

- **Burmese Community Development Collaboration (BCDC)**

# HUMAN RESOURCES MANAGEMENT **POLICY**

Version 2.0

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## 1. INTRODUCTION

The Burmese Community Development Collaboration (BCDC) is committed to promoting a safe, inclusive, and equitable working environment that empowers its people and supports the organization's mission to serve communities with compassion, dignity, and accountability.

As a community-based organization working across humanitarian, development, and settlement support programs, BCDC recognizes that its staff, volunteers, and contractors are its most valuable assets. A strong and principled human resources (HR) framework is essential for building organizational capacity, protecting rights, and ensuring quality service delivery.

This **Human Resources Management Policy** provides a clear and consistent approach to recruiting, developing, managing, and supporting BCDC personnel. It is guided by:

- **ACFID Code of Conduct** principles on responsible and effective human resource management;
- **Australian employment laws and workplace safety standards;**
- BCDC's values of fairness, respect, integrity, and inclusion.

This policy promotes good governance, ensures legal compliance, and reinforces our commitment to equitable, non-discriminatory, and merit-based employment practices.

## 2.PURPOSE

The purpose of this Human Resources Management Policy is to provide a clear and consistent framework for managing people across all levels of BCDC. It aims to ensure that all human resources practices are:

- Ethical, transparent, and legally compliant
- Consistent with the values and obligations set out in the ACFID Code of Conduct
- Aligned with Australian workplace legislation and Fair Work Act standards
- Designed to promote inclusivity, diversity, and employee wellbeing
- Supportive of a safe, respectful, and equitable working environment for all

Specifically, this policy is intended to:

- Guide the recruitment, selection, and retention of qualified and committed staff and volunteers
- Define roles, responsibilities, and performance expectations
- Support professional development and capacity building
- Establish fair procedures for remuneration, leave, grievance handling, and discipline
- Foster a positive workplace culture based on accountability and mutual respect

By implementing this policy, BCDC seeks to attract and retain high-performing individuals, enhance organizational effectiveness, and strengthen its ability to deliver impactful and community-led programs.

### 3. SCOPE AND APPLICATION

This Human Resources Management Policy applies to all individuals engaged by the Burmese Community Development Collaboration (BCDC), whether in paid, unpaid, casual, part-time, or full-time roles. This includes, but is not limited to:

- Employees (permanent, fixed-term, and casual)
- Volunteers and interns
- Consultants and contractors
- Board members and executive leadership
- Partner organization staff working under BCDC-led programs or agreements (where applicable)

This policy is applicable to all BCDC workplaces and activities, including:

- On-site and remote work
- Field operations in Australia and internationally
- Community events, training, workshops, and public representation
- Online and digital communication platforms where BCDC personnel are active

All individuals covered under this policy are required to:

- Understand and comply with the provisions set out herein
- Act in accordance with BCDC's values, Code of Conduct, and related policies (e.g. Safeguarding, PSEAH, Complaints Handling)
- Participate in orientation, training, and performance management processes as relevant to their role

*This policy should be read in conjunction with other key governance documents, including the BCDC Code of Conduct, Safeguarding Policies, Volunteer Manual, and Australian employment regulations.*

## 4. GUIDING PRINCIPLES

BCDC's human resources management approach is built upon principles that reflect the organization's commitment to ethical, inclusive, and rights-based practices. These guiding principles ensure that all decisions and actions relating to people management are consistent, fair, and aligned with both local legal standards and global development sector values.

### 4.1 Fairness and Equity

All individuals will be treated equitably and without bias. Employment decisions are based on merit, capability, and organizational need, free from discrimination related to age, gender, disability, ethnicity, sexual orientation, religion, or cultural background.

### 4.2 Respect and Dignity

Everyone engaged by BCDC has the right to work in a safe and respectful environment. We promote open communication, cultural sensitivity, and mutual respect across all roles and responsibilities.

### 4.3 Inclusion and Diversity

BCDC values and actively promotes workforce diversity. We strive to ensure the meaningful participation of people from diverse backgrounds, including people with lived experience of displacement or marginalization.

### 4.4 Integrity and Transparency

All human resources decisions and procedures—recruitment, contracts, pay, performance management—will be conducted transparently, ethically, and in compliance with BCDC's Code of Conduct and relevant policies.

