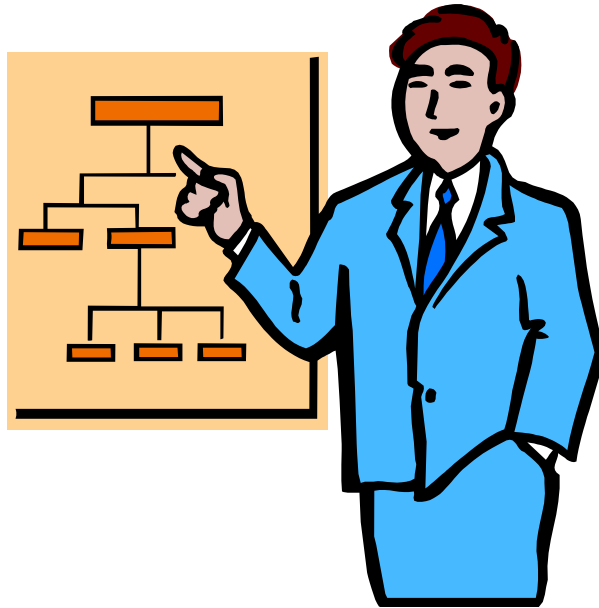


Section 8: Employment Policies



Equity Policy

Background

The purpose of the *Gold Rush Golf's* Equity Policy is to set out strategies for dealing with issues of social justice, equal opportunity and discrimination. The equity policy is to be read in conjunction with the *Gold Rush Golf Grievance Policy* and *Anti-Harassment Policy*.

Aim

The aim of *Gold Rush Golf's* Equity Policy is to promote an environment in which all individuals are treated with respect and dignity, ie 'Each individual has the right to participate in an equitable environment which is free of discriminatory practices'.

The issues of social justice, equal opportunity and discrimination are important to *Gold Rush Golf* and the awareness of them will be promoted throughout the organisation in support of the *Gold Rush Golf Code of Conduct*.

Gold Rush Golf believes:

- Social justice is about ensuring all people receive a 'fair go'.
- Equal opportunity is about ensuring every person is treated the

same and has a similar chance to participate or receive Gold Rush Golf services and products.

Equal opportunity strategies also permit the development of special initiatives designed to overcome the results of long-term discrimination suffered by certain groups. Gold Rush Golf views any form of discrimination as serious and something which must be eliminated. Discrimination can be either direct or indirect. In simple terms that means someone may be treated less favourably than someone else due to a particular characteristic, or, they may be treated less favourably because they cannot comply with a condition or policy with which a group of others can comply who do not have the characteristic.

Gold Rush Golf will endeavour to ensure that men and women, boys and girls, people of different races, religions, ages and abilities participate equally in all aspects of Gold Rush Golf without prejudice or discrimination.

Equal Employment Opportunity (EEO)

Equal Employment Opportunity (EEO) is about:

- Fair practices in the workplace
- Management decisions being made without bias
- Recognition of and respect for the social and cultural backgrounds of all staff and customers
- Employment practices which produce staff satisfaction, commitment to the job and the delivery of quality services to customers



Improving productivity by guaranteeing that;

- the best person is recruited and/or promoted;
- skilled staff are retained;
- training and development are linked to employee needs and customer needs;
- the workplace is efficient and free of harassment and discrimination.

EEO aims to ensure fair outcomes in all areas of employment including;

- Recruitment
- Training and development
- Promotion
- Transfer
- Access to information
- Supervision and management of staff

- Conditions of employment

Rights and Responsibilities

As a Staff Member you have the right:

- To the opportunity to be selected for promotion on merit;
- To choose an individual career path;
- Of access to all appropriate benefits and conditions;
- Of access to a grievance resolution process and to be free from harassment in the workplace.

You have the responsibility:

- To work to your full capacity;
- To recognise the skills and talents of other staff members;
- To respect cultural and social diversity among your colleagues and customers.

