



DOHA HUMAN RESOURCE MANAGEMENT POLICY

1. Equal Employment Opportunity (EEO)

DOHA is an equal opportunity employer. We provide equality in employment for all people regardless of gender, race, disability, age, identity, religious belief or family responsibilities.

- **Merit-Based:** All appointments, promotions, and training opportunities are based on performance and competence.
- **Positive Duty:** In accordance with the *Respect@Work* reforms, DOHA has a positive duty to take proactive steps to prevent sexual harassment, sex discrimination, and victimisation in the workplace.

2. Recruitment and Safeguarding

To protect the communities we serve and uphold our mission, all HR processes include:

- **Background Checks:** Mandatory National Police Checks and Working with Children Checks (WWCC) for all staff and volunteers.
- **Referees:** Mandatory verbal reference checks that specifically inquire about past conduct regarding safeguarding and financial integrity.
- **Code of Conduct:** All new hires must sign the DOHA Code of Conduct before commencing duties.

3. Bullying and Harassment

DOHA has a zero-tolerance approach to bullying, which we define as repeated, unreasonable behaviour directed towards a person or group that creates a risk to health and safety.

- **Unreasonable Behaviour:** Includes verbal abuse, exclusion, constant criticism, or spreading misinformation.
- **Duty of Care:** DOHA will investigate all reported incidences promptly and fairly, ensuring "Natural Justice" for all parties involved.

4. Dispute and Grievance Procedure

We encourage open communication to resolve issues early. If a formal grievance is lodged:

1. **Direct Discussion:** Parties should first attempt to resolve the issue directly.
2. **HR Intervention:** If unresolved, the matter is raised with Human Resources.
3. **Board Escalation:** If still unresolved, the Chairperson of the Board (CB) or the full Board will review the matter.
4. **External Determination:** If a satisfactory outcome is not achieved, the matter may be referred to the **Fair Work Commission**.

5. Managing Performance

DOHA uses a "three-instance" approach to unsatisfactory work performance (inefficiency, neglect of duty, or poor performance):

- **First Instance:** Meeting to raise concerns; followed by a written warning and a development plan.
- **Second Instance:** If no improvement is seen within the review period, a second written warning is issued.
- **Third Instance:** A final warning is issued.
- **Termination:** Continued failure to meet performance standards may lead to termination of employment.

6. Misconduct

Misconduct includes theft, fraud, assault, harassment, breach of confidentiality, or being under the influence of drugs/alcohol at work.

- **Serious Misconduct:** Actions that warrant instant dismissal (e.g., violence or serious fraud).
- **Investigation:** For other allegations, the employee may be stood down with pay for up to 10 working days while an investigation is conducted.
- **Onus of Proof:** The burden lies with DOHA to substantiate allegations before taking disciplinary action.

7. Support and Advocacy

At any stage of a dispute, performance review, or disciplinary process, employees are entitled to have a support person or representative (such as a union delegate or advocate) present.

8. Policy Review

The DOHA Human Resource Management Policy will be reviewed every two years to ensure it remains compliant with Australian Industrial Relations laws and ACFID standards.

Last Reviewed: 15th September 2026

Next Review: [Date + 2 Years]