

People & Culture Leader Guide – Managing a Grievance

Purpose

This leader guide details the process to be followed by leaders to resolve any grievance or complaint raised by any individual engaged by Endeavour Foundation. This will be administered through consultation, cooperation and discussion.

Key Information

- Employees who wish to raise a grievance can do so through detailing their concerns on the Grievance Record Form (QF 5274.01) or alternatively can raise their concerns via email to their leader.
- Grievances are not to be raised in Riskman. Riskman is used to report customer and safety incidents.
- All grievances shall be resolved in line with the Grievance and Dispute Settlement Procedure outlined in the relevant Industrial Agreement that the individuals are covered by. Individuals who are not covered by an award or agreement, including volunteers or non-award employees, should refer to the Endeavour Grievance and Settlement Procedure (QP 5274).
- Timeframes shall be adhered to, however where a timeframe cannot be met, communication to the individual including reasons and anticipated dates shall be made known as soon as reasonably possible.
- Confidentiality of grievances shall be maintained at all times as per Endeavour's Privacy Policy (QD 5013). The Grievance details should not be shared with those that the matters are pertaining to. Details of disciplinary or performance outcomes relating to staff, shall not be disclosed to the employee who raises the grievance
- When working through the grievance process a fair and thorough review of concerns raised is required. Endeavour Foundation is committed to ensuring that the principles of procedural fairness are adhered to when managing grievances.
- Ensure through your investigation into the matters that you keep all relevant information, documentation and meeting notes.
- **Hot Tip: Keep communicating with the employee so they know where you are up to with the review of their grievance.**

Process

Below is the process to be completed by the manager to successfully manage the grievance within the set timeframe.

1. Employee raises grievance
2. Manager acknowledges the grievance in 24 hours, by emailing/speaking with the employee who raised the grievance
3. Manger reviews the grievance & highlights key concerns
4. Manager phones employee to discuss and confirm matters to be looked into
5. Manager completes fact finding (Refer to the Fact Finding Manager Guide)
6. Manager contacts employee to provide an update
7. Manager drafts findings for each of the concerns raised

8. Manager meets with employee to deliver the outcome of the grievance

For further information on this, please refer to the manager checklist on the following page.

Steps to Manage a Grievance Successfully

Below is a leader checklist which details the steps for you to manage a grievance. Ensure that key timeframes are adhered to and where possible make contact with the employee to keep them informed that you're continuing to investigate their concerns.

Endeavour Foundation Collective Agreement

Follow this where an employee who is under the Endeavour Foundation Collective Agreement raises a grievance e.g. Support Worker.

Timeframe	Steps to action	Completed
Stage 1 – immediate manager is notified of the grievance (3 working days to resolve)		
24 Hours	Upon receipt of the grievance – call the employee and acknowledge the grievance & follow this up with an email.	
Days 2	<p>Read through the grievance & identify the key concerns that need to be investigated</p> <p>Making note of any concerns raised that you require further information on. This could include; dates, employees present / whom were witness to the concerns, any documentation or emails you may need a copy of.</p> <p>Hot Tip - Refer to the 'Fact Finding Manager Guide' to help you with your review</p>	
	<p>Phone the employee and detail the key concerns that you have identified:</p> <ol style="list-style-type: none"> Confirm that they are comfortable with the identified matters If you have questions regarding details of concerns (above) – discuss this with them now Discuss the desired outcome Follow this phone call up with an email detailing your conversation 	
Day 3	<p>Take actions to close out the grievance. This can include:</p> <ol style="list-style-type: none"> Discussing with the employee there is no further action required; or Discussing concerns raised with identified employees Email the employee to confirm the actions taken and that their grievance is now closed <p>Once you have completed your fact finding, you will need to draft up the findings of the matters you have investigated. An example of this for your reference:</p> <p><i>Matter 1 – Not having an opportunity to work available shifts on the weekend</i></p> <p><i>Finding 1 – It has been determined through fact finding that the Home Site Supervisor and the Rostering Team were not informed of your availability to work on weekends. Where possible we encourage our employees to liaise with their Home Site Supervisor to ensure that they're aware of any changes in availability to working hours. This allows for</i></p>	