As a Supervisor/Manager you have the rights and responsibilities of staff members and you also have additional responsibilities. These are to ensure that the procedures and policies implemented in your work area will result in fair outcomes and work productivity, namely;

- You have to ensure that, for staffing your work area:
- The work environment is free from all forms of harassment;
- Staff are provided with information that will assist them to carry out their duties;
- All staff members have an equal opportunity to increase skills to meet work demands, attend training courses, act in higher duties, participate in job rotation schemes and apply for available jobs.

Gold Rush Golf supports the philosophy of Equal Employment Opportunities and undertakes to abide by all statutory regulations.

Grievances Policy & Procedure



Principles

To effectively deal with work related concerns or grievances Gold Rush Golf is committed to a policy based on the following principles:

- Staff are consulted in the development of

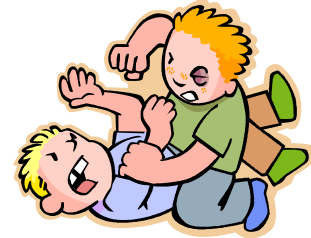
the policy and procedure;

- Fair, impartial, just and confidential handling of concerns and grievances;
- Action is taken promptly within agreed timeframes and procedures;
- Parties are protected from victimisation; and
- The system provides employees with a choice of procedures. For example resolution at the workplace level through an informal procedure or a formal procedure.

What is a Grievance?

A grievance is a clear statement by an employee of a work related problem, concern or complaint, including those involving;

- The interpretation and application of management policies. This includes allocation of work, job design, performance management;
- A workplace communication or interpersonal conflict;
- An occupational health and safety issue;
- An allegation of discrimination within the meaning of the *Anti-Discrimination Act 1977*, including harassment; or
- A question, dispute or difficulty concerning the interpretation, application, or operation of the employment contract or other agreement.



Accountabilities and Responsibilities

Accountability for people management, including the effective management of employee work related concerns and grievances should be an explicit part of the responsibilities in the job descriptions and performance agreements of managers and staff.

Managers & Supervisors

The Manager has:

- A leadership role in demonstrating a commitment to the resolution of employees workplace concerns and grievances; and
- Accountability for ensuring there is an effective, timely, impartial and just system for dealing with employees work related concerns

and grievances.

- Encouraging employees to understand the company's procedures for resolving work related concerns and grievances;
- Providing timely and confidential assistance to employees, including, advice on available options, where practicable and appropriate, attempting to resolve the issue at the local level through an informal procedure and advice on further action if a local resolution is not achieved;
- follow-up and monitoring when issues have been resolved;
- ensuring the parties are not victimised; and
- keeping records in accordance with company procedures.



Employees

Employees are encouraged to take prompt action on work related concerns or grievances in accordance with the company's procedures.

Available Support in Dealing With Grievances

The right of employees to seek appropriate external support and assistance to deal with their work related concerns and grievances is respected and incorporated into Gold Rush Golf policy.

External Avenues of Redress

People should be informed, when relevant, of their right to have an issue dealt with by an external organisation such as the Anti-Discrimination Board or the Industrial Relations Commission.

Grievance Procedures

Where a person has a grievance arising from their respective involvement in Gold Rush Golf, whatever that may be, with another employee, and that person considers the grievance warrants investigation and action by Gold Rush Golf, that person shall follow the following procedure.

Grievance Officer



The person shall contact, either by telephone, email or in writing, the Grievance Officer and advise they have a grievance which they wish to discuss with the official. The identity of the nominated Grievance Officer will be communicated by the Supervisor. Where a grievance is to be submitted in writing it should be addressed clearly to the Gold Rush Golf Grievance Officer and marked 'Private and Confidential'.

Action by Grievance Officer

Where the Grievance Officer has received a grievance he/she shall, as soon as practicable, meet with, or discuss the grievance with the aggrieved party. The Grievance Officer may take whatever steps and conduct whatever investigations necessary to determine the grievance is legitimate.

Where the Grievance Officer determines the grievance is legitimate they shall take all reasonable steps to resolve the grievance. The Grievance Officer must then action the grievance within a reasonable time.