### 4.5 Wellbeing and Safety

We prioritize the physical, mental, and emotional wellbeing of all staff and volunteers. BCDC is committed to providing a healthy and supportive work environment, with access to resources, rest, and support when needed.

### 4.6 Accountability and Continuous Learning

All personnel are accountable for their behavior and performance. At the same time, BCDC promotes a culture of feedback, development, and continuous improvement for all members of its team.

These principles underpin the policies and procedures that follow and apply to all people-related practices within BCDC.

## 5. LEGAL AND REGULATORY COMPLIANCE

BCDC is committed to upholding all applicable laws, regulations, and sector standards relating to human resources management. This includes full compliance with:

### 5.1 Australian Employment Law

All employment relationships managed by BCDC within Australia shall comply with:

- The **Fair Work Act 2009 (Cth)**
- **National Employment Standards (NES)**
- Relevant **Modern Awards** (where applicable)
- The **Work Health and Safety Act 2011**
- **Anti-Discrimination legislation**, including:
  - Equal Opportunity Act
  - Sex Discrimination Act
  - Disability Discrimination Act
  - Racial Discrimination Act

Where BCDC operates programs or partnerships internationally, it will seek to comply with the relevant **labor laws of the host country** and apply equivalent standards of fairness, safety, and protection.

### 5.2 ACFID Code of Conduct

As a signatory to the Australian Council for International Development (ACFID) Code of Conduct, BCDC commits to:

- Promoting responsible and effective human resource management
- Preventing sexual exploitation, abuse, and harassment in the workplace
- Ensuring adequate staffing and fair working conditions
- Providing staff with training, supervision, and support to fulfil their responsibilities
- Maintaining grievance and complaints mechanisms accessible to all

### **5.3 Safeguarding and Workplace Protection**

BCDC's HR policies are also governed by our internal commitments to:

- Child Safeguarding
- Prevention of Sexual Exploitation, Abuse and Harassment (PSEAH)
- Whistleblower protection
- Complaints handling
- Safe and inclusive work environments for all

### **5.4 Policy Compliance**

All BCDC staff, contractors, and volunteers must comply with:

- This Human Resources Management Policy
- Their applicable employment contract or terms of engagement
- All supporting organisational policies and codes

Non-compliance may result in disciplinary action, including termination of employment or engagement.

## 6. WORKFORCE PLANNING AND POSITION CLASSIFICATION

BCDC is committed to strategic and transparent workforce planning to ensure that the organization has the right people, in the right roles, at the right time to fulfil its mission.

### 6.1 Workforce Planning

BCDC undertakes periodic workforce planning to:

- Identify staffing needs across programs, operations, and governance
- Align human resources with strategic goals, project timelines, and funding availability
- Ensure equitable distribution of responsibilities and workloads
- Avoid duplication, inefficiency, and resource gaps
- Plan for succession, transitions, and emerging skill requirements

Planning processes are informed by organizational strategy, program needs, operational reviews, and external obligations, including donor contracts and compliance standards.

### 6.2 Position Classification and Job Design

All BCDC roles are defined and classified based on:

- The complexity of duties and responsibilities
- Required qualifications, skills, and experience
- Decision-making authority and reporting relationships
- Alignment with applicable modern awards or employment frameworks (for Australian-based staff)

Every position must have a current **Position Description (PD)** that includes:

- Role purpose and key duties
- Reporting lines and supervisory relationships
- Required skills and competencies
- Classification level and employment status (e.g. full-time, part-time, casual, volunteer)
- Any special conditions (e.g. travel, language, cultural requirements)

### **6.3 Equity in Classification**

BCDC is committed to:

- Avoiding bias in role design, job sizing, and pay decisions
- Ensuring that gender, cultural identity, or background do not impact how positions are classified
- Regularly reviewing job classifications to reflect role changes, evolving skills, and fair pay principles

### **6.4 Volunteer and Intern Roles**

Volunteer and intern roles must also be clearly defined and aligned with BCDC's Volunteer Manual. These roles must never replace paid positions or be used to circumvent employment obligations.

## 7. RECRUITMENT AND SELECTION

BCDC is committed to fair, transparent, and merit-based recruitment practices that promote workforce diversity, safeguard vulnerable populations, and ensure the appointment of qualified and committed personnel.

