

WORKPLACE MISBEHAVIOUR AND MISTREATMENT IN SINGAPORE

2022 Delphi study by Institute for Adult Learning involving 20 workplace misbehaviour and mistreatment (WM) experts comprising senior HR executives, agencies providing support on WM concerns, and academia. Consensus opinion on **recommendations to alleviate WM and improve practices and process** was reached after four rounds.

1 Formal procedures and channels in companies, including whistle blowing, for reporting of workplace grievances, with assurance of confidentiality and protection against retaliation, and penalties for intentional misuse of the channel. Investigations to be completed within a stipulated timeframe.



2 Blacklist companies that repeatedly breach WM policies (e.g., on TAFEP / MOM website).



3 Employers to set the right tone with zero tolerance policy against WM and with clear communication to all staff on severity of breaches.



4 Educational programmes in IHLs to include information on WM, workers' rights and available recourses.



5 Provide support for agencies for WM concerns in legal matters, interventions and specialist knowledge.



6 Helplines in companies for WM complaints with protection of staff identity.



7 A national framework that serves as a guide on severity and consequences of WM, company best practices to improve management of WM and workplace wellbeing, and resources and recommendations for workers who experience WM.



8 After investigation of WM complaints, depending on the severity of validated incidents, **disciplinary actions against the perpetrator** can range from formal warning to counselling, to training and dismissal.



9 Supervisors to participate in training on leadership, team building and effective communications. Training to include understanding, identifying and managing WM issues, and being proactive in recognising and taking action to de-escalate WM cases.



10 A company resource guide to be accessible by workers and employers on good workplace behaviour to adopt and unacceptable behaviour to avoid, case studies, and links to resources (e.g. self-improvement learning, links to TAFEP / other agencies, etc).



11 Formal recognition of companies that prioritise good workplace culture and inclusiveness and have in place an adequate standard of workplace wellbeing programmes utilised by employees, and policy provisions for WM.

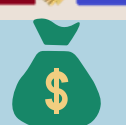


12 An annual national campaign for workers, employers, and union / employer associations to work together to improve kindness, respect, inclusiveness and empowerment at the workplace, with publicity for agencies that support WM concerns.



empowerment here refers to knowledge of worker's rights and recourse.

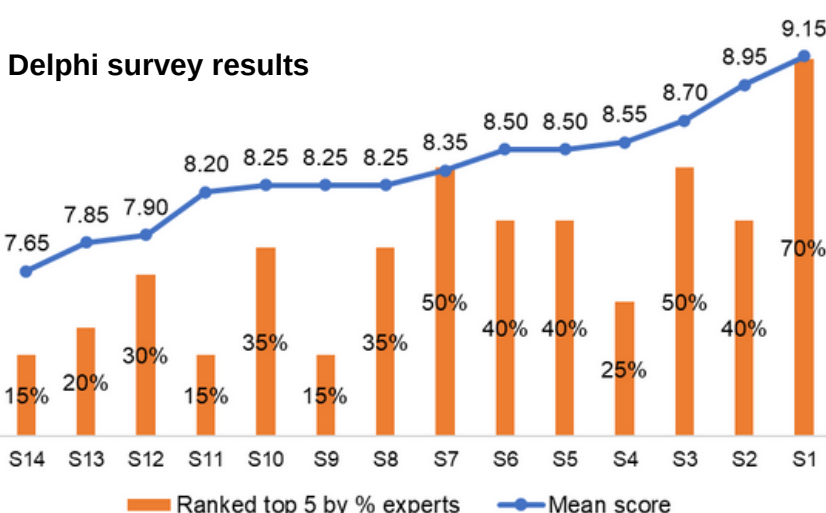
13 Agencies that provide support for WM to be given more financial support on a case-by-case basis.



14 Where WM has been observed to adversely affect an employee's wellbeing, HR personnel / employers can **direct affected staff to appropriate avenues for information and support** such as counselling within the company or at an agency that supports WM concerns.



Delphi survey results



* WM refers to workplace mistreatment and misbehaviour

Source: Toh, R. & Ong, Y. L. (2022). Perspectives on Workplace Mistreatment in Singapore: Experiences and Solutions. Singapore: Institute for Adult Learning.