	<i>management to have accurate information and allow where possible to accommodate and assign available weekend shifts to you.</i>	
Stage 2 – Grievance is escalated to next level of management (4 working days to resolve)		
24 Hours	Upon receipt of the grievance – call the employee and acknowledge the grievance & follow this up with an email.	
Days 2 - 4	<p>Review the fact finding that occurred at Stage 1 and identify if anything further is required.</p> <p>If more fact finding is required, such as talking with other employees, contact employees and gather further information. Review the additional information and then meet with the employee to confirm the outcome of their grievance.</p> <p>If you believe the grievance has been appropriately reviewed and actioned in Stage 1, meet with the employee to advise this and try and understand what they are specifically dissatisfied with.</p> <p>Send an email following the meeting confirming the outcome of the grievance.</p>	
Stage 3 & 4 – Grievance is escalated to higher levels of management and People Experience (14 working days to resolve)		
24 Hours	Upon receipt of the grievance – call the employee and acknowledge the grievance & follow this up with an email.	
Days 2 - 14	<p>Review the fact finding that occurred at Stage 1 and 2, and identify if anything further is required.</p> <p>If more fact finding is required, such as talking with other employees, contact employees and gather further information. Review the additional information and then meet with the employee to confirm the outcome of their grievance.</p> <p>If you believe the grievance has been appropriately reviewed and actioned in Stage 1 and 2, meet with the employee to advise this and try and understand what they are specifically dissatisfied with.</p> <p>Meet with the employee to provide the outcome of the grievance and the findings that you have made.</p> <p>Send an email following the meeting confirming the outcome of the grievance.</p> <p>If any further actions need to be taken to address the concerns raised in the grievance, reach out to your People Experience Advisor to discuss this.</p>	

All other Employees

Follow this where an employee who is **not** under the Endeavour Foundation Collective Agreement raises a grievance

Timeframe	Steps to action	Completed
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24 Hours	Upon receipt of the grievance – call the employee and acknowledge the grievance & follow this up with an email.	
Days 2 - 3	Read through the grievance & identify the key concerns that need to be investigated Making note of any concerns raised that you require further information on. This could include; dates, employees present / whom were witness to the concerns, any documentation or emails you may need a copy of.	
	Phone the employee and detail the key concerns that you have identified: e. Confirm that they are comfortable with the identified matters f. If you have questions regarding details of concerns (above) – discuss this with them now g. Follow this phone call up with an email detailing your conversation	
Days 3 - 7	You will need to conduct fact finding into the specifics: a. looking into supporting documentation b. fact finding with employees whom you have identified that have been witness to the allegations or employees that work at the service (ensuring confidentiality of the grievance) Hot Tip - Refer to the 'Fact Finding Manager Guide' to help you with your review	
Day 7	Make contact with the employee to keep them in the loop that you're looking into their concerns	
Days 8 - 14	Once you have completed your fact finding, you will need to draft up the findings of the matters you have investigated. An example of this for your reference: <i>Matter 1 – Not having an opportunity to work available shifts on the weekend</i> <i>Finding 1 – It has been determined through fact finding that the Home Site Supervisor and the Rostering Team were not informed of your availability to work on weekends. Where possible we encourage our employees to liaise with their Home Site Supervisor to ensure that they're aware of any changes in availability to working hours. This allows for management to have accurate information and allow where possible to accommodate and assign available weekend shifts to you.</i>	
	Meet with the employee to provide the outcome of the grievance and the findings that you have made. Send an email following the meeting confirming the outcome of the grievance.	
	If any further actions need to be taken to address the concerns raised in the grievance, reach out to your People Experience Advisor to discuss this.	

DOCUMENTATION

Policies

Endeavour's Privacy Policy (QD 5013)

Endeavour Foundation Grievance and Dispute Policy (QD 5274)

Procedures

Endeavour Grievance and Settlement Procedure (QP 5274)

Forms

Grievance Record (QF 5274.01)