

## Appendix C: Managing an informal grievance

Suggested elements of an informal grievance resolution process for principals and line managers or delegate are outlined below. It is important to ensure the grievance resolution process is conducted without unnecessary delay to minimise potential for harm and ongoing conflict.

The Grievance Framework generic template letters are available on Ikon: [Access the Grievance framework letters for staff grievances](#). The letters support principals and line managers communicate key aspects of the resolution process.

<b>Acknowledge grievance</b>	Promptly acknowledge receipt of the grievance.
<b>Meet with complainant/s to clarify grievance</b>	<p>When arranging a meeting with complainant, inform them of the option to have a support person present.</p> <p>Document and clarify the grievance (if it is verbal) and the complainant's preferred solution/outcome and develop an understanding of key issues and the context of the grievance.</p>
<b>Identify issue/s and seek information</b>	<p>Identify any legislative, policy or industrial aspects of the grievance and seek information or advice to clarify if the grievance involves a breach of policy, <a href="#">Code of Conduct</a> and <a href="#">Standards</a> (staff only), legislation, employment or work practices. (Refer to Appendix A and <a href="#">Policies</a> website.)</p> <p>If the grievance involves potential misconduct or breach of discipline, contact Standards and Integrity Directorate 1800 655 985.</p>
<b>Meet with respondent/s</b>	<p>When arranging a meeting, inform respondent/s of option to have a support person present.</p> <p>In the meeting:</p> <ul style="list-style-type: none"> <li>• inform the respondent of the grievance;</li> <li>• explain rights, responsibilities and the grievance process</li> <li>• provide the respondent with sufficient time to respond or where suitable, discuss and document the respondent's perspective</li> <li>• develop an understanding of key issues and the context of the grievance.</li> </ul>
<b>Assessing conflicting versions of events</b>	<p>Where the complainant and respondent disagree on elements of the grievance:</p> <ul style="list-style-type: none"> <li>• ask both parties to identify any persons or provide information, documents or communications that support their version of events</li> <li>• seek other relevant information as required</li> <li>• assess the information gathered and determine to what extent it supports the complainants or respondent's version of events.</li> </ul>

<b>Determine outcomes</b>	<p>If there is a perception of a breach of policy, <a href="#">Code of Conduct</a>, legislation, employment or work practices occurred, consider:</p> <ul style="list-style-type: none"> <li>• what actions (if any) are required to address or rectify the matter</li> <li>• how can future occurrences be prevented or managed</li> <li>• if the employees (or all staff) would benefit from provision of information/policies, or professional learning to prevent or self-manage conflict/issues or improve workplace communications, practices or culture.</li> </ul> <p>Options:</p> <p>a) If seeking to develop/implement a Resolution Agreement:</p> <ul style="list-style-type: none"> <li>• facilitate a discussion between the employees: <ul style="list-style-type: none"> <li>– conciliate between parties (focuses on building a positive relationship between the employees)</li> <li>– mediation (the mediator assists the employees to identify the disputed issues, develop options, consider alternatives and endeavour to reach an agreement). Mediation is voluntary for both parties. (See <i>Contact Information</i>.)</li> </ul> </li> </ul> <p>b) Otherwise, where it is determined a Resolution Decision is required:</p> <ul style="list-style-type: none"> <li>• meet with the complainant and respondent separately to inform them of the proposed outcome to resolve the issue.</li> </ul> <p>Finalise documentation of the grievance.</p> <p>Inform the complainant/s and respondent/s of the Resolution Agreement or Resolution Decision in writing and offer to meet separately to address any questions or concerns they may have.</p> <p>Where appropriate, use the performance management process to address and monitor the matter.</p>
<b>Follow up and review</b>	<p>Follow up with the employees to confirm no further incidents have occurred, both parties are complying with the Resolution Agreement or Resolution Decision and/or the grievance is resolved.</p> <p>If necessary, review relevant workplace practices to prevent recurrences.</p>
<b>Grievance not resolved</b>	<p>The complainant can lodge a formal grievance if a Resolution Agreement is unable to be reached by the parties or the complainant is not satisfied with the Resolution Decision.</p> <p>The respondent can lodge a formal grievance if dissatisfied with the Resolution Decision.</p>