



## Newington College

# COMPLAINT, GRIEVANCE, ALLEGATIONS AND SUGGESTIONS POLICY

<b>POLICY NUMBER:</b>	HR 2 / 2005
<b>NAME OF POLICY:</b>	COMPLAINT, GRIEVANCE, ALLEGATIONS AND SUGGESTIONS POLICY
<b>DATE OF APPROVAL BY COUNCIL, RELEVANT PERSON:</b>	24 March 2006 Council , Headmaster
<b>POLICY STATUS:</b>	Approved
<b>CONTACT PERSON:</b>	Director of Human Resources
<b>REPLACING POLICY:</b>	Complaints 2001
<b>RELATED POLICIES:</b>	OH&S, Bullying & Harassment, Child Protection, Privacy Policy
<b>DATE OF REVIEW:</b>	June 2005
<b>DATE FOR REVIEW:</b>	June 2007

The following policy and procedure has been endorsed by the Council, and Headmaster.

<b>Headmaster:</b>	
<b>Chairman of Council:</b>	
<b>Date:</b>	9 March 2006

## TABLE OF CONTENTS

<b>1. INTRODUCTION .....</b>	<b>5</b>
<b>2. DEFINITIONS .....</b>	<b>6</b>
<b>3. OUTCOMES .....</b>	<b>8</b>
<b>4. PERFORMANCE INDICATORS .....</b>	<b>9</b>
<b>5. THE POLICY .....</b>	<b>10</b>
5.1 General.....	10
5.2 Complaints from Parents and Students.....	11
5.3 Lodging of a Complaint, Grievance, Allegation or Suggestion.....	12
5.4 Complaint, grievance, allegation or suggestion unresolved at first attempt.....	13
5.5 Investigation .....	13
5.6 Representative, support person involvement.....	14
5.7 Use of a mediator .....	14
5.8 During investigation, resolution of a complaint, grievance, allegation or suggestion..	14
5.9 Grievance as defined by the Independent Teachers' Award .....	14
5.10 Resolution not reached.....	14
5.11 Appeal .....	14
5.12 Complaints, Grievances, Allegations against the Headmaster.....	15
5.13 Complaints, Grievances, Allegations or Suggestions made by persons with disabilities or limited English .....	15
<b>6. GENERAL PROCEDURES .....</b>	<b>16</b>
6.1 Complaint, Grievance, Allegations and Suggestions Procedure.....	16
Step 1 Refer the matter to the delegate, person.....	16
Step 2 Delegate Reviews.....	16

Step 3 Anonymous complaint, grievance, allegation or suggestion .....	16
Step 4 Implement the Complaint, Grievance Process - Negotiation, Consultation, Mediation .....	16
Step 5 Escalation (prior to final Decision) .....	17
Step 6 Decision .....	17
Step 7 Appeals (following Final Decision) .....	18
6.2 Documentation .....	18
<b>7. COMMUNICATION OF THE POLICY .....</b>	<b>19</b>
7.1 Communication Mediums .....	19
7.2 Induction .....	19
7.3 Acknowledgement and Understanding .....	19
<b>8. PROCEDURES FOR PARENTS AND STUDENTS TO LODGE COMPLAINTS .....</b>	<b>20</b>
8.1 Initial contact with the College .....	20
<b>9. GUIDELINES FOR STAFF IN RESOLVING WORKPLACE COMPLAINTS, GRIEVANCES .....</b>	<b>21</b>
9.1 Handling a complaint, grievance, allegation or suggestion .....	21
9.2 Witnesses .....	21
9.3 Use of a Mediator .....	21
9.4 Where the complaint, grievance, allegation or suggestion concerns the supervisor or manager .....	22
9.5 What happens while the grievance is investigated? .....	22
9.6 Confidentiality .....	22
9.7 Can the individual make an informal complaint? .....	22
9.8 What if a staff member has a complaint, grievance, allegation against another employee? .....	22
9.9 What happens if a complaint, grievance, allegation or suggestion is unsubstantiated? .....	22
<b>10. GUIDELINES FOR MANAGERS RESOLVING WORKPLACE COMPLAINTS, GRIEVANCES, ALLEGATIONS AND SUGGESTIONS .....</b>	<b>23</b>
10.1 Management Guide - Handling a Complaint, Grievance, Allegation or Suggestion .....	23
<b>11. REPORT WRITING, FILING AND CLOSURE .....</b>	<b>25</b>

11.1 Report Writing ..... 25

11.2 Filing ..... 25

11.3 Check Up ..... 25

**12. TRAINING AND DEVELOPMENT ..... 26**

**13. COMPLAINT, GRIEVANCE, ALLEGATION OR SUGGESTION FORM ..... 27**

## 1. INTRODUCTION

Newington College encourages open communication between all staff, students, parents, alumni, visitors and members of the community. In the event of a grievance, complaint, allegation, or a dispute, the College promotes a proactive and commonsense approach to dealing with the issue.

