



DOOR OF HOPE AUSTRALIA INC

PO Box 5014
Cheltenham East VIC 3192
Ph: 61 3 9584 9531
enquiries@doorofhope.com.au
www.doorofhopeaustralia.org

ABN: 44 901 023 508

DOHA HUMAN RESOURCE MANAGEMENT POLICY

EQUAL EMPLOYMENT OPPORTUNITY:

DOHA is an equal opportunity employer and will provide equality in employment for all people employed or seeking employment. Every person will be given a fair and equitable chance to compete for appointment, promotion or transfer, and to pursue their career as effectively as others.

Consistent with this, DOHA will not condone and regards as unfair, all forms of unlawful discrimination or vilification including that which relates to:

- gender;
- sexual harassment;
- pregnancy and/or potential pregnancy;
- marital/domestic status;
- disability;
- HIV/AIDS vilification;
- religious belief or activity;
- political belief or activity;
- physical features;
- industrial activity;
- employer association activity;
- trade union activity;
- breastfeeding;
- sexuality;
- transsexuality;
- transgender;
- profession, trade, occupation or
- race, colour, national extraction, social origin, descent, and ethnic, ethno-religious or national origin;
- age, compulsory retirement;
- racial vilification;
- homosexual vilification;
- medical record; and criminal record
- family responsibilities, family status, status as a parent or carer;

In all cases performance and competence are to be used as the basis for performance assessment, training and development opportunities and promotions.

DISPUTE GRIEVANCE:

A grievance is any dissatisfaction, unhappiness or feeling of injustice that an Employee may have relating to his/her job and employment conditions that justifies the lodging of a complaint with Door of Hope Australia Inc. (DOHA).

A grievance does not include disciplinary matters, wages or other substantive issues, unless it is shown that unfair treatment or discrimination exists in the application of such conditions of employment.

DISPUTE AND GRIEVANCE SETTLING PROCEDURE

It is expected that good communication processes will minimize the need to instigate formal dispute settling and grievance procedures.

However, if a dispute or grievance does occur, it is expected that every endeavour will be made to resolve this dispute or grievance by direct discussion, consultation and negotiation between the relevant parties.

Where a dispute or grievance requires further action, the appropriate process in this Clause should be followed wither verbally or in written form.

During the following processes, the Employer or Employee is entitled to involve and advocate; union or other representative.

DISPUTE PROCESSES

A Dispute is a disagreement between an Employee and DOHA that relates to that Employee's terms and conditions of employment. The following should be used to resolve the Dispute:

- I. In the first instance, the Employee shall attempt to resolve the Dispute directly with Human Resources (HR).
- II. If the Dispute is unable to be resolved with the HR, then the Dispute should be raised with the Chairperson of the Board (CB).
- III. In exceptional circumstances, the Dispute may be resolved by the Board of Directors (BD).

- IV. It is appropriate that steps (i) and (ii) take place within seven (7) days, wherever possible.
- V. If a satisfactory outcome is still not achieved, the Dispute may be referred to the Australian Industrial Relations Commission for determination.
- VI. Work shall at all times continue as per custom and practice with exception of where there are OH&S considerations or requirements.
- VII. The parties must co-operate to expedite the procedures.

A Grievance is a complaint by a DOHA Employee against another DOHA Employee, relating to work practices, work environment or working relationship (excluding allegations of unsatisfactory work performance or misconduct), which shall be dealt in Clause 23.

- I. In the first instance, the Employee shall attempt to resolve the grievance directly with the person.
- II. If the Grievance is unable to be resolved between the Employees directly involved in the Dispute, then an Employee should raise the Dispute with HR.
- III. If the Grievance is unable to be resolved between HR, an Employee may raise the Grievance with the CB.
- IV. In exceptional circumstances, the Dispute may be resolved by the BD.
- V. It is appropriate that steps (i), (ii) and (iii) take place within seven (7) days, wherever possible.
- VI. Until the Grievance is determined, HR will organise work practices taking into account the substance of the Grievance, the working relationships between the Employees involved and the need of DOHA. No party shall be prejudiced as to the final outcome by any interim working arrangements put in place while the Grievance is being resolved.
- VII. At any stage of the process, the parties may (by mutual agreement) elect to attend a formal mediation conducted by an external mediator. The parties must co-operate to expedite the procedures.

BULLYING:

DOHA regards the dignity and autonomy of all people as a core value of the organisation. Bullying behaviour is based on the misuse of power in human relationships, and negates the dignity and autonomy of its victims.

DOHA regards the health and safety of its staff, volunteers, and stakeholders as a primary responsibility. Bullying can affect health and wellbeing. DOHA is fully committed to eliminating, as far as possible, all forms of bullying in the workplace and in its relationships with its users through a culture of openness, support, and accountability.

