RESPECT IN THE WORKPLACE POLICY

POLICY NUMBER	COMMUNITY - 98
Date Adopted	19 August 2014
Scheduled for review	August 2019

PHILOSOPHY UNDERLYING THE POLICY

To provide a workplace free of harassment and bullying, so that the potential of our people and our organisation can be realised.

PURPOSE

The Shire of Campaspe is committed to ensuring that staff work in an environment where people are treated with mutual respect. It is important for a productive and harmonious workplace that staff are aware of the impact of their behaviours on others. It is important that all employees feel secure and valued in an environment which enables them to achieve their highest levels of performance, personal job satisfaction and fulfilment.

Bullying, harassment, sexual harassment, discrimination, victimisation, racial and religious vilification in the workplace is inappropriate and unacceptable behaviour. The Shire of Campaspe has a zero tolerance approach to staff found to have either committed or condoned such behaviour in the workplace. Where a breach of this policy has been substantiated the guilty offender will be subject to disciplinary action which may include the termination of employment.

POLICY IN EXPRESSED TERMS

This policy applies in all our business relationships with staff, contractors, consultants, suppliers volunteers and customers. In particular, the policy applies during the course of your work:

In the workplace, including work outside normal working hours

During work activities, including dealing with suppliers and customers

At work related events including conferences and social functions

The Respect in the Workplace Policy is set out in the following manner:

D1. Definition of bullying

D2. Definition of harassment

D3. Definition of sexual harassment

D4. Definition of discrimination

D5. Definition of victimisation

D6. Definition of racial and religious vilification

D7. Responsibilities

- a. Individuals
- b. Management Responsibilities
- c. Managers Actions
- d. Confidentiality

D8. Complaints Procedure

Option to follow if you feel that you are being bullied, harassed, sexually harassed, discriminated against or vilified against

- a. Self Management - Dealing with the concern yourself
- b. Informal Management - Seeking guidance to help you deal with the concern yourself
- c. Formal Management - Making a formal complaint

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D9. Investigation guidelines

This policy sets out expectations on employees and others covered by the policy and the procedures that will ordinarily apply to allegations of a breach of the policy. However, this policy does not form a part of the contractual term of employment and may be amended or withdrawn at the organisation's discretion.

The Shire of Campaspe will not tolerate bullying, harassment, sexual harassment, discrimination, victimisation, racial and religious vilification under any circumstances and will:

- Promote appropriate standards of behaviour at all times.
- Treat complaints in a sensitive, fair, timely and confidential manner.
- Implement training and awareness-raising strategies to ensure all employees know their rights and responsibilities.
- Provide an effective procedure for complaints to be addressed.
- Encourage the reporting of behaviour which breaches the Respect in the Workplace Policy.
- Ensure protection from victimisation or reprisals for persons reporting any breach of the Respect in the Workplace Policy or for any person who has a complaint made against them.

Training

As part of Council's commitment to provide a workplace which has a zero tolerance to workplace bullying, harassment, sexual harassment, discrimination, victimisation, racial and religious vilification the Shire of Campaspe will provide Respect In The Workplace training as part of the induction program and will also provide bi-annual organisational refresher training for all Council employees. Records of training conducted will be kept on employee's personnel files.

It must be noted that the Code of Conduct, other policies, procedures and protocols also guide the behaviour of staff. But in relation to addressing bullying, harassment, sexual harassment, discrimination, victimisation, racial and religious vilification this policy will detail the appropriate behaviour.

DEFINITIONS

D1. Definition of Bullying

Workplace bullying is repeated, unreasonable behaviour directed toward an employee or group of employees that creates risk to health and safety. Unreasonable behaviour means behaviour that a reasonable person, having regard to all circumstances, would expect to victimise, humiliate, undermine or threaten. Behaviour can include an individual or groups actions or practices that victimise, humiliate undermine or threaten.

Bullying usually occurs inside a workplace, for example, one employee may bully another employee, or a group of employees may bully an individual. However, customers, clients and contractors may also bully employees. Bullying may also amount to unlawful discrimination. Repeated behaviour refers to the nature of the behaviour, not the specific form of the behaviour. Therefore, repeated, unreasonable behaviour may be a pattern of diverse incidents, escalating over time. E.g. verbal abuse on one occasion, personal property intentionally damaged on another occasion and subsequently being unreasonably threatened with termination of employment.