The purpose of this policy is to outline the College's requirements for the management of complaints, grievances, allegations and suggestions. It also addresses the complexity and diversity of the complaints that the College may receive. In addition, it acknowledges the inherent risks in not managing grievances, complaints effectively and efficiently. It also addresses the differences between a complaint, grievance (in an industrial sense) and allegation.

The procedures emphasise the necessity of dealing with complaints in terms of the potential seriousness of the complaint rather than on the basis of the category of person who makes the complaint. This means that aggrieved staff member(s), parents, students and members of the community will be treated on equal terms.

Staff need to be familiar with these procedures so that they are applied consistently. The College will advise the community about these procedures in a variety of ways including the College website and intranet, an annual report.

## 2. DEFINITIONS

<b>Allegation:</b>	<p>(a) A statement of what a party undertakes to prove, -- usually applied to each separate averment; the charge or matter undertaken to be proved.</p> <p><i>(An averment is a declaration that is made emphatically, as if no supporting evidence were necessary).</i></p> <p>(b) Statements affirming or denying certain matters raised for substantiation.</p> <p>(c) An assertion by a party that must be proved or supported with evidence.</p>
<b>Complaint:</b>	An expression of dissatisfaction with behaviour, services, facilities, policies or procedure.
<b>Complainant:</b>	Any person lodging a complaint.
<b>Grievance:</b>	A type of staff complaint - A concern, complaint or dispute raised by an individual concerning an incident, judgement, situation or problem between employee and employer, that may impact on the staff member's performance or the work environment (Independent Teacher's Award).
<b>Investigation:</b>	An enquiry into the fact and circumstances surrounding a grievance or complaint or allegation, undertaken by an independent party leading to a report.
<b>Management:</b>	The Senior Executive Staff of the College; Headmaster and Heads of Campus.
<b>Negotiation:</b>	Process by which a solution or agreement is developed through discussions or correspondence with the other person. The process requires participants to consider, compromise or come to an alternative solution.
<b>Mediation:</b>	A confidential voluntary process, where a neutral party, mediator, assists the parties involved in the dispute to reach some common ground and arrive to an agreed settlement.
<b>Investigation:</b>	Process by which a situation is examined, facts are established and the truth or falsity of any allegations is established. Investigations obtain direct evidence such as witness statements and documentary evidence.

<b>Delegate (noun):</b>	Position, person with the authority to initiate the procedure to deal with the suggestion, complaint, or allegation. The delegate can nominate another person to carry out the procedure (e.g. Manage the negotiation or conduct the investigation).
<b>Resolution:</b>	Where parties agree on a future course of action, or the complaint is withdrawn or a compromise is agreed on.
<b>Procedural Fairness:</b>	A way of proceeding that is fair to persons who might suffer a detriment As a result of a decision.
<b>Confidentiality:</b>	An obligation to the provider of information to protect their interests e.g. By not disclosing their identity or the details of their information except to those with the right to know. See privacy.
<b>Respondent:</b>	A person who has to account for their behaviour following an allegation or complaint. The term "alleged offender" is also used to describe a respondent to an allegation.
<b>Suggestion:</b>	An idea, proposal or plan offered for consideration.
<b>Support person:</b>	A person who accompanies a complainant or respondent to a meeting or interview to provide support and advice. They may be a union representative.
<b>Systems Improvement:</b>	The process of identifying and acting in the causes of complaints, inefficiencies or the other quality problems, usually by adjusting procedures and issuing updated documentation.

