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#### Overview

This unit is about initiating and following your organisation's grievance procedure in response to a concern, problem or complaint raised by a member of your team.

All employing organisations are required to have disciplinary and grievance procedures. As a minimum, these must meet the requirements laid down in relevant employment legislation. However, many organisations have developed more detailed and extensive grievance procedures to reflect their specific contexts and requirements.

This unit describes the minimum standard of performance expected of managers when they are implementing grievance procedures in line with legal and organisational requirements. To meet this standard, managers need both sound technical knowledge of the procedures and well developed cognitive and interpersonal skills. The unit is for line managers who have to deal with potential or actual grievances raised by members of their team. It is **not** designed for human resources specialists who are required to develop grievance procedures and provide specialist support to line managers who are implementing them.

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### Initiate and follow grievance procedure

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#### Performance criteria

*You must be able to:*

- P1 keep individuals fully informed about your organisation's current procedure for raising grievances
- P2 seek support from colleagues or human resources or legal specialists on any aspects of implementing grievance procedures about which you are unsure
- P3 identify potential grievances and take preventative measures to resolve issues where possible
- P4 if an individual raises a concern, problem or complaint with you, seek to resolve the situation informally, if you consider that an informal approach is likely to resolve the situation effectively
- P5 follow your organisation's formal grievance procedure, if an individual raises a grievance with you in writing
- P6 keep full and accurate records throughout the grievance process and store these confidentially as long as, but no longer than, necessary

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#### Knowledge and understanding

*You need to know and understand:*

#### General knowledge and understanding

- K1 the importance of fully informing individuals about your organisation's current procedure for raising grievances
- K2 informal approaches to dealing with concerns, problems or complaints raised with you, and when this type of approach is likely to resolve the situation effectively
- K3 the importance of following your organisation's formal grievance procedure, and when to do so
- K4 how to conduct a meeting with an individual to discuss their grievance.
- K5 how to investigate the grievance fully
- K6 the importance of communicating clearly, concisely and objectively, and how to do so
- K7 how to keep full and accurate records throughout the grievance process and store these confidentially as long as, but no longer than, necessary

#### Industry/sector specific knowledge and understanding

*You need to know and understand:*

- K8 industry/sector requirements for implementing grievance procedures

#### Context specific knowledge and understanding

*You need to know and understand:*

- K9 your organisation's procedure for dealing with grievances
- K10 sources of advice, guidance and support from colleagues, human resources or legal specialists
- K11 your organisation's policies and procedures for keeping full and accurate records

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#### Additional Information

##### Behaviours

1. You listen actively, ask questions, clarify points and rephrase others' statements to check mutual understanding.
2. You present information clearly, concisely, accurately and in ways that promote understanding.
3. You keep people informed of plans and developments.
4. You comply with, and ensure others comply with, legal requirements, industry regulations, organisational policies and professional codes.
5. You act within the limits of your authority.
6. You consult with internal and/or external experts when necessary.
7. You show integrity, fairness and consistency in decision-making.
8. You keep confidential information secure.
9. You push for concrete information in an ambiguous situation.
10. You identify the implications or consequences of a situation.

##### Skills

Acting assertively  
Assessing  
Communicating  
Decision-making  
Empathising  
Managing conflict  
Presenting information  
Questioning  
Reporting  
Researching.

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<b>Indicative review date</b>	June 2013
<b>Validity</b>	Current
<b>Status</b>	Tailored
<b>Originating organisation</b>	MSC
<b>Original URN</b>	D15
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<b>Suite</b>	NOS for Operational Delivery Contact Centre roles
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