



FEEDBACK, WORKPLACE GRIEVANCE AND EXTERNAL COMPLAINTS POLICY

Summary	Policy to promote Accountability, Engagement, Transparent Resolution and Continuous Improvement via Feedback, Complaints and Grievance process.
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Applies to	NUAA Employees, Volunteers, Service Users, Members, Board of Governance Members, Stakeholders and other individual
Policy Status	APPROVED v2.1

Policy Review		
Frequency	Responsible Officer	Authorisation
3 years	CEO	Board of Governance
Version tracking		
Review	Date Authorised	Next Review Due
1	07 April 2022	April 2025
2	10 April 2024	April 2027

Policy context	
Legislation, clinical guidelines, or other requirements	<ul style="list-style-type: none"> • Healthcare Complaints Act 1993 • Sex Discrimination Act 1984 (Cwlth) • Racial Discrimination Act 1975 (Cwlth) • Disability Discrimination Act 1992 (Cwlth) • Age Discrimination Act 2004 (Cwlth) • Australian Human Rights Commission Act 1986 (Cwlth). • Anti-Discrimination Act 1977 (NSW) • Discrimination Act 1991 (ACT) • Fair Work Act 2009 (Cwlth) • Work Health & Safety Act 2011 (Cwlth) • Work Health & Safety Act 2011 (NSW)
Contractual obligations	<ul style="list-style-type: none"> • None
Supporting documents	<ul style="list-style-type: none"> • Complaints and Grievance Procedure • Feedback Procedure • Code of Conduct • Service User Policy • Complaint Form

	<ul style="list-style-type: none"> • Privacy and Confidentiality Policy • WHS Policy
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PURPOSE

The purpose of this policy is to provide a structured framework for addressing feedback, complaints and grievances that may arise within the organisation in relation to NUAA Employees, Volunteers or Members of the NUAA Board of Governance, and the provided services and programs. The policy aims to ensure fair treatment, timely resolution, and the maintenance of positive relationships.

This policy ensures that feedback, complaints and grievances are managed appropriately, with fairness and transparency, and used as an opportunity to improve the organisation. NUAA encourages due process, and for staff to seek industrial advice and support at any stage of the process if relevant.

SCOPE

This policy applies to feedback and workplace grievances made by NUAA Employees (including executive members), NUAA Volunteers, NUAA Board Members and others, as well as external complaints made by third parties, such as service users or NUAA partners.

DEFINITIONS

Complainant – A person making a complaint to NUAA, whether they be a NUAA Member, Employee, Volunteer, Service User, Member of the board or member of the community. The complainant is the party raising the complaint or grievance and seeking resolution.

Complaint – A statement that something is unsatisfactory or unacceptable.

Feedback – May be verbal or written and is any comment/suggestion, information or concern raised by a staff member, volunteer, service user, member or other individual that is positive, negative or identifies where NUAA can improve.

Grievance –Grievances are an escalation of a workplace issue. There are three levels of Grievances within NUAA’s Feedback, Workplace Grievances and External Complaints policy.

Mediation – is the process by which two parties attempt to resolve an issue with the involvement of a neutral third party. NUAA will have the discretion to engage an external third party for mediation at the request of the complainant or in other situations if deemed appropriate.

Self-Resolution – taking proactive steps by an individual to address, resolve or mitigate a concern, problem or challenge before submitting a complaint. This is the initial stage of NUAA’s policy for managing workplace grievances.

Roles and responsibilities

Position	Responsibility
NUAA Board of Governance	<ul style="list-style-type: none"> • Endorse this policy as being broadly in line with organisational aims and operational objectives. • Comply with this policy and be informed of its purpose and application. • Ensure grievances are handled in line with this policy.
NUAA Executive	<ul style="list-style-type: none"> • Comply with this policy and be informed of its purpose and application. • Undertake reasonable measures to empower all employees/staff to comply with this policy.
NUAA Policy Committee	<ul style="list-style-type: none"> • Ensure that this policy is maintained and reviewed.
NUAA Leads	<ul style="list-style-type: none"> • Comply with this policy and be informed of its purpose and application. • Undertake reasonable measures to empower all reporting staff to comply with this policy. • Ensure new employees/staff are educated on the procedure at their orientation.
NUAA Employees	<ul style="list-style-type: none"> • Comply with this policy and be informed of its purpose and application. • Contribute to the dissemination of this policy to all relevant personnel and connected individuals. • Provide feedback on the policy as required.
NUAA Volunteers	<ul style="list-style-type: none"> • Comply with this policy on instruction from NUAA employees.
NUAA Associates	<ul style="list-style-type: none"> • Comply with this policy as directed by contract conditions.

