



[Name of House]

Conflict and Grievance Resolution Policy

PURPOSE

The [Name of House] is committed to creating and maintaining constructive, productive and supportive working relationships with all who work in or use the House.

We want everyone to communicate openly and respectfully with one another, recognising different points of view and dealing with them constructively. The presence of conflict, if dealt with effectively, offers an opportunity for individual and organisational learning including the identification of policies and practices that need to be improved. If left unresolved, conflict and grievances can lead to a stressful, and in the worst cases, a poisoned environment.

The purpose of this policy is to guide management committee members and other members, staff, tutors, volunteers and house users in resolving conflict and grievance issues if and when they arise.

While this policy can be used to assist in dealing with issues concerning bullying, harassment and discrimination, if such issues arise, refer in the first instance to the House Anti-Discrimination, Harassment and Bullying policy.

This policy does not apply to alleged criminal activity, suspected corruption, and reportable conduct involving children or young persons under 18 years of age, which must be reported promptly and directly to Tasmania Police.

RESPONSIBILITIES

All staff are expected to conduct themselves in a manner which respects the rights and welfare of other staff and to show competence, care, good faith and compliance with instructions, policies and procedures in the performance of their duties.

Supervisors are responsible for trying to prevent problems and settling grievances in the workplace and for notifying the Staff Grievance Contact Officer of the existence of any grievance.

It is the **complainant's** responsibility to raise the issue(s) of the grievance as soon as possible with the other party/parties and agree to be involved in settling the issue(s) by acting in good faith.

The **Staff Grievance Contact Officer** is responsible for providing procedural guidance to the parties.



[Name of House]

Conflict and Grievance Resolution Policy

POLICY

The [Name of House] will provide and maintain a positive environment in which all are able to work and interact constructively together.

The [Name of House] will establish procedures to support timely, fair and effective conflict and grievance resolution.

In the first instance, the [Name of House] will encourage management committee members, staff, volunteers, members, house users and others to resolve directly with each other at the earliest opportunity, and to their mutual satisfaction, any conflict or grievance issues or concerns that they may have.

If informal conflict and grievance resolution between the parties themselves is not acceptable to a person involved, not possible for other reasons, or cannot be resolved to the satisfaction of all parties, a formal conflict and grievance resolution procedure will be implemented.

A person requesting formal conflict and grievance resolution must do so in writing in the manner designated in this policy. A person must be offered independent support to put things in writing if they require it.

All formal conflict and grievance resolution requests will be investigated fully and promptly, and all parties will be kept informed of progress.

The formal conflict and grievance resolution procedures available will be fully documented and provided to those involved at the outset of the process. Then, the wishes and concerns of all parties will be taken into account in determining the procedures appropriate to the circumstances.

The [Name of House] will maintain confidentiality as far as is possible. Only the relevant parties will be involved in investigation and resolution procedures. This policy should be read in conjunction with the Confidentiality and Privacy Policy

Parties to the conflict and grievance resolution will be encouraged to observe confidentiality.

A person raising a conflict or grievance issue may, at any time, withdraw in writing from pursuing the matter.

No person will be intimidated or unfairly treated in any respect if they use this Policy to resolve an issue.

A clear and accurate written record will be kept of the details of any formal conflict and grievance resolution requests and the procedures, actions and outcomes of the resolution process, including dates and signatures of those involved.



[Name of House]

Conflict and Grievance Resolution Policy

Members of the Management Committee or other members, the House Coordinator, staff, tutors and volunteers are obliged to take immediate action in addressing a conflict or grievance if the physical or mental health and safety of any of the parties is perceived to be at risk.

If threats to persons are made, or members of the Management Committee or other members, the House Coordinator, staff, tutors or volunteers perceives a possible danger to a party or to other employees, including the possibility of one party being a danger to themselves, external professional assistance must be sought immediately.

PROCEDURES

Appoint a Grievance Officer

Before any conflict arises, and as a first step, appoint and train a Grievance Officer, chosen from the membership of the House, who is capable of responsibly undertaking the role.

Designate and train an Alternative Grievance Officer to deal with situations where it is not practical or appropriate for the Grievance Officer to be involved.

Informal conflict and grievance resolution

Step 1. Open and honest communication is essential for resolution of conflicts and grievances within the House. Encourage the person/s with a concern to raise concerns with those involved at the first sign of an issue developing. In other words, sit down and talk about the issue sooner rather than later.