### 7.1 Principles of Recruitment

All recruitment and selection processes must be:

- **Open and competitive** – based on clear criteria and advertised fairly
- **Merit-based** – with candidates selected based on relevant qualifications, experience, and capability
- **Inclusive and non-discriminatory** – ensuring equal opportunity regardless of age, gender, ethnicity, religion, disability, or background
- **Ethical and safeguarding-focused** – applying rigorous screening to protect children and vulnerable persons from harm

### 7.2 Recruitment Procedures

Recruitment must follow a documented process which includes:

1. Approval of the position through workforce planning
2. Preparation and endorsement of the Position Description (PD)
3. Internal and/or public advertisement of the vacancy
4. Transparent selection process, including shortlisting and interviews
5. Reference checks and background verification
6. Safeguarding and criminal history checks (as required)
7. Approval of final appointment by designated authority
8. Formal written offer, contract, and onboarding

### 7.3 Anti-Discrimination and Equal Opportunity

BCDC upholds its responsibilities under Australian anti-discrimination law. We will:

- Remove systemic barriers to access and participation
- Reasonably accommodate applicants or employees with disability
- Take proactive steps to encourage applications from marginalized or under-represented communities, including First Nations people, people with lived experience of displacement, and women in leadership

## 7.4 Safeguarding and Screening

To comply with BCDC's Safeguarding and PSEAH Policies, the following screening must be applied:

- **Working With Children Check** or equivalent (where applicable)
- **Police clearance** or criminal record check for all employees and volunteers
- Declaration of any prior misconduct, investigation, or legal proceedings relevant to child protection, harassment, or abuse
- Commitment to BCDC's Code of Conduct and Safeguarding Principles, via a signed acknowledgement

## 7.5 Volunteer and Consultant Recruitment

Recruitment of volunteers and short-term consultants must also follow fair and consistent processes. While these may be streamlined based on risk and role type, safeguarding checks and clear role descriptions are always required.

## 8. INDUCTION AND ONBOARDING

BCDC recognizes that effective induction is essential for equipping new personnel with the knowledge, tools, and support they need to perform their roles responsibly and confidently. A comprehensive and values-based induction process also helps foster a safe, inclusive, and ethical workplace culture from the outset.

### 8.1 Induction Objectives

All newly appointed staff, volunteers, and contractors must undergo an induction process to:

- Understand BCDC’s mission, values, governance, and programs
- Become familiar with organisational policies and procedures
- Recognise their responsibilities under the Code of Conduct and Safeguarding Policies
- Clarify their role expectations, reporting lines, and key tasks
- Establish a foundation for trust, accountability, and team culture

### 8.2 Induction Requirements

All new personnel must receive an induction that includes the following:

- Introduction to BCDC’s structure, strategy, and community programs
- Review of the **Code of Conduct, Safeguarding Policies, and Volunteer Manual** (if applicable)
- Awareness of the **Complaints Handling Policy, Whistleblower Mechanism**, and grievance channels
- Health, safety, and emergency procedures
- Confidentiality, privacy, and appropriate use of organizational resources
- Position-specific orientation and role briefing by their supervisor

All staff and volunteers must also complete and sign:

- The **Policy Sign-Off Form**, acknowledging their understanding and agreement to comply with BCDC policies
- A copy of their **Position Description** or Terms of Reference

### **8.3 Probationary Period**

Employees are generally subject to a **standard probationary period** (e.g., 3 to 6 months, depending on the role), during which their suitability for the role will be reviewed. During this period, supervisors will:

- Set clear performance expectations
- Provide regular feedback
- Address any early concerns in a timely and supportive manner

At the end of the probation, a review will determine if the appointment is confirmed, extended, or terminated.

### **8.4 Ongoing Orientation**

For staff or volunteers involved in fieldwork, safeguarding, or community engagement, additional or role-specific orientation may be conducted to ensure they are fully prepared and supported.

## 9. PERFORMANCE MANAGEMENT

BCDC is committed to a performance management system that supports learning, growth, and accountability. The aim is not only to assess performance, but to enable each staff member, volunteer, or contractor to thrive in their role and contribute meaningfully to the organization's mission.