POLICY DETAILS

NUAA is committed to ensuring the safety and wellbeing of our Employees, Volunteers, Service Users, and the Board of Governance when handling internal feedback and workplace grievances, and external complaints made to Employees, Volunteers or the Board of Governances by Service Users or NUAA members. NUAA will support wellbeing by genuinely addressing matters of concern with equity and respect and ensuring that NUAA Employees and Service Users are treated fairly and supported to make or escalate grievances or complaints. NUAA will not tolerate abusive behaviour towards staff or volunteers when submitting feedback, workplaces grievances or complaints.

Workplace grievances and complaints will be received with the aim of an equitable and amicable resolution, and under the assumption they have been made in the spirit of accountability and fairness. Dealing with the issue at the simplest level and preventing escalation will be a central focus of the process. Regardless of the outcome, the complainant will not be subject to any unfair treatment—including harassment and prejudice—during and after the complaint or grievance process.

NUAA will make this Feedback, Workplace Grievance and External Complaints Policy, and any relating procedures and forms, available via the NUAA Admin SharePoint and on the NUAA website.

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1 MANAGING WORKPLACE FEEDBACK

This section covers NUAA's policy for fostering a workplace culture of constructive feedback. The scope of this section covers feedback provided to and by NUAA employees, volunteers, and the Board of Directors.

This section does not include complaints or feedback made by external third parties to NUAA. Please see Section 3 to understand how NUAA will manage and resolve feedback and complaints made by external third parties to NUAA.

1.2 EMBEDDING A FEEDBACK CULTURE

This section outlines NUAA's policy on fostering a workplace culture of constructive feedback. Providing constructive feedback is an important way to ensure continuous improvement at both an individual level and an organisational level. Feedback enables us to support each other's development, improve performance and service delivery and maintain a positive work environment.

Principles of Constructive Feedback¹:

- **Respect:** All feedback should be delivered and received with respect, empathy and professionalism.
- **Timeliness:** Feedback should be provided in a timely manner, ideally close to the event or situation it relates to.
- **Specific:** Feedback should be clear, specific, and focussed on behaviours or actions rather than personal traits.
- **Actionable:** Feedback should include actionable suggestions for improvement or reinforcement of positive behaviours.
- **Confidentiality:** Feedback discussions should be kept confidential between the parties involved unless otherwise agreed upon.

Feedback Responsibilities

NUAA employees are expected to make mistakes from time to time. A willingness to embrace and learn from mistakes, both in yourself and others, is crucial to promoting a culture where constructive feedback is the norm.

¹ Adapted from the NSW Government Public Service Commission – Resources for people managers: Feedback in Challenging situations https://www.psc.nsw.gov.au/assets/psc/media/Feedback-in-challenging-situations_0.png

- NUAA Staff in leadership roles, particularly those in Executive or Line Management roles, are expected to lead by example by encouraging and listening to feedback; accepting feedback with good grace and humility; providing regular, constructive feedback to their teams and other members of the organisation; and facilitating feedback conversations within their teams and across the organisation.
- It is the responsibility of all employees to actively seek feedback, be open to receiving it, and provide constructive feedback to NUAA colleagues when appropriate.
- The Joint Consultative Committee and the Quality Improvement Committee are mechanisms available to support a constructive feedback culture within the organisation and implement and monitor continuous improvement.

NUAA has a Feedback Procedure on how to submit feedback and the process that follows.

2. MANAGING WORKPLACE GRIEVANCES

This section outlines NUAA's policy for how the organisation will **manage and resolve internal Grievances**. The scope of this section includes NUAA Employees, Volunteers, and the Board of Governance.

This section does not include complaints made by external third parties. Please see Section 3 to understand how NUAA will manage and resolve complaints for external third parties.

NUAA recognises that power imbalances may make addressing issues with the behaviour of colleagues challenging. We aim to have a safe framework for reporting issues. The table below outlines who should be contacted to raise a concern. The Third Party service outlines in Section 2.6 can also be employed.

