



## GRIEVANCE MANAGEMENT POLICY

### POLICY POSITION

SNAICC is committed to resolving both internal and external grievances in a prompt, impartial and just manner for all involved. SNAICC will endeavour to ensure that individuals who report a grievance or those who are involved in the resolution of the issues are not subject to reprisals or victimisation.

SNAICC recognises the importance of employees having access to processes that provide a consistent approach to the resolution of workplace complaints and grievances within a supportive environment.

Grievances should be raised promptly without the fear of reprisal or victimisation. Employees are encouraged to resolve their concerns and address conflicts as early as possible to achieve a positive and professional workplace culture.

Confidentiality will be maintained throughout the process and requires SNAICC employees to protect all information and prevent its disclosure to anybody other than those who have a right to access it and need to know.

This policy aims to ensure the following procedural fairness elements:

- The opportunity for all parties involved to be heard and the right to a fair hearing;
- The right to attend hearings or interviews with a friend or support person, if required;
- The respondent having full knowledge of the nature and substance of the grievance;
- The opportunity for all parties to respond to allegations made against them during the course of an investigation;
- The right to an independent, unbiased decision-maker; and
- A final decision based solely on the relevant evidence.

### SCOPE

This policy relates to SNAICC grievance handling processes for the management of the conduct and experience of SNAICC employees, volunteers, Board members and contracted parties in line with SNAICC Policies and Procedures.

Version: 1.0	Date: Sept 2022	Policy: Grievance Management	Review Date: Sept 2024	Authorised by: SNAICC CEO
--------------	-----------------	------------------------------	------------------------	---------------------------

## DEFINITIONS

<b>Grievance</b>	<p>An official statement of complaint over an objective or criticism when a person feels something is not satisfactory. Grievances may be internally received or externally via member agencies, families, communities or other stakeholders relating to the following areas:</p> <ul style="list-style-type: none"> <li>▪ Being treated fairly and equitably</li> <li>▪ Discrimination and harassment; and</li> <li>▪ Any Behaviours breaching SNAICC policies and procedures including the Code of Conduct</li> <li>▪ Maintenance of facilities or resources.</li> </ul> <p>Grievance may vary in severity and complexity. Complainants have an option to progress concerns either through formal or informal complaint processes.</p>
<b>Complainant</b>	An individual or individuals/s expressing dissatisfaction or grievance.
<b>Respondent</b>	An individual or individual/s who are the subject of the grievance or responsible for responding to the issues of the grievance e.g.: Director Operations and Human Resources.
<b>Informal Grievance</b>	Intends to resolve less serious concerns quickly. The complainant is generally seeking an agreement or shared understanding on how to avoid future problems, rather than to substantiate the grievance via investigation or other means. The process is considered 'informal' and as such may not be documented specifically. The complainant or / and the respondent or their Managers may choose to note 'informal complaint' outlines and learnings within related documents e.g.: supervision or annual review.
<b>Formal Grievance</b>	<p>Aims to substantiate a grievance with evidence or / and seek a resolution of the grievance issues. The grievance, process and finding are formally documented.</p> <p>A Formal Grievance is usually appropriate when:</p> <ul style="list-style-type: none"> <li>▪ The complainant wishes to formalise processes</li> <li>▪ Informal attempts have failed or are inappropriate</li> <li>▪ The allegations are believed serious</li> <li>▪ When a formal process is believed to better ensure the safety of parties involved e.g.: bullying grievance</li> <li>▪ When an individual feels victimised as a result of a making or substantiating a grievance</li> </ul>

SNAICC employees should be familiar with their grievance lines and responsibility in receiving, transferring or managing possible grievances in line within this policy. A broad guide includes:

- Maintenance of facilities or resources - All SNAICC employees;
- Availability or quality of service or support - Relevant Executive, CEO or if required Board; and
- Breach of Workplace Bullying and Harassment, Sexual Harassment or Code of Conduct policies - Relevant Executive, CEO or if required Board.

<b>Version:</b> 1.0	<b>Date:</b> Sept 2022	<b>Policy:</b> Grievance Management	<b>Review Date:</b> Sept 2024	<b>Authorised by:</b> SNAICC CEO
---------------------	------------------------	-------------------------------------	-------------------------------	----------------------------------

## RESPONSIBILITIES

### 1. Making a complaint

- a) **INFORMAL PROCESS:** A grievance does not need to be in writing unless they are formally referred to Management for resolution. This is known as an Informal Grievance.

Should an employee have a concern or grievance, the employee should attempt to resolve the grievance themselves and as close to the source as possible. At this stage, every effort should be made to resolve the grievance before it is formalised, using verbal and informal methods. Employees may seek the advice or assistance of the manager/supervisor or Director of Operations & HR, if appropriate to resolve the matter informally. Informal resolution may include:

- Talking directly to the person and advising them of your concerns;
- Mediation with a third person if all parties to the dispute agree;
- Any other informal process to attempt to resolve the complaint.

