ensure: people are paid fairly for the work they do.

Proposed Implementation Plan:

- Review pay and work conditions for staff to ensure staff are paid fairly for work they do.
- Prepare a reward and recognition policy for all staff which eg records that Chambers appreciates efforts made by staff, celebrates shared accomplishments, and values staff commitment and passion for their work
- Prepare a recognition policy for Chambers' members and associates which eg records that Chambers celebrates members' accomplishments, recognizes commitment and passion of members to Chambers' business development/management/co-ordination

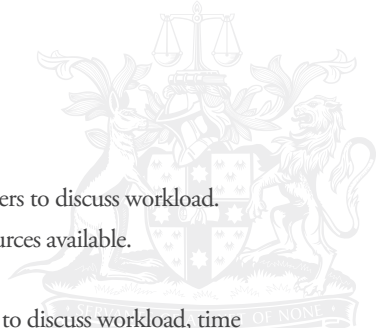
8. GOOD INVOLVEMENT AND INFLUENCE BY STAFF

Objective:

- Establish: an open door approach/environment that encourages people to provide input on decisions relating to their work without fear of retribution.
- Encourage: foster open dialogue on matters of concern to members and staff including workload/deadlines.

Proposed Implementation Plan:

- Adopt written statement that confirms that the Chambers environment will be one where members are included in discussions about how Chambers is to be run and how important decisions are made, by holding of regular board meetings, transparency of board reporting to members, quarterly and annual meetings of all members, with a commitment that at these meetings people's opinions and suggestions are considered with respect
- Adopt written statement that confirms that the Chambers environment will be one where staff are included in discussions about how their work is done and how important decisions are made, including a regular staff meeting at which staff are encouraged to provide input on important decisions related to their work



9. WORKLOAD MANAGEMENT

Objective:

- Establish: practices that promote regular meetings with leaders to discuss workload.
- Educate: members and staff on time management and resources available.

Proposed Implementation Plan:

- Ensure a regular staff meeting at which staff are encouraged to discuss workload, time management and resources.
- Ensure a regular members meeting at which members discuss workload, time management and resources available.
- Ensure a regular review of Chambers' equipment and resources so as to maintain access to high quality, modern technology and other time-saving devices.
- Review and provide online resources and training to members on time management and workflow planning.
- Review and establish priority guidelines for staff so as to best prioritize tasks and responsibilities when faced with multiple demands from Chambers' members

10. ENGAGEMENT

Objective:

- Determine: factors that contribute to member and staff engagement and motivation (e.g. autonomy, mastery, purpose).
- Develop: the Chambers' vision and purpose and educate people about how their role contributes to the Chambers' vision and purpose.
- Provide: opportunities to be involved in the wider community (e.g. through volunteer programs).
- Educate: all members and staff on the resources, services and facilities available in the workplace that support work practices and wellbeing.

Draft Implementation Plan:

- Undertake review to identify factors that contribute to member and staff engagement and motivation (e.g. autonomy, mastery, purpose).
- Develop the Chambers' vision of a modern complex commercial and public law set seeking to support an appropriate balance between business and human rights, and educate people about how their role contributes to the Chambers' vision and purpose.
- Provide opportunities for Chambers' members and staff to be involved in the wider community (e.g. through volunteer programs with JusticeConnect, NSW Bar Association, Rule of Law "Big Day Out" for school students, OzHarvest etc).
- Educate all members and staff on the resources, services and facilities available in Chambers that support work practices and wellbeing.

11. BALANCE

Objective:

- Establish: parental leave and carer's leave policies.
- Educate: all leaders and staff regarding policy provisions.

Proposed Implementation Plan:

- Re-confirm Chambers' commitment to parental and carer's leave for all members, associates and staff.
- Ensure Chambers encourages people to take their entitled breaks (e.g. lunchtime, sick leave, annual leave, parental leave)
- Circulate policies amongst all members and staff, including on website/intranet
- Ensure policies included in new readers, members and staff induction program
- Incorporate consideration of policies in quarterly floor strategy meetings.

12. PSYCHOLOGICAL PROTECTION

Objective:

- Establish: bullying and harassment policies.
- Educate: all leaders and staff regarding policy provisions.

Proposed Implementation Plan:

- Re-confirm Chambers' commitment to anti-bullying and harassment policies.
- Circulate policies amongst all members and staff, including on website/intranet.
- Ensure policies included in new readers, members and staff induction program.
- Incorporate consideration of policies in quarterly floor strategy meetings.

13. PROTECTION OF PHYSICAL SAFETY

Objective:

- Establish: work, health and safety (WHS) policies including psychological health and wellbeing, and bullying and harassment policies.
- Educate: all leaders and staff regarding policy provisions.

Proposed Implementation Plan:

- Re-confirm Chambers' commitment to work, health and safety policies.
- Circulate policies amongst all members and staff, including on website/intranet.
- Ensure policies included in new readers, members and staff induction program.
- Incorporate consideration of policies in quarterly floor strategy meetings.





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