

# Work-Related Violence and Aggression Procedure

Owner Human Resources

CHD/2023/6590

Last reviewed 10/07/2025

Version 2.00

## 1 Purpose

The department recognises violence and aggression in the workplace is serious and complex and requires a measured and consistent approach across all divisions of the department for effective risk management and incident response.

This procedure documents the departmental compliance processes and strategies for prevention and response to incidents of work-related violence and aggression involving persons other than workers.

Divisions will develop additional local operating procedures and/or work instructions using the approach outlined in this document as the basis.

This procedure must be read in conjunction with the overarching [Work-Related Violence and Aggression Policy](#) 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 Scope

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

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

This procedure does not apply to interactions between persons employed 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](#).*



### 3 Definitions

| Word/ Term/<br>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.<br>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. Service delivered by 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.<br>Other persons include: <ul style="list-style-type: none"> <li>• Clients at the Active Recreation Centres</li> <li>• Contractors and sub-contractors</li> <li>• Visitors</li> <li>• Members of the public.</li> </ul> |

| Word/ Term/<br>Acronym                             | Meaning                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|----------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 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.                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| Psychosocial hazards                               | <p>Hazards that:</p> <ul style="list-style-type: none"> <li>• arise from or in relation to: <ul style="list-style-type: none"> <li>○ the design or management of work</li> <li>○ the working environment</li> <li>○ plant at a workplace, or</li> <li>○ workplace interactions or behaviours; and</li> </ul> </li> <li>• may cause psychological and physical harm.</li> </ul> <p>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.</p> |
| 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                                    | <p>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.</p> <p>It includes identifying hazards, assessing and implementing control measures, and reviewing and maintaining the control measures to ensure their ongoing effectiveness.</p>                                                      |
| 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                             | <p>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.</p> <p>Acts and behaviours can include, but are not limited to:</p> <ul style="list-style-type: none"> <li>• aggressive behaviour and gestures (shouting/yelling or physical intimidation or threats of physical harm)</li> <li>• physical assault (hitting or trying to hit, pushing, shoving, kicking)</li> </ul>                                                                                    |

| Word/ Term/ Acronym | Meaning                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|---------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                     | <ul style="list-style-type: none"> <li>• throwing objects, violence against objects, destruction of property</li> <li>• pushing, shoving, tripping, grabbing</li> <li>• verbal or written threats of intent to harm</li> <li>• sexual assault</li> <li>• using or threatening to use a weapon.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| Worker              | <p>Any person performing work on behalf of the department including:</p> <ul style="list-style-type: none"> <li>• all employees whether permanent, fixed term / temporary, fulltime, part-time or casual</li> <li>• secondees from other agencies, staff on an interchange arrangement or mobility arrangement</li> <li>• work placement staff (such as trainees, work experience students, cadets)</li> <li>• non-executive employees engaged via a section 155 contract</li> <li>• senior officers, senior executives including those engaged via a section 155 contract remunerated at SES level or above</li> <li>• contractors including sub-contractors, consultants and their employees (including labour hire staff) who are engaged via contract/agreement.</li> </ul> |
| Workplace           | <p>A location where an employee is, or is likely to be, while engaged in their work or work-related activities including:</p> <ul style="list-style-type: none"> <li>• locations where business or social activities organised by the department are conducted</li> <li>• work in the community and locations of work-related social events</li> <li>• any form of transport or mobile equipment used by the employee as part of their job.</li> <li>• Any location approved under flexible work arrangements.</li> </ul>                                                                                                                                                                                                                                                       |

## 4 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](#)

## 5 Delegations

Delegations in relation to this document are to be exercised in accordance with the department's 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.*

## 6 Roles and responsibilities

### WORKERS

- treat others with respect and behave in the manner expected and defined in the [Code of Conduct for the Queensland Public Service](#) and departmental policies
- remain alert and aware of the workplace surroundings and ensure the safety of themselves and other workers is the priority
- when interacting with other persons identify, prevent where possible, or take immediate reasonable action to control and prevent further escalation of incidents of violence and aggression, or move people including yourself to a safer location, if safe to do so and within the limits of their capabilities
- report incidents of violence and aggression via the department's Incident Reporting System and raise any related health and wellbeing concerns with line manager in a timely manner
- participate in any injury management processes as required in accordance with departmental policies and procedures
- participate in training prescribed by the department
- take appropriate proactive steps to address any issues that may impact on their capacity to safely perform the inherent requirements of their position.