Where the Grievance Officer determines the grievance is not legitimate they shall advise the aggrieved party accordingly. If the aggrieved party is not satisfied with the Grievance Officer's determination they may take whatever further action they consider necessary or appropriate including requesting the commencement of appeal action.

Where the Grievance Officer is unable to resolve a grievance or considers the grievance of a very serious nature they shall report the grievance to the company director/s for action.

All grievances received by the Grievance Officer, and all information surrounding the circumstances of a grievance which is discovered by the Grievance Officer on investigation shall be confidential and may be communicated only to the company director/s.

Steps for an investigation consistent with the principles of natural justice are;

- The complainant is interviewed and the complaint is documented in writing;
- The allegations are conveyed to the alleged harasser in full;
- The alleged harasser is given the opportunity to respond;
- If there is a dispute over the facts, statements from witnesses and other relevant evidence is gathered;
- A finding is made as to whether the complaint has substance; and
- A report documenting the investigation process, the evidence, the finding and the recommended outcome/s is submitted to the decision maker.

Both parties are entitled to support through this process from their chosen support person/advisor.

If the report is endorsed by the decision maker, the organisation then carries out the recommendations of the report. These may include such actions as an apology, counseling, a fine or dismissal.



Both the complainant and the respondent have the right to appeal against the findings of the investigator or against the resulting recommended action if they have any concerns about procedure, bias or fairness. Appeals are handled by an appeal panel made up of employees other than those who conducted the original investigation.

The appeal body can uphold the decision of the investigator, reverse the decision of the investigator, and/or modify any of the investigators recommendations for disciplinary action or remedial measures.

If the internal investigation, appeal and disciplinary procedures do not achieve a satisfactory outcome for the complainant, or if the complainant believes it would be impossible to get an impartial investigation within Gold Rush Golf, he/she may choose to approach the Anti-Discrimination Commission or Human Rights & Equal Opportunity Commission to assist with a resolution.

External Complaint Procedures

A complainant may be dissatisfied with the outcome of grievance procedures within Gold Rush Golf, or may not wish to use procedures internal to Gold Rush Golf at all because of a lack of confidence in them. In this case, the complainant can utilize external complaint procedures.



Harassment of various kinds is unlawful under state and federal anti-discrimination laws in Australia, and complaints under these laws are dealt with by state and federal anti-discrimination bodies.

A person experiencing harassment can seek initial advice from one of these bodies without being obliged to make a complaint. If that body advises that the conduct being experienced appears to be a type of harassment that comes within its jurisdiction, the harassed person then makes the decision as to whether or not to lodge a formal complaint to the body.

Once a complaint is received, an investigation will be undertaken. If there appears to be a case that unlawful harassment has occurred, there will usually be an attempt to conciliate the complaint confidentially first. If this fails, or is inappropriate, the matter may proceed to a formal public hearing, where a finding will be made as to whether harassment occurred. Various remedies may then be prescribed by the tribunal. These can include financial compensation for such things as distress, lost earnings or medical and counseling expenses incurred by the complainant.

It should be noted that an anti-discrimination body can decline to investigate a complaint, or dismiss a complaint at any point in the investigation, conciliation or public hearing stages.

Anti Discrimination Policy

Policy

Gold Rush Golf is committed to providing a work environment which is free from discrimination, where individuals are treated with respect and dignity.



Definition

Discrimination occurs when someone is treated unfairly or badly compared to others, often because they are seen as different. This happens because people have unfair, stereotypical, old-fashioned or prejudiced ideas or beliefs about other people because they happen to belong to a particular group of people or because they have certain personal characteristics or attributes.

The Anti-Discrimination Act says that it is against the law to discriminate against people because of their:

- Sex (whether they are female or male).
- Marital or parental status (whether they are married, single, widowed, divorced, separated or living in a de-facto relationship, and whether they have children or not).
- Race.
- Age (whether they are young or old).
- Impairment (whether they have or have had a physical, intellectual, psychiatric or mental disability, injury or illness, including whether they are HIV+, or use a guide dog, wheelchair or some other remedial device).
- Religion (whether they have particular religious or spiritual beliefs).
- Political belief or activity.
- Trade union activity.
- Lawful sexual activity (whether they are gay, lesbian, heterosexual or bisexual).
- Pregnancy or breastfeeding.