Other examples of bullying may include:

- Demeaning language or verbal abuse.
- Threats, physical or verbal intimidation.
- Outbursts of anger or aggression.
- Excluding or isolating employees.
- "Ganging up" on an employee.
- Psychological harassment or intimidation.
- Giving employees impossible assignments.
- Deliberately changing work rosters to inconvenience particular employees.
- Deliberately withholding information that is vital for effective work performance.
- Intimidation.
- Assigning meaningless tasks that are unrelated to the job.

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The above list is not exhaustive. Other types of behaviour may also constitute bullying.

What types of behaviour do not constitute bullying?

- A supervisor allocating work, and managing employees in line with Council policy.
- A supervisor reviewing the delivery of agreed key performance indicators.
- A supervisor or manager allocating work in accordance with the employee's position description.
- A supervisor or manager conducting an annual performance appraisal in line with the process.
- A supervisor implementing a performance improvement plan or reviewing key performance indicators as they relate to the employees duties and responsibilities.
- A manager taking disciplinary action against an employee that is warranted in the circumstances.
- Changes in the organisation, including downsizing.
- An employee refusing to undertake work that is unsafe.

D2. Definition of harassment

Harassment is any behaviour which is known or ought to be known to be unwelcome conduct which is perceived to be intimidating, offensive or humiliating by a reasonable person with consideration to the circumstances of the person being harassed.

Behaviour giving rise to harassment may be intentional or unintentional and can involve either single or repeated actions or words. Actions can be performed by an individual or a group. Harassment includes, but is not limited to the following examples of actions, comments or conduct:

- Any physical contacts.
- Offensive comments whether oral or written.
- Stares or leers.
- Displays of illustrative items.
- Continual exclusion of an individual or group from conversations, work assignments or work related activities.
- Abusive, belittling or threatening behaviour.
- Unwelcome remarks, jokes innuendoes or taunting about another's body, attire, gender, disability, racial or ethical background, sexual orientation, etc., which causes awkwardness or embarrassment.
- Refusing to work or share facilities with another employee because of the other's gender, disability, racial or ethnic background.

It is important to understand that people have different standards, so something that one person finds acceptable could offend, humiliate or intimidate a different person.

Many forms of harassment are unlawful, such as harassment which is sexual, racial or against people with disabilities. As far as the law is concerned, the reasons or intentions behind behaviour towards others do not matter. In other words harassment may be unlawful even if there is no intent to harm.

D3. Definition of sexual harassment

Sexual harassment is unwelcome conduct or behaviour of a sexual nature, which reasonably offends humiliates or intimidates an employee. It can be a single incident or repeated behaviour. Under the law the intention of the harassment is irrelevant.

Such behaviour may be physical, verbal, written and includes but is not limited to:

- Comments of a sexual nature, obscene comments or insults.
- Comments about the individuals' physical appearance.
- Suggestive behaviour such as leering, ogling or offensive gestures.
- Sexual jokes or offensive telephone calls.
- The display of visually sexually explicit photographs, posters, reading matters or objects.
- Sexual propositions or continual requests for dates.
- Physical contact such as touching, patting, pinching or assault.

POLICY POLICY POLICY POLICY POLICY POLICY POLICY POLICY POLICY POLICY

- Insinuations about a persons' sex or private life.

D4. Definition of discrimination

Equal opportunity at the Shire of Campaspe means that all employees or prospective employees will be entitled to access employment, promotion and training on the basis of their skills, knowledge, qualifications and experience.

Discrimination means denying an individual or group of people equal and fair treatment on grounds which are not relevant to the job. The Shire of Campaspe is committed to ensuring that discrimination does not occur.

Indirect discrimination occurs if a practice that apparently treats people equally and appears to be neutral, actually significantly reduces a group's chance of obtaining the benefit or opportunity.

Direct discrimination occurs where a person receives less favourable treatment than another person in similar circumstances on the basis of a prohibited ground:

Section 6 of the Equal Opportuntiy Act sets out what protected attributes are:

- Race.
- Age
- Breast feeding
- Employment
- Gender identity
- Disability
- Industrial activity
- Lawful sexual activity
- Marital status
- Parental status or status as a carer
- Physical features
- Political belief or activity
- Pregnancy
- Religious belief or activity
- Sex
- Sexual orientation
- Personal association (whether as a relative or otherwise with a person who is identified by reference to any of the above attributes).