### OTHER PERSONS

- be aware of and comply with the department's behaviour expectations and the zero tolerance stance towards violent and aggressive behaviour
- understand the impact of violent and/or aggressive behaviour on individuals and business operations
- treat workers with dignity and respect
- comply with departmental policies and procedures relating to business operations, conditions of entry and access to services and health, safety and wellbeing
- raise any concern or complaint in accordance with departmental policies and procedures.

### MANAGERS/SUPERVISORS

In addition to the worker responsibilities detailed above, managers/supervisors will:

- implement actions to respond to any immediate risk associated with an incident of violence or aggression
- proactively identify, assess, manage and address violence and aggression hazards and risks in the workplace ensuring:
  - they are captured in the divisional Workplace Health and Safety Risk register (*under development*)
  - controls are implemented, monitored and reviewed in accordance with the [Managing Risks to Health and Safety Procedure](#)

- where incidents occur, ensure early intervention and check immediately on the welfare of those involved and ensure support is provided to those affected by occupational violence
- ensure that incidents are recorded, investigated and managed using the department's Incident Reporting System.

## SENIOR LEADERS

In addition to the worker and manager/supervisor responsibilities detailed above, senior leaders will:

- provide effective leadership and role model and promote a culture which is courageous in its approach to addressing and managing behaviours of concern
- provide appropriate support to the workplace to ensure workers are given role appropriate guidance and access to policy, resources and training to:
  - raise awareness of the potential for violence and aggression
  - assist in recognising violent and aggressive behaviour and techniques for responding, defusing, de-escalating and staying safe.
- instruct the development of local level procedures to establish systematic response and preventative management approaches
- ensure incidents of violence and aggression are recorded, key learnings are shared, and corrective and preventative actions implemented for relevant workplaces.
- ensure critical incidents are reported to the Police and Workplace Health and Safety Queensland as legislatively required.

## 7 Process

### A. GENERAL INFORMATION

1. The [Work Health and Safety Act 2011](#) and [Work Health and Safety Regulation 2011](#) prescribes that a person who conducts a business or undertaking (PCBU) has a primary duty of care to ensure the health and safety of their workers and others in the workplace.
2. PCBUs must provide and maintain, so far as is reasonably practicable, a safe and healthy work environment and they must consult with their workers and with other PCBUs, when applicable, about health and safety issues.
3. Employers have a responsibility to protect workers and other people in the workplace from hazards and situations that may cause injury or harm.
4. Work-related violence and aggression is:
  - a) a risk which can have significant physical, psychological, legal and economic impacts on the department and workers
  - b) most possible where workers interact with other persons accessing our services and/or using our facilities.
5. Violent and aggressive behaviour initiated by other persons may be motivated by:
  - a) perceived service delivery issues
  - b) inadequate design of the work environment

- c) the need for exerting person power, to attain personal gain or gratification
  - d) opportunism and coincidence
  - e) criminal or malicious intent.
6. Examples of behaviours which could be interpreted as acts of violence or aggression include, but are not limited to:
- a) abuse (misuse of physical or psychological strength or power)
  - b) verbal abuse of either a personal or general nature by means of innuendo, raised voice, insults or obscenities, including racist and sexist comments
  - c) shouting / yelling
  - d) hostile and threatening gestures including physical intimidation and threats of physical harm)
  - e) assault (physical violence against a person - sexual assault, hitting or trying to hit, pushing, shoving, kicking, grabbing and punching)
  - f) physical violence against a worker's personal or departmental property, possessions or objects (throwing objects, violence against objects, destruction of property)
  - g) using or threatening to use a weapon.
7. Multiple events and actions of violent or aggressive behaviour can occur in one incident.
8. These behaviours most commonly occur face-to-face, but may also occur via telephone, social media, email and written correspondence.
9. Within the department, the risk of work-related violence and aggression may be more prevalent in some workplaces and/or work environments than others. For example:
- a) Roles that:
    - work with community based organisations
    - manage grant funding and infrastructure planning
    - with clients, visitors and athletes at the recreation precincts.
  - b) Off-site work (e.g., community visits, sporting events/competitions)
  - c) Working alone or in isolation or having few people on-site
  - d) Work in remote or isolated locations
  - e) Working at night
  - f) Service areas or facilities with items of value
  - g) Customer facing roles with the responsibilities of:
    - communicating and enforcing governance requirements
    - advising persons of business decisions
    - denying persons a service.

