



HR Conflict Management and Grievance Procedure

1. Policy Reference

Conflict Management and Grievance Policy

2. Relevant Documentation

- 2.1 Staff/volunteer/board handbooks
- 2.2 Student Information
- 2.3 Confidential grievance records
- 2.4 Posters

3. Procedure

Conflict Resolution Process

This document describes a step by step process for managing conflict at Tailem Bend Community Centre Incorporated (TBCC) it should be read in conjunction with the Grievance Resolution Policy and Procedures.

TBCC recognises that conflict is a normal part of interpersonal interaction in the workplace. TBCC also acknowledges that differences and conflict can be an important opportunity for personal and organisational growth if managed constructively.

Staff members, volunteers and participants wanting to find a balance between ignoring conflict on the one hand and venting anger on the other are encouraged to approach conflict from a non-blaming position that values difference and seeks to provide solution, within a supportive framework, for all involved.

Step One

The first step is based on a one-to-one exchange between the two people involved in the conflict.

The following guide-lines are suggested:

Before you do anything about the conflict you may choose to express your feelings to a person who:

- Understanding and empathy of the situation
- Can be trusted to be supportive, objective, non-judgemental and confidential, and
- Has no investment in the problem and no strong feeling about the situation.

By expressing your feelings, particularly your anger, you will be better able to be clear about the problem and be in a position to choose to be:

- Calm
- Productive rather than reactive,
- Mature, committed to a problem-solving approach.
- Appreciative of each other's perspective, and

Before you begin, gather all the facts about the problem. It can help you to be more objective if you write them down. If your feelings get in the way you may want to document the problem in terms of:

- `I feel`.....
- `The facts are`....
- `What I would like to do`

From your analysis of the problem identify the single most important issue and describe it in behaviours, e.g. do not say `X annoys me`, but rather `when x enters the room and does not acknowledge my presence I feel annoyed`, I would like X to acknowledge my presence by looking at me, smiling and saying hello`.

Once you are clear about the problem and the behaviours then ask the person to meet with you. You might find it helpful for both parties to meet on neutral ground.

Refer to relevant policies, procedures and code of conduct to decide if any regulations have been compromised.

At this meeting the idea is to:

- Listen actively to each other's point of view, letting each person have their say and accepting their view of the problem. Take your time with this step.
- Mutually agree that there is a problem and make a commitment to working it out,
- Reach some agreement about the nature of the problem,
- Decide on a course of action, within a specified time frame.

It is important that the outcome is a solution that is acceptable to both parties. The solution will include each person offering to make changes that will lead to the problem being managed. The action plan might include the following;

- Who will be involved and who will do what,
- By when
- To what degree of success,
- The rewards for positive change and the consequences if the agreement is broken.

Finally it is useful if you arrange another meeting to review progress. This will be useful if further action need to be taken.

If the situation **cannot be resolved** informally then the following **Grievance** flow chart will be implemented:



HR Conflict Management and Grievance Flow Chart



Verbal complaint is made to the Front Office or Management Committee Member who will address the issue in accordance with TBCC Grievance Policy.



The person receiving the complaint is expected to:

- Talk to all the parties involved and ask for an explanation of the behaviour or incident
- Spend time reviewing all the explanations
- Document the incidents including dates on a Grievance Record
- Discuss options for resolution of the grievance with the people involved
- Describe clearly the expectations about future behaviour
- Outline the consequences of unwanted or unacceptable future behaviour
- Document the outcome of the resolution process
- Ensure confidentiality



If unresolved, the complaint is to be made in writing to the Chief Executive Officer (CEO) and addressed by him/her in accordance with the Grievance Policy

(If the grievance is against the CEO, the written complaint is to be addressed to the Chairperson of the Management Committee and marked 'Confidential').



If the written complaint cannot be resolved with the assistance of the CEO, the Chairperson of the Management Committee must be informed, in writing (marked 'Confidential') and requested to resolve the issue in accordance with the Grievance Policy.



If the complaint cannot be resolved by the Chairperson, it must be presented to the full Management Committee for resolution in accordance with the Grievance Policy.




The Chairperson will convene a subcommittee of the Management Committee (with 2 other Board members) to investigate the grievance. The subcommittee may call for such other witnesses/and or written reports/seek expert assistance as it deems necessary.



Having carried out its investigations, the Committee shall notify its findings and make recommendations as appropriate to the CEO and the staff member, volunteer or participant within 21 working days of the receipt of the matter by the Sub-Committee.



A person making a complaint has the right to contact an external agency for advice or help at any stage of the procedure including if they are unhappy with the way the complaint has been resolved

Date first formulated	12/09/2005	
Dates approved by Board	V1 V2 V3 V4	12/09/2005 June 2016 Feb 2018 April 2020
Next Review Date	April 2023	
Related Documents	HR Equal Opportunity Strategy Privacy and Confidentiality Policy Duty of Care Policy HR Conflict Management and Grievance Strategy HR Conflict Management and Grievance Procedure Flow Chart Aged care Charter of rights Aged Care Quality Standards National Principles for Child Safe Organisations Children's Rights Overview of child protection legislation across state and territory jurisdictions. Resource sheet developed by the Australian Institute of Family Studies Australian and New Zealand Standard, Guidelines for complaint management in organizations (AS/NZS 10002:2014)	
Legislation	Work Health & Safety Act Children and Young People (Safety) Act 2017 Aged Care Act 1997 Privacy Act 1988 Information Sharing Guidelines Child Safety (Prohibited Persons) Act 2016 (SA) Equal Opportunity act (SA) 1984 Information Sharing Guidelines Privacy Act 1988 Volunteers Protection Act (SA) 2001 Aboriginal and Torres Strait Islander Act 2005 Disability Inclusion Act 2018	
Signed on behalf of TBCC Board of Management by: Name: Jack Hunt Position held: Chairperson Signature:  <div style="text-align: right;">7 April 2020</div>		