



Grievance and Dispute Resolution Procedure

Major changes to this document: Rebrand.

1. What is the purpose of this procedure?

The purpose of this procedure and related policy is to provide a formal mechanism:

- or the resolution of conflict between people *within* the organisation where informal means of conflict resolution are not successful or are inappropriate; and/or
- to address issues or concerns related to policies, procedures and decision-making and which result in confusion and/or conflict.

2. Who is responsible for ensuring that this procedure is followed and reviewed?

All staff are responsible for ensuring that this procedure is followed if they wish to lodge a grievance.

Managers are responsible for ensuring that this procedure is followed where they are responsible for handling and resolving a grievance.

The Senior Manager People is responsible for ensuring that this procedure is reviewed

3. Related documents

- [Grievance and Dispute Resolution Policy](#)
- [Complaints Policy](#) and [Procedure](#)
- [Managing Underperformance and Disciplinary Policy](#)
- [Disciplinary Procedure](#)
- [Managing Underperformance Procedure](#)
- [Facilitated Conversations Procedure](#)

4. When does this procedure begin?

This procedure begins when the [Facilitated Conversations Procedure](#) has been exhausted and other informal methods of resolving an issue or concern have been unsuccessful or are inappropriate.

5. What are the tasks and activities?

5.1 Raising an issue or concern as a formal grievance

- 5.1.1 A staff member or volunteer who considers that they have a grievance should raise the matter with their Line Manager in the first instance.
- 5.1.2 They may choose to have a trade union or other representative present if they wish.
- 5.1.3 If their Line Manager is the subject of the grievance, the matter should be raised with the relevant Senior Manager or Executive Manager.
- 5.1.4 Where the subject of the grievance is such that a direct discussion between the staff member and management would be inappropriate, the staff member should contact their trade union or other representative and ask them to take the matter up with us on their behalf.
- 5.1.5 A Board Director who wishes to lodge a grievance against another Director or the CEO should raise the matter with the Chair of the Board. If the Chair is the subject of the grievance, the matter should be raised with the Deputy Chair.

- 5.1.6 The manager (or CEO/Chair/Deputy Chair of the Board where relevant) should check for clarification of the issue or concern being raised so that they fully understand the complainant's concern and to ensure that it is not simply a matter of misunderstanding or misinformation, e.g. in the case of an issue being raised in relation to a policy, procedure or operational matter and/or to find out whether informal resolution would be appropriate and has been attempted, e.g. in the case of a dispute between team members.
- 5.1.7 Where possible, this should be done within 24 hours of initially hearing the grievance.

5.2 Handling and documenting a formal grievance

After initial discussion and clarification, if the complainant wishes to pursue a formal grievance, the manager (or CEO/Chair/Deputy Chair of the Board where relevant) will take the following steps:

- 5.2.1 A meeting to further discuss the grievance will be arranged within five (5) working days of the initial discussion, unless a different timeframe is agreed between the parties.
- 5.2.2 The complainant will be offered the opportunity to seek support from a trade union or other representative before progressing with the grievance. If the complainant wishes to seek support, a mutually agreed date and time for the discussion to be continued will be arranged. If someone other than the complainant is present at the pre-arranged meeting, the role of each person will be established at the start of the meeting.
- 5.2.3 The manager must ensure that the discussion/meeting is conducted in a manner which is conducive to open discussion, to maintaining positive working relationships and will provide a fair and objective analysis of the situation.
- 5.2.4 Detailed notes will be taken so that the issue or concern causing the grievance is accurately recorded. Any supporting documentation provided by the complainant is copied and attached.
- 5.2.5 Where the grievance relates to the behaviour or conduct of another person, in the interests of natural justice, the grievance must either be made in writing by the complainant or must be documented (including relevant dates and the names of people involved) and the complainant asked to verify the content and to sign the document.
- 5.2.6 The complainant and any other parties to the discussion/meeting will be informed that any information given will be treated confidentially. However, it should be pointed out that where the grievance relates to the behaviour or conduct of another person, that person is also a party to the grievance and so it may not be possible to resolve the grievance without a full and open disclosure of information.
- 5.2.7 At the end of the meeting/discussion the line manager will provide a summary of the meeting/discussion and clarify what will happen next. If necessary, a written summary will be provided.

If the manager has any doubts or queries about how to deal with a particular set of circumstances, they should seek advice and guidance from a member of the Senior Management Team.

5.3 Resolving grievances and disputes

- 5.3.1 Where the grievance relates to a policy, procedure or other operational matter, the issue shall be referred to the CEO and/or Board for review of the policy, procedure, decision, or other matter.
- 5.3.2 The complainant and any other relevant staff or volunteers should be consulted as part of the review process.
- 5.3.3 The review should be completed within one (1) month of the initial grievance being raised. If the review cannot be completed within this timeframe, the complainant

should be informed of the reasons for the delay and of the revised timeframe for completion of the review.

5.3.4 Where the grievance relates to the behaviour or conduct of another person, depending on the circumstances, the relationship between the parties, and the seriousness of the alleged behaviour or conduct which is the subject of the grievance, resolution could involve:

- bringing the parties together (with independent support if appropriate) to discuss the issues and seek a mutually acceptable resolution (mediation).
- holding separate meetings with the parties (with independent support if appropriate) to discuss the issues and the manager then suggesting ways to resolve the grievance or dispute (conciliation)
- dealing with the matter through our [Managing Underperformance and Disciplinary Policy](#) and associated procedures, e.g. where sexual or racial harassment or discrimination is alleged.

5.3.5 Any mediation, conciliation or disciplinary meeting should take place within five (5) working days of the grievance meeting unless a different timeframe is agreed between the parties.

5.3.6 The person who is the subject of the grievance (the respondent) must be given the opportunity to respond to any allegations made against them and to seek independent advice and support before any attempt at mediation, conciliation or any counselling and disciplinary hearing.

5.3.7 While resolution of a grievance is being attempted, work will continue as normal unless the staff member has a reasonable concern about an imminent risk to his or her health and safety if work continues.

5.4 Unresolved grievances

5.4.1 Every effort will be made to resolve grievances to the satisfaction of all parties through this grievance procedure.

5.4.2 However if a grievance cannot be resolved through internal mediation or conciliation, external sources of dispute resolution may be sought, e.g. through the [Dispute Resolution Centre](#) or [Fair Work Australia](#), where appropriate.

5.4.3 In cases where the grievance is based on allegations of discrimination, the complainant may wish to lodge a complaint to the [Queensland Human Rights Commission](#).

6. What are the outputs or measures for this procedure?

- wherever possible, internal conflict and disputes are identified and resolved in a timely manner and to the satisfaction of the parties concerned, without the need to refer to external organisations
- policies, procedures and other operational matters, including decision-making, are reviewed and, where necessary, amended in response to issues or concerns raised by staff or volunteers
- internal communication and information sharing is improved at all levels in the organisation
- information gathered from grievances and dispute resolution is integrated into the continuous quality improvement of the operation of the organisation.