

# DLI Behaviours in the Workplace

## Section 1 - Preamble

(1) This Policy is effective from 17th September 2025.

## Section 2 - Purpose

(2) This Behaviours in the Workplace Policy sets out the University's commitment and expectations regarding a culture of integrity and respect, establishing the highest standards of professional behaviour in the workplace. All staff members have the right to work in a safe environment that supports equal opportunities, inclusion, respect, and integrity.

(3) This Behaviours in the Workplace Policy also covers:

- a) activities in the workplace (or that can be reasonably connected with the workplace) including official work functions or events: on site, off site and after-hours work;
- b) any work-related communications (including, but not limited to, social media);
- c) all aspects of recruitment and selection, conditions and benefits, training and promotion, task allocation, shifts, hours, leave arrangements and workload; and
- d) the treatment of other staff, clients and other members of the public encountered in the course of, or connected with, the staff member's employment or engagement.

(4) The University's Diversity, Equity and Inclusion Policy articulates the University's commitment to providing an accessible and inclusive learning and work environment free from discrimination, sexual harassment, victimisation and vilification

## Section 3 - Scope

(5) This Behaviours in the Workplace Policy applies to all current staff and associates of the University working primarily at the Deakin University Lancaster University Indonesia (**DLI**) Campus.

(6) During the establishment of DLI, all policy, procedures and supporting processes will be regularly reviewed. In the establishment phase, defined as the first two years from when students commence DLI programs, any issues arising from the implementation of current policy, procedure or process will be referred to a jointly-convened Policy and Procedure Review Panel (PPRP). The PPRP will comprise designated academic and professional service representatives from the University Partners and the Office of the Rector. The PPRP will recommend an outcome best aligned with relevant principles, and will advise DLI on the future development of policy, procedure and supporting processes. During the establishment phase, the PPRP may make recommendations to vary any given policy only with endorsement from relevant University Partner governance processes. All policy and procedure will be subject to a full review at the end of the two-year establishment phase.

## Section 4 - Policy

### Workplace Bullying

(7) The University is committed to providing a safe, healthy and inclusive learning and working environment and the prevention of workplace bullying. This Behaviours in the Workplace Policy is underpinned by the University's Code of Conduct, which sets out the personal behaviours and obligations of University staff and associates.

- (8) Disciplinary action may be taken against a staff member:
- a) found to have engaged in workplace bullying;
  - b) who victimises a person making a complaint or a witness to a complaint; and/or
  - c) found to have made a frivolous or vexatious complaint.

### **What is workplace bullying?**

- (9) Workplace bullying is repeated and unreasonable behaviour directed towards a person or group of people that creates a risk to health and safety.
- (10) Examples of workplace bullying include, but are not limited to:
- a) verbal abuse. For example, being sworn at, threatened, insulted, continued inappropriate and/or invalid criticism, name calling, practical jokes, unjustified threats of punishment, belittling and humiliation, gossip and malicious rumours, inappropriate language, yelling;
  - b) hostile behaviour toward a staff member or group. For example, excluding them from conversations or various activities;
  - c) abusive or offensive e-mails or other correspondence;
  - d) threatening body language;
  - e) unreasonable demands, unnecessary pressure and impossible deadlines which are targeted at an individual or group of individuals;
  - f) unfair allocation of tasks and/or working hours. For example, repeatedly requiring a particular person to stay back after hours or rostering them onto night duty;
  - g) deliberately changing work rosters to inconvenience an employee;
  - h) undermining a person's work performance, recognition or position, especially with their managers or co-workers;
  - i) deliberately withholding necessary work-related information or resources or supplying incorrect information;
  - j) inappropriate surveillance or monitoring;
  - k) inappropriate interference with personal belongings or work equipment;
  - l) unequal or unreasonable exclusion from or access to training;
  - m) unequal application of work rules and benefits;
  - n) unreasonably excluding staff members from activities;
  - o) unreasonably isolating a staff member from others; and
- (11) setting tasks that are above or beyond a person's skill level without access to training or support.