### 3. OUTCOMES

- A system that will help resolve staff, student, parent and community dissatisfaction.
- Uniform procedures and standards that must be adhered to in order to ensure that parents, students, staff and the community, have confidence that the complaints handling process will be fair, transparent, consistent and effective.
- A system of monitoring that will maximise the potential of the information collected so that problems and trends can be identified and used in the program improvement.
- The policy recognises relevant Commonwealth and State legislation.

## 4. PERFORMANCE INDICATORS

- Staff, students, parents and the community's knowledge of the policy.
- Staff, students, parents and the community's usage of the policy.
- Staff, students, parents and the community's satisfaction with the policy.
- Number of grievances, complaints, suggestions and allegations.
- Number of successful and unsuccessful resolutions.

## 5. THE POLICY

### 5.1 General

The policy is to be used in conjunction with other policies such as Bullying & Harassment, Child Protection, and OH&S Policies.

Complaints, grievances, allegations and suggestions can come from a wide variety of sources including parents, teachers, students, ex-students and members of the wider community.

Grievance, complaints and allegations are to be resolved as soon as possible, at the lowest possible level, preferably through consultation, negotiation and mediation.

Assistance may be sought from the Director of Human Resources at any stage.

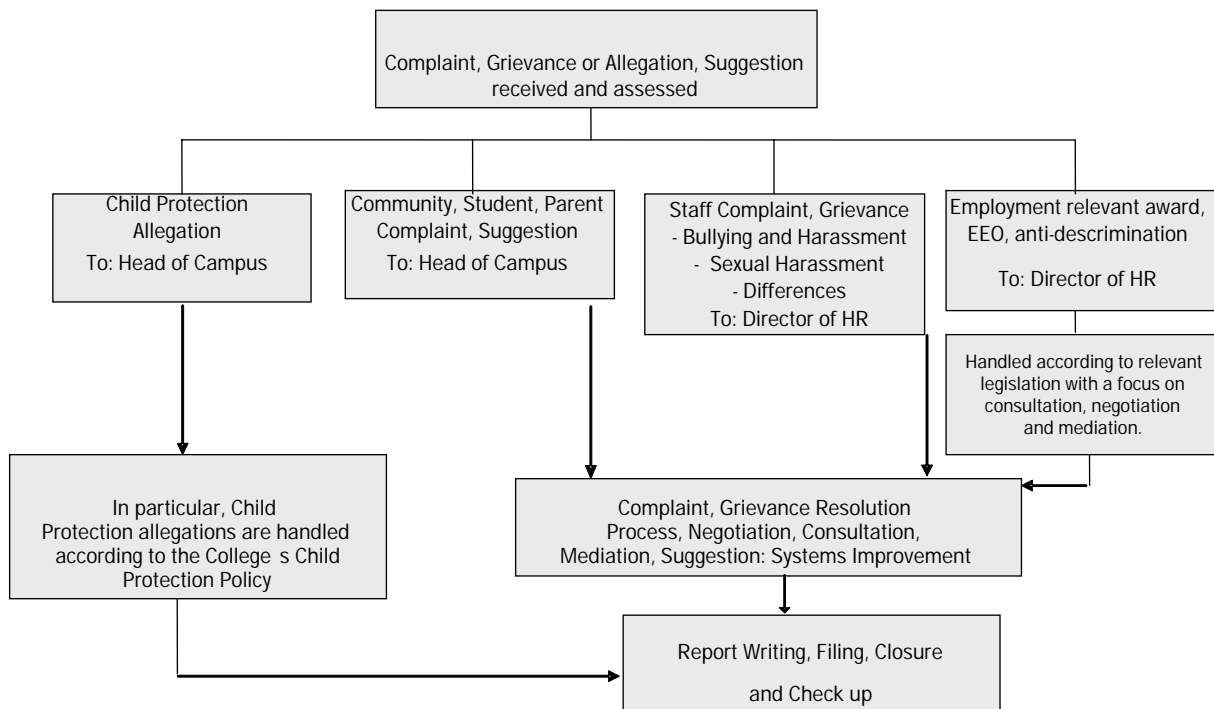
Confidentiality is to be maintained at all times.

Complaints, grievances or allegations are managed in accordance with relevant Commonwealth and State laws and legislation.

Complaints, grievances or allegations may be notified orally or in writing. If oral, it should be put in writing and assistance will be provided if needed.

Newington College does not tolerate the raising of false or malicious complaints, grievances or allegations. Such behaviour may result in disciplinary action, or leave the person open to litigation by the respondent.