### 9.1 Purpose

Performance management at BCDC is intended to:

- Promote continuous improvement and personal development
- Align individual performance with organisational goals and values
- Recognise achievements and support staff wellbeing
- Identify areas for improvement and provide guidance
- Address performance concerns fairly and constructively

### 9.2 Performance Expectations

All personnel are expected to:

- Perform their duties in accordance with their Position Description or Terms of Reference
- Uphold BCDC's values, Code of Conduct, and relevant policies
- Meet agreed targets, timelines, and quality standards
- Contribute positively to team culture and collaboration

### 9.3 Performance Review Process

Supervisors will conduct structured performance reviews:

- **At the end of the probation period** (for new staff)
- **Annually**, or as required based on role or funding cycle
- **Ad hoc**, when significant changes to role, behavior, or performance occur

Reviews will:

- Be based on self-assessment, supervisor feedback, and agreed performance indicators
- Include a two-way discussion about progress, challenges, and future goals
- Result in an updated performance plan, development plan, or written summary

## **9.4 Addressing Underperformance**

Where performance concerns arise:

- Supervisors must address issues promptly, respectfully, and with clear documentation
- Support will be offered through mentoring, coaching, or a performance improvement plan (PIP)
- If no improvement is observed, disciplinary procedures may be initiated (as outlined in Section 14)

## **9.5 Volunteers and Short-Term Personnel**

Volunteers and short-term staff will also receive feedback on their contribution, with formal reviews conducted if the role extends beyond three months or involves sensitive or high-impact work.

## 10. STAFF DEVELOPMENT AND TRAINING

BCDC recognizes that the development of its people is essential to achieving its mission, sustaining quality programming, and nurturing a strong, ethical, and accountable organizational culture. We are committed to supporting the ongoing learning, skills development, and professional growth of all personnel.

### 10.1 Learning and Development Principles

Staff development at BCDC is guided by the following principles:

- **Equity** – all staff and volunteers will have access to development opportunities, regardless of role, gender, or background
- **Relevance** – training and learning activities will be aligned with organizational needs and individual roles
- **Responsibility** – both the organization and the individual share responsibility for learning and growth
- **Continuous learning** – development is viewed as an ongoing process, not a one-time event

### 10.2 Mandatory Training

All staff, volunteers, and contractors must complete mandatory induction and refresher training in:

- Code of Conduct and organisational values
- Child Safeguarding and PSEAH (Prevention of Sexual Exploitation, Abuse and Harassment)
- Complaints handling and whistleblower protection
- Workplace health and safety
- Cultural sensitivity and inclusive practice (as applicable)

Training must be completed within the first two weeks of onboarding, and refreshed periodically as required by policy.

### 10.3 Role-Based and Technical Training

Where needed, BCDC will provide or support training in:

- Program and project management
- Community engagement and participatory practice
- Financial accountability and compliance
- Communications and advocacy
- Monitoring, evaluation, and reporting
- Volunteer and field coordination
- Emergency response and trauma-informed care (where applicable)

## **10.4 Development Planning**

As part of the performance review process, staff will work with their supervisors to:

- Identify development goals
- Plan relevant training or mentoring
- Access learning resources or external opportunities (as budget allows)
- Monitor progress and document growth

## **10.5 Access to External Training and Study**

Subject to funding and approval, BCDC may:

- Support attendance at relevant seminars, conferences, or professional events
- Offer co-funding or study leave for accredited programs or certifications
- Encourage knowledge sharing through staff presentations, mentorship, or learning forums

## 11. REMUNERATION, BENEFITS, AND LEAVE

BCDC is committed to providing fair and transparent remuneration, entitlements, and leave conditions in line with Australian labor law, funding capacity, and ethical principles of employment. We aim to ensure that all personnel are compensated appropriately, treated equitably, and supported in achieving work-life balance.

### 11.1 Remuneration and Classification

- All BCDC paid roles will be classified and remunerated according to:
  - Internal job evaluation processes
  - Benchmarks from applicable Modern Awards or similar roles in the not-for-profit sector
  - Available budget and funding parameters
- Pay decisions will be free from discrimination or bias and reviewed regularly for fairness and consistency.
- All employment offers will include clear salary details and conditions in writing.

### 11.2 Superannuation and Tax

- Superannuation will be paid in accordance with the **Superannuation Guarantee (Administration) Act 1992**.
- PAYG tax will be withheld and reported in accordance with Australian Taxation Office (ATO) requirements.
- Contractors are responsible for their own superannuation and tax obligations unless otherwise agreed.