### **What is not workplace bullying?**

- (12) Workplace bullying is not:
- a) reasonable management action, which includes, but is not limited to:
    - i. genuine and reasonable instructions;
    - ii. setting reasonable performance goals, standards and deadlines;
- (13) rostering and allocating working hours, where the requirements are reasonable;
- i. transferring a staff member for genuine operational reasons;

- (14) informing a staff member about inappropriate behaviour in an objective and appropriate way;
- i. deciding not to select a staff member for promotion for justifiable reasons and where a reasonable process is followed and documented;
  - ii. making organisational changes or restructuring, with consultation;
  - iii. constructive comments which are objective and indicate observable deficiencies in performance or conduct;
  - iv. constructively delivered feedback or counselling intended to help employees to improve their work performance or the standard of their behaviour
  - v. reasonable grievances; or
  - vi. justified termination of employment.
  - vii. low level disagreement or differences of opinion.

(15) A single incident of bullying-type behaviour does not constitute bullying but does have the potential to escalate into bullying behaviour and become a health and safety risk. Where a staff member or leader has concerns in relation to any such behaviour, they should contact the DLI People Function.

### **Responsibilities of staff and leaders**

(16) Staff must:

- a) not engage in workplace bullying; and

(17) identify and report workplace bullying in accordance with the Workplace Grievance Procedure.

(18) Leaders must:

- a) model appropriate behaviour themselves and promote the Behaviours in the Workplace Policy within their work area
- b) monitor the working environment to ensure compliance with the University's Staff Code of Conduct
- c) intervene quickly and act fairly to resolve issues and enforce appropriate behaviour and the University's Code of Conduct
- d) seek advice from the DLI People Function on responding effectively and attempting to resolve the matter in accordance with the Workplace Grievance Procedure
- e) respond promptly and sensitively to situations in which workplace bullying is observed or reported, even in circumstances where the staff member has chosen not to take action themselves; and
- f) ensure that any required training provided by People and Culture has been undertaken and is kept current

### **Harassment, Sexual Harassment and Discrimination**

(19) The University will not tolerate or condone unlawful discrimination, sexual harassment, victimisation or vilification.

(20) For more information, refer to the following University policy:

- a) Diversity, Equity and Inclusion Policy;
- b) Complaints: Discrimination, Harassment, Victimisation and Vilification (Staff) Procedure;
- c) Gender Affirmation Procedure;
- d) Workplace Adjustments Procedure;
- e) Sexual Harm Prevention and Response Policy;

- f) Sexual Harm Response Procedure.

### **Performance Disruption**

- (21) It is expected that staff perform their job without jeopardising their safety and the safety and health of others to the extent reasonably possible.
- (22) The University may be required to assess staff members' ability to work safely.
- (23) There are several factors that can contribute to performance disruption (such as alcohol or drugs, fatigue and/or medical conditions). If a leader suspects or observes performance disruption or unacceptable behaviour, the leader may take one of the following actions, including but not limited to:
  - a) sending the staff member home;
  - b) removing the staff member from the workplace or activities;
  - c) offering support, counselling, or education;
  - d) contacting the Police or emergency services; and/or
  - e) implementing disciplinary procedures (which may result in the termination of employment/contract in accordance with the Handbook and/or related terms of employment).

### **University Functions and activities**

- (24) It is expected that staff members will demonstrate the professional behaviours outlined in this Behaviours in the Workplace Policy and the University Code of Conduct at all times, including all places and situations where staff perform work for the University. This includes social functions related to work, work-related travel (such as conferences outside the office, interstate, and overseas), and events the University organise or where staff members attend as University representatives.

### **Use of University Resources**

- (25) It is expected that staff maintain and use the University's resources responsibly and in accordance with applicable terms, contract obligations, and other general obligations – for example, staff should not use University data resources (such as computers, tablets, phones) to engage in actions that violate copyright laws or access/distribute pornography or are contrary to licensing/contract terms.