What types of behaviours constitute discrimination?

- Offensive jokes or comments about another person's racial or ethnic back ground, sex, sexual preference, age, disability or any of the other lawfully protected attributes.
- Display of pictures, calendars pin-ups, posters, and computer images (e.g. in electronic mail messages) etc., which are offensive or derogatory.
- Expressing offensive stereotypes of particular groups, for example, racial stereotypes.
- Judging a person on characteristics such as religious or political beliefs, cultural practices, sex or age rather than work performance.
- Using stereotypes or assumptions when making decisions about a person's career.

D5. Definition of victimisation

Victimisation occurs when somebody has been treated detrimentally because of the following factors:

- An employee intends to make a complaint.
- An employee intends to provide information as a witness.
- An employee makes a complaint.
- An employee supports another employee who makes a complaint.

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- An employee has a complaint made against themselves.

Victimisation may also occur when someone makes defamatory or hurtful statements against someone for raising a concern, filing a complaint, having a complaint filed against them or providing information in relation to a complaint. Every employee has the right to claim and enforce his or her right under this policy without victimisation or the threat of victimisation. Protection from victimisation covers persons who raise concerns file complaints, have complaints made against them and extends to any witnesses, advisors, investigators, decision makers and management involved in the complaint.

The protection this right provides is important in encouraging an aggrieved person to bring a claim forward, as well as encouraging a witness to provide evidence and extends to ensure that employees who have complaints raised against them are also protected from victimisation regardless of whether or not the claims are substantiated.

D6. Definition of racial and religious vilification

Vilification is behaviour that incites or encourages hatred, serious contempt, revulsion or severe ridicule against another person or group of people because of their race or religion. Racial and religious vilification is unlawful.

Vilification can take many forms, including hate speech, graffiti, websites and other types of written material. It is an act that happens publicly as opposed to privately.

D7. Responsibilities

a. Individuals

All employees have a legal responsibility to care for their own health and safety and that of co-workers, and therefore must not engage in acts, which constitute bullying behaviour. In addition, employees are required to follow instructions given by their supervisor/manager relating to prevention of workplace injuries and illnesses. This applies to measures to prevent workplace bullying which includes monitoring the work environment to ensure acceptable standards of conduct are observed at all times.

Therefore, all staff are responsible for promoting this policy by ensuring:

- They treat other staff with respect and courtesy.
- They comply with Council's Respect in the Workplace policy and procedures.
- Incidences of breaches of the Respect in the Workplace policy are reported to the appropriate manager or supervisor.
- They fully participate in any investigation into an incident of a breach of the Respect in the Workplace policy and maintain confidentiality.
- They make others aware if an employee's behaviour is making them uncomfortable.
- They speak up if they observe inappropriate behaviour.

b. Management Responsibility

If an employee brings an allegation of a breach of the Respect in the Workplace policy to your attention:

DO NOT

- Ignore the complaint.
- Tell the employee making the complaint to sort it out him or herself if they are uncomfortable to do so or if they are seeking further support to do this.
- Make a judgement about whether the complaint is true or not.
- Say that the employee should put up with the behaviour.
- Talk to anyone about the issue except those involved in the investigation and resolution of the complaint.
- Prejudge the merits of the complaint.

DO

- Behave consistently with the Respect in the Workplace policy and procedure.
- Suggest that employees resolve the complaint using self-management techniques if they feel comfortable and provide the appropriate support, coaching and mentoring to assist in this process.
- Resolve the complaint as quickly as possible.
- Be sympathetic, sensitive and serious; the complaint is obviously serious to the person making it.

POLICY POLICY POLICY POLICY POLICY POLICY POLICY POLICY POLICY POLICY

- Enquire into the matter within two working days and attempt to resolve it as soon as possible.
- Take preventative measures in the workplace (e.g. staff induction and on going training).

c. Managers Actions

- Notify the Organisational Development Manager, Occupational Health and Safety Coordinator or Human Resources representative immediately.
- Document the complaint.
- In discussion with the Organisational Development Manager, Occupational Health and Safety Coordinator or Human Resources representative determine who should investigate and if possible mediate the complaint. The Organisational Development Manager may consult with the Chief Executive Officer if required.

d. Confidentiality

Anyone involved in a complaint, which is a breach of the Respect in the Workplace Policy, or it's investigation, must ensure that the circumstances and fact of the complaint are disclosed only to those people who are directly involved in progressing its investigation and resolution or have a need to know. In particular it is important that staff whom either make a complaint or may be witnesses to the circumstances giving rise to the complaint do not discuss the matter outside the investigation and resolution process. All parties involved in any investigation process including the person making the complaint must sign a confidentiality agreement. A breach of the confidentiality agreement could result in disciplinary action up to and including termination.

