What you need to do as a manager

Our speak up principles encourages people to ask questions and raise concerns. It is typically part of the role as a manager to act when people speak up; these steps show you how to respond, who can help and where you can get extra support.

# Make it safe and easy

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* Accept requests to talk to you promptly
* Make sure you meet in a confidential and safe environment

Your notes should include relevant dates, the nature of the concern, what was said and by whom.

# Listen

* Take immediate action if you need to make people safe.
* Discuss whether the person wants to talk without their identity

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being disclosed to anyone else or if so, what that means.

* Listen actively with an open mind.
* Gather the facts, restating information if you need to confirm your understanding
* Make notes on what you’ve heard, ensuring you keep these confidential.
* Thank the person for speaking up

# Decide who should help

* Use the table to work out what you need to do and which speak-up channel is appropriate.

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* Remember: you’re not expected to have all the answers. If you would like support or guidance on how to address the situation, contact our Labour & Consumer Services Team. Phone if you need immediate help.

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| What’s happened?  * A health and safety risk or incident * Someone is in crisis (for example, due to personal circumstances). * Someone has a question or concern you’re confident you know how to handle. * Someone has a concern about dishonesty, unethical behaviour, fraud, confidentiality or conflicts of interest. * Someone wants to report a problem anonymously * Anything else, or if you unsure who to contact. | First steps  * Take immediate action to ensure our people are safe; record in accident register. * Take immediate steps to ensure the person is safe at work: seek advice from [health & safety rep or other?] * Consider addressing this yourself – ask for advice from another speak up channel if you need to. * Contact the Internal Affairs Labour & Consumer Services team by Email: [employment@cookislands.gov.ck](mailto:employment@cookislands.gov.ck) or Phone: 29 370 |

# Make a plan

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* Discuss and agree possible next steps and who should be involved.
* Talk about options for confidentiality and use of a support person.

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| Take action yourself  * Investigate further and identify root cause * Consider possible solutions and decide what will be done * Encourage the team member to address the problem themselves (if that is appropriate) * Ensure actions are implemented and monitor their success * Keep a record, and ensure the team member is aware of progress. * Declare the situation if that is required. | Refer to others  * If you decide to escalate the issue to another speak-up channel, hand over the notes you’ve made and confirm that you have done so. * Declare or record the situation if you need to. * Provide support to your team member, and input to speak up channels actions during resolution as is required |

Need help with courageous conversations, listening or giving feedback? Seek support from your HR advisor, or manager

# Follow-up

* Provide feedback on the outcome to your team member.

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* Check on your team member’s wellbeing to make sure they haven’t suffered any negative impact for speaking-up.
* Advise your team member what to do next if they think the process hasn’t worked well
* Think what lessons could be learnt from this.

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| Essential speak up channel contacts  * Share these with your people and access them directly if you feel distressed about something someone’s told you. * [list here all the speak-up options at your company] |