Step 2. At this meeting, aim to:

- Be accepting that the other party's view of the situation may be different. At this stage, simply seek agreement that there is a problem and what the nature of the problem is, not agreement with the other party's view
- Listen actively to each other's point of view, allowing time for each person to have their say. It is very important to stay calm during this process and concentrate on issues.
- Make a commitment to working it out. Agree on a timeframe and a course of action.

Step 3. If it helps, working together, write down the issues to assist with separating behaviours and issues from the emotions involved. Ask questions like, "What are the facts or behaviours involved? How do they make me feel? What would I like the outcome to be?"



[Name of House]

Conflict and Grievance Resolution Policy

Step 4. Working with good will:

- Decide your agreed actions, including who will be involved and in what way, the timeframe, how you will know that the matter is settled, and any other things that the parties agree are necessary. There may be a benefit in putting all this in writing and signing off on it.
- Organise to meet again informally at some point to check with each other that things are now resolved.

Step 5. If the people who are in conflict feel unable to deal with the issues by themselves, but want to pursue an informal process, invite an independent person that they both trust to sit in on the discussion to help them deal with the issues.

In summary the informal conflict and grievance resolution process is as follows:

- Initiate a discussion
- Identify the “real” conflict
- Listen to all points of view
- Recognise and respect feelings
- Explore ways to resolve the conflict
- Mutually agree on what is to be done
- Check that everyone is satisfied with the resolution

Formal conflict and grievance resolution

All people involved in this formal process will retain the right to contact an external agency for advice, support or assistance at any stage of the process, including any dissatisfaction with resolution of the complaint.

| Step 1 | Notifier | Coordinator | Grievance Officer |
|---|----------|---|--|
| If informal resolution procedures do not reach an outcome to the satisfaction of all parties involved | | direct the person with concerns (the notifier) to first discuss the situation with the House Grievance Officer appropriate for the particular circumstances | Give the notifier a copy of the Conflict and Grievance Resolution Policy |

| Step 2 | Notifier | Coordinator | Grievance Officer |
|---|---|--|---|
| If the person with concerns wishes to proceed, the. | sign and date the Conflict and Grievance Notification Form, with supporting documentation if appropriate, detailing their view of the | Give a person independent support to put things in writing if they require it. | Grievance Officer will request they complete the Conflict and Grievance Notification Form |



[Name of House]

Conflict and Grievance Resolution Policy

| | | | |
|--|--|--|--|
| | situation and submit it to the Grievance Officer | | |
|--|--|--|--|

| Step 3 | Notifier | Coordinator | Grievance Officer |
|--|--|-------------|---|
| In consultation with the Grievance officer | the Notification Form may be amended if the notifier requires and/or agrees to the revision, for example to make sure the issues are clear or that abusive language or put-downs are not included. | | offer assistance to the person with concerns, talk about the problem or grievance and how they would like to see the complaint resolved, and explain the formal conflict and grievance resolution procedures that are available |

| Step 4 | Notifier | Coordinator | Grievance Officer |
|--|----------|-------------|---|
| People will reasonably expect to know if their behaviour or their decision is a problem for another person or group. | | | Provide a copy of the Notification Form and a copy of the Conflict and Grievance Resolution Policy to the other parties identified on the form as being involved in the conflict or grievance |

| Step 5 | Notifier | Coordinator | Grievance Officer |
|--|----------|-------------|--|
| In some cases, these will provide the basis for resolution of the conflict. During this time, the Grievance Officer may seek the advice of the Department or Neighbourhood Houses Tasmania | | | check that all documents which define how the House should operate, such as the House policies and procedures, Codes of Conduct, the Constitution or Model Rules, the Strategic Framework and the Funding Agreement, are being properly followed and applied |

| Step 6 | Notifier | Coordinator | Grievance Officer |
|--|----------|--|--|
| If Step 5 does not lead to a resolution or requires further action. To encourage openness, do not permit legal representation. For the same reason, do not take minutes or written records of what is said during meetings, but | | Only open meetings held to investigate or resolve a complaint to the parties and the Grievance Officer, though the parties may have an advocate or supporter present | investigate the circumstances and details of the notification and consult with all relevant parties Meetings may be with the parties individually, together or both |



[Name of House]