If the matter cannot be resolved in this manner, or if it is not appropriate to do so, then the formal grievance process may commence.

- b) **FORMAL PROCESS:** A Formal Grievance should be made in writing to an employee's manager as soon as possible. If the grievance is about the relevant manager, or where there is an actual or perceived conflict of interest, the grievance should be made to the next most senior manager or the Director of Operations & HR. Where a grievance relates to the Chief Executive Officer, complainants should refer their concerns to SNAICC Board Chairperson.

The grievance should contain sufficient information including, but not limited to, details of the behaviours/incidents which is alleged to constitute the inappropriate conduct and:

- The name(s) of the individuals (s) involved and the names of any witnesses;
- Dates(s) and location(s); and
- A description of what occurred.

### 2. Reviewing the grievance

Upon receiving a written grievance, the relevant manager or Chairperson should conduct an initial review of the written grievance and meet with the employee to clarify the grievance and/or, if necessary, seek further information.

The relevant manager or Chairperson, should then assess the potential seriousness of the grievance and determine:

1. Whether any initial action needs to be taken (such as separating employees); and
2. How the matter should be resolved (e.g. private discussions, mediation, internal/external investigation).

If the SNAICC CEO (or their elected delegate) and the relevant manager decide that it is necessary for a workplace investigation to be conducted, the SNAICC CEO (or their elected delegate) will appoint an Investigating Officer. The Investigating Officer may be a manager, another employee or an external party. In the event that the grievance refers to the Chief Executive Officer, the SNAICC Chairperson may, depending on the seriousness of the grievance elect to:

Version: 1.0	Date: Sept 2022	Policy: Grievance Management	Review Date: Sept 2024	Authorised by: SNAICC CEO
--------------	-----------------	------------------------------	------------------------	---------------------------

- Stand down the CEO and appoint temporary management;
- Convene a special meeting with the Board to consider the course of action. This may include delegating an investigating party; and/or
- Undertake initial investigations and report back to the Board.

### 3. Workplace Investigations

The Investigating Officer must ensure, so far as is reasonably practicable, that the investigation is conducted confidentially. The respondent will be provided with the substance of the grievance as soon as possible and be invited to provide a response to the allegation(s).

Witnesses to alleged instances may be asked to participate in the workplace investigation and give their version of events. All employees must cooperate with the reasonable requests of the Investigating Officer.

The Investigating Officer should report back to the SNAICC CEO (or their elected delegate) or Chair (or their delegate) on their findings within a reasonable time period after commencing the investigation.

### 4. Confidentiality

All employees, including those who report the grievance, or about whom a grievance is made, or who participate in the investigation of a report or grievance, are required to maintain confidentiality about the grievance and matters discussed with named investigation stakeholders.

### 5. Resolving the grievance

In some cases a grievance may be resolved through private discussions and/or mediation without the need for a formal investigation (informal grievance). Where a grievance is resolved in this way, an appropriate record of the outcome will be made.

Where a workplace investigation is conducted, the SNAICC CEO (or their elected delegate) or where relevant the Chairperson, will consider the findings reported by the Investigating Officer and determine the appropriate course of action. This may include:

- Where an employee who is the subject of a grievance has acted in breach of relevant workplace policy and/or legislation, appropriate disciplinary action up to and including termination of employment depending on the severity of the breach(s);
- Other remedial action as is necessary to address any workplace issues;
- Where it has been determined that a grievance has been made falsely or maliciously against another employee, disciplinary action may be appropriate against the complainant, up to and including termination of employment.

SNAICC will endeavour to ensure that employees who report grievances concerning the above matters or those who are involved in the resolution of the issues are not subject to reprisals or victimisation.

### Related documents

- SNAICC Whistle Blowers Policy
- SNAICC Sexual Harassment Policy
- SNAICC Workplace Bullying and Harassment Policy
- SNAICC Code of Conduct

<b>Version:</b> 1.0	<b>Date:</b> Sept 2022	<b>Policy:</b> Grievance Management	<b>Review Date:</b> Sept 2024	<b>Authorised by:</b> SNAICC CEO
---------------------	------------------------	-------------------------------------	-------------------------------	----------------------------------

- SNAICC Work Health and Safety Policy
- SNAICC Confidentiality and Privacy Policy
- SNAICC Complaints Form

<b>Version:</b> 1.0	<b>Date:</b> Sept 2022	<b>Policy:</b> Grievance Management	<b>Review Date:</b> Sept 2024	<b>Authorised by:</b> SNAICC CEO
---------------------	------------------------	-------------------------------------	-------------------------------	----------------------------------

The information contained herein this document is the property of **SNAICC**.  
Unauthorised disclosure to the public is prohibited.