## **B. PREVENTION**

1. To prevent and reduce (as far as reasonably practicable) the impact of work-related violence and aggression on workers and the business, risk management controls and prevention measures will be implemented including:

### **Hazard and risk assessments**

Conducting regular hazard and risk assessments across all areas of the department using consistent reporting mechanisms to assess information and determine:

- a) similarity between incidents and patterns of behaviour
- b) pre-cursors of behaviour
- c) nature of the behaviour
- d) workers at risk of injury or harm
- e) frequency of incidents and severity of consequences
- f) worker perception of their safety and exposure.

### **Prevention measures**

Implementing a range of prevention measures relevant to the risk profile of each workplace and/or service including, but not limited to:

- a) communication of standards of acceptable behaviour
- b) processes for identifying and assessing behaviours of concern
- c) behaviour management strategies
- d) building design
- e) work design
- f) security response/systems.

### **Training**

Provision of training which addresses differing knowledge and skill requirements for the assessed level of risk relevant to the worker's role and local work area including, but not limited to, building capability to:

- a) assess risk factors to avoid or reduce exposure to conflict or potentially dangerous situations
- b) identify aggressive and potentially violent behaviour and ways to de-escalate and/or avoid confrontations
- c) manage personal responses to violence and aggression
- d) apply crisis communication strategies.

## Duress Alarms

Where required as a risk control measure, systems for alarms (e.g., duress alarms will exist in workplaces) to enable automatic notification of a work-related violence and aggression to relevant parties. (Note: in higher risk areas duress alarms can be installed and monitored).

All workplaces that have duress alarms need to have a local procedure for their activation and what happens / the expected response if one is activated.

2. For information on the process to manage risks relating to workplace violence and aggression refer to the [Work Related Violence and Aggression – Risk Assessment Factors Information Sheet](#).
3. Detailed information on the approved process for risk management is documented in the department's [Managing Risks to Health and Safety Procedure](#).

## C. INCIDENT RESPONSE

1. Incident response procedures at a departmental macro level will provide a consistent process for the immediate and follow-up actions required.
2. Tailored operating procedures and/or work instructions will be developed at a local level detailing specific workplace and service delivery role and risk profiles required to manage behaviours of concern.

### Immediate Response

- a) The first priority is safety. If a worker feels unsafe, they should remove themselves from the situation.
- b) Should a person become upset or agitated, workers should attempt to de-escalate the situation by communicating in a confident yet empathetic manner, while they feel safe to do so.
- c) Direct client contact should be terminated if attempts to de-escalate have failed and it appears the worker's safety is at risk.
- d) Any injured person should be given immediate medical attention if it is safe to do so.
- e) If there is a risk of injury to workers or other persons, they should be moved to a safe location (if possible) and requested to remain in place if Police have been called.
- f) If a violent or aggressive person decides to leave a workplace, workers should not attempt to detain or follow them.
- g) A Manager/Supervisor must be advised of any incident as soon as possible to ensure authoritative action is taken to respond and report.

### Post-Incident Support

- a) Following an incident, management must contact Human Resources to arrange post-incident support for any workers exposed to work-related violence or aggression.
- b) The injured worker or the supervisor or manager of the person involved in the incident can also contact Human Resources team by email [whs@sport.qld.gov.au](mailto:whs@sport.qld.gov.au) to discuss the incident and ongoing support that is available.

- c) Post-incident support will be made available via the approved departmental Employee Assistance Service Provider or Early Intervention Centre provider.
  - d) Where workers have been exposed to an incident relating to remote or isolated work, a structured and formal debrief process will be conducted to discuss issues arising from the incident, learn from the experience and provide direct support.
3. It is important to acknowledge the potential for personal injury (trauma) which may result from exposure to incidents of violence and aggression.
  4. Where workers have been exposed to significant incidents of violence or aggression in the workplace, a structured and formal debrief process will be conducted to discuss issues arising from the incident, learn from the experience and provide direct support.