Conflict and Grievance Resolution Policy

| | | | |
|---|--|--|--|
| document agreed outcomes of the meetings or any resulting agreement and have all parties sign and date them | | | |
|---|--|--|--|

| Step 7 | Notifier | Coordinator | Grievance Officer |
|---|----------|-------------|---|
| If a clear resolution, agreed to by all parties, does not arise in Step 6 | | | Grievance Officer will prepare a draft written report on the investigation within ten working days of receiving the Notification Form |

| Step 8 | Notifier | Coordinator | Grievance Officer |
|---|----------|-------------|---|
| request a written response to any factual errors and comment on any recommendations contained with the report within ten working days | | | forward a copy of the confidential draft report to all the parties involved |

| Step 9 | Notifier | Coordinator | Grievance Officer |
|--|----------|-------------|---|
| In some circumstances, this may be the final step and the end of the matter. If so, the Grievance Officer will implement Step 12 of these Procedures | | | check and confirm any changes to the draft report, meet with all the parties together to discuss and finalise a resolution to the conflict or grievance |

| Step 10 | Notifier | Coordinator | Grievance Officer |
|---|----------|-------------|---|
| If deemed necessary by the Grievance Officer, or if requested | | | independent mediator may be appointed to assist in resolution of the matter and help the parties restore a positive working relationship in the future. The mediator should be trained or otherwise have the necessary skills to support the parties reach a mutually agreed resolution |

| Step 11 | Notifier | Coordinator | Grievance Officer |
|---|----------|---|-------------------|
| If a mediated approach fails to resolve the matter, an arbitrated | | The arbitrator will investigate the matter and make a decision or | |



[Name of House]

Conflict and Grievance Resolution Policy

| | | | |
|---|--|--|--|
| <p>approach can be undertaken.</p> <p>In writing, describe clearly the expectations about future behaviour and outline the consequences of unwanted or unacceptable behaviour</p> | | <p>determination of what should be done and what the consequences for the parties should be. The arbitrator may be an external person brought in by the House or, depending on circumstances, the Management Committee, or the Co-ordinator or Manager</p> <p>If the resolution directed by the independent arbitrator necessitates it, arrange or apply whatever sanctions are required under the Constitution, Policies and Procedures, or Funding Agreement</p> | |
|---|--|--|--|

| Step 12 | Notifier | Coordinator | Grievance Officer |
|--|----------|---|---|
| <p>Once the parties have agreed to recommendations of the Grievance Officer for resolution, or the mediated or arbitrated resolution</p> | | <p>hold the complete file, including the conflict and grievance notification form with any supporting documentation, documentation of relevant factual information, analysis of the information, the conclusion, and the signed and dated resolution in confidential storage for a minimum of two years</p> | <p>fully document the details of the resolution of the conflict or grievance in writing and have all parties sign and date it</p> |

| Step 13 | Notifier | Coordinator | Grievance Officer |
|---|----------|---|-------------------|
| <p>When a conflict or grievance cannot be resolved by this House policy and procedures,</p> | | <p>have the parties and/or the House seek resolution through the relevant industrial or legal processes available</p> | |



[Name of House]

Conflict and Grievance Resolution Policy

ADOPTION AND REVISION HISTORY

Include policy versions, approvals, review dates etc. here.

This policy was adopted by the Management Committee of [Name of House] on

Signature

Signature

Print name

Print name

Position

Position

Conflict or Grievance Notification Form

[Name of House]

REQUIREMENTS

You must complete a copy of this Notification Form and provide it to the House Grievance Officer if you are seeking a formal procedure for resolution of a conflict or grievance. Advice or help to complete the Form and put your concerns in writing is available. Discuss this with the House Grievance Officer.

The House Grievance Officer will review the Form and clarify any details with you, including revising

Conflict or Grievance Notification Form

[Name of House]

the Form if you require and/or agree to the revision. Once finalised and signed, a copy of the Notification Form will be provided to the other parties identified below as being involved in the conflict or grievance. All parties must be provided with a copy of the Conflict and Grievance Resolution Policy at the same time as they are provided with the Notification Form.

Other than the parties involved and the Grievance Officer, the Notification Form must be kept in confidence.

DETAILS

Notifier's Name:

Address:

Phone Number:

Mobile Number:

Email:

Please provide a very brief description of the conflict or grievance, including dates where these apply. This information will be used to help identify the appropriate procedures for dealing with the complaint.

**Name of other person(s)
or group involved in the conflict
(the respondent):**

Conflict or Grievance Notification Form

[Name of House]

Contact details
of the respondent(s)
[if known]

What steps have you already taken to try to resolve this conflict or grievance with the other person(s)?

Is your complaint, or any matter related to your complaint, already being dealt with or has it been dealt with elsewhere? If so, please describe briefly.

Do you have any special needs that require consideration? For example, wheel chair access, interpreter, child care (indicate times), visual/hearing disability, help to put things in writing etc.

