

Work-Related Violence and Aggression Policy

Owner Human Resources

CHD/2023/6588

Last reviewed 10/07/2025

Version 2.00

1 Purpose

This policy and supporting documents provide a framework for the prevention and management of work-related incidents involving violence and aggression.

The aim of these documents is to protect workers and people in our workplaces from any source of violence and aggression.

This policy must be read in conjunction with the [Work-Related Violence and Aggression Procedure](#) and is supported by the following documents:

- [Work-Related Violence and Aggression – Risk Assessment Factors Information Sheet](#)
- [Sport and Recreation - Child and Youth Risk Management Strategy](#)
- Specific Workplace and/or Service – Conditions of Entry / Code of Conduct Requirements.

2 Statement

The department is committed to the safety, security and wellbeing of its workers and people who access our services and enter our workplaces.

Through a zero tolerance approach to violent and aggressive behaviour, the department will maintain an environment which is safe, healthy, respectful and inclusive.

3 Scope

This policy **applies to** any person accessing departmental services, interacting with department workers or entering a workplace, irrespective of the nature or purpose of the contact or visit.

The focus of this policy and supporting documents relates to situational and service-related violence and aggression towards departmental workers.

This **policy does not apply to** interactions between persons employed by or contracted to perform work for the department.

Note:

For management of issues involving worker-to-worker behaviour (i.e., persons employed/contracted by the department to undertake work) – refer to the [Workplace Behaviour Policy](#) for direction.

For management of issues of sexual harassment and related conduct – refer to the [Sexual Harassment Prevention and Management Policy](#).

4 Definitions

Word/ Term/ Acronym	Meaning
Abuse	Any behaviour that involves the misuse of physical or psychological strength or power. This includes verbal abuse.
Assault	The direct or indirect application of force by a person to the body of, or to clothing or equipment worn by another person, where the application creates a risk to health and safety.
Delegate	The Director-General and any employee occupying a position which has been authorised to make decisions, exercise powers and/or undertake functions which have been sub-delegated under legislation or a delegation instrument.
Department	The Queensland State Government (home) agency responsible for the governance of this policy document.
Division/s	Separate function/s or portfolios of the department. For Example: Sport and Recreation, Racing, Corporate Services, Olympic and Paralympic Games Office.
Divisional Lead	The most senior role in a division of the department. This is usually the Deputy Director-General.
Early Intervention Centre (EIC)	An outsourced program (in addition to the Employee Assistance Program) approved by the department to aid employees and managers to enable a safe and sustainable return to work, and to assist the employee's ability to cope with difficult personal circumstances. Service delivered by Strive Occupational Rehab.
Employee Assistance Program (EAP)	The outsourced program approved by the department to provide free, confidential and independent 24/7 support to workers for their health and wellbeing. Known as TELUS Health.
Incident Reporting System	The approved and compliant system used by the department for the recording and management of work health, safety and wellbeing related hazards and incidents. Known as Hazard and Incident Reporter.
Manager/ Supervisor	Any person whose duties involve or include managing or supervising others in the performance of their duties, irrespective of their formal title.
Other Persons	Other persons as referenced in the <i>Work Health and Safety Act 2011</i> . Others are people who are not workers but whose health and safety may be impacted by one or more accountability areas in the department and/or whose actions may impact on the health and safety of workers. Other persons include: • Clients at the Active Recreation Centres • Contractors and sub-contractors • Visitors • Members of the public.
Person Conducting a Business or Undertaking (PCBU)	Is the Director-General as well as the most senior role in a division of the department usually called a Divisional Lead. This is usually the Deputy Director-General.
Perpetrator	The person committing the act of violence or aggression towards a worker or other person at a departmental workplace.

Word/ Term/ Acronym	Meaning
Psychosocial hazards	Hazards that: - arise from or in relation to: - the design or management of work - the working environment - plant at a workplace, or - workplace interactions or behaviours; and - may cause psychological and physical harm. Psychosocial hazards and the appropriate control measures may vary between workplaces and between groups of workers, depending on the work environment, organisational context and the nature of work.
Records Management System	The approved and compliant system used by the department for recordkeeping requirements. Known as E-docs.
Risk Assessment	A systematic process of evaluating the potential risks that may be involved in a projected activity or undertaking.
Risk Management	In the context of this policy/procedure, this is a process set out in the <i>Workplace Health and Safety Regulation</i> to eliminate health and safety risks relating to workplace violence and aggression so far as is reasonably practicable, or if this is not reasonably practicable, minimise the risks so far as is reasonably practicable. It includes identifying hazards, assessing and implementing control measures, and reviewing and maintaining the control measures to ensure their ongoing effectiveness.
Risk Register	A register of risk that identifies the hazards and what action needs to be taken to control the risk.
Sexual Harassment and Related Conduct	The collective term for sexual harassment, harassment on the basis of sex, conduct creating a work environment that is hostile on the basis of sex and related acts of victimisation (including victimisation relating to sexual harassment) in the Queensland public sector.
Threat	A statement (verbal) or behaviour that causes a reasonable person to believe they are in danger of being physically attacked/assaulted.
Victim	The worker or other person subjected to the act of violence or aggression by the Perpetrator at a departmental workplace.
Violence or Aggression	Threatened, attempted or actual conduct that causes or is likely to cause physical or psychological injury or harm to a person in circumstances relating to work or the workplace. Acts and behaviours can include, but are not limited to: - aggressive behaviour and gestures (shouting/yelling or physical intimidation or threats of physical harm) - physical assault (hitting or trying to hit, pushing, shoving, kicking, tripping, grabbing) - throwing objects, violence against objects, destruction of property - verbal or written threats of intent to harm - sexual assault - using or threatening to use a weapon.
Worker	Any person performing work on behalf of the department including:

Word/ Term/ Acronym	Meaning
	- all employees whether permanent, fixed term temporary, fulltime, part-time or casual - secondees from other agencies, staff on an interchange arrangement or mobility arrangement - work placement staff (such as trainees, work experience students, cadets) - non-executive employees engaged via a section 155 contract - senior officers, senior executives including those engaged via a section 155 contract remunerated at SES level or above - contractors including sub-contractors, consultants and their employees (including labour hire staff) who are engaged via contract/agreement.
Workplace	A location where an employee is, or is likely to be, while engaged in their work or work-related activities including: - locations where business or social activities organised by the department are conducted - work in the community and locations of work-related social events - any form of transport or mobile equipment used by the employee as part of their job. - any location approved under flexible work arrangements.

5 Authority

[Work Health and Safety Act 2011 - Qld](#)

[Work Health and Safety Regulation 2011 - Qld](#)

[Public Sector Act 2022 - Qld](#)

[Working with Children \(Risk Management and Screening\) Act 2000 Act - Qld](#)

[WorkSafe Qld – Code of Practice – Managing the risk of psychosocial hazards at work](#)

6 Principles

The application of this policy is defined, guided and supported by the following principles:

- 1 Workers are not expected to tolerate work related violence or aggression.
- 2 The department recognises workplace violence and aggression can:
 - a) have significant short and long term impacts on its workers and services
 - b) come from a range of sources including external violence and aggression from customers, clients, visitors, or members of the public.
- 3 The department will ensure other persons are made aware of the department's behaviour expectations, its zero tolerance stance towards violent and aggressive behaviour, and the conditions upon other persons being given entry or access to department workplaces and/or services.
- 4 The department will manage work-related violence and aggression through a planned and systematic risk management approach to:
 - a) identify, assess and mitigate hazards

- b) develop control measures
 - c) provide appropriate training on the prevention and management of incidents
 - d) implement a reporting regime to enable independent investigation
 - e) implement prevention measures relevant to the risk profile of each workplace
 - f) develop and design response procedures for immediate action and follow-up support for specific roles and work environments.
- 5** The department understands behaviours exist on a continuum and encourages the reporting of minor incidents of unacceptable behaviour by other persons as a precursor to the prevention of more serious violence and aggression.
- 6** Instances of violence and aggression must be reported for investigation to enable risks to be minimised and to prevent recurrence.
- 7** Risk assessment processes, relevant to the business area and operations, will be undertaken to ensure workers are equipped with the confidence, capability, knowledge and skills to:
- a) recognise signs which may lead to aggressive and potentially violent behaviour
 - b) identify ways to defuse and/or prevent other persons becoming aggressive or violent
 - c) be aware of how worker behaviour can either escalate or defuse a situation
 - d) assess techniques for managing intimidation, verbal abuse and threats
 - e) adopt approaches to control anger and manage fear to stay in control
 - f) respond to negative and hostile behaviours and situations
 - g) assess individual crisis communication strategies and identify opportunities to exit a scene
 - h) understand health and safety systems, processes and procedures, including incident reporting requirements
 - i) access support services following exposure to work-related violence or aggression.
- 8** Other persons using or accessing departmental services or interacting with workers are expected to:
- a) take reasonable care of their own health and safety in the workplace, and the health and safety of others who may be affected by their actions
 - b) understand the department's behaviour expectations and the consequences of unacceptable behaviour
 - c) adhere to the conditions of entry and conduct requirements relevant to the workplace or service they access
 - d) demonstrate respectful behaviour and refrain from violence or aggression
 - e) know how to raise a concern or complaint in accordance with departmental policy and procedure.
- 9** All reports of concerns relating to violent or aggressive behaviour shall be made in good faith, taken seriously and addressed in an objective, appropriate and timely manner without reprisal.
- 10** Managers or supervisors receiving complaints or reports regarding the behaviour of other persons will:

- a) actively address the concerns of the worker in accordance with departmental procedural requirements and using the referral and support mechanisms available
 - b) where the perpetrator belongs to an external organisation, take immediate and proactive management action regarding the behaviour to prevent repeat and/or escalated violence and / or aggression.
- 11 No element of this policy or supporting documents is intended to limit a worker's or person's individual right to:
- a) report an incident of violence or aggression to a law enforcement agency
 - b) pursue a concern under any applicable legislation
 - c) exercise any other relevant legal rights.