Grievance is about	Who to report to	Comment
Board member	Chair of NUAA BoG	Level 1 grievances can be raised informally with the Chair and otherwise follow the process below
Chair of NUAA BoG	Secretary of NUAA BoG	Level 1 grievances can be raised informally with the Secretary and otherwise follow the process below
NUAA CEO	Chair of NUAA BoG	Level 1 grievances can be raised informally with the Chair and otherwise follow the process below
NUAA Executive Team	NUAA CEO	
NUAA Staff member	NUAA Executive team	

2.1 DEFINITION

A **workplace grievance** means a problem, concern, issue, or incident raised by a staff member who believes they are the subject of, or have observed issues or behaviour that they deem unsatisfactory, unreasonable, or unacceptable treatment from the organisation or another person(s) in the workplace. Grievances can involve a range of circumstances and have varying levels of complexity or seriousness, and therefore the process for how they are managed and resolved needs to be appropriate to the situation.

Examples of workplace grievances may include, but are not limited to, interpersonal conflict between colleagues, the way work is allocated or managed, the physical workplace environment, the application of management policies or perceived unfairness in the workplace. More serious grievances can include, but are not limited to, a violation of the NUAA code of conduct, discrimination, sexual harassment, violation of employment rights, or breach of contractual agreements.

2.2 RESOLVING WORKPLACE GRIEVANCES

When a matter is raised as a workplace grievance and a staff member seeks for it to be dealt with under this policy, the organisation must follow the process set out in this policy. The nature and seriousness of a workplace grievance and the appropriate options for resolution can be determined by categorising the grievance into one of three levels:

2.2.1 Level 1 Workplace Grievance – Self-Resolution

Grievances categorised as Level 1 applies to minor grievances that can be resolved quickly and directly by the staff member who experienced or observed the issue. Features of level grievances may include:

- One-off or irregular occurrence
- Not serious in nature
- A few low-level minor events
- Issues that can be resolved quickly and easily without requiring a member of management or the Executives involvement.

Raising a Level 1 Grievance - Self-Resolution

Self-resolution for Level 1 Workplace Grievances encourages staff to address and resolve minor grievances early and directly with the person they are experiencing the issue with, rather than ignore the concern.

Options for self-resolution include:

- Take no immediate action, but monitor the situation
- Seek support and advice from someone they feel comfortable with
- Seek support from the Employee Assistance Program (EAP) provider
- Have a direct conversation with the individual with whom they are experiencing the issue of concern
- Have a discussion with their line manager about the matter (or if the grievance involves a direct manager, an impartial person in the organisation).

Desired outcome

The desired outcome is for Level 1 Grievances to be successfully resolved by the staff member with the relevant person. Documentation is not required, but we recommend keeping notes about the matter should the situation not be resolved or need to be escalated. If the issue is not resolved, or a staff member does not feel comfortable or able to resolve the matter personally, they should consider the process for Level 2 Grievances (assisted resolution).

2.2.4 Level 2 Workplace Grievance – Assisted Resolution

Level 2 Workplace Grievances require the involvement of the Director of Operations and the relevant line manager (if it is appropriate to do so) in resolving the matter(s) raised. The features of these types of grievances may include where:

- The issue is complex
- There are disputed views
- There is a pattern of ongoing behaviour or concern
- Self-resolution has already been attempted without success or would not be appropriate in the circumstances.

Matters of a very serious nature such as bullying, harassment or serious misconduct will be automatically escalated to Level 3 Grievances.

Raising a level 2 Grievance – Assisted Resolution

A level 2 Grievance should be raised to a Member of the Executive (or if the grievance relates to that person or to the relevant third-party reporting mechanism engaged by NUAA (*see page section 2.6 Third Party Grievance Reporting of this policy*)). The Executive team will be responsible for assessing the suitable resolution process as informed by the nature and severity of the concern raised. This may involve supporting the staff member to explore Level 1 self-resolution (if appropriate) or, in the alternative, escalating the matter to a level 3 grievance.

If the matter is assessed to be a Level 2 Workplace Grievance and appropriate for Assisted Resolution, the Executive team member will oversee the investigation of the matter and delegate to the most appropriate person to manage the grievance. In most instances this will be the staff members line manager. However, if this is not appropriate or is a conflict of interest, the Executive

team member may engage an alternative line manager or member of executive who does not hold a conflict of interest to assist in managing and resolving the grievance.

Assisted Resolution

The line manager or delegated assistant should attempt to resolve the issue within a reasonable timeframe from notification of the grievance. The line manager, with support as needed from the Executive, should work with the staff member to conduct an issue analysis to determine the most appropriate options for an effective resolution. Issue analysis must:

- Be undertaken fairly and impartially by the relevant manager, or person authorised by the manager or organisation who is competent to do so
- Maintain confidentiality
- Ensure that the parties are given the opportunity to have their say
- Include speaking to those identified by either party as having information relevant to the issue as considered necessary to form a view
- Include appropriate document and records
- Ensure appropriate security of any related documentation.

