



HR Policies

Grievance and Complaints Policy

Reviewed January 2024

Introduction

Postie is committed to promoting a healthy and productive work environment. The Company recognises that disputes and grievances may arise in the workplace and acknowledges the rights of employees to raise these concerns. The purpose of this policy is to inform employees as to how they can raise a grievance relating to their employment and how the grievance will be handled.

Employees are encouraged to proactively manage legitimate concerns, issues, or complaints, regardless of their nature or severity, in accordance with the policy.

Employees who raise a grievance under this policy will not be victimised or subjected to any form of retaliation by Postie or by other employees.

Purpose

The purpose of this policy is to create and maintain a productive workplace and an effective means for encouraging team members to promptly communicate their concerns and deal with grievances.

This policy should be read in conjunction with the Postie Code of Conduct.

Scope

This policy is applicable to all employees. It is not intended to be a set of rigid procedures that must be followed when grievance is raised, as the process for dealing with a particular concern will vary depending on the nature, circumstances, and seriousness of the complaint. Consequently, the policy provides for several avenues that can be used in attempting to resolve workplace grievances.

What is a Grievance?

A Grievance is any type of problem, concern or complaint related to an employee's work, work practices or the work environment. A personal grievance may be about any act, behaviour, omission, situation, or decision impacting on an employee that the employee thinks is unfair, unjustified or is inconsistent with a Company policy or procedure. A grievance can relate to almost any aspect of employment, for example:

- a workplace communication or interpersonal conflict;
- a workplace health and safety issue;
- an allegation of discrimination, harassment or bullying;
- concerns regarding allocation of work, job design, or performance management; or
- concerns regarding the interpretation and application of conditions of employment.

Resolving a grievance should not be confused with performance management. Workplace grievances are complaints or matters identified by individual employees and performance management is poor performance or misconduct being addressed by the employer.

A workplace grievance/complaint may result in performance management being undertaken by Postie, if misconduct or poor performance is identified as a result of the complaint.

A grievance may also be raised during performance management, and while the grievance will be considered by Postie under this process, the performance management process will continue

independently.

Principles for Resolving a Grievance

All grievances should be treated seriously, dealt with as soon as practicable and addressed in a fair, impartial, and professional manner.

All employees have a responsibility to recognise their own role in contributing to a harmonious workplace including ensuring their behaviour is consistent with our Values, the Code of Conduct and other workplace policies and guidelines, treating everyone with respect, raising matters of concern promptly and not raising frivolous, malicious, or vexatious complaints.

A grievance can sometimes arise because an employee has seen or heard something, come to their own conclusion on what they saw or heard and acted as a consequence. Prior to acting, employees should retrace their steps to understand why they felt the way they did and respond, rather than react. To assist this, employees are encouraged to respectfully:

- share their views about the incident with the other person including their understanding of the facts and how it made them feel
- ask the other person/s for their views and what they were feeling
- attempt to differentiate the facts from feelings; and
- attempt to see the opposing view and put themselves in the other person's position

By working through these steps, employees may be able to better understand all of the facts and why others behaved the way they did. As a consequence, employees can often resolve the concern themselves by using these steps, prior to the concern becoming a workplace grievance.

Employees raising a grievance should be treated with respect and will be kept informed on the status of the complaint and any findings that may result from it and have the option of a support person present at any meetings. They must also actively participate in the resolution process.

Employees who have a grievance raised against them should be treated with respect and be provided with sufficient information about the complaint to be able to adequately respond to it. They should be given a reasonable opportunity to respond and they should also be kept informed of the status of the complaint and any findings that may result from it. They must actively participate in the resolution process and not victimise the employees who raised the grievance.

If a grievance relates to harassment, bullying or discriminatory behaviour, employees may have a confidential discussion with an HR representative about how to deal with their concern and how to directly deal with the other employee.

In some circumstances the details of the grievance may not be kept confidential by Postie as they are required to provide sufficient information to a complainant to allow them to respond and may be obliged to interview employees regarding the grievance and/or notify external bodies of the grievance, such as the Police, if matters raised involve alleged illegal activity.

Postie acknowledges that if an employee is unable to remain anonymous they may wish to withdraw their grievance, however, depending on the nature and detail of the grievance, the company may still have an obligation to investigate the matter further.