D8. Complaints Procedure

Option to follow if a staff member feels that they are being bullied, harassed, sexually harassed, discriminated against, victimised, racially or religiously vilified.

Employees may deal with the bullying, harassment, sexual harassment, discrimination, either by:

a. Self Management.

b. Informal Management.

c. Making a Formal Complaint.

Staff members are encouraged not to ignore circumstances where they feel they are being bullied, thinking it will go away. The person causing the bullying could wrongly interpret ignoring the behaviour as approval.

8a. SELF MANAGEMENT - Dealing with the concern yourself

Employees experiencing bullying, harassment, sexual harassment, discrimination, victimisation or vilification or any other form of inappropriate behaviour are encouraged where possible to raise the issue privately with the person causing the problem. The employee is encouraged to speak directly with the person and request the behaviour stops and mention that it is unwelcome and unappreciated. As part of this process it is important to make sure that the person who has behaved inappropriately understands how the behaviour made the person making the complaint feel. However, the Shire of Campaspe recognises that it may not necessarily be possible to raise the issue with the person concerned.

8b. INFORMAL MANAGEMENT - Seeking guidance to help you deal with the concern by yourself

In many cases an employee may raise a potential or actual issue which can be resolved quickly and without the need for a formal investigation. Managers have a responsibility to resolve those issues at a local level, with the support of the human resources team, if necessary. These individuals will discuss with you the best strategy to resolve the concern. This could include coaching of an employee if the employee wishes to address the concern themselves, informally speaking with the individual or facilitating a meeting with all parties to discuss the issue. Once team leaders, supervisors, managers or human resource representatives are aware of an incident of bullying, harassment, sexual harassment, discrimination, victimisation or vilification they must take action to ensure that the bullying, harassment, sexual harassment, discrimination, victimisation or vilification stops.

8c. FORMAL MANAGEMENT - Making a formal complaint

Employees who feel that they have been bullied, harassed, sexually harassed, discriminated , victimised or vilified , are entitled to make a formal complaint.

Employees intending to make a formal complaint are encouraged to first contact their team leader, supervisor, manager, executive manager or human resources representative to discuss the matter. Employees who make a formal complaint cannot be victimised, treated differently or suffer retaliation because they have made a complaint. Anyone victimising a complainant could also be subject to disciplinary action (refer to the section in this policy on definition of victimisation and definition of vilification).

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A complaint is recognised as a formal complaint when it is lodged in writing or is a reasonable occupational health and safety issue that is verbally advised to the employee's team leader, supervisor, manager, human resources representative, executive manager or chief executive officer. Any other verbal comments on an issue will not be treated as a complaint under this procedure.

The complainant may report a complaint either, verbally in person, by telephone or by telephone to one of the following people:

- His / her team leader supervisor or manager, human resources representative an executive manager or the Chief Executive Officer.

The complainant prior to a formal investigation process commencing must complete a formal complaint form. Employees can access the formal complaint form on the intranet.

If an employee makes a complaint that they have been bullied, harassed, sexually harassed, discriminated against, victimised or vilified against, they are responsible for ensuring that:

- The complaint is made honestly and in good faith.
- All of the facts regarding the complaint are provided.
- They cooperate with the investigation process and resolution process.

The Shire of Campaspe may not assist an employee with a complaint of bullying harassment, sexual harassment, discrimination, victimisation or vilification where:

- The complaint has been satisfactorily dealt with or resolved previously (unless another incident has occurred since).
- The complaint is made anonymously without sufficient detail being provided as to all of the circumstances surrounding the incident.
- The complaint if frivolous, vexatious or malicious for example false or misleading information is provided, relevant information is withheld, facts are distorted or there is no demonstrated commitment to resolution) (Note: depending on the circumstances, these types of complaints could lead to disciplinary action including dismissal action being taken against the person making the complaint).
- The complaint does not constitute bullying, harassment, sexual harassment, discrimination, victimisation or vilification as defined by the policy or relevant legislation.

