

School Community Grievance Procedure

Purpose

This procedure provides a clear and fair process for the reporting and resolution of grievances raised by students, parents, guardians and carers associated with Monivae College.

Scope

This procedure applies to all Monivae students, parents, guardians and carers.

Definitions

A complete list of definitions relevant to this procedure is contained within the Grievance Policy

A further list of definitions **specifically** relevant to this procedure is included below:

Term	Definition
Grievance or Complaint	<p>is an expression of dissatisfaction with a real or perceived issue at a school where a response or resolution is expected.</p> <p>The dissatisfaction will usually arise from a perception that the school has:</p> <ul style="list-style-type: none"> • done something wrong • failed to do something it should have • acted unfairly or inappropriately. <p>The complaint may be about an individual staff member, a student, or a policy or procedure. Examples may include issues related to:</p> <ul style="list-style-type: none"> • student discipline procedures • learning and teaching • students requiring educational adjustment • damage/loss of personal property • bullying and harassment by students against other students. <p>This procedure does not cover complaints:</p> <ul style="list-style-type: none"> • that are of a child protection nature. These must be addressed in accordance with child protection laws and reporting obligations • from staff about aspects of their work or employment conditions. It is appropriate that Monivae College handles these matters in accordance with relevant internal policies and processes regarding these matters, and consider as appropriate the <i>Victorian Catholic Education Multi Enterprise Agreement 2013</i>

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Advocate	<p>A third party who represents the Complainant or Respondent during the informal or formal procedure in accordance with the right of international students or students with a disability to an advocate, but who is not legally trained.</p> <p>An advocate is not the same as a support person, which all Complainants/Respondents are entitled to have; the attendance of an advocate is only permissible for international students or students with a disability.</p>
Mediation	an informal dispute resolution process, where the parties are attempting to reach a mutually agreeable solution with the assistance of a neutral third party.
Support Person	a non-legally trained observer who accompanies the Complainant or Respondent during any stage of the procedure.

Actions

Child Protection

Nothing in this procedure replaces Monivae College's obligations to comply with the legal requirements and procedures that relate to mandatory reporting and managing the risk of child abuse under the *Children, Youth and Families Act 2005* (Vic.), the *Crimes Act 1958* (Vic.), the *Child Wellbeing and Safety Act 2005* (Vic.), *Children Legislation Amendment (Reportable Conduct) Act 2017* (Vic.) and Ministerial Order No. 870 – *Managing the Risk of Child Abuse in Schools* made under the *Education and Training Reform Act 2006* (Vic.).

Monivae College abides by the professional, moral and legal obligations to implement child protection and child safety policies, protocols and practices.

If, in the course of carrying out our duties, a mandatory reporter forms a reasonable belief that a child is in need of protection from physical harm or sexual abuse, and that the **child's parents are unwilling or unable to protect the child**, they must report that belief to the Department of Health and Human Services/Child Protection and/or Victoria Police as described in the joint Protocol: *PROTECT: Identifying and Responding to All Forms of Abuse in Victorian Schools*.

Staff must use the *Four Critical Actions for Schools: Responding to Incidents, Disclosures and Suspicions of Child Abuse* if they form a suspicion or reasonable belief that child abuse has occurred, or that a child is at risk of suffering abuse. Staff members are to keep clear and comprehensive notes relating to incidents, disclosures and allegations of child abuse using the *Responding to Suspected Child Abuse: A Template for all Victorian Schools*.

Support Person

All Monivae College community members have the right to a support person during any stage of the grievance procedure. A support person is only an observer who shall not speak unless invited by the individual responsible for conducting the relevant stage of the procedure.

Right to an Advocate

Students enrolled as international students of Monivae College, and students whose capacity for self-advocacy is impaired because of a disability, have the right to a non-legally trained advocate of their choosing during the stages of the procedure. An advocate may also

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represent on behalf of these students.

Procedural Fairness

The **principles of procedural fairness** apply to the handling of grievances and complaints and require Monivae College to:

- respect the right of all parties to be heard and treated fairly;
- respond to complaints promptly and thoroughly ;
- make sure all parties understand the complaints policy and the process;
- if the complaint is about a person, give that person the opportunity to respond to any allegations;
- conduct investigations impartially, substantiate the facts of the matter and maintain appropriate records;
- appropriately communicate the reason for any decision and any action it intends to take;
- meet privacy and other legal obligations; and
- record complaints on a secure database with relevant levels of authorised access.