## Flowchart for Complaint, Grievance Resolution



## 5.2 Complaints from Parents and Students

In the case of parent (and student) complaint against employees:

- The College acknowledges that parents have the right to raise concerns that they may have regarding their child's education and have them addressed appropriately.
- The policy set out here, is to ensure that complaints are dealt with in a fair and transparent way, recognise the legal obligation of the College in its duty of care to the student but also gives procedural fairness and natural justice to the employee. In the absence of this in a policy, the College is vulnerable to individual complaint and runs the risk of reacting in a resource-intensive way and being inconsistent with its treatment of individual complaints. This is an unacceptable risk.
- The general principles of the policy apply with an emphasis on the following outcomes:
  - Determination where there has been an unsatisfactory, inappropriate practice or action, as early as possible in the fairest and most objective manner.
  - Implementation of any necessary change to bring about better educational, pastoral, administrative outcomes as appropriate.
  - The achievement of positive relationships between parties based on open and transparent processes which afford all parties natural justice, procedural fairness and due process.

- The establishment of confidence in the College and its staff based on attempting to achieve a mutually beneficial situation where concerns have been aired, tested and, if demonstrated to have substance, agreed processes and procedures are implemented by the parties and reviewed over an agreed timeline

## 5.3 Lodging of a Complaint, Grievance, Allegation or Suggestion

### 5.3.1 Matters regarding Child Abuse.

Matters that are to be reported to the Department of Community Services are to be reported directly to the Head of Campus or Headmaster, who will report the matter to the Department of Community Services. If the allegation is against the Headmaster, then it is to be made to the Chairman of the Executive of the Newington School Council. This protocol is to be used in all complaint situations related to child abuse.

### 5.3.2 Allegations regarding Child Protection.

These are to be lodged with the Headmaster or Head of Campus in accordance with the College's Child Protection Policy and relevant legislation. Procedures and processes for managing these allegations are set out in the College's Child Protection Policy.

### 5.3.3 Complaints, grievances, allegations or suggestions regarding matters such as employment, Bullying and Harassment, Sexual Harassment, EEO, and anti-discrimination.

These are to be lodged with the Director of Human Resources. Procedures and processes for managing these are in accordance with relevant legislation and industrial awards. If the complaint, grievance or allegation is against the Director of Human Resources the complaint is lodged with the Headmaster as designated in 8.0 'Guidance for Managers resolving workplace complaints, grievances, allegations and suggestions'.

### 5.3.4 Complaints and Suggestions related to community. (Parent, s, student, s, wider community).

In general, these are lodged with the relevant campus personnel e.g. teacher, Head of Department, Housemaster, Head of Campus. Procedures and processes for managing these include referral to relevant personnel for follow up e.g. student behaviour in public to the Director of Student Services or Deputy Headmaster.

Except if the matter is serious and warrants other actions, attempts should be made to resolve the problem before a complaint is lodged, for example, an appointment made with the relevant staff member.

If this approach is not successful the complaint is to be lodged with the Head of Campus, who will delegate responsibility for resolution of the complaint to the most suitable person to resolve the matter formally.

From this point negotiations, mediation, remedy, and system improvements may be used to resolve the situation, and bring closure.

### **5.3.5 Grievances, complaints, allegations or suggestions by staff**

In the first instance, complaints, grievances, allegations or suggestions are to be raised with the staff, manager member's immediate supervisor, manager unless the grievance relates to the supervisor (See below for this information). The Supervisor will assess the issue and explore options for resolution in an attempt to resolve the matter.

The supervisor will keep the aggrieved staff member(s) informed of progress in an attempted resolution.

If the grievance relates to the staff member's supervisor, manager, or the matter is unresolved by the supervisor, manager, the staff member is to raise the grievance with the supervisor's supervisor, or may go directly to the Director of Human Resources.

The Director of Human Resources will provide support to the supervisor, manager and complainant to resolve the matter.

The supervisor, manager and, or Director of Human Resources will keep the aggrieved employee informed of progress in an attempted resolution.

Complaints, grievances regarding the Head of Campus are to be lodged with the Headmaster.

## **5.4 Complaint, grievance, allegation or suggestion unresolved at first attempt**

Complaints, grievance or allegation regarding the Headmaster are to be lodged with the Chairman of the Executive of the Newington School Council.