Formal resolution refers to situations when a formal investigation is conducted. A formal investigation will take place if an informal resolution is not possible, or if there is a concern regarding a serious breach of the Respect in the Workplace policy or relevant legislation.

Formal complaints may be investigated internally. At least two Council employees which must include a trained human resources representative and any of the following Council representatives, direct team leader, supervisor, manager, executive manager or Chief Executive Officer.

A subject matter expert who is an independent third party external to the organisation may also investigate formal complaints. The determination of an internal or external investigation process will be at the discretion of the Chief Executive Officer and/or the Organisational Development Manager. The nature, the potential severity of the complaint, the capacity of the organisation to deal with the complaint appropriately and the person whom the complaint is made about will be used as the criteria to determine whether the investigation will be conducted internally or externally.

A formal investigation process will involve the investigators interviewing all relevant parties including any reported witnesses to the reported incident. All discussions and any action taken will be recorded and will remain confidential.

The person whom the complaint is made about will be given the opportunity to fully respond to any allegations made. Any person involved in the investigation and resolution of a complaint will act independently and impartially regardless of any prior relationship with any of the parties involved in the complaint. All parties involved in a complaint investigation must consider if there is a conflict of interest. If there is a conflict of interest the person must declare the conflict and remove him or herself from any investigation process involving the complaint. The human resources department will store documentation involved in the investigation centrally.

D9. Investigation Guidelines

- Investigation of the complaint of a breach of the Respect in the Workplace policy must commence within five working days of receipt of the complaint.
- The investigator must be someone who is impartial and who is trained to conduct investigations. This person may need to be sourced from outside the organisation.

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- The investigator must speak to the parties involved and all witnesses if any. The investigator must report on whether or not the complaint has been substantiated and the proposed action to be taken based on the investigation findings.
- The investigator must document all findings and outcomes on the complaints investigation form and keep detailed notes of conversations including messages left.
- Keep the complainant and the person against whom the allegations were made informed of progress.
- Mediation should be the first consideration in resolving a breach of the Respect in the Workplace policy. This form of dispute resolution is appropriate only if the person making the complaint agrees.
- The appropriate action based on the findings of the investigation must be undertaken promptly. Such action may include:
  - An apology (written or verbal / public or private).
  - An undertaking that the behaviour will cease.
  - Closer supervision.
  - Changes to workplace practices.
  - Disciplinary action, which may range from counselling, written warning, suspension or in more serious cases, discipline up to and including dismissal.
  - Training.
  - Relationship building interventions if appropriate.
  - Notes placed in personnel file etc.
  - A verbal discussion with an executive manager advising the external third parties that their behaviour is inappropriate.
  - A written warning from an executive manager advising the external third parties that their behaviour is inappropriate.
  - Change in the service delivery model to mitigate risk of inappropriate conduct being directed to Council employees.
  - Referral to the Councillor Code of Conduct
  - Prosecution
  - Remedies as specified in the relevant legislation

Investigators discussion with the complainant:

- Determine whether an interpreter is required.
- The complainant may bring a support person with them (eg, chaplain family member, union rep, elder).
- Arrange an appropriate venue to meet with the complainant. The venue should be free of interruptions and wherever possible put the complainant at ease. The venue must be conducive to maintaining confidentiality.
- Allocate enough time to discuss the complaint in full.
- Explain how the investigation process is conducted and the possible outcomes.
- Advise the complainant that the matters discussed are confidential and that the complainant must only discuss the issue with those persons investigating the complaint or who are formally supporting them through the process.
- Using the complaints investigation form obtain a broad outline of the complaint followed by a detailed description of what is alleged to have happened when it is alleged to have happened (including dates and times) where it is alleged to have happened and by whom. Obtain and record all relevant facts.
- Ask the complainant whether there are any witnesses or other evidence that supports their version of events. Record the name of any witnesses to the alleged incident(s) and obtain copies of any documentation provided to support the allegations. Advise the complainant that witnesses will be interviewed and that the complainant should not speak to the witnesses about the issues.
- Explain any action that will be taken, e.g. speaking to the respondent.

