

Complaints: Workplace Bullying, Discrimination, Harassment, Victimization and Vilification (Staff) (DLI) procedure

Section 1 - Preamble

- (1) This Procedure is effective from 2nd of March 2026.

Section 2 - Purpose

- (2) This Procedure provides staff and associates with a fair, effective and transparent resolution process for complaints of workplace bullying, discrimination, harassment, victimisation and vilification.

Section 3 - Scope

- (3) This Procedure applies to all staff and associates of DLI where a complaint relates to the actions of another staff member or associate.
- (4) This Procedure does not apply to student complaints processes. Complaints, including those of bullying, discrimination, harassment, victimisation and/or vilification submitted by a student can be made by following the DLI's Student Complaints Resolution procedure. Allegations of student misconduct are dealt with through the Student General Misconduct (DLI) Procedure.
- (5) DLI's response to sexual harm is outlined in the Sexual Harm and Misconduct - Prevention and Response (DLI) Policy and the Sexual Harm and Misconduct Response (DLI) Procedure. All matters relating to sexual harm will be handled in accordance with the Sexual Harm and Misconduct Response (DLI) Procedure. For staff members and associates who have experienced sexual harm, including sexual harassment, advice and support is available from DLI's Designated Intake Role as described in the Sexual Harm and Misconduct Response (DLI) Procedure.
- (6) Other inappropriate workplace behaviours will be responded to in accordance with the Staff Code of Conduct (DLI) and DLI Behaviours in the Workplace Policy and other procedures as appropriate.
- (7) DLI may redirect complaints where it appears that the complaint could be more appropriately managed under a different procedure.
- (8) Where a complaint indicates potential criminal activity, DLI may report the matter to the police or other relevant authorities. Where appropriate, the complainant will be informed of such a referral.
- (9) 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 the best interests of any student(s) concerned, 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

(10) This Procedure is pursuant to the Diversity, Equity and Inclusion (DLI) Policy.

Section 5 - Procedure

- (11) Staff and associates who have experienced, or are experiencing workplace bullying, discrimination, harassment, victimisation or vilification may:
- (12) seek information and advice from DLI's Designated Intake Role.
- (13) seek to resolve the matter informally by directly approaching the other party if it is appropriate and safe to do so. Staff and associates may request the assistance of a support person, who will ordinarily be someone in a DLI leadership role, when seeking to resolve a matter informally.
- (14) seek formal resolution via investigation.
- (15) Timely reporting of complaints is important to ensure fair treatment of all involved. Complaints should be reported as soon as practicable from when the staff member or associate first becomes aware of the matter but no later than 12 months after the most recent incident related to the complaint.
- (16) By special exemption, the Rector may accept a complaint where the most recent incident related to that complaint occurred more than 12 months prior.
- (17) Where the most recent incident relating to a complaint occurred more than 12 months prior, the staff member or associate must notify the Rector, in writing, of the circumstances that prevented them from reporting earlier.
- (18) A complaint cannot be made under this procedure if a determination relating to the same facts, is underway, or has already been made under another internal DLI process.
- (19) Making a complaint to an external body does not preclude DLI from conducting its own internal processes in accordance with this procedure. DLI will cooperate with external bodies in accordance with its legal obligations, while maintaining privacy requirements as set out in the Privacy (DLI) Policy.
- (20) A complainant can withdraw their complaint at any time by writing to the Rector, noting that the Rector reserves the right to progress a complaint to formal investigation if allegations are deemed serious and require investigation. See clause 24 below.
- (21) Complainants and respondents may seek the assistance of a support person at any stage during the complaints process.
- (22) DLI acknowledges that complaint processes can be difficult for all parties involved and strongly encourages people to seek support. Further information is available through the DLI Employee Assistance Program provider TELUS Health 24/7.