## D. INCIDENT REPORTING AND INVESTIGATION

### Reporting

1. All incidents of violence or aggression by other persons, including those related to a worker's employment that occur outside normal working hours, must be reported as soon as possible to a Manager/Supervisor.
2. To ensure effective and consistent reporting all matters are to be reported in the departmental Incident Reporting System, which is to be used by all divisions.
3. Where warranted, incidents of violence or aggression by other persons should be reported to the police.
4. Reports to police may be made by the victim or any other person (including a witness or departmental representative).
5. Additional processes are to be followed if an incident is a [notifiable incident](#).
6. 'Notifiable incidents' are notifiable to Workplace Health and Safety Queensland (WHSQ) and may relate to any person - whether an employee, contractor, visitor or member of the public.
7. Human Resources can assist the Manager/Supervisor in determining whether an incident is 'notifiable'.
8. The **Manager/Supervisor must contact the PCBU for the workplace** – who is responsible for **notifying WHSQ of a notifiable incident within 24 hours of occurrence**.
9. Notifiable incidents include the following injuries and accidents:
  - a) Death
  - b) Injury caused by explosion, fire or electric shock
  - c) Injury caused by exposure to any form of liquid, gas, vapour, dust or fumes
  - d) A fall from height
  - e) A collapse of a structure
  - f) Other serious injuries, illnesses or incidents.
10. A 'serious injury or illness' is one that requires a person to have, or could reasonably be considered to need, one or more of the following treatments:
  - a) medical treatment within 48 hours of exposure to a substance
  - b) immediate treatment as an in-patient in a hospital
  - c) immediate treatment for a serious injury or illness such as a serious head injury, a

d) serious burn or spinal injury and a number of other injuries as listed in the WHS Act.

*Further clarification can be found through the [WHSQ website](#).*

11. In the event of a serious injury or illness, the site is not to be disturbed until a WHSQ inspector has visited the site or otherwise directs.
12. The supervisor or manager of the worker involved in the incident is also responsible for notifying the Human Resources team by emailing [whs@sport.qld.gov.au](mailto:whs@sport.qld.gov.au).

## Investigation

1. Incidents will be consistently investigated or reviewed in accordance with the departmental [Incident and Hazard Reporting and Investigation Procedure](#).
2. Outcomes of investigations or reviews will be reported and evaluated to identify systemic weaknesses and recommend and execute remedial action.
3. Consultation and reporting will be undertaken in accordance with the departmental [Work Health and Safety Consultation and Participation Procedure](#).

## E. CONTINUOUS IMPROVEMENT

1. Completed assessments for work-related violence hazards and risks will be reported and retained in local WHS Risk Registers to support decisions made to address identified risks and for review:
  - a) when an implemented control does not adequately mitigate the risk
  - b) before a change at the workplace which is likely to give rise to new or different risks
  - c) if a new hazard or risk is identified
  - d) if results of consultation indicate a review is necessary
  - e) if a health and safety representative requests a review with the reasonable belief that a circumstance referred to above affects or may affect the safety of a worker
  - f) if a work-related violence or aggression incident occurs, to determine improvements required to existing controls or implementation of new controls.
2. If problems are found and systemic issues are unable to be managed at a local level, they can be escalated to the department's Health, Safety and Wellbeing Committee.

## F. STORAGE OF INFORMATION

1. All information will be managed in accordance with the Queensland Government Information Management Framework, which includes the:
  - a) [Public Records Act 2023](#)
  - b) [Records Governance Policy](#)
2. In addition, personal information will be managed in accordance with the [Information Privacy Act 2009](#), in particular the Information Privacy Principles (IPPs) in that Act.

## 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](#)

[Queensland Public Service Code of Conduct](#)

### 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](#)

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

## 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 procedure and its supporting documents replace:

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

## 13 Date of effect and review

This procedure 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                                                                                                        |
| <b>ANDREW HOPPER</b><br><b>Director-General</b><br>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    | 19.03.24 | Human Resources | New Procedure                                                       | Approved by the Director- General |
| 2.00    | 10.07.25 | Human Resources | Review of Procedure – Cross reference provisions of Directive 02/25 | Approved by the Director-General  |

## 16 Keywords

CHD/2023/6590; workplace; work-related; behaviour; violence; aggression; aggressive; worker; employee; person; client; conduct; assault; threat; harm; abuse; risk; safety; incident; victim; psychological; physical; psychosocial; harassment; sexual