### 11.3 Salary Reviews

- Salaries may be reviewed annually, subject to:
  - Organisational budget capacity
  - Performance review outcomes
  - Inflation or sector benchmarks
- Salary progression is not automatic and must be approved by senior management or the Board (as applicable).

## 11.4 Leave Entitlements

BCDC provides leave entitlements in line with the **National Employment Standards (NES)**, including:

- **Annual Leave** – minimum 4 weeks per year for full-time employees
- **Personal/Career’s Leave** – minimum 10 days per year (pro rata)
- **Compassionate Leave** – 2 days per occasion
- **Parental Leave** – unpaid parental leave in accordance with NES
- **Public Holidays** – as gazette in the relevant state/territory
- **Long Service Leave** – as per applicable state or territory legislation
- **Community Service Leave** – including jury duty and eligible emergency services
- **Unpaid Leave** – may be granted at the discretion of management

Volunteers may access informal leave arrangements in consultation with their coordinator or supervisor.

## 11.5 Additional Benefits (Where Applicable)

Subject to funding availability and role type, BCDC may offer:

- Mobile phone/data reimbursement
- Flexible work arrangements (remote or part-time)
- Professional development allowances
- Employee assistance or counselling support (via referral or external partner)

## 12. CODE OF CONDUCT AND ETHICS

All staff, volunteers, contractors, and representatives of BCDC are expected to uphold the highest standards of ethical behavior and personal conduct in all aspects of their work.

This section reaffirms BCDC's commitment to fostering a workplace culture built on respect, integrity, inclusiveness, and accountability. It complements and reinforces the full **BCDC Code of Conduct**, which is a mandatory document for all personnel.

### 12.1 Key Behavioral Expectations

All personnel must:

- Treat others with dignity, fairness, and cultural sensitivity
- Act honestly and transparently in all professional dealings
- Avoid discrimination, harassment, exploitation, or abuse
- Use organizational resources responsibly and lawfully
- Report misconduct or breaches of safeguarding, financial, or ethical standards

Maintain confidentiality and protect sensitive information

### 12.2 Code of Conduct Compliance

- All individuals must **read, understand, and sign** BCDC's Code of Conduct and related policies (including Safeguarding and PSEAH) upon engagement
- Compliance is a condition of employment or volunteer service
- Breaches may result in disciplinary action, including termination of employment or referral to authorities

### 12.3 Ethical Decision-Making

Personnel are expected to:

- Exercise sound judgment
- Seek guidance when unsure about the ethical implications of a decision
- Escalate concerns or potential conflicts of interest through appropriate internal channels

### 12.4 Cross-Reference

This section must be read in conjunction with:

- **BCDC Code of Conduct**
- **Child Safeguarding and PSEAH Policies**
- **Complaints Handling and Whistleblower Policies**
- **Volunteer Manual** (where applicable)

These documents set out detailed expectations for behavior and obligations related to protection, professionalism, and organizational values.

## **13. WORKPLACE SAFETY, WELLBEING, AND MENTAL HEALTH**

BCDC is committed to providing a physically safe, mentally healthy, and emotionally supportive working environment for all staff, volunteers, and contractors. We recognize that wellbeing is essential to ethical service delivery, staff retention, and organizational sustainability.

### **13.1 Work Health and Safety (WHS)**

BCDC complies with the Work Health and Safety Act 2011 (Cth) and all relevant state/territory regulations. We are committed to:

- Preventing workplace injuries and accidents
- Identifying and mitigating health and safety risks
- Providing safe equipment, systems, and procedures
- Consulting with staff on WHS matters
- Responding promptly to incidents, hazards, and safety concerns

All staff and volunteers are responsible for:

- Following WHS procedures and using equipment correctly
- Reporting hazards, risks, or injuries without delay
- Participating in safety training and risk assessments

### **13.2 Mental Health and Emotional Wellbeing**

BCDC recognizes that emotional resilience and mental health are essential to a healthy workforce, especially for those working with traumatized or vulnerable populations.

We commit to:

- Promoting a positive and inclusive work culture
- Supporting a healthy work-life balance through reasonable hours and flexibility
- Reducing stigma and encouraging open conversations about mental health
- Providing access to support resources, referrals, or counselling (where available)

Supervisors are encouraged to check in regularly with staff and volunteers, and make reasonable adjustments for those experiencing stress, burnout, or mental health challenges.