Resolution processes

Informal resolution

- (23) DLI encourages staff and associates to resolve complaints of workplace bullying, discrimination, harassment, victimisation and vilification as early as possible, directly and informally if it is appropriate and safe to do so, either independently or with the assistance of a support person.
- (24) DLI's Designated Intake Role can also assist the complainant with strategies for effective informal resolution. Strategies can include:
- (25) directly approaching the respondent to request a change in behaviour
- (26) requesting a leader to implement policy or request a change in the respondent's behaviour
- (27) Where appropriate and where there is willingness to participate, an impartial mediator nominated by the Rector can be appointed to assist parties in resolving the complaint.
- (28) Any resolution or agreements reached during the mediation process will be provided in writing to both parties and retained by the Rector.
- (29) Where informal resolution has not been successful or is not appropriate, for example due to lack of willingness to participate by one or more parties or due to the seriousness of the allegation(s), the Rector or nominee may choose to progress a complaint to formal investigation.

Formal resolution via investigation

- (30) Staff/Associates may write to the Rector or DLI People Function to seek formal resolution via investigation by completing the appropriate Raising a complaint or concern online form or by emailing the Rector with the following information:
- (31) name and contact details
- (32) details of what happened including when, where, who was involved
- (33) names of the respondent/s and any potential witnesses
- (34) any attempts at resolution or reasons for none
- (35) a preference for how the complaint should be resolved and
- (36) any other supporting information.
- (37) In response to a request for formal resolution via investigation, the Rector will appoint a suitably trained Case Co-ordinator.
- (38) The Case Co-ordinator will acknowledge receipt of the complaint in writing.
- (39) The Rector will consider all relevant information and take appropriate action. Actions include:
- (40) referring the matter for investigation by an external investigator on the grounds that the allegations, if proven, are likely to be a breach of relevant DLI policy or procedures; or
- (41) referring to other appropriate processes or team; or
- (42) no further action.
- (43) Where the matter is not referred for formal resolution via investigation, the Case Co-ordinator will advise the complainant in writing of the reasons for this decision.
- (44) If the complaint proceeds to formal resolution via investigation, the Case Co-ordinator will:
 - (45) inform the complainant that the matter is proceeding under formal resolution via investigation
 - (46) notify the relevant leader for each party

- (47) inform the respondent in writing that the matter is proceeding to formal resolution via investigation
 - (48) appoint an external investigator
 - (49) inform the complainant and the respondent the name of the external investigator and provide contact details.
- (50) Once appointed, the external investigator will contact the complainant to confirm the summary of allegations and obtain any additional supporting evidence required.
- (51) The Case Co-ordinator will provide a summary of the complainant's allegations to the respondent, including all information necessary for the respondent to understand the substance and context of the complaint. The respondent will be given an opportunity to respond within 5 business days, with the option to request an extension where extenuating circumstances exist.
- (52) The Case Co-ordinator will provide a copy of the respondent's response to the appointed external investigator and a summary to the complainant.
- (53) If the respondent does not provide a response to the complainant's allegations, the Investigator will proceed on the basis of the information provided to them.
- (54) Subject to the specific circumstances of each case, the Investigator will:
- (55) treat matters sensitively, seriously and confidentially
 - (56) investigate all matters in an impartial, timely and fair way
 - (57) disclose actual, perceived or potential conflicts of interest as soon as they become apparent
 - (58) identify and speak to relevant people, including any witnesses
 - (59) assess complaints on their merits and facts
 - (60) listen to each person separately
 - (61) record the facts surrounding the matter and
 - (62) obtain and consider any further relevant information.
- (63) The Investigator will provide the Case Co-ordinator and the Rector with a confidential report usually within 6 weeks from the Investigator's receipt of the complaint. The report will include:
- (64) the investigation process
 - (65) the allegations investigated
 - (66) an outline of the relevant evidence and supporting information
 - (67) findings and recommendations, including:
 - (68) whether any, all or part of the allegations were substantiated
 - (69) whether any substantiated allegation breaches relevant DLI policies or procedures
 - (70) whether any, all or part of the allegations should be dismissed and on what grounds
 - (71) any recommendations in relation to i-iii above and the rationale for each and
 - (72) any other matters the Investigator considers relevant.
- (73) The findings and recommendations section of this report will be shared by the Case Co-ordinator with the below stakeholders giving them an opportunity to provide comment within 5 business days:

- (74) Rector
- (75) Relevant leader for each party, and or
- (76) DLI People function

(77) At the completion of the five-business day period, the Case Co-ordinator will provide a summary of the finding and recommendations to the complainant and respondent. The full report provided by the external investigator will not be provided to parties as it may contain confidential or sensitive information. The report is stored in accordance with clause 47 of this procedure. The complaint is then considered closed.