Following issue analysis, management and resolution process that may be available include:

- Facilitated discussion
- Mediation
- Observation and feedback
- Coaching
- Mentoring
- Team performance planning.

Desired outcome

The desired outcome is that the grievance is successfully resolved with no further action required, or resolved with ongoing monitoring to ensure the resolution is effective and sustainable. Where there is no resolution, the issue should be re-assessed by the Executive team member to determine what other management responses are more appropriate in the circumstances.

Documentation and Record Keeping

All Level 2 Grievance management, resolutions and/or attempted resolutions must be recorded in writing. Appropriate documentation of all assessments and investigations of level 2 Grievances must be recorded in writing and kept in a confidential file. It is the responsibility of the delegate line manager to ensure written documentation of the grievance management. The Executive team member will have oversight of record keeping and ensure all records are kept securely.

Continuous improvement

Any systemic issues identified through this process may be discussed within the Joint Consultative Committee and/or the Quality Improvement Committee. The identity of the people involved in complaints/grievances will not be shared within this context, only areas of concern will be discussed in a general context to identify measures that can be put in place for overall improvement across the organisation.

2.2.5 Level 3 Workplace Grievance

A Level 3 Workplace grievance are matters of a very serious nature, which may include:

- Bullying
- Sexual Harassment
- Breach of the NUAA Code of Conduct
- Serious misconduct (as defined by Fair Work Regulations 2009 Reg 1.07). Examples of this include causing serious and imminent risk to the health and safety of another person or to the reputation of the organisation, theft, fraud, assault, sexual harassment or refusing to carry out a lawful and reasonable instruction that is part of their role.

Level 3 Workplace Grievance should be made to a member of the Executive team, with the Board of Governance advised and updated on the Grievance and require a formal resolution. These grievances can also be reported through the third-party service outlined in Section 2.6.

Information to be provided to parties involved in Level 3 Grievance

Both the complainant and the person who is subject of the grievance will be provided with the following information at the appropriate time:

- Any immediate action deemed necessary
- Communicate updates on the process, when information is available, appropriate and required
- An assurance that their right to privacy and confidentiality will be maintained and that no information in relation to the complaint will be provided to third parties unless considered necessary and / or where reporting obligations apply
- Their own roles in ensuring that confidentiality is maintained
- That they will be given a fair opportunity to put forward their case
- That it is expected they will make themselves available in order to assist in resolving the complaint and, where necessary, facilitate this availability by providing contact details and numbers of any other parties involved, including when on leave
- That they will be provided with information on progress of the investigation and any decisions made that may affect them
- That access to EAP services is offered
- The right to seek independent advice, including from a union / association representative.

Assessment

The relevant member of Executive will conduct an initial assessment to determine the nature and seriousness of the grievance and will manage the grievance. A risk assessment will be undertaken to ensure the safety and wellbeing of all staff concerned. Where required, this will include the implementation of any controls and or notification to staff concerned for the duration of the investigation.

Where investigation is required, the Executive will decide on who should be the appropriate investigator. In certain circumstances, consideration should be given to using an external investigator. These circumstances include where:

- It is difficult to identify an internal person who can be impartial.
- Where very senior staff are involved.
- Where there is no one available internally with the appropriate skills.

A decision to use an external investigator is a decision to be made by NUAA, after considering all relevant information. Where an external investigator is used, a scope of services to be provided needs to be developed, clearly identifying what is to be done, the time frames, the type of report to be provided and the confidentiality requirements. The decision to use an external investigator is distinct and separate to a staff member or volunteers right to access the third-party grievance reporting service.

Resolution

The Executive will decide on the appropriate action to address the allegations including but not limited to investigation, dispute resolution mechanisms (facilitation, mediation), EAP support to affected staff and the appropriate performance management (including where warranted the suspension and/or termination of staff).

Documentation and Record Keeping

Appropriate documentation of all assessments and investigations of level 3 Grievances must be recorded in writing and kept in a confidential file. The Director of Operations will have responsibility for ensuring this.

Responding to outcomes of a level 3 Grievance

The form of action to be taken will be decided on a case-by-case basis and where appropriate aligned to relevant legislation including mandatory reporting obligations and Fair Work Regulations.

Substantiated complaints

For substantiated complaints, action will include focussing on preventing a continuation/ repetition of the behaviour or issue at both the individual level and organisational level and managing and/or repairing as far as possible future work relationships.