Procedure

Step 1- Informal process	First, the employee should attempt to resolve the matter directly with the individual/s involved in accordance with the Principles for Resolving a Grievance.
Step 2- Formal process	If the employee is unable to resolve the grievance directly with the individual/s involved, or it is inappropriate to do so because of the nature of the grievance, the employee should refer the matter to his or her Manager. To do this the employee must advise his or her Manager about the nature and details of the grievance and their preferred outcome. This should be done in writing if requested by the Manager.
Step 3 – Formal process	<p>If the employee is unable to resolve the grievance with their Manager, or it is inappropriate to do so because the grievance involves their Manager, the employee should refer the matter to the next appropriate level of Management up or an HR representative. To do this the employee must put the nature and details of the grievance and their preferred outcome in writing.</p> <p>The appropriate manager will assess the grievance in consultation with HR and decide what action (if any) is appropriate and whether further investigation is warranted.</p>

Reasonable time limits must be allowed for the completion of the various stages of the procedure.

Assessment of a formal grievance

If an employee is unable to resolve the grievance with their manager or it is appropriate for the grievance to be escalated, the HR Representative will review the nature and details of the grievance with an appropriate manager before determining the best course of action to resolve it. This may require an interview with the employee raising the grievance (complainant) to clarify the details of the matter. There are two possible outcomes of the assessment, direct management intervention or formal investigation.

Direct Management Intervention

If Postie decides that direct management intervention is the most appropriate course of action to address the details of a grievance, an appropriate manager will hold an individual formal discussion with the respondent(s) and outcomes will be determined by the manager. The outcomes of individual formal discussions will not be shared with employees raising a grievance.

Formal Investigation

If Postie decides that a formal investigation of a grievance is necessary, the following guidelines will apply:

- the investigation will be conducted in a constructive and impartial way within a reasonable timeframe
- all relevant stakeholders, including the employee raising the grievance (complainant) and the person/s named in the complaint (respondent/s) will be interviewed
- other information may be gathered in the course of the investigation such as business records, time and attendance data, or CCTV footage.
- Respondent/s will be given the opportunity to obtain external advice if required, at their own expense.
- the complainant will be kept informed of the progress of the investigation.
- all reasonable steps will be taken to ensure that confidentiality and privacy are maintained while the grievance is investigated.
- Where possible, all parties involved in the grievance will continue to work as normal whilst it is formally investigated.
- the complainant and the respondent/s will receive a copy of the investigation findings at the end of the process.
- any individual formal discussion required as a consequence of the investigation findings will take place after the conclusion of the formal investigation.
- outcomes of any individual formal discussion will not be shared with other parties involved in the grievance or the formal investigation.

If a complainant or respondent/s believe that an investigation has not been conducted fairly or is dissatisfied with the outcome of the investigation, they may refer the matter to the Head of Human Resources.

Possible actions to resolve a grievance

After the conclusion of the formal process, a resolution of the grievance will be determined by Postie.

Options which may be considered for resolution of a grievance, include but are not limited to:

- ongoing monitoring by an appropriate Manager
- counselling or training/education, which may be provided by a Manager, Human Resources or another appropriate person or organisation
- a formal apology
- feedback and agreement between the parties, facilitated by an appropriate manager
- mediation between the parties, facilitated by an independent person, where both parties agree to participate in the mediation process

If an employee does not feel the matter has been adequately resolved they may escalate the matter with their Senior Leadership Team member or Head of Human Resources.

Confidentiality

Confidentiality is important when dealing with grievances. The employee and all other persons involved in handling a grievance must ensure that information about the grievance or the resolution process is not disclosed to anyone other than as necessary for the purpose of resolving the grievance.

An employee who raises a grievance as well as other employees who are involved in resolving a grievance or who are involved in any way in the investigation of a grievance may be asked to sign a Confidentiality Agreement.

Breach of this Policy

Any employee who is found to have breached this policy may be subject to disciplinary action. Depending upon the seriousness of the breach of this policy, such action may include termination of employment or engagement.

Where can I get help?

All employees are encouraged to talk to their Manager or a HR representative if they have any questions or are unsure about any aspect of this policy. External advice and counselling may also be available.