

# Promoting a Respectful & Collaborative Workplace

## Resolving Workplace Concerns or Conflict Procedure.

### **Introduction**

The University of Newcastle has reviewed and integrated the procedures and guidelines dealing with various types of workplace concerns and conflicts in line with the *Promoting a Respectful & Collaborative University: Diversity & Inclusiveness Policy*. The procedures and guidelines acknowledge and promote healthy workplace responsibilities and behaviours. It empowers staff members to pro-actively manage their relationships in the workplace and resolve workplace concerns and conflicts as early as possible thereby contributing to the achievement of a positive workplace culture.

The University of Newcastle promotes the resolution of concerns and conflict through consultation, cooperation and collaborative discussion as close to its source as possible. This *Resolving Workplace Concerns and Conflict Procedure* promotes a process to facilitate a fair, fast and flexible way to resolve staff member concerns and conflict. Good management of workplace concerns and conflict can prevent minor workplace issues escalating into more serious matters and impacting staff members and their teams.

The University of Newcastle will take a risk management approach to resolving workplace concerns or conflict and while being focussed on resolving the individual concern or conflict will simultaneously be cognisant of, and identify, the underlying cause of the concern or conflict and determine measures to eliminate or mitigate such causes. Additionally, data relating to workplace concerns and conflict will be considered in order to determine and implement preventative responses and measures and systemic change.

## 1. Aim

1.1.1 The aim of this procedure is to improve the workplace environment through achieving strong communications and relationships within the organisation.

This procedure helps staff members to resolve workplace issues and promotes the early resolution of workplace concerns and conflict at a local level which aims at maintaining positive working relationships and avoids adverse impact on the operation and its staff members. To resolve concerns staff members need to hear and understand each other about their interests and needs.

The University of Newcastle aims to provide an effective and acceptable means for staff members to bring concerns and conflicts concerning their work and their well-being at work, to the attention of other staff members and management. As such, this procedure has been established to:

- identify the pathways that will be used to address and resolve workplace concerns and conflicts;
- provide a mechanism by which staff members can be made aware of their unacceptable behaviour or interactions and take corrective action;
- ensure all staff members are aware of their responsibilities and are empowered to manage their concerns and conflicts;
- address workplace concerns and conflict in a timely manner and as close as possible to their source in the workplace. This has the objective of ensuring that all staff members involved are treated with respect and impartiality to ensure that there is no assumption of guilt apportioned to any person when a workplace concern or conflict is initially raised.

## 2. Scope

2.1 This procedure applies to all University of Newcastle staff members. This procedure applies to all concerns and conflicts relating to workplace matters including those involving allegations of possible bullying, harassment, discrimination or interpersonal conflict.

Matters that should **not** be dealt with under this procedure include:

- grievances relating to industrial matters, that is, terms and conditions as set out in the enterprise agreements relating to The University of Newcastle or National Employment Standards. Such matters will be addressed in accordance with the grievance and disputes procedure set out in the relevant Enterprise Agreement;
- matters of alleged serious misconduct including fraud, corruption or maladministration. Such matters will be addressed in accordance with the dispute resolution clause in the relevant enterprise agreement;
- public interest disclosures as defined under the Public Interest Disclosures Act 1994;
- performance management which will be addressed in accordance with the Performance Development Framework.

This procedure will also not apply to matters where The University of Newcastle is required by legislation to deal with an issue in a particular way, such as incidents of a criminal nature.

### **3. Roles and Responsibilities**

3.1 Staff members have the responsibility for:

- Recognising their role in contributing to constructive and collaborative working relationships;
- Raising concerns regarding inappropriate behaviour in the workplace when it is witnessed or when it is brought to their attention;
- Resolving concerns and conflict constructively including communicating in a manner that aims to strengthen relationships, and attempting to utilise self-help pathways if possible;
- Collaborative problem solving including providing observational feedback to other staff members they have a concern with;
- Participating in the resolution pathways in good faith and maintaining confidentiality;
- Not victimising, harassing or taking part in any inappropriate behavior toward any staff member involved in the resolution pathway; and
- Not raising vexatious, malicious or frivolous concerns.

3.2 Leaders and supervisors have a pivotal role in monitoring the workplace and managing workplace concerns or conflicts in a manner that prevents impact on the broader team. A leader or supervisor has a responsibility to:

- Lead by example and promote a respectful and collaborative workplace that engages in constructive conversations;
- Be familiar with and actively promote this procedure;
- Monitor the workplace for early identification and resolution of workplace concerns and conflict;
- Monitor staff member well-being for any possible indications of negative impact on emotional or psychological health;
- Address less serious issues at the local level in order to prevent it from escalating to a more serious matter and seek advice in this procedure from Human Resource Services or other parties if needed;
- Encourage staff members to use the Self-Help Pathway early;
- Conduct an initial assessment of the concern and implement the most appropriate resolution pathway;
- Adhere to the specified timeframes;
- Make file notes of their involvement;
- Treat all workplace concerns and conflicts seriously, fairly, impartially and confidentially;
- Assist in ensuring the parties to a workplace concern are free of unfair repercussions, disadvantage, victimization and harassment;
- Ensure that while the resolution pathways are being followed, there should be as little disruption to work as possible.
- Monitor the working relationship following the resolution of a concern or conflict;
- Refer serious matters to other appropriate procedures, the Complaints Office or Human Resource Services.