Confidentiality

At all stages of the procedure all persons are required to maintain confidentiality in so far as that is reasonable. All participants in the process should only share information about the complaint to those who need to know in order to:

- refer the complaint (if appropriate, to a principal, deputy principal or school leader)
- manage the complaint
- provide advice and support in the process
- review and/or decide on actions and outcomes as appropriate.

Staff members involved in an investigation of a complaint should not discuss the matter with any other people not relevant to the matter.

An assurance of confidentiality may not always be possible to provide, however, Monivae College make the following statement:

Monivae College will treat your complaint with respect and sensitivity. However, it may not be possible that all communications with us, or any documents you may supply to us, will necessarily be kept confidential. Although we endeavour to deal with complaints with appropriate discretion, we reserve our right to disclose details of the matter to other persons who in our opinion need to know them, in order to facilitate the resolution of the complaint.

Responsibilities

Teacher/Homeroom Teacher/Year Level Coordinator

Teachers, Homeroom Teachers and Year Level Coordinators are responsible for trying to actively settle grievances promptly and at the earliest possible stage of this procedure.

Staff

Staff are responsible for ensuring the proper handling of grievances lodged by school community members and should refer them to this procedure, if it appears that they may have a grievance.

School Community Members

School Community Members are expected to conduct themselves in a manner which respects the rights and welfare of other members of the school community, they should also show competence, care, good faith and compliance with instruction, policies and procedures throughout the grievance process.

School Community Members should raise their grievance as soon as reasonably possible and agree to be involved in settling the grievance, as per these procedures, prior to formal proceedings commencing.

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Deputy Principal

The Deputy Principal is responsible for:

- providing procedural guidance to all parties in accordance with Monivae College policies and procedures.
- ensuring adequate records are kept for all grievances lodged under this procedure including:
 - name and contact details of all parties to the grievance;
 - summary of the issued raised, including the remedy of the outcome sought;
 - the specific source of the issue;
 - any action taken or proposed, including reasons; and
 - all significant decisions made under this procedure, including detailed reasons for them.
- assisting with the resolution of grievances unresolved through the preliminary and informal processes.

Principal

The Principal should be aware of re-occurring issues and recommendations for improvement as well as being informed of any particularly serious and/or sensitive matters.

The Principal is required to report to the Board Directors on an annual basis, the number and nature of grievances, as well as any trends and steps taken to correct recognised issues.

Board Directors

Board Directors are responsible for reviewing grievance trends and incorporating them into review of Monivae College's overall performance.

Stages of Action

Stage 1:

	Steps	Responsibility	Comments
1	Before initiating the following procedures, Complainants are encouraged to try and settle any grievance directly with the person(s) concerned.	Complainant	Remember, it may not always be possible to resolve a grievance to your complete satisfaction.
2	A Complainant should raise their grievance with the Respondent as early as possible.	Complainant	
3	At any time while trying to settle the grievance, a Complainant/Respondent may consult confidentially with and seek advice from anyone they choose.	Complainant or Respondent	

Stage 2:

	Steps	Responsibility	Comments
1	Complainants should contact the Director of Studies or Director of Students for a verbal discussion of their grievance.	Complainant	Verbal discussion may occur via phone or in person. Note: any person who lodges a grievance for frivolous, false or vexatious reasons may be subject to

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			disciplinary action.
2	<p>The person receiving the grievance will undertake the following:</p> <ul style="list-style-type: none"> • acknowledge your grievance;(see Sample Acknowledgement Letter/Email to Complainant) • provide the Complainant with a copy of the grievance policy and procedures; • establish expectations of the parties to the grievance; (see Dealing with Difficult and Unreasonable Behaviour) and • undertake an assessment of your grievance. (see Assessing and Referring Complaints) 	Director of Studies or Director of Students	
3	<p>After the assessment is completed, and it is determined that the grievance is serious, the Complainant should be encouraged to invoke either stage 3 or 4 of this procedure.</p>	Director of Studies or Director of Students	<p>Note: Stage 3 and 4 SHOULD NOT be invoked unless the Complainant has attempted to settle the grievance via stage 1.</p> <p>Failure to do so may result in the grievance being referred back to stage 1.</p> <p>Remember, it may not always be possible to resolve a grievance to your complete satisfaction.</p>