Signed:

Dated:

Received by:

Signed:

Dated:

Useful Contacts

Mediation and Conflict Resolution Support

Relationships Australia (Tasmania)

Hobart

20 Clare Street
New Town Tas 7008
Ph: 1300 364 277
Fax: 6279 5073
Email: hobart@relias.com.au
Website: www.tas.relationships.org.au

Launceston

6 Paterson St
Launceston Tas 7250
Ph: 1300 364 277
Fax: 6332 8015
Email: launceston@relias.com.au

Devonport

68 North Fenton Street
Devonport TAS 7310
Ph: 1300 364 277
Fax: 6421 3605
Email: devonport@relias.com.au

Positive Solutions – Mediation, Counselling

Freecall 1800 064 039

Hobart Office

162 Macquarie Street Hobart 7000

Launceston Office

44 Canning Street Launceston 7250

Devonport

Coastal Psychology
68 Oldaker Street Devonport 7310

Burnie

HQ Consulting Rooms
152 Wilson Street Burnie 7320

Discrimination, Harassment and Bullying

Anti-Discrimination Commission

Statewide local call 1300 305 062

Office address

Level 1, 54 Victoria St
Hobart Tas 7000

Postal address

GPO Box 197
Hobart Tas 7001

Phone: 6233 4841

Fax: 6233 5333

Email: antidiscrimination@justice.tas.gov.au

Industrial Advice

Jobs Australia

Postal Address

PO Box 299
Carlton South
Victoria 3053

Phone: 03 9349 3699
 1800 331 915 (Jobs Australia Members)

Fax: 03 9349 3655

Email: ja@ja.com.au

Quartz Consulting

South - Level 5, 2-4 Kirksway Place, Battery Point, TAS 7004.

Phone: 62236361

Fax: 6223 8165

North - Level 2, 39 Paterson Street, Launceston, TAS, 7250

Phone: 6334 1173

Email: info@quartzconsulting.com.au

Tasmanian Chamber of Commerce and Industry (TTCI)

Free call statewide 1300 559 122

Southern Office

Industry House, 309 Liverpool Street, Hobart 7000

GPO Box 793 Hobart TAS 7001

Phone: 03 6236 3600

Fax: 03 6231 1278

Email: admin@tcci.com.au

Northern Office

Level 1, 111 St John Street, Launceston TAS 7250

PO Box 1490 Launceston TAS 7250

Phone: 03 6331 1144

Fax: 03 6334 6400

Email: laun@tcci.com.au

Fair Work Commission

1st Floor, Commonwealth Law Courts,

39–41 Davey Street,

Hobart, 7000

GPO Box 1232M, Hobart, 7001

Phone: 6214 0200

Fax: 6214 0202

Out of hours emergency: 0418 124 021

Email: hobart@fwc.gov.au

Fair Work Ombudsman

Southern Office

Level 3,

142-146 Elizabeth Street,

Hobart, 7000

GPO Box 9887, Hobart, 7001

Phone: 13 13 94

Fax: 1800 618 366

Web: <http://www.fairwork.gov.au>

Northern Office

Ground Floor Transit Centre,

Cornwall Square,

Launceston, 7000

GPO Box 9887, Hobart, 7001

Phone: 13 13 94

Fax: 1800 618 366

Web: <http://www.fairwork.gov.au>

WorkSafe Tasmania

Hobart – 30 Gordon’s Hill Road, Rosny Park
Launceston – 3rd Floor, Henty House, 1 Civic Square
Burnie – 3rd Floor, Reece House, 46 Mount Street
PO Box 56
Rosny Park TAS 7018
Phone: 1300 366 322
Fax: 03 6233 8338
Email: wstinfo@justice.tas.gov.au

Australian Services Union (ASU)

Hobart Office

265 Macquarie Street
Hobart TAS 7000
Phone: 6224 3411
Fax: 03 9342 3498
Email: info@asuvictas.com.au

Launceston Office

237 Wellington Street
Launceston TAS 7250
Phone: 1300 855 570
Fax: 03 9342 3498
Email: info@asuvictas.com.au

Health and Community Services Union (HACSU)

Postal Address

PO Box 635
North Hobart
TAS 7002
Phone: 1300 880 032
Email: assist@hacsutas.net.au

Hobart Office

11 Clare Street, New Town TAS 7008
Fax: 6231 4142

Launceston Office

91 Paterson Street, Launceston TAS 7250
Fax: 6331 4309

Devonport Office

80 Oldaker Street, Devonport TAS 7310
Fax: 6424 6808