It is also against the law to discriminate against a person because they associate with or are related to someone who has any of these attributes or personal characteristics.

The Anti-Discrimination Act says that not all discrimination is unlawful. Particular exemptions mean that not all forms of discrimination are against the law in all circumstances. Sex and age discrimination are allowed in some situations, including employment. There are also exemptions involving workers with impairments. This means that even though the law requires employers to make reasonable adjustments to accommodate the particular needs of people with disabilities, discrimination might be allowed if the circumstances of the impairment would impose an unjustifiable hardship on the employer.

Available Support in Dealing With Anti-Discrimination Grievances

The procedure for seeking support in dealing with an anti-discrimination complaint is covered in the Grievance Policy & Procedure.

Sexual Harassment Policy

Policy

Gold Rush Golf is committed to providing a work environment which is free from sexual harassment, where individuals are treated with respect and dignity.



Definition

Sexual harassment is any form of unwanted, unwelcome or uninvited sexual behavior, which is or might be offensive, humiliating, intimidating or embarrassing. It can include an unwelcome sexual advance, unwelcome request for sexual favours or other unwelcome conduct of a sexual nature. Sexual harassment has nothing to do with mutual attraction or friendship. Sexual interaction such as flirtation and attraction is not sexual harassment when it is invited, mutual, consensual or reciprocated.

Sexual harassment can take various forms and be obvious or indirect, physical or verbal. It includes behavior which creates a sexually hostile or intimidating environment. Specifically, examples of sexual harassment include:

- Unwelcome physical touching.
- Sexual or suggestive comments, jokes or innuendo.
- Unwelcome requests for sex.
- Intrusive questions about a person's private life.
- The display of sexually explicit material such as posters or pictures.
- Unwanted invitations.
- Staring or leering.
- Sex based insults or taunts.
- Offensive communications, including telephone calls, letters, faxes, email and SMS.

People experiencing sexual harassment often feel angry, afraid, humiliated, confused, depressed or powerless. Sexual harassment is very stressful for those experiencing it.

Available Support in Dealing With Sexual Harassment Grievances

The procedure for seeking support in dealing with a sexual harassment complaint is covered in the Grievance Policy & Procedure.

Workplace Bullying Policy

Policy



Gold Rush Golf is committed to providing a work environment which is free from workplace bullying, where individuals are treated with respect and dignity.

Definition

Workplace bullying can be defined as 'the less favourable treatment of an employee by another employee or others in the workplace, which may be considered unreasonable and inappropriate workplace practice'. It includes behaviour that intimidates, offends, degrades or humiliates a worker, possibly in front of co-employees or customers. This behaviour may result from alienation, the abuse of power, conflicts of personality and assault verbal, physical or threatened, name calling, stereotyping, etc.

Bullying can take place between;

- An employee and a manager (Supervisor or Director)
- Fellow employees
- An employee or another person at the venue

Some reasons why bullying might happen at work include;

- Poor people-management practices and skills
- Perceived differences between persons
- Jealously
- Poor interpersonal skills
- Lack of self confidence

Available Support in Dealing With Workplace Bullying Grievances

The procedure for seeking support in dealing with a workplace bullying complaint is covered in the Grievance Policy & Procedure.

Privacy Policy



Policy

Gold Rush Golf recognises that privacy is important and that individuals have a right to control their personal information. Gold Rush Golf acknowledges that providing personal information is an act of trust and the company takes that seriously. Unless an individual gives the company consent to act otherwise, the following regulation governs how the company handles personal information of individuals.

Collection of Personal Information

Gold Rush Golf will not collect personal information unless the information is necessary for one or more of its functions or activities. Gold Rush Golf will also only collect personal information by lawful and fair means and not in an unreasonably intrusive way.

