

Teach For Australia

Grievance Resolution Policy and Procedure

Policy Owner: People & Culture
Approved By: Chief Operating Officer
Effective Date: August 2025
Next Review Due: August 2027

Policy Author: People & Culture
Approval Date: August 2025
Version: 3

Copyright:

All rights reserved. No part of this work may be reproduced or transmitted in any form by any means, electronic or mechanical, including photocopying and recording, or by any information storage or retrieval system, except as may be permitted in writing by Teach For Australia.

Table of Contents

1. Scope	2
2. Compliance	2
3. Purpose	2
4. Key Principles	2
5. Roles and Responsibilities	3
6. Related Documents and References	4
7. Version History	4
Appendix A – Grievance Resolution Process	5
A. Stage One: Attempt informal resolution	5
B. Stage Two: discussion with Manager	6
C. Stage Three: Referral to Grievance Point of Contact	7
External Review	8

1. Scope

This policy applies to all ongoing, fixed-term and casual employees of Teach For Australia (TFA). This policy also extends to contractors, volunteers, and agency employees working at TFA. Collectively, these groups are referred to as 'workplace participants'. This policy does not apply to Associate's (incoming or placed).

2. Compliance

This policy is compliant with the minimum provisions of the [Social, Community, Home Care and Disability Services Award 2010](#), [Fair Work Act 2009](#) (Cth) and the [National Employment Standards](#) (NES).

3. Purpose

TFA is committed to creating and maintaining a harmonious workplace, where workplace participants can be confident that their concerns will be reviewed and managed in a timely manner.

The purpose of this policy is to assist TFA workplace participants to resolve grievances. TFA's aim, as far as practicable, is to resolve grievances informally, confidentially and in a timely manner.

4. Key Principles

- In the first instance, a People & Culture (P&C) representative is responsible for the management of grievances at TFA;
- If a conflict of interest arises, the Chief Operating Officer or an appropriate person will assume this responsibility;
- Where reasonable, TFA workplace participants are expected to attempt to resolve a grievance informally in the first instance;
- TFA will not accept grievances that are frivolous, vexatious/ deliberately false or lacking in substance. If the report is found to be vexatious/ deliberately false, the workplace participant who made the accusation may face disciplinary action;
- TFA will not accept grievances that result from **Reasonable Management Action** as defined under the *Fair Work Act 2009* (Cth);
- Formal grievances must be submitted to the grievance Point of Contact through the [Grievance Application Form](#);
- Disputes about a termination of employment cannot be dealt with under this policy.

5. Roles and Responsibilities

Role	Responsibility
Chief Executive Officer	<i>Owner</i> – Ultimately accountable for the Grievance Resolution policy. Final escalation point for review of an outcome of a grievance process. Can be decision maker instead of Chief Operating Officer.
Chief Operating Officer	<i>Owner</i> – Accountable for reviewing and making any final decisions relating to Grievance Resolution outside the scope of this policy or disputes that cannot be resolved at a manager level, including any issues that have reputational and/or financial implication to the business.
People and Culture (P&C)	<i>Custodian</i> – Responsible for ensuring currency of the policy and related documents. Responsible for maintaining policy, standards, procedure or guides and associated documents. Usually Grievance Resolution point of contact.
Grievance point of contact (usually P&C)	▪ Provide information, assistance and guidance to workplace participants and managers on the processes outlined in this policy; ▪ Ensure that managers are involved in the process as early as possible (if appropriate); ▪ Attempt to resolve grievances submitted to them, in accordance with this policy; ▪ Provide recommendation if external investigator/ mediator is required or if the matter can be managed internally by TFA P&C; ▪ Maintain confidentiality at all times; ▪ Adhere to the rules of natural justice.
Managers	<i>Implementation</i> – Responsible for following grievance policy and processes, acting in compliance with the policy and related documents. When managing a grievance, specific responsibilities include: ▪ Attempt to resolve grievances made by workplace participants in a timely manner, in accordance with this policy; ▪ Provide support to parties involved in the grievance process; ▪ Seek assistance from a member of the P&C team; ▪ Maintain confidentiality at all times; ▪ Adhere to the rules of natural justice.

	Note: Relevant ELT are first escalation point for review of an outcome of a grievance process.
All staff/ workplace participants	Implementation – Responsible for acting in compliance with the policy and related documents.
Independent Investigator (if required)	▪ Appointed by the grievance point of contact to conduct a formal investigation (as determined by TFA); ▪ Be unconnected with the action or any investigation relating to the grievance; ▪ Conduct an investigation into the grievance in accordance with the rules of natural justice; ▪ Report on the investigation to the grievance point of contact/ decision maker; ▪ Maintain confidentiality at all times.
Parties involved in the Grievance	▪ Raise grievances and engage in the resolution process in good faith; ▪ Good faith includes not making frivolous or vexatious grievances and/or raising a grievance that results from reasonable management action; ▪ Acting truthfully, professionally and confidentially throughout the resolution process.

