CIPD

Checklist: Speaking up

The checklist below provides actions that will help your organisation foster a culture of whistleblowing and speaking up. As outlined in the CIPD guide on ethics at work, the workforce should feel comfortable and safe when raising concerns and, consequently, an organisation can act upon issues before they escalate.

	Task	Complete (tick)	Notes
1	Establish decision-making frameworks or decision trees/ checklists. Cultivate trust by being more transparent about decisions and strategy.		
2	Stop norm violations becoming widespread by enabling the workforce to call out organisational deviance (even minor infractions) in a constructive and positive way. Encourage peer pressure, but in a balanced way, and ensure the protection of those who speak up.		
3	Be clear as an organisation what conduct will not be tolerated (such as bullying and harassment), perhaps supported by a policy for dealing with such occurrences and the sanctions that may follow.		
4	Review supporting policies and practices to identify if there is any conflict with the values and code of ethics.		
5	Ensure that the process of dealing with concerns raised is fit for purpose and is not too lengthy.		
6	Periodically review the effectiveness of the speaking-up facilities and whether they are fit for purpose by examining how they are managed and promoted.		
7	Acknowledge mistakes and prioritise reflection to learn from them; this is vital in establishing a no-blame culture.		

	Task	Complete (tick)	Notes
8	Train managers and speaking-up champions throughout the organisation. Promote the resource to the workforce so they are aware of who they can speak to other than their line manager. Equip managers and champions to deal with speaking-up concerns and to also support employees who may feel that their own values are in conflict with the organisation's.		
9	Consider the availability of a speaking-up facility to the entire workforce, including agency workers, and short-term and zero-hours contract workers.		
10	Create openness in the organisation to discuss differing views, challenges and emotions. This can be an important source of learning and prevent situations becoming misconduct.		

Our Ethics at work guide provides extensive
resources for employers looking to foster ethical values.