Stage 3:

	Steps	Responsibility	Comments
1	To commence the informal procedure the Complainant must complete the School Community Grievance Lodgement Form and submit it via email to the Deputy Principal.	Complainant	
2	Within 5 working days of receipt of the grievance form, the Deputy Principal or authorised representative will provide acknowledgement of the grievance.	Deputy Principal or authorised representative	
3	<p>Within 10 working days of receiving notification of the grievance, the Deputy Principal or authorised representative will contact the Complainant to undertake one or many of the following:</p> <ul style="list-style-type: none"> • arrange a meeting time; 	Deputy Principal or authorised representative	The Deputy Principal may dismiss a Grievance if, in their view, the Grievance is ill-advised, misguided, frivolous, malicious or

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	<ul style="list-style-type: none"> gather further information to assist with settlement of the grievance; discuss appropriate options for resolution; attempt to settle the grievance; and/or refer the grievance to the formal procedure 		<p>vexatious.</p> <p>Note: A reasonable amount of time should be given to take the steps required to resolve or address the grievance.</p>
4	<p>After the conclusion of the informal procedure, the Deputy Principal or authorised representative will write to both the Complainant and Respondent indicating the outcome of the process and specify what action has been agreed by the parties.</p> <p>The Deputy Principal or authorised representative will also provide written notice to both parties of their right to proceed to formal procedure if they are unhappy with the outcome of the informal procedure.</p>	Deputy Principal or authorised representative	Remember, it may not always be possible to resolve a grievance to your complete satisfaction.

Stage 4:

	Steps	Responsibility	Comments
1	<p>The formal procedure may be invoked in any of the following ways:</p> <ul style="list-style-type: none"> the grievance has previously progressed through stage 1 to 3 of this procedure and settlement of the grievance has not been achieved for any reason. the teacher/homeroom teacher/year level coordinator, Deputy Principal or authorised representative may, at their discretion, initiate the formal procedure at any time. the Complainant/Respondent may, at their discretion, initiate the formal procedure at any time. 		
2	In order to initiate the formal procedure, you must submit the documentation collected throughout Stage 1 to 3 to the Principal.	Complainant Deputy Principal	
3	Within 5 working days of receipt of the documentation, the Principal will provide acknowledgement of the grievance.	Principal	
4	Within 15 working days of receiving the	Principal	The Principal may

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	<p>documentation, the Principal will contact the Complainant/Respondent to undertake one or many of the following:</p> <ul style="list-style-type: none"> • arrange a meeting time; • an investigation in accordance with the principles of natural justice; • gather further information to assist with settlement of the grievance; • discuss appropriate options for resolution; • recommend appropriate action including but not limited to counselling, conciliation, disciplinary action, administrative review, remedial action or no further action. • attempt to settle the grievance. 		<p>establish a Grievance Resolution Committee on an as required basis.</p> <p>Note: A reasonable amount of time should be given to take the steps required to resolve or address the grievance.</p>
5	<p>After the conclusion of the formal procedure, the Principal will write to both the Complainant and Respondent indicating the outcome of the process and specify what action has been agreed by the parties.</p> <p>The decision of the Principal is the final step in Monivae College's internal grievance procedure and is not open to challenge via any other dispute resolution mechanism within the school.</p> <p>The Principal will provide written notice to both parties of their right to proceed further via external dispute resolution channels (see Complaint Escalation).</p>	Principal	Remember, it may not always be possible to resolve a grievance to your complete satisfaction.

Senior Management

If a grievance is lodged against a member of Monivae College's senior management team, the matter should be referred directly to the Principal. The Principal will follow the formal procedure in dealing with the grievance.

If a grievance is lodged against the Principal, the matter should be referred to the Director of MSC Education. The Director of MSC Education will collaborate with the Board Chair to seek a resolution to the grievance.

The grievance resolution will be communicated to the Principal, the Complainant, and the Provincial and consequent actions undertaken. All grievance documentation will be kept in the Provincial archives.

Anonymous Complaints

Monivae College may be unable to deal with complaints that are made anonymously if there is insufficient detail for investigation or resolution of the matter. However, there may be situations where it is possible to investigate an anonymous complaint, depending on the nature of the complaint and the circumstances.