3.3 A support person (as defined in Enterprise Agreements under “Representation”) has a responsibility to:

- Provide support to the staff member they are supporting and attend meetings with the staff member if requested, but not advocate on their behalf;
- Be a witness to the procedure undertaken;

3.4 University Complaint Officers have the responsibility to voluntarily assist their colleagues in times of need. Their principal role is to be a first level contact to a staff member who may have a workplace concern or conflict. They have a responsibility to:

- Provide confidential and impartial advice to staff members regarding their workplace concern or conflict;
- Assist staff members involved to generate options to resolve their workplace concern or conflict;
- Direct parties to appropriate policies and procedures and support services, including the Employee Assistance Program (EAP);
- Provide support in relation to the impact of concerns on the parties;
- Obtain advice from HR Services if required;
- Assist in escalating issues to the attention of a Triage Officer (see below) if the self-help pathway or local level resolution is not effective.

3.5 Human Resource Officers have a responsibility to:

- Promote early intervention and coach leaders and supervisors in how to identify conflict;
- Utilise their skills in conflict resolution in order to assist the process (or facilitate the engagement of specialist support to assist in this way);
- Coach and mentor staff members with concerns or conflict to address their concern/conflict directly using the Self Help Pathway initially.

3.6 Triage Officers are persons who are authorised to determine appropriate pathways for the resolution of issues which cannot be effectively resolved through the self-help pathway. Triage Officers have a responsibility to:

- Clearly scope out the workplace concern or conflict including identifying the relevant stakeholders, underlying interests, the impact and the desired outcomes;
- Determine what is required to support the staff members involved in the workplace concern or conflict – with particular consideration for staff member mental health & wellbeing;
- Provide advice and support to the staff members to create a change paradigm that will allow them to move to a resolution and effective outcome;
- Advise and support the staff member on the Resolution Pathways to assist the staff member in determining which is the most appropriate pathway to resolve their workplace concern or conflict;
- Forward the workplace concern or conflict into the appropriate resolution pathway or an alternative system where appropriate.

#### **4. Confidentiality**

It is essential that confidentiality be maintained at all stages of any resolution pathway.

The University of Newcastle will always attempt to keep any workplace concern or conflict as confidential as possible. In order for it to be able to do this, the staff member raising the concern or conflict, the staff member against whom the concern or conflict has been raised and all other people involved in the resolution pathways must keep all relevant information confidential.

Failure to do so could result in disciplinary action being taken against the person who breaches the confidentiality.

#### **5. Maintaining Health & Well-being**

In any of the pathways there may be concerns about a staff member's well-being or mental health. This should be reported to the staff member's leader or supervisor, who will monitor the staff member's well-being for any possible indications of negative impact on emotional or psychological health and will review the need for further action. Staff members should always consider the benefits in making other staff members aware of the Employee Assistance Program (EAP) and the support it can provide them.

#### **6. Resolution Pathways**

The procedure describes pathways for resolution of a staff member's workplace concern or conflict. The Resolution Pathways are set out in a flowchart shown in Attachments 1 and 2.

A staff member can commence the process described below and documented in attachment 1 at any point. It is not a linear process. If a staff member chooses to utilise an assisted local option for resolving their workplace concern or conflict, this does not mean they relinquish their opportunity to pursue a complaint resolution pathway at a later time if they desire. A staff member or Triage Officer can progress a workplace concern or conflict to the Complaint Resolution Pathway at any time. The Complaint Resolution Pathway can also be suspended at any time in order to return to an assisted local resolution pathway.

Staff members have the right to be accompanied by a support person (as defined in Enterprise Agreements under "Representation") at any step in the Resolution Pathways. (Refer to Clause 3.6)

Staff members are encouraged to talk to their leader or supervisor or a University Complaints Officer who can provide advice on how to resolve their workplace concern or conflict. If the staff member does not wish to speak to, or make contact with any of these people, they may approach a member of the Complaints Management Office or Human Resource Services. Employee Relations, the Health and Safety team, or Equity and Diversity may also be consulted.

Workplace concerns or conflict of a serious nature or where a formal written complaint has been lodged should be managed in accordance with the Complaint Resolution Pathway.

Given the seriousness with which The University of Newcastle treats inappropriate behaviour or any breach of its policies, The University of Newcastle cannot risk that any alleged behaviour in breach of a policy will continue unchecked without appropriate action being taken. As a result, if a serious

complaint is made on an informal basis, one option available to The University of Newcastle is to instigate the Complaint Resolution Pathway.

At all times during the resolution of a workplace concern or conflict, work is to continue as normal, as far as it is reasonably practicable to do so. Staff members involved in a workplace conflict or concern should only be separated in the workplace when there is a serious and real safety risk or when the effective resolution of the matter could be impinged.