If the matter cannot be resolved informally or at the first attempt by the relevant person, delegate the complaint can escalate the matter to the most appropriate person in the management group for further negotiation, mediation or consultation.

The Director of Human Resources will provide support at each stage of the resolution.

## **5.5 Investigation**

At any stage, the Headmaster or Director of Human Resources may appoint an independent investigator to conduct an investigation into the grievance, complaint, or allegation.

The purpose of this strategy is to ensure objectivity and independence when the complaint, grievance or allegation is highly sensitive or internal objectivity could be questioned.

## 5.6 Representative, support person involvement

At any stage, an employee may request a support person to be present in a discussion with the immediate supervisor and his, her supervisor in an attempt to resolve the matter amicably. The support person may not act as an advocate for the person during these meetings.

## 5.7 Use of a mediator

A mediator may be requested by either party and accepted by mutual agreement, where attempts at resolution have failed.

## 5.8 During investigation, resolution of a complaint, grievance, allegation or suggestion

While the dispute settling process is taking place, the employee is to continue in their position as normal, unless the situation is unworkable or unsafe.

Should the situation be considered by management, in consultation with the Director of Human Resources, to be unworkable or unsafe, management is to take action to remove the employee from the situation. Unsafe or unworkable situations include, but are not limited to:

- Where the dispute between the employees is having a serious adverse impact on the rest of the workplace
- Where the employee is at risk of injury or illness.

## 5.9 Grievance as defined by the Independent Teachers' Award

Matters related to grievance as defined in the Award are handled in accordance with Award conditions.

## 5.10 Resolution not reached

If a resolution is not reached, then the relevant person will make a decision within five working days of when it is clear there is an impasse and document and notify both parties. Remedy or systems improvement may also be implemented.

## 5.11 Appeal

Either party will have the right to appeal the decision or use of the procedure. The appeal is to be lodged with the Headmaster for consideration.

## **5.12 Complaints, Grievances, Allegations against the Headmaster**

These are to be made to the Chairman of Executive of the School Council, and a similar process that is outlined in this document will be followed.

## **5.13 Complaints, Grievances, Allegations or Suggestions made by persons with disabilities or limited English**

Where complaints, grievances, allegations or suggestions are made by persons with disabilities, or limited English they are to be given every assistance through caregivers, translators etc.

## 6. GENERAL PROCEDURES

### 6.1 Complaint, Grievance, Allegations and Suggestions Procedure

#### Step 1 Refer the matter to the delegate, person

- Person refers the matter to the appropriate delegate, person as soon as possible.
- The delegate is the supervisor responsible for the person or matter complained of.

#### Step 2 Delegate Reviews

- Assess the area into which the complaint, grievance, allegation or suggestion falls.
- Assess the substance of the complaint where there can be a remedy or systems improvement to prevent future problems. In this case the complaint may really be a suggestion. Areas that may be addressed or used are:
  - Policy development or review
  - Process improvement
  - Expert assistance
  - Staff development or performance improvement
  - Procedure change.
- Discuss these with relevant personnel, and reconnect with the relevant person.

#### Step 3 Anonymous complaint, grievance, allegation or suggestion

If anonymous discontinue. If the complaint is anonymous or the complainant requires that their identity not be revealed to the respondent, then negotiation is not possible and the process should be discontinued. File the papers with the Director of Human Resources who will keep them secure.

#### Step 4 Implement the Complaint, Grievance Process - Negotiation, Consultation, Mediation

- Obtain the written complaint or put the verbal complaint in writing
- Acknowledge complaint (5 working days as a guide from receipt)
- Notify respondent of complaint (5 working days as a guide from receipt)
- Gather information

- Arrange meeting(s) or communication(s)
- Achieve resolution within 15 working days of receiving complaint
- Document and notify all parties
- Implement remedy and systems improvement if needed.

### Step 5 Escalation (prior to final decision)

- If the complainant or respondent can show the procedure is not being used correctly, or the situation has reached an impasse, then the matter can be directly referred to the Director of Human Resources, or Head of Campus or Headmaster, (depending on the nature of complaint and complainant) prior to the resolution or decision.
- In general if this occurs the complainant or respondent is referred back to the delegate. However, if it can be shown that the procedure is not being used correctly, then they can escalate the complaint to the person immediately above those who have been involved in the process to date. Complainants can also refer the matter to external bodies.