Disciplinary Action

- (78) Once the complaint is closed, as a separate process the Rector will determine whether any disciplinary action is required in accordance with the Staff Discipline procedure.
- (79) In considering the most appropriate disciplinary action, the Rector or nominee may draw on findings and recommendations made through the formal resolution process as well as any other information in accordance with the Staff Discipline procedure.

Work Arrangements

- (80) At any stage of the complaints process, the Rector will consider requests for alternative work arrangements to prevent any further risk to the health and wellbeing of any person involved. Where appropriate, the Rector may advise the relevant leader to implement measures, such as:
 - (81) a change in reporting line,
 - (82) alternative work locations,
 - (83) other work arrangements deemed appropriate.

Responsibilities of staff/associates

- (84) Staff and associates have responsibilities to:
 - (85) treat others with respect
 - (86) uphold the behaviours set out in the Staff Code of Conduct (DLI) and DLI Behaviours in the Workplace Policy.
 - (87) participate in complaint processes in good faith.

Responsibilities of leaders

- (88) Leaders have additional responsibilities to:
 - (89) lead safe, inclusive and diverse learning and work environments, free from bullying, discrimination, harassment, victimisation and vilification
 - (90) model behaviour in accordance with the Staff Code of Conduct (DLI) and DLI Behaviours in the Workplace Policy and other relevant policies
 - (91) identify and address any behaviour that could be deemed workplace bullying, discriminatory, harassing, victimising or vilifying in their work teams
 - (92) ensure staff and associates understand their responsibilities to not bully, discriminate against, harass, victimise or vilify or authorise or assist anyone else to discriminate against, harass, victimise or vilify others.

(93) treat all complaints seriously and confidentially and take immediate action to refer a staff member or student to the relevant policy and procedure.

Victimisation

(94) All reasonable steps will be taken to ensure that the complainant, respondent or other persons participating in the complaints resolution process are not victimised.

(95) If a person believes they have been victimised, they should immediately seek advice from their leader or DLI's Designated Intake Role.

Vexatious complaints

(96) Vexatious complaints are complaints made in bad faith and are a form of misconduct. As such, disciplinary action in accordance with the DLI Behaviours in the Workplace Policy will apply where complaints are found to be vexatious.

Record keeping, reporting and monitoring

(97) A confidential record of any agreements, reports or other documentation related to the complaint will be retained by Rector the in accordance with the Privacy (DLI) policy. Where relevant, and in line with the procedure, other areas within DLI may also retain records of the complaint.

(98) The Rector will report annually to the DLI Supervisory Board on complaints, identified trends and systemic issues as well as improvements, remedies and preventative actions.

Section 6 - Definitions

(99) For the purpose of the Procedure:

- a. **Associate:** Contractors, consultants, volunteers, visiting appointees and visitors to the University.
- b. **Complaint:** A statement that something is unsatisfactory or unacceptable.
- c. **Complainant:** A person who makes a Complaint or on whose behalf a Complaint is made.
- d. **Designated Intake Role:** A staff member (currently the Student & Academic Services Officer, Academic Manager) who can assist students, educators, education staff members, or campus citizens to access support services, and can facilitate initiation of a formal report or complaint process.
- e. **Discrimination:** Unfavourable treatment of a person due to that person's attribute that is protected under relevant Indonesian laws, including an attribute that a person has, has had in the past, is presumed to have, or may have in future, and includes direct and indirect discrimination.
- f. **Discrimination (direct):** When a person treats, or proposes to treat, another person unfavourably because of that person's attribute that is protected under relevant Indonesian laws.
- g. **Discrimination (in-direct):** Is when a person imposes, or proposes to impose, a requirement, condition or practice:
 - i. that has, or is likely to have, the effect of disadvantaging a person with a protected attribute, and