Where possible, Monivae encourages complainants to give their names and reassure them

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that complaints will be addressed professionally, competently and in accordance with the principles of procedural fairness and confidentiality. If the complainant persists in wishing to remain anonymous, it is at the principal's discretion what action, if any, will be taken.

Complaints from the public about the behaviour of a group of students will be dealt with on a general basis, with reminders to all students about Monivae College's expectations.

Monivae College records anonymous complaints in the same way it records all other complaints.

NOTE: Anonymous complaints of a child protection nature must be addressed in accordance with child protection laws and reporting obligations (see PROTECT: Identifying and Responding to All Forms of Abuse in Victorian Schools).

Responding to Complaints

Responsiveness is a key principle of a grievance management process. Positive resolution of grievances or complaints is more likely when Monivae College:

- acknowledges the complaint promptly, whether formally or informally
- establishes a clear timeline for investigating and responding to the complaint, where required, and adheres to the timeline
- provides the complainant with the policy and procedures in order to clearly establish expectations at an early stage of the complaints handling process.

Not every issue requires a formal written acknowledgment. Complaints of a less serious nature (which is most complaints) can be acknowledged verbally and resolved without the need for a formal investigation or a written response. Where written acknowledgment is preferred, Monivae College uses the sample acknowledgment letter (Appendix 1).

Recording Complaints

All complaints are recorded, even those which are about issues perceived as trivial or minor. This helps Monivae College identify key risk areas and any issues which, if not resolved, could lead to an escalated or more serious grievance or complaint. Records are kept, in case of further disputation or future legal action.

Monivae College has an appropriate records management system which protects the privacy of the individual(s) concerned and which contains full details of the complaint and actions taken to resolve the matter.

A record contains the following information:

- the contact details of the complainant; (i.e. parent/guardian)
- the date of the complaint and the method of communicating it to the school; (e.g. in person, phone call, email, letter etc.)
- the nature of the complaint and the requested resolution;
- the member of staff handling the issue;
- any actions and time taken, minutes of meetings, and communications; and
- a statement of the outcome, including the closure date and the date of advising the complainant of the outcome.

Monivae College holds these records in accordance with the Public Records Office Victoria's *General Retention and Disposal Authority for School Records*.

Dealing with Difficult and Unreasonable Behaviour

A complainant may feel very strongly about a person or issue that is a real or perceived cause of their grievance. Some complainants, for a variety of reasons, have ongoing issues with their child's school, perhaps with a teacher or with a policy or procedures. In other instances, complainants do not wish to abide by the outcomes of the grievance process. These situations can sometimes result in emotional, difficult or unreasonable behaviour.

Monivae College follows the below guiding principles to assist all parties in approaching the

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complaints handling process positively and reaching an acceptable resolution. Monivae College sets behavioural expectations for all parties in their grievance policy and make the policy and procedures available to the school community through a range of communications such as their website and newsletters, and through enrolment procedures.

When staff members meet with or discuss the grievance with the complainant they should:

- treat the complaint seriously and focus on the issue at hand, rather than the complainant’s emotions or behaviour;
- listen attentively, and take notes without defensive comment, repeating them to the complainant and asking whether they represent an accurate record of the issues;
- communicate clearly and ask the complainant if they understand what you are talking about; and
- avoid becoming defensive or angry in response.

If the complainant’s difficult or unreasonable behaviour escalates:

- ensure the safety and wellbeing of staff and students;
- ask the complainant to be civil and warn them that any further repetition of unwarranted behaviour will lead to the termination of the conversation;
- terminate the conversation or interview if the behaviour continues;
- consult the School Directors or Deputy Principal to determine the next steps.

Assessing and Referring Grievance

When a staff member receives a grievance, the complaint should be acknowledged and the complainant provided with a copy of the Monivae College grievance policy and procedures in order to clearly establish expectations at an early stage of the process.

The following steps should be followed when deciding on the appropriate option for resolution.

Note: This process is not applicable in a complaint of a child protection nature, which must be addressed in accordance with child protection laws and reporting obligations.