### Step 6 Decision following unsuccessful negotiation

- If resolution is not reached, then the delegate or the person to whom the matter has been escalated must make a decision.
- The delegate should notify the parties that this will occur. The delegates should consider:
  - the complaint and staff member's response
  - any outcome from negotiation discussions and meeting all relevant information.
  - any relevant policy.
- The delegate's decision may include one or more of the following:
  - dismiss the complaint
  - declare resolution is not possible as the parties are unable to reach resolution
  - conclude the complaint has been substantially resolved
  - uphold the complaint and implement specific action to address concerns
  - determine both parties are at fault and implement action to address the behaviour of both parties.
- The parties should be notified of the decision in writing with the reasons within 5 working days of the notification referred to the above.

## Step 7 Appeals (following Final Decision)

- Either party will have a right to appeal the decision of Step 6.
- All appeals are to be lodged with the Headmaster for consideration and final decision.

### 6.2 Documentation

- It is required that the complaint, grievance, allegation or suggestion be documented, records all meetings, actions be noted in a file until resolution or decision by the delegate.
- At completion of the resolution the file is to be sent to the Director of Human Resources for secure filing.

## **7. Communication of the Policy**

### **7.1 Communication Mediums**

The policy includes procedures which shall be communicated to all staff members, students and parents through the College website, Annual Report and communications such as the Black and White College newsletter.

### **7.2 Induction**

Communication shall be effected by inclusion of the policy in the orientation process of staff members and students and the staff manual.

### **7.3 Acknowledgement and Understanding**

All staff shall acknowledge receipt of this Policy and their understanding through the College's Staff Intranet.

## 8. Procedures for Parents and Students to Lodge Complaints.

### 8.1 Initial contact with the College

Parents or students wishing to make a complaint or suggestion should contact the staff listed below in the first instance:

#### Stanmore Campus

<i>Name</i>	<i>Position</i>	<i>Deals with...</i>
Mr Grant Williamson	Deputy Head, Head of Stanmore	Staff matters
Ms Julia Shea	Head of Curriculum	Curriculum
Mr Paul Bourke	Director of Student Services	Student Welfare and Discipline

#### Wyvern Campus

<i>Name</i>	<i>Position</i>	<i>Deals with...</i>
Mr Peter Franks	Head of Wyvern Campus	Staff matters
Mr Ian Holden	Deputy Head of Wyvern Campus	Curriculum, Student Welfare and Discipline.

#### Lindfield Campus

<i>Name</i>	<i>Position</i>	<i>Deals with...</i>
Mr Graeme Whisker	Head of Lindfield Campus	Staff matters
Mr Graeme Naftel	Deputy Head of Lindfield Campus	Student Welfare and Discipline curriculum.

## 9. GUIDELINES FOR STAFF IN RESOLVING WORKPLACE COMPLAINTS, GRIEVANCES

### 9.1 Handling a complaint, grievance, allegation or suggestion

Before a grievance is raised, there are a number of matters to consider:

- Ensure a full understanding of the facts of the situation and how the grievance will be communicated.
- Think about the way the complaint, grievance, suggestion or allegation should be resolved, and the outcome.
- Identify the consequences of the grievance being substantiated or not.

If the grievance concerns another member of staff, an effective way to resolve the grievance may be to speak directly to the other person concerned in an attempt to resolve the issue informally between the two parties. The manager, supervisor or Director of Human Resources may be able to assist in finding the best approach to resolve the grievance with the other person.

If resolving the grievance directly with another staff member is not appropriate, or not effective, the individual may need to address the issue by working through the grievance, complaint procedure.

### 9.2 Witnesses

A witness may be present during the discussions, such as another staff member; a representative from either the general staff, Common Room, or the respective unions. The role of the witness may be to provide support and advice, but the witness should not be directly involved in the discussion of the matter.

### 9.3 Use of a Mediator

A mediator is a neutral, independent party who has no bias towards either side. The role of the mediator is to facilitate discussions between the parties in order to reach a resolution; this may be done by encouraging open communication and to let either party reflect on other points of view.

A mediator may be requested by either party in an attempt to achieve a resolution if independent discussions have been unsuccessful. In general, this will be the Director of Human Resources.