- ii. that is not reasonable.
- h. **Diversity:** As defined in the Diversity, Equity and Inclusion policy.
- i. **External investigator:** An external investigator is a person independent of DLI with suitable expertise who is engaged to provide impartial investigation services for matters within scope of this procedure.
- j. **Harassment:** Unwelcome conduct based on race, gender, religion, disability, or other protected attributes that creates a hostile work environment.
- k. **Leader:** A staff member with accountability to oversee staff within a particular area of DLI.
- l. **Respondent:** A person or organisation against whom a complaint is made.
- m. **Sexual Harassment:** As defined in Law No. 12 of 2022, sexual harassment includes unwelcome physical, verbal, or non-verbal conduct of a sexual nature that creates an intimidating, hostile, or humiliating environment. This includes sexual advances, requests for sexual favours, and other forms of inappropriate conduct.
- n. **Staff:** A member of the Academic or Professional staff, Executive or Honorary staff member
- o. **Support person:** A person chosen by the complainant or respondent who will assist them by providing support during any stage of a complaint. The person must not act as an advocate on the person's behalf.
- p. **Victimisation:** When a person subjects (or threatens to subject) another person to a detriment (which includes humiliation and denigration) because that other person has made a complaint or been involved in a complaints procedure, or because the first person thinks the other person intends to make a complaint or be involved in a complaint of discrimination, sexual harassment, victimisation or vilification
- q. **Vilification:** As defined in the Diversity, Equity and Inclusion policy, racial or religious vilification includes engaging in conduct that incites hatred against, serious contempt for, or revulsion or severe ridicule of another person or group of people for their race and or religion.
- r. **Workplace:** Any place where a person attends for the purpose of carrying out any functions in relation to their employment. In the University context, this includes all work-related activities at all campuses, including online and off-site activities that are related to a staff member's employment.
- s. **Workplace bullying:** Workplace bullying is repeated and unreasonable behaviour directed towards a person or group of people that creates a risk to health and safety.

ASSOCIATED DOCUMENTS

These associated documents are available on the [DLI Policy page](#):

- Diversity, Equity and Inclusion (DLI) Policy
- DLI Behaviours in the Workplace Policy
- Sexual Harm and Misconduct – Prevention and Response (DLI) Policy
- Sexual Harm and Misconduct (DLI) Procedure
- Staff Code of Conduct (DLI) Privacy (DLI) Policy

PROCEDURE DETAIL

Name of procedure	Complaints Discrimination, Harassment, Victimisation and Vilification (Staff) (DLI) Procedure
Overarching policy	Diversity, Equity and Inclusion (DLI) Policy
Approved by	Yayasan Governing Board
Approval date	27th of February 2026
Date of effect	2nd of March 2026
Date of review	The standard is five years from effective date, although can be reviewed more frequently if required. New procedures are to be reviewed within 12 months to confirm effectiveness.
DLI Approval	Joint Management Committee 26th of February 2026
Responsible Executive	DLI Rector
Implementation Officer	DLI COO
Policy or procedure superseded	N/A
Associated documents	Diversity, Equity and Inclusion (DLI) Policy DLI Behaviours in the Workplace Policy Sexual Harm and Misconduct – Prevention and Response (DLI) Policy Sexual Harm and Misconduct (DLI) Procedure Staff Code of Conduct (DLI) Privacy (DLI) Policy
Summary	This Procedure provides staff and associates with a fair, effective and transparent resolution process for complaints of workplace bullying, discrimination, harassment, victimisation and vilification.
Key words for online searching	Associate, Complaint, Complainant, Designated Intake Role, Discrimination, Discrimination (direct), Discrimination (in-direct).
Category	Administrative
Target audience	Students, staff, associates