Unsubstantiated complaints

Where findings suggest it is unlikely that serious misconduct, bullying, or harassment occurred, an organisational response may still be necessary. The investigation may have identified gaps in the bullying and harassment prevention and risk management framework that need to be addressed and improved. The Joint Consultative Committee and Quality Improvement Committee will be engaged to implement the required resolutions. The Executive may also direct action required to re-establish effective working relationships, even where allegations were not substantiated.

Continuous improvement

Any systemic issues identified through this process may be discussed within the Joint Consultative Committee and/or the Quality Improvement Committee. The identity of the people involved in complaints/grievances will not be shared within this context, only areas of concern will be discussed in a general context to identify measures can be put in place for overall improvement across the organisation.

Details on how to take these steps and what is involved in each of them, are outlined in detail in the NUAA's Grievance Procedure.

2.3 CONFIDENTIALITY

Parties to a workplace grievance may need to discuss their concern(s) with someone they trust, such as a family member, peer and/or colleague not directly involved in the matter to receive advice and/or support. Wherever possible, these discussions should be conducted in private and preferably away from other staff.

It is important that information relating to the grievance only be provided on a 'need to know' basis and not provided to people in the workplace who have no legitimate involvement in the process. This includes confidentiality of the identity of those involved, as well as the subject matter.

Inappropriate release of confidential information in relation to a workplace grievance can complicate the resolution process and violate the parties' right to privacy and procedural fairness.

Where a staff member has had a grievance raised against them, they must be provided with sufficient information to be able to adequately respond to the matters raised.

Records relating to the complaints/grievances must be stored securely in the HR SharePoint only accessible to Exec and HR staff. A breach of privacy or confidentiality may result in disciplinary action.

2.4 FRIVOLOUS, MALICIOUS AND VEXATIOUS GRIEVANCES

Where a grievance has been found to be frivolous, malicious, or vexatious it will not be progressed further and where the person subject to the grievance is aware of the grievance they will be advised.

Vexatious Grievance: A vexatious grievance or complaint can be, but is not limited to, a groundless complaint that causes distress, detriment, or harassment to the subject of the complaint or the organisation. A grievance or complaint may be regarded as vexatious if the complainant:

- Continues to pursue a grievance that has already been addressed and provides no new information that warrants further action; or
- After reasonable efforts, fails to furnish additional information which would be likely to be available, relevant to, and supportive of, the issues raised in the complaint; or
- Lies or gives false or misleading information to the Director of Operations or person(s) delegated responsible to manage and resolve the grievance.

This list is not exhaustive.

Frivolous Grievance: A frivolous grievance or complaint may be one that:

- Is trivial in nature; or
- Has no serious purpose or value; or
- Is sufficiently meritless that further action would be a waste of time or cost; or
- The extent of the complaint is out of proportion to the significance of the matter.

This list is not exhaustive.

2.5 REQUEST FOR REVIEW

The parties directly involved in a grievance will be informed as to what actions are being taken, or not taken, and when the matter is regarded as being resolved.

A review of an outcome can only be requested where there are grounds to do so. For example, where new information has become available that may change the outcome, or where there is an explicit deficiency in the procedure followed. Dissatisfaction with an outcome is not on its own a ground for review. A request for review needs to be made in writing to the CEO, or the Chair of the Board if the Grievance was about the CEO.

Where a review is appropriate, it will be undertaken by a delegated authority person not involved in the original decision. The delegated authority will consider the issues raised, along with all relevant records regarding the matter. The parties directly involved in the grievance will be advised in writing when the review is to occur and of the review outcome.

2.6 THIRD PARTY GRIEVANCE REPORTING

NUAA have engaged a third-party service for NUAA Employees and Volunteers who wish to raise a concern to an external third party. This is an alternative available to staff who don't wish to report to a member of the Executive Team or identified delegate, whether they wish to remain anonymous or not. This service is available to NUAA Employees and volunteers at all stages of the grievance management process.

Third Party Grievance Procedure

NUAA have engaged the services of On Demand HR – Complaints Service for NUAA Employees and Volunteers who wish to raise a concern to an external third party. This is an alternative available to staff who don't wish to report to a member of Executive or identified delegate.

On Demand HR will receive your complaint via an online form, and then may contact you to obtain any additional details required for a review of your complaint to take place. On Demand HR will then provide NUAA with a summary of your concerns and a recommendation to help resolve the matter.

You also have the option of submitting a complaint anonymously via this service.