### **13.3 Bullying, Harassment, and Occupational Violence**

BCDC has zero tolerance for bullying, harassment, or workplace violence. This includes:

- Verbal abuse, intimidation, or threats
- Unwelcome or offensive comments or behavior
- Repeated unreasonable behavior that causes harm
- Sexual harassment or harassment based on identity or background

All complaints or incidents will be addressed through BCDC's Complaints Handling Policy or internal grievance mechanisms.

## 14. GRIEVANCE RESOLUTION

BCDC is committed to providing a fair, accessible, and respectful process for resolving workplace concerns. All staff, volunteers, and contractors have the right to raise grievances without fear of retaliation, and to have their concerns heard and addressed in a timely and impartial manner.

### 14.1 What Is a Grievance?

A grievance may include concerns related to:

- Interpersonal conflict or poor working relationships
- Workplace bullying, discrimination, or harassment
- Unfair treatment or workload allocation
- Disagreement over performance feedback or disciplinary measures
- Breaches of policy, ethics, or organizational values

Grievances may be raised by an individual or group, and may relate to actions by another staff member, supervisor, or the organization.

### 14.2 Principles of Grievance Handling

All grievances will be addressed in accordance with the following principles:

- **Confidentiality** – concerns will be handled with discretion and information will only be shared with those directly involved
- **Fairness** – all parties will be given the opportunity to explain their perspectives
- **Timeliness** – matters will be addressed as promptly as possible
- **Protection from retaliation** – complainants will not be punished for raising concerns in good faith
- **Support** – individuals may be accompanied by a support person during any grievance process

### 14.3 Grievance Process

1. **Informal Resolution** – where appropriate, employees are encouraged to raise the issue directly with the other party or through their immediate supervisor
2. **Formal Grievance** – if informal steps do not resolve the issue or are not appropriate, a formal grievance can be submitted in writing to the Program Manager, Human Resources focal point, or Executive Team
3. **Investigation** – the matter will be assessed and investigated objectively, with interviews and documentation as needed
4. **Outcome and Action** – BCDC will communicate findings and any actions to all relevant parties
5. **Appeal or Review** – if the complainant is not satisfied, they may request a review by a designated member of senior leadership or an external advisor

### 14.4 Links to Other Policies

If the grievance involves allegations of:

- Abuse, harassment, or safeguarding violations → refer to PSEAH and Safeguarding Policies
- Fraud or serious misconduct → refer to Financial Wrongdoing or Whistleblower Policy

## 15. TERMINATION AND EXIT PROCEDURES

BCDC is committed to managing the conclusion of employment, volunteer service, or contracts with respect, professionalism, and in accordance with legal and organisational requirements. This includes voluntary resignations, end-of-contract exits, and involuntary terminations.

### 15.1 Types of Termination

Employment or engagement with BCDC may end through:

- **Resignation** – initiated by the employee or volunteer
- **Completion of contract** – where the term or project ends
- **Redundancy** – where a position is no longer required
- **Termination for performance or misconduct** – initiated by BCDC, following due process
- **Mutual agreement** – where both parties agree to part ways

All terminations will comply with the **Fair Work Act 2009** (for Australian staff) and local laws for overseas personnel.

### 15.2 Notice Periods

Notice periods will align with:

- The **National Employment Standards (NES)**
- Individual employment contracts or letters of engagement
- Applicable modern awards or enterprise agreements (where relevant)

BCDC may choose to pay in lieu of notice in certain cases or require the employee to work through the full notice period.

### 15.3 Disciplinary Termination

Where termination is due to misconduct, performance issues, or policy breaches:

- The individual will be informed of the concern(s) in writing
- They will be given an opportunity to respond
- A fair and documented disciplinary process will be followed
- If dismissal is upheld, written notice of termination will be provided along with relevant entitlements

Serious misconduct (e.g. fraud, abuse, criminal behavior) may result in **summary dismissal** without notice, subject to investigation and legal advice.

## 15.4 Exit Procedures

All exiting personnel must:

- Complete a formal **exit interview or debrief**, to provide feedback and discuss final arrangements
- Return all BCDC property (e.g. ID, equipment, data, uniforms)
- Finalise any outstanding documentation, reports, or handovers
- Be issued with a separation certificate or reference letter (as appropriate)

Where feasible, BCDC will use the exit process as an opportunity for **organizational learning** and to assess workforce trends.

