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## Overview

This standard 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.

This standard is relevant to managers and leaders when they need to initiate and follow their organisation's grievance procedure.

This standard links closely to *CFAM&LDC5 Help individuals address problems affecting their performance* and *CFAM&LDA6 Initiate and follow disciplinary procedures*.

**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.

**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.

*You need to know and understand:*

**Industry/sector specific knowledge and understanding**

- K8 Industry/sector requirements for implementing grievance procedures.

*You need to know and understand:*

**Context specific knowledge and understanding**

- 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.

#### Behaviours

*When performing to this standard, you are likely to demonstrate the following behaviours:*

- 1 Listen actively, ask questions, clarify points and restate or rephrase statements to check mutual understanding
- 2 Present information clearly, concisely, accurately and in ways that promote understanding
- 3 Keep people informed of plans and developments in a timely way
- 4 Show empathy with others' needs, feelings and motivations and take an active interest in their concerns
- 5 Make time available to support others
- 6 Comply with, and ensure others comply with, legal requirements, industry regulations, organisational policies and professional codes
- 7 Act within the limits of your authority
- 8 Show integrity, fairness and consistency in decision making
- 9 Protect the confidentiality and security of information
- 10 Check the accuracy and validity of information
- 11 Seek concrete information in an ambiguous situation
- 12 Identify the implications or consequences of a situation

## Skills

*When performing to this standard, you are likely to demonstrate the following skills:*

- Acting assertively
- Assessing
- Communicating
- Decision-making
- Empathising
- Information management
- Managing conflict
- Presenting information
- Questioning
- Reporting
- Reviewing

## CFAM&LDA7

### Initiate and follow grievance procedures

**Developed by** CFA Business skills @ work

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**Status** Original

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**Originating organisation** CFA Business skills @ work

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**Relevant occupations** Managers and Senior Officials; Animal Facility Manager; Operations Manager

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**Suite** Management & Leadership; Animal Technology

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