

Grievance and Complaint Policy

SAMPLE

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SAMPLE

Purpose

This Grievance and Complaint Policy sets out how [Company Name] will receive, manage and resolve grievances and complaints from workers, contractors, volunteers, labour hire workers, visitors and other stakeholders. It supports a psychologically safe and respectful workplace and forms part of [Company Name]'s work health and safety (WHS) management system.

This policy aims to:

- Provide a clear, fair and confidential process for raising and resolving grievances and complaints.
- Prevent and manage psychosocial risks arising from unresolved conflict, bullying, harassment, discrimination and other unacceptable conduct.
- Ensure compliance with WHS legislation, anti-discrimination, workplace relations and privacy laws.
- Encourage early, informal resolution where appropriate, while ensuring access to formal processes where needed.

Scope

This policy applies to:

- All workers, including employees, contractors, labour hire personnel, apprentices, trainees, volunteers and work experience students.
- All work activities and work-related events, including off-site work, client visits, conferences, work-related social functions and online/remote work.

Grievances and complaints about work-related matters, including but not limited to:

- Interpersonal conflict and communication issues.
- Bullying, harassment, sexual harassment or discrimination.
- Work allocation, workload or performance management processes.
- Management decisions, treatment by supervisors or colleagues.
- Health and safety concerns, including psychosocial hazards.
- Breaches of policies, procedures or codes of conduct.

This policy does not limit workers' rights to raise issues with external agencies such as a WHS regulator, the Fair Work Commission, an anti-discrimination body or a union.

Definitions

Key Terms

- **Grievance:** A concern, problem or issue raised by a worker about their work, working conditions, treatment at work or the behaviour of others in the workplace.

- **Complaint:** An expression of dissatisfaction made to [Company Name] about any aspect of work, behaviour, decision or process, where a response or resolution is explicitly or implicitly expected.
- **Psychosocial hazard:** A hazard that arises from or relates to the design or management of work, the working environment, plant at a workplace, or workplace interactions and behaviours, and which may cause psychological harm.
- **Bullying:** Repeated unreasonable behaviour directed towards a worker or group of workers that creates a risk to health and safety.
- **Harassment:** Unwelcome behaviour that a reasonable person would expect to offend, humiliate or intimidate another person.
- **Discrimination:** Unfavourable treatment of a person because of a protected attribute (for example, sex, race, disability, age, religion) as defined in relevant legislation.
- **Victimisation:** Unfavourable treatment of a person because they have made, or intend to make, a complaint or have supported another person to make a complaint.
- **Informal resolution:** Steps taken to resolve a grievance or complaint through discussion, mediation, coaching or other non-investigative means.
- **Formal complaint:** A complaint made in writing requesting a formal investigation or formal management response.

Principles

[Company Name] will manage grievances and complaints in line with the following principles:

- **Fairness and natural justice:** All parties will be treated fairly, given an opportunity to be heard, and decisions will be based on evidence.
- **Confidentiality:** Information will be shared only on a need-to-know basis and handled in line with privacy obligations.
- **Timeliness:** Issues will be addressed promptly to minimise risk and prevent escalation.
- **Support and safety:** The physical and psychological health and safety of all parties will be prioritised throughout the process.
- **No victimisation:** Workers will not be disadvantaged for raising a concern or participating in a grievance or complaint process in good faith.
- **Accessibility:** Processes will be simple, clearly communicated and available to all workers, including those in remote or field roles.
- **Continuous improvement:** Trends and systemic issues identified through grievances and complaints will be used to improve WHS and workplace practices.

Roles and Responsibilities

Officers (e.g. Directors, Senior Executives)

Officers of [Company Name] must exercise due diligence to ensure that appropriate grievance and complaint processes are in place and effective. This includes:

- Ensuring adequate resources (time, personnel, training and systems) are allocated to manage grievances and complaints.
- Monitoring grievance trends and systemic issues as part of WHS and governance reporting.
- Ensuring managers and supervisors are competent to handle grievances and complaints.
- Reviewing serious or high-risk matters, particularly those involving psychosocial hazards or potential legal exposure.

Managers and Supervisors

Managers and supervisors are responsible for early identification and management of issues and must:

- Model respectful behaviour and inform [Company Name]'s values and code of conduct.
- Act promptly on any grievance or complaint brought to their attention.
- Take immediate action where there is a risk to health and safety, including psychosocial risks.
- Facilitate informal resolution where appropriate, or escalate to HR/WHS or senior management when required.
- Maintain accurate, confidential records of issues raised and actions taken.
- Cooperate with investigations and implement agreed outcomes and corrective actions.

Workers

All workers share responsibility for maintaining a respectful and safe workplace and must:

- Treat others with dignity and respect at all times.
- Raise grievances or complaints as early as possible to allow timely resolution.
- Provide honest information and cooperate with any resolution or investigation process.
- Maintain confidentiality and avoid gossip or victimisation of others.
- Follow lawful and reasonable directions related to interim control measures during the process.