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- Ask the complainant what they want done in regard to the alleged incident. It is at this point that mediation should be offered as a means of resolving the complaint. If mediation is accepted, the mediation should be arranged to occur as soon as possible.
- Counselling should be offered to the complainant. If accepted, this may be arranged through the Employee Assistance Program provider.
- If appropriate to the circumstances advise the complainant when they can expect to be advised of an outcome to their complaint. It should be noted that the details of the investigation and any disciplinary action against the respondent are not to be revealed to the complainant.

Investigators discussion with the respondent:

- Determine whether an interpreter is required.
- The respondent may bring a support person with them (eg, chaplain family member, union rep, elder).
- Arrange an appropriate venue to meet with the respondent. The venue should be free of interruptions and wherever possible put the complainant at ease. The venue must be conducive to maintaining confidentiality.
- Allocate enough time to discuss the complaint in full.
- Explain to the respondent your role in the investigation of the complaint against them and that it is important that their version of events is obtained.
- Advise the respondent that the matters discussed are confidential and that the respondent must only discuss the issue with those persons investigating the complaint or who are formally supporting them through the process.
- Explain to the respondent exactly what it is that they have been accused of saying or doing, including names, dates and locations.
- Ask the person to respond either verbally or in writing to the allegations.
- Using the complaints investigation form take notes of the respondent's version of events. Obtain and record all relevant facts.
- Ask the respondent whether there are any witnesses or other evidence that supports their version of events. Advise the respondent that witnesses will be interviewed and that the respondent should not speak to the witnesses about the issues.
- If the allegations are denied ask the respondent if they can think of a reason why these allegations have been made.
- Ask the respondent what they believe may resolve the matter.
- Inform the respondent that they must not victimise or bother the complainant in any way. Doing so will result in immediate action against them, (e.g. being stood down pending the outcome of the investigation).
- Counselling should be offered to the respondent. If accepted, this may be arranged through the Employee Assistance Program provider.
- Advise the respondent when they can expect to be advised of an outcome of the investigation.

The outcome:

- Determine whether or not the allegations are substantiated or whether there is insufficient evidence or information to make a conclusion. Record in writing your conclusions and the reasons for them.
- If the alleged incident(s) is substantiated there may be a basis for disciplinary action against the person responsible. If termination of employment is acceptable this must comply with unfair dismissal laws.
- If the allegations are unsubstantiated ensure that there is no action taken against the person whom the complaint was made and that the notes that are kept about the complaint are retained in the personnel file, reflecting that the complaint was unsubstantiated.
- Advise the complainant and the respondent of the investigation finding and actions. If the allegation is substantiated action will include a written record of the investigation being placed in the respondents personnel file. Disciplinary matters of any nature are not to be discussed with the complainant. The investigator is only responsible for advising the complainant that the matter has been investigated.

Further Information is available through the following resources:

- Workplace Bullying – Prevention and Response – Guidance Note (WorkSafe Victoria)

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- Occupational Health and Safety Amendment Act 2006
- Sex DiscriminationAmendment Act 1991
- Racial Discrimination Act 1975
- Disability Discrimination Act 1992
- Information Privacy Act 2000
- Equal Opportunity For Women in the Work Force Act 1999
- Human Rights and Equal Opportunity Commission Act 1986
- Fair Work Rules 2010
- Fair Work Act 2009
- Crimes Act 1958
- Protected Disclosure Act 2012
- Competition and Consumer Act 1020
- Privacy Act 1988
- The Local Government Act 1989
- The Equal Opportunity Act 2010
- Workplace Injury and Rehabilitation Act 2013

EXCLUSIONS

HUMAN RIGHTS

This report has considered and complies with the Human Rights and Responsibilities contained in the Victorian Charter of Human Rights and Responsibilities Act 2006.

DEFINITIONS

RELATED LEGISLATION

ATTACHMENTS

REVIEW PERIOD	RESPONSIBLE OFFICER
Five Year	Organisational Development Manager

APPROVAL HISTORY

Adopted	12 April 2005	Minute Book Reference No	8535 (item 12.1)
Revised	13 September 2005	Minute Book Reference No	9008 (item 12.1)
Revised	12 October 2006	Minute Book Reference No	10251 (item 9.1)
Revised	16 October 2007	Minute Book Reference No	11542 (Item 9.1)
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Revised	20 October 2009	Minute Book Reference No	14549 (Item 9.8)
Revised	19 August 2014	Minute Book Reference No	878 (Item 6.1)

Chief Executive Officer ……

Dated ……

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