### **Use of Social Media**

- (26) Staff members are personally responsible for the use of social media, including the content posted on personal social media.
- (27) Content that identifies the University or colleagues/students must comply with the University's Social Media Policy, and to the extent applicable, this Behaviours in the Workplace Policy and any other applicable University policy or procedure.

### **Reporting Unacceptable Behaviour**

- (28) Staff are encouraged to seek support, advice, referral, or report unacceptable behaviour.
- (29) Staff are strongly encouraged to express concerns or file a complaint even if they are not directly involved in an incident.
- (30) Staff can speak to their leader or the DLI People Function should they require further assistance.
- (31) Further information about reporting a grievance can be found in the Workplace Grievance Procedure.

## Foreign Interference

(32) Staff members are strictly prohibited from engaging in any form of foreign interference that may compromise the integrity, security or autonomy of the University's activities. Foreign interference includes, but is not limited to:

- a) Unauthorised sharing of sensitive or strategic information with foreign entities;
- b) Activities that may influence University decision-making on behalf of foreign governments or organisations;
- c) Engagements that conflict with Indonesia's national interests or regulatory frameworks;
- d) Use of University resources to support foreign political, ideological, or intelligence agendas.

(33) Staff must disclose any foreign affiliations, funding, or collaborations that may pose a conflict of interest and seek guidance from the Rector's Office before entering into any international agreements or partnerships. For further information see the International Relations Regulation policy as to how the University assesses and manages the risks associated with its foreign interactions.

## Section 5 - Definitions

(34) For the purposes of this DLI Behaviours in the Workplace Policy:

- a) Workplace Bullying: Repeated, unreasonable behaviour directed toward an employee or group that creates a risk to health and safety.
- b) Harassment: Unwelcome conduct based on race, gender, religion, disability, or other protected attributes that creates a hostile work environment.
- c) Sexual Harassment: Any unwelcome sexual advance, request for sexual favours, or other verbal or physical conduct of a sexual nature.
- d) Discrimination: Any unfair treatment based on race, gender, religion, ethnicity, disability, or other protected characteristics.
- e) Performance Disruption: Any condition or behaviour (e.g., substance use, fatigue) that impairs an employee's ability to work safely and effectively.
- f) DLI People function: includes the DLI People Workstream with people representatives from Deakin University and Lancaster University

## ASSOCIATED DOCUMENTS

(35) These associated documents are available on the DLI Policy page:

- a. Code of Conduct
- b. Diversity, Equity and Inclusion Policy
- c. Complaints: Discrimination, Harassment, Victimisation and Vilification (Staff) Procedure
- d. Gender Affirmation Procedure
- e. International Relations Regulations Policy
- f. Making Reasonable Adjustments - Students with Disability Procedure
- g. Sexual Harm Prevention and Response Policy
- h. Sexual Harm Response Procedure
- i. Social Media Policy
- j. Workplace Grievance Procedure

## POLICY DETAIL

<b>Name of policy</b>	DLI Behaviours in the Workplace Policy
<b>Approved by</b>	DLI Yayasan Governing Board
<b>Approval date</b>	17 <sup>th</sup> September 2025
<b>Date of effect</b>	17 <sup>th</sup> September 2025
<b>Date of review</b>	Five years from effective date, although can be reviewed more frequently if required. New policies are to be reviewed within 12 months to confirm effectiveness.
<b>Responsible Executive</b>	DLI Chief Operating Officer
<b>Implementation Officer</b>	DLI Chief Operating Officer
<b>Policy or procedure superseded</b>	N/A
<b>Summary</b>	Workplace bullying prevention Harassment and discrimination Respect and inclusion Professional behaviour standards Foreign interference risk
<b>Key words for online searching</b>	Words other than that listed in the title
<b>Category</b>	University governance
<b>Target audience</b>	Staff & associates