It is important to note, that resolution of concerns may be limited by the information provided. For example, it may not be possible to investigate and resolve an anonymous complaint. No staff member will be penalised for raising a grievance or complaint.

To raise a complaint via our external provider, please go to the following link:

<https://ondemandhr.com.au/nuaa/complaint>

2.7 EXPECTATIONS AND RESPONSIBILITIES

Throughout all stages of the grievance resolution process, staff can expect:

- To be treated with respect
- To receive advice and support from relevant line managers and/or the Executive
- To identify desired outcomes that can be discussed with management
- To have their grievance treated seriously and managed in a fair, impartial and appropriately confidential manner
- To be provided with information on the progress of their grievance and on any decisions made that may affect them
- To have a support person present at any meetings they attend relating to the grievance (if requested)
- To have access to relevant records taken at meetings they attend to enable them to agree that they are accurate and true
- To be protected against victimisation or harassment because they have raised a grievance
- To be able to withdraw a grievance at any stage of the process
- To be able to request a review of a decision in relation to their grievance.

3. MANAGING EXTERNAL FEEDBACK AND COMPLAINTS

This section outlines NUAA's policy for how the organisation will **manage and resolve external feedback and complaints**. The scope of this section includes feedback provided to and complaints made against the organisation or an employee of the organisation by third parties including but not limited to service users, members of NUAA, partner organisations. This section of the Feedback, Workplace Grievances and External Complaints Policy applies to all complaints received by third parties regarding any aspect of our services, including but not limited to staff conduct, quality of service delivery, facilities and administrative processes.

This section does not include complaints or grievances made by employees or volunteers. Please see Section 2 of this policy to understand how NUAA will manage internal workplace grievances.

3.1 MANAGING EXTERNAL FEEDBACK

NUAA recognises feedback as an important way to ensure continuous improvement at both an individual level and an organisational level. Feedback from external stakeholders, such as service users and NUAA partners, is a valuable way to ensure our programs and service offerings are meeting the needs of our community members.

- It is the responsibility of all employees to be open to receiving feedback from external third parties and where appropriate ensure that feedback is passed onto the relevant program line manager and/or member of executive to be considered and where appropriate, actioned.
- Programs and services will be designed with opportunities for third parties to provide feedback to the organisation. This can include through formal and informal mechanisms including but not limited to surveys, questionnaires, and program evaluations.
- The Joint Consultative Committee and the Quality Improvement Committee may also be engaged where appropriate to support the consideration and implementation of external feedback.

3.2 MANAGING EXTERNAL COMPLAINTS

This section outlines NUAA's policy for managing external complaints received by third parties to the organisation.

Principles of external complaint management:

- **Accessibility:** We will ensure that our complaint process is accessible to all service users, including those with disabilities or language barriers.
- **Transparency:** We will maintain transparency throughout the complaint process, providing clear information on how complaints are handled and resolved.
- **Fairness:** We will treat all complaints with fairness, impartiality, and respect for the rights and dignity of the complainant and those involved in the complaint.
- **Confidentiality:** We will handle all complaints with strict confidentiality, sharing information only with those directly involved in the resolution process.
- **Timeliness:** We will strive to resolve complaints in a timely manner, keeping complainants informed of the progress and expected timelines for resolution.
- **Accountability:** We will take appropriate actions to address and rectify any shortcomings identified through the complaint process, holding staff accountable for their conduct and performance.

3.2 ROLES AND RESPONSIBILITIES

- NUAA will ensure there are multiple avenues for third parties to lodge complaints, including online mechanisms and paper forms for service users who may not have access to the internet. This will include an online web-based form, paid return envelopes and paper forms available at NUAA fixed-sites and the NUAA contact number.
- All NUAA staff are required to be familiar with the briefing document on how to lodge an external complaint, available on the NUAA website.
- The NUAA Executive should be made aware of complaints made by external third parties to NUAA staff to ensure appropriate assessment, management, and resolution.
- The Joint Consultative Committee and the Quality Improvement Committee will be made aware of relevant complaints to inform organisational continuous improvement.

4. OUTCOMES

The Feedback, Workplace Grievance and External Complaints Policy is designed to ensure that NUAA Employees, Volunteers and external third parties have fit for purpose mechanisms to raise feedback, grievances, and complaints in a fair and respectful manner. NUAA engages with feedback, grievances, and complaints as a means of ensuring organisational and workplace wellbeing, safety

and professional development of all employees and volunteers. It also ensures our programs and services are aligned to the needs of our community members, and that we can foster continuous organisational improvement and reduced risk.