	Steps	Considerations	Actions
1	Determine the seriousness of the complaint.	<input type="checkbox"/> Is there a need for urgent action, especially if there are health or safety concerns for any persons? <input type="checkbox"/> Could the complaint have serious consequences for the parties concerned or others, resulting from a serious breach of legislation, school policy or procedure relating to issues which include but are not limited to: <ul style="list-style-type: none"> • student discipline • bullying and harassment by students against other students • student drug and alcohol issues • damage/loss of personal property • students requiring educational adjustment • student wellbeing? <input type="checkbox"/> Is the issue complex and/or does it raise whole-school issues?	If the answer to any of these questions is YES , consult the deputy principal, the principal or a school director as needed. An investigation may be required. If the answer to these questions is NO , deal with the issue in the ordinary course of your role, using informal options for resolution, or refer the complaint to the principal, the deputy principal or a school leader if you are unsure. Refer to steps 2 and 3.

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		<input type="checkbox"/> Are the parties unlikely to agree to informal resolution? <input type="checkbox"/> Is the complaint vexatious? <input type="checkbox"/> Is there potential for the complaint to escalate? If the answer to any of these questions is YES , the matter can be considered as serious . If the answer to these questions is NO , the matter can be considered as less serious.	
2	Record the complaint	<p>All complaints should be recorded, even those which are perceived as trivial or minor issues.</p> <p>This helps to identify key risk areas and any whole-school issues which, if not resolved, could lead to an escalated or more serious grievance or complaint.</p> <p>All communications, actions, notes from meetings, and developments should be recorded, including the resolution and the closure date.</p> <p>Records must be securely and confidentially stored in accordance with the Monivae College privacy policy and record keeping policy</p>	<p>Record the complaint in the secure complaints management system or register, including the following information:</p> <ul style="list-style-type: none"> • contact details of the complainant (i.e. parent/ guardian) • date and method the complaint was communicated to the school (e.g. in person, phone call, email, letter etc.) • nature of the complaint and requested resolution • staff member handling the issue • details of actions, communications and notes from meetings • statement of the outcome, including the closure date and the last correspondence.
3	Choose an option for the resolution of the complaint	<p>Less serious complaints</p> <p>Minor grievances and complaints should be resolved promptly using informal options, so that complaints are resolved closest to the source of the issue.</p> <p>Determine the most appropriate informal option for resolution:</p> <ul style="list-style-type: none"> • self-resolution 	<p>Select the appropriate option for resolving the complaint.</p> <p>Where appropriate inform the deputy principal, the principal or a school director.</p> <p>Clarify with all parties involved which approach will be used and ensure</p>

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		<ul style="list-style-type: none"> supported self-resolution facilitated mediation. <p>Serious complaints</p> <p>Grievances and complaints deemed to be serious should be resolved as soon as possible using formal options. These may include:</p> <ul style="list-style-type: none"> intervention investigation. <p>The appropriate process will be initiated by the deputy principal, the principal or a school director.</p> <p>At times informal options, such as facilitated mediation, may be combined with formal options.</p>	the appropriate processes are in place.
4	Move to formal options when an informal option has not led to resolution of a less serious complaint .	For any matter which cannot be resolved by informal resolution, formal options will apply. They can be initiated by the deputy principal, the principal or a school director.	Refer the complaint to the deputy principal, the principal for the next steps.
5	When formal options have not led to a resolution, refer the complaint further.	<p>If a matter cannot be resolved at the school level through formal or informal options, or if the complaint is about a member of Monivae College's senior management team, the matter should be referred directly to the Principal.</p> <p>If a grievance is lodged against the Principal the matter should be referred to the Director of MSC Education. The Director of MSC Education will collaborate with the Board Chair to seek a resolution to the grievance.</p>	Refer the complainant to the Principal or the Director of MSC Education.

Options for Resolving a Complaints or Grievance

There are both formal and informal options for the resolution of a grievance or complaint. Use of informal options is recommended in the first instance as it may prevent the escalation of a minor dispute to a more serious complaint.

Informal options

The following informal options could be considered:

Self-resolution

The parties themselves may resolve concerns in open discussion with the provision of relevant information or the clarification of issues. This option involves reflection and conversations respectful of each person's needs in the school.

Supported self-resolution

The parties may be assisted to resolve a possible misunderstanding, miscommunication or

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lack of clarity about the issue in question by a support person such as a colleague, supervisor, principal, leader or counsellor providing professional advice or support.

Facilitated mediation

The parties may be assisted by a facilitator who is trained in mediation to identify issues, explore options and consider alternatives to find a resolution. The facilitator may be an external mediator, a senior colleague, a principal, a school leader or a counsellor.