“Unreasonable behaviour” is behaviour that is offensive, humiliating, intimidating, degrading or threatening. It includes, but is not limited to, Verbal abuse, Initiation pranks, Excluding or isolating employees, Giving a person the majority of an unpleasant or meaningless task, Humiliation through sarcasm, or belittling someone’s opinions, Constant criticism or insults, spreading misinformation or malicious rumours, Deliberately setting work routines or procedures to inconvenience certain employees, Displaying written or pictorial material which may degrade or offend certain employees.

“Bullying” is repeated, unreasonable behaviour directed towards a person or group of persons. It includes behaviour that could be expected to intimidate, offend, degrade, humiliate, undermine or threaten.

“Repeated ... behaviour” refers to the nature of the behaviour, not the specific form of that behaviour. “Repeated unreasonable behaviour” may thus be a pattern of diverse incidents.

Bullying can occur at any level of the organisation, can be experienced by both men and women and may involve a co-worker, a volunteer, HR or stakeholder. Formerly agreed behaviour may be found to be bullying when it continues after a request from the recipient for the behaviour to stop, or at the point it becomes intimidating, offensive or humiliating.

There are bound to be occasional differences of opinion, conflicts and problems in every workplace. Only when the treatment of another person is unreasonable, offensive or harmful does workplace bullying exist.

Bullying that directly inflicts physical pain, harm, or humiliation amounts to assault and should be dealt with as a police matter.

- DOHA has a duty of care to provide a safe workplace. DOHA accepts and acts on its duty of care. Any allegations of workplace bullying that are reported must be investigated.
- All incidences of bullying will be dealt with promptly, thoroughly, and fairly.
- Complaints will be treated in confidence, and where confidentiality cannot be guaranteed this will be clearly indicated to the complainant.
- All parties will be treated with respect.
- The person against whom the allegation is made has the right to natural justice (the right to know what is alleged against them, the right to put their case in reply, and the right for any decision to be made by an impartial decision-maker).

UNSATISFACTORY WORK PERFORMANCE:

Unsatisfactory work will include (but is not limited to): inefficiency, neglect of duty, repeated absenteeism without notice and poor work performances.

At all stages of the process, the Employer and Employee may have an advocate, union or other representative present.

FIRST INSTANCE:

1. In the first instance, Human Resources (HR) will arrange a meeting to raise concerns about performance. The Employee will have an opportunity to respond.
2. HR may then decide to issue a first written warning.
3. Measures will be developed to improve work performance, which may include training.
4. The first warning will be dated and recorded as such on the personnel file and shall be removed if the same behavior that warranted the warning is not repeated, within the next 12 months.
5. A timeline for a performance review shall be discussed and a time will be set by HR for further review.

SECOND INSTANCE:

1. If, after an initial review period the Employee's work performance is still unsatisfactory, HR will arrange a meeting to again raise concerns about performance. The Employee will have an opportunity to respond.

2. HR may then decide to issue a second written warning regarding the specific area of unsatisfactory work performance.
3. This warning will be dated and recorded as such on the personnel file and regarded as a second warning.
4. A timeline for a performance review shall be discussed and a time will be set by HR for further review.

THIRD AND FINAL INSTANCE:

1. If, after that further review period, the Employee's work performance is still unsatisfactory, HR will arrange a meeting and again raise concerns regarding the area of unsatisfactory work performance. The Employee will have an opportunity to respond.
2. HR may then decide to issue a third and final written warning regarding the area of unsatisfactory work performance.
3. This warning will be dated and recorded as such on the personnel file and regarded as a third and final warning.
4. A timeline for a performance review shall be discussed and a time will be set by HR for further review.

TERMINATION OF EMPLOYMENT:

In the event of the matter recurring, the Employee's employment may be terminated without any further warning.

MISCONDUCT:

At all stages of the process, the Employer and Employee may have an advocate, union or other representative present.

For the purpose of this policy, alleged misconduct will include (but is not limited to): malicious damage of property, assault, sexual, verbal or other harassment, theft, fraud, dishonesty, disorderly conduct, negligence or carelessness, being under the influence of alcohol or drugs, breach of confidentiality, refusal to carry out reasonable directions or any action contrary to the Disability Discrimination Act; or the Equal Opportunity Act; or the Occupational Health and Safety Act.

In cases of alleged misconduct, the onus of proof shall be on the Employer to substantiate allegations. The following procedures shall apply:

- I. If the circumstances warrant instant dismissal, the Employee shall be terminated immediately.
- II. If the circumstances do not warrant instant dismissal, the Employee may be stood down with pay, pending investigation and a decision. However, such investigation shall be concluded and a decision reached within ten (10) working days, wherever possible.
- III. If deemed necessary, DOHA may stand down the Employee immediately and/or contact the Police. The allegations will then be investigated by DOHA to the extent possible and document all relevant details, including the date, nature of the offence, the Employee's response to the allegations and/or warnings, charges of misconduct etc...

If, following investigation the matter is not serious enough to warrant dismissal, disciplinary action may be taken (including the issuing of a final warning).

Reviewing the DOHA Human Resource Management Policy

DOHA Human Resource Management Policy will be reviewed every two years.