7 Delegations

Delegations in relation to this document are to be exercised in accordance with the department's the Human Resource Delegations and Financial Management Delegations.

Note: Delegation Schedules are reviewed on a regular basis to ensure they remain current and relevant to operational needs. It is recommended that delegate authority levels are confirmed prior to exercising any powers.

8 Related documents

DEPARTMENTAL POLICY DOCUMENTS

[Work Health Safety and Wellness Policy](#)

[Incident and Hazard Reporting and Investigation Procedure](#)

[Managing Risks to Health and Safety Procedure](#)

[Work Health and Safety Consultation and Participation Procedure](#)

[Workplace Behaviour Policy](#)

[Complaints Management Policy](#)

[Employee Grievance Policy](#)

[Sexual Harassment Prevention and Management Policy](#)

LEGISLATION

[Human Rights Act 2019 - Qld](#)

[Public Sector Ethics Act 1994 - Qld](#)

[Public Sector Act 2022 - Qld](#)

[Work Health and Safety Act 2011 - Qld](#)

[Work Health and Safety Regulation 2011 - Qld](#)

[Public Sector Act 2022 – Qld Child Protection Act 1999](#)

[Information Privacy Act 2009](#)

[Public Records Act 2023](#)

DIRECTIVES AND CIRCULARS

[Individual employee grievances \(Directive 11/20\)](#)

[Appeals \(Directive 04/23\)](#)

[Preventing and responding to sexual harassment and related conduct at work \(Directive 02/25\)](#)

GOVERNMENT POLICY / GUIDELINES

[Queensland Government - Workplace sexual harassment supporting resources](#)

[General Retention and Disposal Schedule \(GRDS\) Qld – Workplace Health and Safety](#)

OTHER REFERENCES / RESOURCES

[WorkSafe Qld - Handbook - Preventing and responding to work-related violence](#)

[First Aid in the Workplace Code of Practice 2014](#)

9 Complaints management

A person who is dissatisfied with, and is directly affected by, a service, action or decision made by the department, its staff or persons it has engaged to provide services may lodge a complaint in accordance with the [Public Sector Act 2022](#) and relevant departmental policies and procedures.

If a complainant is dissatisfied with any action taken by the department in relation to a complaint, and after they have exhausted all available avenues of review within the department as outlined in the [Complaints Management Policy](#), they can request for the department's decision to be reviewed by the [Queensland Ombudsman](#).

10 Employee grievances and appeals

An employee who is the subject of an administrative decision or action is entitled to lodge a complaint in accordance with the departmental [Employee Grievance Policy](#) and [Procedure](#) should they feel that the administrative decision is unfair or biased.

Employees who are unsatisfied with the outcome of their employee complaint may be entitled to lodge an appeal in accordance with [PSC Appeals Directive 04/23](#).

An appeal may be started by giving the Industrial Registrar an appeal notice. Further information on starting an appeal and appeal rights is available from the [Queensland Industrial Relations Commission](#) website.

11 Human rights considerations

This document is compatible with human rights under the *Human Rights Act 2019* because it limits a human right only to the extent that is reasonable and demonstrably justifiable in accordance with section 13 of that Act.

This document was last reviewed on 10/07/2025 to ensure actions and decisions under the policy are made in a manner compatible with human rights.

Please note, when implementing this policy, departmental officers must still consider if any human rights are relevant to and likely to be impacted by a particular decision, and whether any limitation of human rights are reasonable and justified.

12 Superseded documents

This policy and its supporting documents replaces:

Work-Related Violence and Aggression Policy (v1.00) – March 2024

13 Date of effect and review

This policy and its supporting documents:

- come into effect from the date of delegate approval
- will be reviewed within two years of the approval date unless otherwise:
 - stipulated in statutory obligations
 - triggered by circumstances determined appropriate by the department.

14 Delegate approval

E-Signed
ANDREW HOPPER Director-General Department of Sport, Racing and Olympic and Paralympic Games
Date: 10 July 2025

15 Governance process and version control

Version	Date	Author	Amendment Description	Action
1.00	19.03.2024	Human Resources	New Policy	Approved by the Director- General
2.00	10.07.2025	Human Resources	Revised Policy – changes made to cross-reference Directive 02/25 – Sexual Harassment	Approved by the Director-General

16 Keywords

CHD/2023/6588; workplace; work-related; behaviour; violence; aggression; aggressive; worker; employee; person; client; conduct; assault; threat; harm; abuse; risk; safety; incident; psychological; physical; psychosocial; sexual; harassment