Formal options

In circumstances where no mutually acceptable resolution to the matter is reached through informal resolution, or in cases where the matter is considered to be serious, formal procedures can include:

Intervention

The deputy principal may meet with the party, or parties separately or jointly. If this does not resolve the issue then the deputy principal makes a decision and notifies the parties of that decision.

Investigation

A complaint about a person concerning an alleged serious breach of legislation, school policy or procedure (e.g. student bullying, student drug and alcohol issues) may require an investigation.

The nature and scope of an investigation will depend on the circumstances of each matter and any relevant issues which need to be taken into account, such as whether the school had followed the relevant policies and procedures.

Note: This process is not applicable in a complaint of a child protection nature, which must be addressed in accordance with child protection laws and reporting obligations.

The purpose of an investigation is to establish and document relevant facts, reach appropriate conclusions based on the available evidence, and determine a suitable response.

Possible Resolutions

Resolution for a complainant may include:

- feeling that their concern has been considered seriously;
- knowing that Monivae College is now alerted to a possible problem;
- achieving an outcome which may be different from the one they sought, but which they perceive to be well considered;
- receiving a verbal or written apology; and/or
- achieving a change to a policy, procedure or practice that would prevent a recurrence of similar complaints.

Resolution for Monivae College may involve:

- reaching a compromise solution;
- dismissing the complaint, e.g. if this decision accords with legislation or government policy or related workplace policy or procedures;
- upholding the complaint and implementing a specific action, such as overturning a decision, giving an apology;
- improving processes (i.e. changing procedures and workplace practices);
- increasing staff development, training or performance improvement;
- improving implementation of school policies and procedures (e.g. issuing updated documentation or reminders); and/or
- taking other actions to ensure that the matter is handled appropriately in future.

Potential improvements that could be made to Monivae College policy, procedures or practices that would resolve the complaint and prevent a recurrence of similar complaints are

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assessed and initiated by the Principal.

Complaint Escalation

Monivae College operates under a highly devolved model of governance where the MSC is the governing authority and will have the ultimate decision making authority over a complaint.

If a matter cannot be resolved at the school level, or if the complaint is about the principal, complainants may contact the Director of MSC Education for support and advice, and the complaint will be handled in accordance with the respective MSC complaints policy:

Refer to Appendix 2 Flow Chart of Procedures for Handling Complaints.

Communication

Monivae College makes its policy and procedures for handling complaints and grievances easily available to members of the school community through a range of communications, such as the school website and newsletters, in enrolment procedures and by request. Monivae College provides translations into languages other than English, where appropriate and ensures that all staff know and understand the school's policy and procedures

Staff Wellbeing and Training

Complaints are handled by various staff members at Monivae College. Monivae College ensures that staff receive professional learning, not only to ensure their knowledge and understanding of Monivae College policy and procedures, but also to develop skills in handling complaints.

Training in handling complaints may include the following topics:

- complaints procedures
- active listening
- observation, recording and reporting skills
- interviewing and negotiation skills
- mediation
- conflict resolution – dealing with abusive, aggressive or threatening behaviour
- privacy legislation.

Supporting Documents

- Grievance Policy
- Record Keeping Procedure

Forms

- School Community Grievance Lodgement Form

Responsibility

Approval Authority	Policy Sponsor	Administration
Responsible for monitoring the implementation, outcomes and scheduled review of this procedure	Responsible for maintaining the content of this procedure as delegated by the Approval Authority	Responsible for the administration support for the maintenance of this procedure as directed by the Policy Sponsor
Directors	Deputy Principal	Compliance and Risk Manager

Promulgation

This procedure will be communicated throughout the Monivae College school community in the form of:

- policies section of the Monivae College website;
- policy library section of the Monivae College intranet; and

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- distribution of email to all staff.

Implementation

This policy will be implemented throughout Monivae College via:

- policy library section of the Monivae College intranet;
- staff briefing session; and
- training sessions.

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Appendix 1 Sample Acknowledgement Letter to Complainant

Print onto Monivae College letterhead

Date

Dear [Name]

I refer to information provided by you [person's name], to [name], [position], regarding the attached complaint.

The matter has been referred to me and I propose dealing with it by (state the process). Please let me know if you have any comments or requests about the process of resolving the complaint.

