

APPENDIX B

Grievance Resolution Procedure

1. Introduction

Digby Morgan Pty Ltd, trading as HR Partners - a Randstad company (**HR Partners**) is committed to promoting a healthy and productive work environment. HR Partners' grievance procedure is an important tool to help us achieve this goal.

Employees, temporaries, on-hire workers, volunteers and contractors of HR Partners (the **workers**) are encouraged to proactively manage legitimate concerns, issues or complaints, regardless of their nature or severity, in accordance with this Grievance Resolution Procedure.

All complaints will be treated:

- a) *Fairly and impartially*: if you make a complaint, it will be investigated in a fair and impartial manner. No judgments, assumptions or action will be taken until the investigation is complete. If a complaint is made against you, you will be given an opportunity to tell your side of the story.
- b) *Confidentiality*: if you do make a complaint under this Policy, the details will remain confidential. The only people who will have access to information about the complaint will be the person making the complaint and the investigators. All workers involved in an investigation, in any capacity, must maintain strict confidentiality with regard to all aspects of the process. Failure to do so may result in disciplinary action, including possible termination.
- c) *In a timely manner*: each complaint will be finalised within as short a period of time as possible, taking into account the circumstances of the complaint. In some cases there will be delays in finalizing a complaint, for example where witnesses and other relevant persons are absent from the workplace, HR Partners will use its best endeavours to keep relevant parties informed where such delays occur.

If you make a genuine complaint in good faith you will not be victimised or otherwise unfairly treated or disadvantaged. However, vexatious, malicious or frivolous complaints of themselves are viewed as serious misconduct which may result in disciplinary proceedings that may lead to the termination of an employee's employment without notice, or the cessation of other forms of working relationship.

2. Applicability

This policy is applicable to all On-Hire workers (**Worker**) of HR Partners.

3. Working with Clients

In some circumstances complaints are made by Workers who are engaged on assignment with one of our clients. Where a complaint is made by a Worker it may involve persons employed or engaged by our clients who are governed by our client's complaints resolution procedure rather than ours.

In circumstances where our Worker makes a complaint we will apply our grievance resolution procedure, however, the process will involve working in partnership with our client to ensure the effective investigation and resolution of those complaints and, as such, we reserve the right to vary or alter this procedure in such circumstances as may be necessary and appropriate given the involvement of our client, and other third parties.

HR Partners' Workers **must not** approach client employer personnel as an alternative to, or as well as, utilising this procedure, unless specifically given prior authorisation to do so by a HR Partners Manager.

Failure to follow this direction or any deliberate action taken by a worker which compromises or potentially compromises this grievance procedure (such as failure to maintain confidentiality of the process) may result in summary termination of employment.

4. Procedure for making complaint

If a Worker has a workplace complaint or grievance, the Worker should apply the following procedure:

Step 1

First, the Worker should attempt to resolve the matter directly with the parties involved. In many situations, the most appropriate thing to do first is for the Worker to tell the person who is the cause of the grievance how they feel.

Sometimes people behave inappropriately without realising, or make decisions without considering the repercussions. Telling the person will give them a chance to stop or change what they are doing. Workers should inform their Manager of this process.

Step 2

If the Worker is unable to resolve the grievance directly with the parties involved, or it is inappropriate to do so, the Worker should refer the grievance to his or her Manager. To do this, the Worker must advise his or her Manager of the nature and details of the grievance and the preferred outcome.

The Manager will advise the worker of options available, and may take a formal complaint from the worker where the Worker wishes. The worker may also wish to put their complaint

in writing and provide it to the Manager. In either case, the complaint must be signed by the worker.

Step 3

If the Worker is unable to resolve the grievance with his or her Manager, or it is inappropriate to do so, the Worker should refer the grievance to Kristina Still. To do this the employee must advise Kristina Still of the nature and details of the grievance and the preferred outcome (in writing, if requested). Digby Morgan will decide what action (if any) is appropriate and whether further investigation is warranted.

5. What happens next?

The Investigating Officer will then interview the complainant, the person about whom the complaint is made, as well as any witnesses. These interviews will be conducted separately and impartially. Written records of these interviews will be taken.

The importance of confidentiality will be stressed to all parties and they will be warned of the consequences if there is a breach of confidentiality. Where necessary, HR Partners management will investigate complaints in conjunction with client employers.

The Investigating Officer will then consult with you regarding the outcomes of the investigation and discuss with you ways of addressing and resolving the problem.

The reported findings of any investigation or review may form the basis of appropriate subsequent action by us to respond to both the individual and organisational matters addressed in the findings.

The possible outcomes from an investigation will depend upon the nature of the complaint, but may include:

- a) no further action;
- b) a written apology;
- c) an official warning;
- d) counselling or specific training for individuals or groups;
- e) demotion;
- f) dismissal; or
- g) removal from assignment (where you are an on-hire worker).