6. Related Documents and References

- Social, Community, Home Care and Disability Services Industry Award 2010
- The National Employment Standards (Fair Work Act 2009)
- Health, Safety & Wellbeing Policy
- Respectful Workplace Policy
- TFA Way: Culture Code Book
- Code of Conduct

7. Version History

Version	Date	Action
1 (V1)	2019	Previous version implemented
1.2 (V2)	December 2023	Drafted by National P&C Manager
1.3 (V2)	January 2024	Approved by Chief Operating Officer
V3	August 2025	Full review and update by Head of People and Culture approved by Chief Operating Officer

Appendix A – Grievance Resolution Process

A workplace participant may raise a grievance under this process related to an action including matters of employment, workplace behaviours/work environment, bullying and harassment etc.

The stages of the process set out below proceed from an informal to a formal level. If a stage of the process is completed but the matter is not resolved, the next stage should be commenced.

A. Stage One: Attempt informal resolution

Step	Activity	Responsibility
1.	▪ The workplace participant should first seek to resolve the grievance locally, by discussing the grievance with the parties involved. ▪ The workplace participant may directly approach the parties involved and constructively discuss the grievance. They should: ○ approach the parties involved as soon as practicable after an issue arises; ○ identify the specific behaviour or issue; ○ explain the impact of the behaviour or issue on them; and ○ request that the behaviour stops (if applicable) or some other remedial steps be taken by the parties involved to resolve the issue.	Workplace participant with a grievance
2.	▪ Seek support from the grievance point of contact/ P&C or their manager if the behaviour/s continues	Workplace participant with a grievance / Grievance point of Contact/ TFA Manager
3.	▪ If appropriate, the parties impacted and involved may agree to participate in a mediation, conciliation, or other alternative dispute resolution process.	Involved parties
4.	▪ Informal resolution achieved or not achieved.	Involved parties

B. Stage Two: discussion with Manager

Step	Activity	Responsibility
1.	▪ If a grievance is not resolved informally, or informal resolution is not appropriate, they should discuss the grievance with their manager; ▪ They may seek the assistance of the grievance point of contact/ P&C before or alongside taking this step; ▪ If the grievance is against the manager of the workplace participant with a grievance, they should proceed to <i>Stage Three</i>.	Workplace participant with a grievance
2.	▪ The manager may seek guidance from the grievance point of contact/ P&C in the best way to manage the grievance. ▪ The manager should advise the workplace participant they are seeking this guidance and appropriately keep them informed on next steps. ▪ Generally there is a need to disclose the details of the grievance to the parties involved to give that person(s) the opportunity to respond to the grievance.	Manager
3.	Some options for the manager when attempting to resolve a grievance include: ○ meeting with the workplace participant with a grievance and parties involved (either separately or together) to discuss the grievance and attempt to resolve it; ○ with guidance from P & C, further look into an issue on behalf of the parties involved; ○ arranging training for the parties involved or the team generally to address alleged unacceptable behaviour. Even though managed informally it may be appropriate to involve the grievance point of contact/ P&C within the resolution of the grievance	Manager grievance point of contact/ P&C (if necessary)
4.	▪ The Manager should aim to resolve the grievance as soon as practically possible.	Manager

C. Stage Three: Referral to Grievance Point of Contact

Step	Activity	Responsibility
1.	- If a grievance is not resolved by the manager, or is about the manager, the workplace participant with a grievance may submit the grievance in writing using the Grievance Application Form to the grievance point of contact, who will review the grievance and attempt to resolve the grievance if it is accepted. - The grievance point of contact will ensure the right to a fair process is adhered to at all times during the process; - The TFA Manager will be brought into the matter as appropriate by the Grievance point of contact. If the Grievance point of contact is not P&C they may also be brought in to support the grievance process.	Workplace participant with a grievance Grievance point of contact/ TFA Manager/ P&C
2.	The workplace participant with a grievance should include in the written grievance: - details of the specific incident, behaviour or issue complained of (including, if relevant, the name of the parties involved) and their relationship to each other; - basis of the grievance; - any action/s already taken to resolve the issue; - the remedy or outcome sought.	Workplace participant with a grievance
3.	In seeking to resolve the grievance, the grievance point of contact and TFA Manager may: - arrange a mediation or conciliation of the grievance, if this is appropriate as a first step (or following an investigation); - if the grievance relates to a dispute about a matter arising under the <i>Award</i> or <i>National Employment Standards in the Fair Work Act</i>, the grievance point of contact will take into consideration the views of the workplace participant with the grievance and the parties involved on who should conduct the mediation or conciliation; and/or - initiate an independent investigation (internal or external) into the matters alleged by the workplace participant with the grievance. If an independent	Grievance point of contact/ TFA Manager / P&C

	investigation is required an appropriate decision maker will be assigned too the matter.	
4.	Provide the person against whom the grievance has been made with a reasonable opportunity to respond to adverse comments or opinions.	Grievance point of contact/ TFA Manager / P&C
5.	The grievance point of contact/ TFA Manager: - will notify workplace participant with a grievance and parties involved of the outcome of the grievance as soon as practically possible; - Work with the relevant manager for any training requirements or other next steps as part of the outcomes	Grievance point of contact/ TFA Manager / P&C

External Review

Whilst TFA aims to resolve grievances internally wherever possible, TFA may seek the assistance of an external agency at any time. If the workplace participant wants a review of an outcome of a grievance process, in the first instance they are to raise this with their ELT Leader. If still unresolved this is escalated to the CEO. If still unresolved the workplace participant can seek external review.