Use and Disclosure

Gold Rush Golf will not disclose personal information about an individual for a purpose (the secondary purpose) other than the primary purpose of collection unless:

- both of the following apply; the secondary purpose is related to the primary purpose of collection and, if the personal information is sensitive information, directly related to the primary purpose of collection; and
- the individual would reasonably expect the company to use or disclose the information for the secondary purpose; or
- The individual has consented to the use or disclosure; or
- Gold Rush Golf reasonably believes that the use or disclosure is necessary to lessen or prevent;
- a serious and imminent threat to an individual's life, health or safety; or
- a serious threat to public health or public safety; or
- Gold Rush Golf has reason to suspect that unlawful activity has been, is being or may be engaged in, and uses or discloses the per-

sonal information as a necessary part of its investigation of the matter or in reporting its concerns to relevant persons or authorities; or

- The use or disclosure is required or authorised by or under law; or
- Gold Rush Golf reasonably believes that the use or disclosure is reasonably necessary for one or more of the following by or on behalf of an enforcement body:
 - the prevention, detection, investigation, prosecution or punishment of criminal offences, breaches of a law imposing a penalty or sanction or breaches of a prescribed law;
 - the enforcement of laws relating to the confiscation of the proceeds of crime;
 - the protection of the public revenue;
 - the prevention, detection, investigation or remedying of seriously improper conduct or prescribed conduct;
 - the preparation for, or conduct of, proceedings before any court or tribunal, or implementation of the orders of a court or tribunal.

Data Quality

Gold Rush Golf will take reasonable steps to make sure that the personal information it collects, uses or discloses is accurate, complete and up-to-date.

Data Security

Gold Rush Golf will take reasonable steps to protect the personal information it holds from misuse and loss and from unauthorised access, modification or disclosure. Gold Rush Golf will also take reasonable steps to destroy or permanently de-identify personal information that it no longer requires.



Access and Correction

Gold Rush Golf will provide individuals access to their personal information on request by the individual, except to the extent that:

- providing access would pose a serious and imminent threat to the life or health of any individual; or
- providing access would have an unreasonable impact upon the privacy of other individuals; or
- the request for access is frivolous or vexatious; or

- the information relates to existing or anticipated legal proceedings between the company and the individual, and the information would not be accessible by the process of discovery in those proceedings; or
- providing access would reveal the intentions of the company in relation to negotiations with the individual in such a way as to prejudice those negotiations; or
- providing access would be unlawful; or
- providing access would be likely to prejudice an investigation of possible unlawful activity; or
- providing access would be likely to prejudice:
 - the prevention, detection, investigation, prosecution or punishment of criminal offences, breaches of a law imposing a penalty or sanction or breaches of a prescribed law; or
 - the enforcement of laws relating to the confiscation of the proceeds of crime; or
 - the protection of the public revenue; or
 - the prevention, detection, investigation or remedying of seriously improper conduct or prescribed conduct; or
- the preparation for, or conduct of, proceedings before any court or tribunal, or implementation of its orders; by or on behalf of an enforcement body.

Gold Rush Golf may impose reasonable charges for providing access to personal information.

Code of Ethics Policy

Policy

All who officially represent Gold Rush Golf must abide by the following Code of Ethics.

Code of Ethics

- Upholding the objectives of Gold Rush Golf and abide by its policies and procedures.
- Respect the rights, dignity and worth of every human being, treating everyone equally and fairly regardless of their sex, age, religion or ethnic origins.
- Ensure that all activities associated with one's role within the company

are exercised to the best of one's ability and competence and discharged with the utmost honesty and integrity.

- Conduct oneself in a professional manner ensuring one's actions and behaviour never compromise the company's status or reputation.
- Commit to a positive, open, supportive and honest cultural framework with which the company operates, encouraging others to operate similarly.
- Acknowledge and accept responsibility for one's actions.
- Never make comparisons or statements about the company, fellow employees or the public that are not based on verifiable facts.
- Not to enter into any agreement or undertake any activity which may be in conflict with the company's interest or which would prejudice the performance of its operations.
- At all times safeguard the company's interest by not knowingly being party to or undertake any illegal, unprofessional or unethical activity.
- Not to use any confidential information gained from the company for personal gain nor in a manner which would be detrimental to or compromise the reputation or the activities of the company.