You will be contacted at various stages of the process regarding progress of the complaint. If you require any information, please contact me on (telephone number).

Yours sincerely,

Name

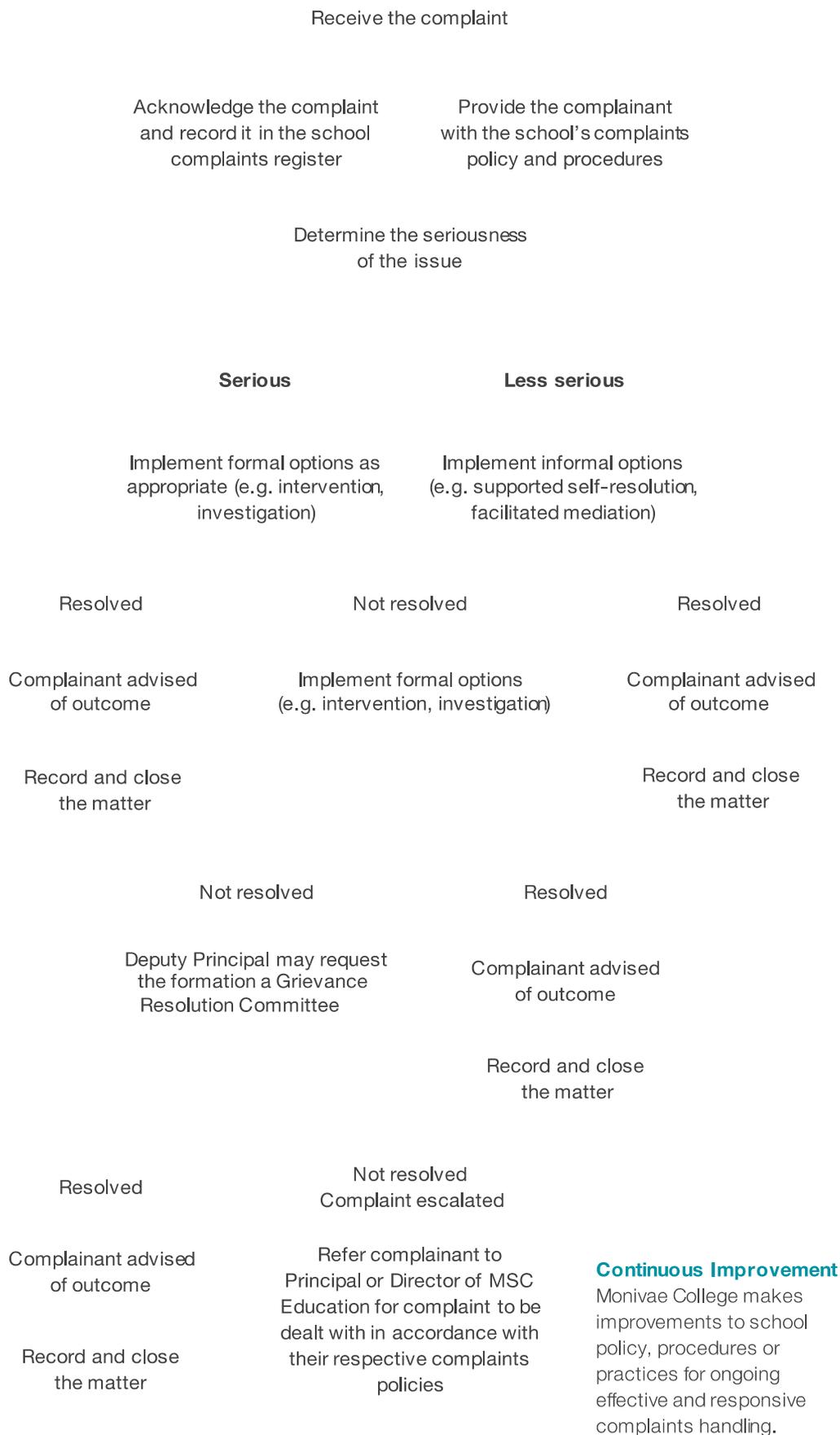
Encl.

Copy of Grievance Policy (5)

Copy of School Community Grievance Procedures (16)

Copy of School Community Grievance Lodgement Form (2)

Appendix 2 Flow Chart of Procedures for Handling Complaints



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