## 16. RECORDKEEPING, CONFIDENTIALITY, AND PRIVACY

BCDC is committed to maintaining accurate, secure, and confidential records for all personnel. We recognize our legal and ethical responsibility to protect the privacy of individuals and ensure that personal information is collected, stored, accessed, and disposed of responsibly.

### 16.1 Personnel Records

BCDC maintains a personnel file for each employee, volunteer, and contractor, which may include:

- Signed contracts, position descriptions, and onboarding forms
- Emergency contact and identification documents
- Tax, superannuation, and payroll records (where applicable)
- Performance reviews, training records, and disciplinary documentation
- Signed acknowledgements of organizational policies

### 16.2 Confidentiality and Access

- Personnel files and related documents are **confidential** and accessible only to authorized HR personnel and relevant supervisors on a need-to-know basis.
- Individuals may request access to their own file in writing, and corrections can be made if records are inaccurate or incomplete.
- Information will not be shared externally without written consent, unless required by law (e.g. child protection, legal subpoenas).

### 16.3 Privacy Compliance

BCDC complies with the **Privacy Act 1988 (Cth)** and the Australian Privacy Principles (APPs) when handling personal information. This includes:

- Collecting only necessary personal information
- Informing individuals of the purpose of data collection
- Storing information securely (physical and electronic)
- Allowing individuals to access or update their information
- Destroying or de-identifying records when no longer required

In overseas operations, BCDC also commits to applying equivalent data protection standards in line with host country laws and ethical good practice.

## **16.4 Digital Security and Data Protection**

- HR data stored electronically must be protected with passwords and role-based access restrictions.
- Staff and volunteers must not store personnel information on unsecured devices or personal email accounts.
- Any data breach or loss must be reported immediately and managed in accordance with BCDC's Data Security or Incident Response procedures.

## **17. MONITORING, REVIEW, AND CONTINUOUS IMPROVEMENT**

BCDC is committed to regularly reviewing and strengthening its human resources policies and practices to ensure they remain relevant, legally compliant, and responsive to the needs of the organisation and its people.

### **17.1 Monitoring Implementation**

The implementation of this policy will be monitored by:

- The Executive Committee or Human Resources Lead
- Supervisors and team leaders responsible for applying HR processes
- Feedback from staff and volunteers through performance reviews, exit interviews, and staff surveys

Indicators of effective implementation may include:

- Clear documentation of recruitment, induction, and performance procedures
- Timely handling of grievances and complaints
- Compliance with Fair Work and safeguarding standards
- Staff satisfaction and retention rates

### **17.2 Policy Review Cycle**

This policy will be:

- Formally reviewed every 2 years, or earlier if required due to legislative changes, sector developments, or organisational needs
- Updated in consultation with relevant stakeholders, including staff representatives, the Executive Committee, and external HR advisors (where applicable)

All updates will be:

- Communicated to staff and volunteers
- Incorporated into induction and training materials
- Logged in the organisation's policy register with version control

### **17.3 Commitment to Learning and Adaptation**

BCDC views human resources management as a dynamic area requiring ongoing learning.

The organization will:

- Remain up to date with changes in employment law, ACFID guidance, and workplace trends
- Benchmark its practices against peer organizations and the not-for-profit sector
- Use feedback and incident reviews to identify and implement improvements

This policy reflects BCDC's commitment to cultivating a safe, ethical, and empowering workplace where all people can contribute meaningfully and thrive.

## 18. CONCLUSION

This Human Resources Management Policy reflects BCDC's strong commitment to ethical practice, legal compliance, staff wellbeing, and organisational excellence. It provides a clear framework for managing people in a fair, respectful, and inclusive manner across all areas of the organization's work.

Every employee, volunteer, and contractor plays a role in upholding this policy. Whether through recruitment, daily responsibilities, performance, or leadership, we all contribute to shaping a workplace culture grounded in dignity, integrity, and mutual accountability.

By following this policy:

- We ensure alignment with our values and the ACFID Code of Conduct
- We protect the rights and wellbeing of all BCDC personnel
- We enable a safe, inclusive, and empowering work environment
- We strengthen BCDC's capacity to serve communities effectively and with care

BCDC will continue to review and improve its HR systems to meet evolving standards, support staff growth, and fulfil its mission with integrity.

## REFERENCES

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