



INTERNAL GRIEVANCE MANAGEMENT PROCESS

PRO-HRM-08-01



PRO-HRM-08-01 Internal Grievance Management Process

Table of Contents

BACKGROUND	2
DEFINITIONS	2
PROCEDURE	3
Direct Resolution (informal)	3
Process for handling a grievance	4
Reporting and Recording	5
RELATED DOCUMENTS	6
DOCUMENT OWNER/APPROVER	6
AMENDMENT RECORD	6



PRO-HRM-08-01 Internal Grievance Management Process

BACKGROUND

Keane recognises that all people working for, or with, Keane have the right to be treated with respect and fairness and enjoy an environment, and interaction, that is free of discrimination, harassment, bullying, anti-social behaviour or any unlawful behaviour.

Keane aims to provide an environment, culture and process where individuals are able to resolve problems and grievances between themselves in the first instance, and can then escalate to others in the team before escalating to their manager or the Executive Team. We also aim to act as discreetly and promptly as practically possible.

It is expected that all employees and contractors conduct themselves in line with the Keane Code of Conduct (POL-EE-08)

Keane recognises that at times, whilst most employees and contractors have the best of intentions, conflict can arise.

This process underlines the approach Keane takes to managing a grievance received. It is the responsibility of all Keane employees and contractors to adhere to this process when lodging a grievance.

This process does not address an external complaint to the business. For an external complaint handling policy and process, please see:

- Complaint management policy (POL-CCM-04)
- Complaint management process (PRO-CCM-04-01)

In circumstances where a grievance has been raised by a contractor, the process of resolving the grievance, in most cases, will follow the client's guidelines.

We expect you to be open, authentic, proactive and courageous in situations where you are feeling aggrieved. That is do not:

- Talk behind other's backs
- Undermine others
- Manipulate others to your advantage
- Behave to cause psychological harm

DEFINITIONS

For the purposes of this document the following terminology is used:

Grievance: a grievance may arise from a number of situations or events. The following is not a comprehensive list:

- A comment or behaviour toward you that is discriminatory (e.g. a comment made in regards to you race, colour, sex, colour, sexual orientation, age, physical or mental



PRO-HRM-08-01 Internal Grievance Management Process

disability, marital status, family or carer's responsibilities, pregnancy, religion, political opinion, national extraction, social origin, breastfeeding, gender identity, intersex status).

- Any behaviour that is unwelcome and offends, humiliates, or intimidates you.
- Behaviour towards you of a bullying nature (i.e. repeated behaviour towards you that is unreasonable and creates a threat to your health and safety)

Subject: the person that the grievance has been lodged about

Aggrieved: the person who was aggrieved and is raising the complaint

Arbiter: the person the formal grievance has been raised with (Head of Employee Experience (HoEE); Chief Executive Officer (CEO); or Directors) as applicable

PROCEDURE

Resolving a grievance

Resolving a formal grievance may be complicated and often all parties may continue to feel aggrieved even when the issue has been addressed.

All employees and contractors are encouraged to be flexible in their thinking and understanding that everyone has a different working style.

A resolution may include any or all of the following:

- An acknowledgement of poor behaviour
- An understanding of different working styles and approaches
- A written apology
- Disciplinary action

Please see **Error! Reference source not found.** for additional information.

Direct Resolution (informal)

Before raising a grievance the aggrieved should consider if they can informally resolve the issue directly with the subject. Where the aggrieved feels safe to do so, every possible effort should be made by the aggrieved to settle the issue before a formal grievance process commences.

Raising a formal grievance

The aggrieved should fully describe in writing the grievance (include dates, times and all other relevant facts) and how they have attempted to settle the grievance informally. The grievance should include what they want to happen to resolve the issue (e.g. a



PRO-HRM-08-01 Internal Grievance Management Process

verbal/written apology; a change of behaviour; an understanding of preferred working styles etc). Please note, an anonymous grievance cannot be raised as this is impossible to address and therefore resolve.

The grievance should be sent to arbiter:

- Generally this will be the Head of Employee Experience (HoEE).
- If the matter relates to the HoEE (or the HoEE is unavailable), it should be sent to the Chief Executive Officer (CEO).
- If the HoEE or CEO are unavailable, or any other extenuating circumstances, it may be sent to the Directors

It is expected that the aggrieved and the subject maintain complete confidentiality of the process. If this is not maintained, disciplinary action may follow.

Process for handling a grievance

The subject will be provided a copy of the grievance raised (this may be in the form of a document, email, notes and/or other). The process to resolve the issue may include any or all of the following. The arbiter will guide both parties as to the best way forward to reach a mutually beneficial and satisfactory outcome.

- 1) 1 on 1 discussion between the aggrieved and the subject

If both parties agree, a conversation may be held with the intent to resolve the grievance 1 on 1. It is expected that aggrieved will be prepared to detail the impact of the incident(s) and what outcome they would like. The subject should be prepared with an open mind and be willing to listen. They will also have the opportunity to state their perspective.

- 2) 1 on 1 discussion between the aggrieved and subject (with the arbiter present)

Where both parties do not feel comfortable to attend a 1 on 1 the arbiter will facilitate a session between the two parties. The format will be as above, with the arbiter driving the conversation.

- 3) A formal investigation (outcomes may vary depending on the nature of the grievance)

Where the arbiter feels that the complaint is of a serious nature (i.e. involves matters such as discrimination, harassment or bullying) they may conduct a formal investigation. This will involve speaking to all parties and forming a view. The outcome to such an investigation will vary but may involve disciplinary action (i.e. a warning and/or in case of a serious nature, termination of employment)



PRO-HRM-08-01 Internal Grievance Management Process

Reporting and Recording

In the event that Keane receives a formal grievance, it will be recorded on the register. The record will include;

- Date of complaint
- Name of the aggrieved
- Name of the subject
- Details of the complaint
- Outcome or action of the complaint
- Close out date of the complaint
- Check in date



PRO-HRM-08-01 Internal Grievance Management Process

APPENDIX 1: Support to resolve an informal grievance

Resolving a conflict takes time, an effort to see another's point of view and the ability to be flexible. Here are a few steps you can take to get started:

- Take some time to think about the issue from both perspectives
- Ask to meet with the other person 1-on-1 (in person where possible) and let them know briefly what you'd like to discuss
- Describe the situation and how it impacted you and made you feel
- Ask for their perspective
- Listen. Ask clarifying questions.
- Brain storm possible solutions and a way forward
- Agree on an action plan and how you will handle any repeat incidents
- Keep lines of communication open
- Agree on a check in point (in a month's time) to see how things are progressing

RELATED DOCUMENTS

- Human Resources Management policy (POL-HRM-01)
- Diversity, equal opportunity and inclusion policy (POL-HRM-03)
- Code of conduct (POL-HRM-08)

DOCUMENT OWNER/APPROVER

The Keane Consulting Chief Executive Officer (CEO) is the owner of, and approver of changes to, this procedure. Keane employees and contractors may provide comments or request a change of this procedure through consultation with the CEO. All comments and change requests will be considered by the owner of this procedure at least on an annual basis.

This policy was created by the HoEE on the 18 June 2024 and endorsed by the CEO for publication on 11 July 2024.

AMENDMENT RECORD

Version	Date	Comment	Modifier
0.1	13/04/2023	Drafted	SO
1.0	16/05/2023	Released and published	SW



PRO-HRM-08-01 Internal Grievance Management Process

1.0a	18/06/2024	Reviewed	SO
1.1	11/07/24	Released and published	SW

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