#### **9.4 Where the complaint, grievance, allegation or suggestion concerns the supervisor or manager**

If the grievance involves the supervisor or manager and the individual feels that approaching them directly may not be appropriate, a confidential meeting can be arranged with someone from the next level of management or the Director of Human Resources.

#### **9.5 What happens while the grievance is investigated?**

While the dispute settling process is taking place, the employee is to continue in their position as normal unless advised otherwise. You will be advised by the supervisor or the Director of Human Resources, or the Headmaster accordingly.

#### **9.6 Confidentiality**

Throughout the grievances process, confidentiality is maintained with only those people directly involved in raising, investigating and, or finding a solution to the grievance having access to the information. This is emphasised in all interactions and throughout the resolution process.

#### **9.7 Can the individual make an informal complaint?**

In all complaints, grievance cases, action is necessary to address the concerns and to achieve an amicable resolution for all parties involved. Therefore, if a concern is raised, all should be aware that it will be handled as a formal complaint and the College will manage it accordingly.

#### **9.8 What if a staff member has a complaint, grievance, allegation against another employee?**

If someone lodges a grievance about another employee, the employee will be notified and given the opportunity to respond to any allegations.

#### **9.9 What happens if a complaint, grievance, allegation or suggestion is unsubstantiated?**

In the event an investigation finds a grievance is unsubstantiated, all relevant parties will be advised of the result. Where the complaints are found to be vexatious the College will consider the relevant legal framework and proceed accordingly.

## 10. GUIDELINES FOR MANAGERS RESOLVING WORKPLACE COMPLAINTS, GRIEVANCES, ALLEGATIONS AND SUGGESTIONS

### 10.1 Management Guide - Handling a Complaint, Grievance, Allegation or Suggestion

Note: These guidelines apply for the resolution of all complaints, grievances, allegations and suggestions, regardless of where they come from.

#### 1. Listen to the complaint, grievance, allegation or suggestion

- Hear the complaint, grievance as soon as possible.
- Talk to the staff member privately.
- Establish facts: what, where, when, who, how and why?
- Document the discussion and facts.
- Clarify your understanding of the situation and read back to the staff member.
- Empathise with how the staff member feels about the issue.
- Ascertain their needs and how it may be solved.
- Take all the allegations seriously.

#### 2. Has the staff member approached the other party?

- Is it appropriate?
- Seek a resolution at the lowest possible level throughout negotiation, mediation, consultation and discussion.
- Offer assistance within limitations.
- Propose to sit with both parties on discussions.
- Document the discussion and outcomes.

#### 3. Awareness

- Explain the complaint, grievance procedure and give a copy.
- Discuss confidentiality.
- Explain consequences if claim substantiated or not.

#### 4. The Other Party

- Discuss the matter with the other party.
- Look for methods of resolution.
- If appropriate bring both parties together.

**5. Documentation**

- Ensure all discussions are documented and any evidence retained.
- Seek witnesses.

**6. Communication**

- Maintain open communication and confidentiality with all parties at all times of progress.
- Consult with the Director of Human Resources at the outset.

**7. Agreement**

- If a solution has been achieved, document and ensure all parties clearly understand the terms of agreement by acknowledging by signature.
- Obtain acknowledgment by all parties by signing agreement.
- This would be done in consultation with the Director of Human Resources.
- Where there is no agreement, a decision will be made by the Director of Human Resources and communicated to all parties. Please see 6.1.

**8. Follow Up**

- Check that all parties involved have implemented the agreed solutions.

## 11. REPORT WRITING, FILING AND CLOSURE

### 11.1 Report Writing

The report of the complaint is to have the format:

- Issue
- Background
- Actions Taken
- Recommendations
- Letters to Complainant and Respondent.

### 11.2 Filing

The report and letters are to be filed securely to ensure privacy with a copy in each person's file, and a copy in the complaints, grievance and allegations file.

### 11.3 Check Up

A check up of the situation should occur shortly after the resolution (up to two weeks after), and another in the medium term. Approximately between two weeks and six weeks would be a reasonable guide for check ups of the situation.

## 12. TRAINING AND DEVELOPMENT

- All relevant staff – Middle Level Management and Senior Management will be trained in the procedures.
- All relevant staff – Middle Level Management and Senior Management will be trained in negotiation and conflict resolution.
- The Staff Consultative Committee will be training in the procedures.