## **6.1 Self- Help Pathway:**

The self-help pathway is the first and most important option. Where a staff member wishes to raise a workplace concern or conflict, in the first instance (and where applicable), the matter can be raised directly by the staff member with the other person involved in the concern or conflict in an attempt to resolve it. This is underpinned by the principle that University colleagues should ideally be able to resolve work related issues or conflict by raising the issue in a calm, respectful, and professional manner and expressing a genuine concern to resolve the issue.

Many minor workplace issues may benefit from individuals attempting to resolve the matter themselves in this way. Using this approach provides the opportunity to sort things out on a personal basis and provides the other person(s) with the opportunity to address their behaviour or interactions.

The Self Help Pathway involves a constructive conversation that should include the following elements –

- observational feedback – describe the specific behaviour or circumstance that is causing concern Eg “When you....”;
- describe the affect the behaviour or circumstance is having on you or your work Eg “I feel.....”;
- give the other person the opportunity to ask questions and respond;
- state the desired outcome e.g. “What I would prefer is/Please do not do it again...”.

The staff member listening to the conversation should act respectfully, listen carefully, ask questions to clarify their understanding and respond constructively.

Where a staff member feels uncomfortable raising the issue with the other staff member(s) involved or in the event of failure to resolve the workplace concern or conflict via Self-Help Pathway, the staff member should raise the concern or conflict with their leader or supervisor in the first instance, or may consult with any of the following people (depending on the nature of the issue) for advice on possible strategies and approaches: –

- a University Complaints Officer;
- a Human Resource Officer;
- a Health and Safety Officer;
- The University Complaints Manager;

This can be done verbally or in writing. The staff member may then again attempt to resolve the issue locally after receiving advice and support from one of the above persons.

Staff members should keep a file note of this action if they choose to undertake this step.

If the Self Help Pathway is successful and the workplace concern or conflict is resolved then no further action will be required.

## **6.2 Triage and Triage Officers**

If it is not possible to resolve the issue locally, then the issue may be escalated to a University Triage Officer. This is best facilitated by the staff member, following consultation with their supervisor, contacting the relevant Human Resource Officer for the applicable Faculty or Division, who will then summarise the key issues raised and then refer these to the Triage Officer. The triage officer will be supported by one or more of the following people, who will be actively involved in directing the triage process:

- The Associate Director, Health and Safety;
- The Manager, Human Resource Services
- The Complaints and Information Management Officer;
- The Manager, Organisational Development;
- The Safety and Well-being Adviser, or a Safety Officer, Health and Safety
- The Senior Employee Relations Officer

Triage is an assessment and support process that assists staff members with a workplace concern or conflict to make an informed decision about the best resolution pathway for them with issues that cannot be resolved at the local level. The persons authorised to act as Triage Officers are appropriately trained and experienced with an understanding about how best to facilitate resolution of workplace issues within the University of Newcastle network and systems.

The aim of the triage process is to ensure the staff member is better informed about their choices and feels supported. It also provides the opportunity for The University of Newcastle to take an objective assessment of the workplace concern or conflict to ensure the staff member is pursuing the most appropriate resolution pathway and, if necessary, to re-direct the matter to the correct pathway, for example, to the Complaint Resolution Pathway in more serious circumstances or into alternative systems if they more appropriately apply such as to the Health and Safety team for allegations of workplace bullying or to Risk and Assurance for matters regarding possible fraud.

The Triage Officer will undertake an objective assessment of the concern or conflict that is brought to their attention. This is essential in determining the best pathway for resolution and helps identify whether the concern or conflict can be dealt with locally, requires referral to a more senior leader, to the Complaint Resolution Pathway or into an alternative system. The Triage Officer will consult with other Triage Officers or other senior University staff members as required in order to assess and decide how best to proceed in resolving the issue.

The Triage Officer and the staff member raising the concern or conflict, and the relevant Human Resource Officer as required, will –

- identify the workplace concern including the relevant stakeholders, the underlying interests, needs and concerns, and the impact;
- identify the desired outcomes;

- identify whether further steps are necessary before any pathway can be progressed. For example, additional information may be required, additional support may need to be provided to a staff member in order to ensure their capacity to participate in resolution pathways, further meetings may be necessary to assist the staff member in preparing for further action. This action may also determine that a medical assessment is necessary in order to ensure the staff member's ability to participate in further processes or identify support to assist the staff member to participate in further processes;
- begin to commence the change paradigm with the staff member and identify what can be done to develop and implement a strategy in order to resolve the workplace concern or conflict;
- identify whether the workplace concern or conflict should be progressed to a Complaint Resolution Pathway or an alternative system;
- consider all the options available in the Resolution Pathways and assist the staff member in determining which is the most appropriate pathway to assist in resolving their workplace concern or conflict.

The Triage Officer should also consider the workplace environment and the staff member's concern or conflict in a broader context to take a risk identification perspective in determining the underlying causes of the concern or conflict and prompt a response if necessary for systemic change or preventative measures.

The assessment is based on the seriousness of the workplace concern or conflict. Serious matters should be referred to the Complaint Resolution Pathway or an alternative system. They might include –

- Incidents of violence or potentially criminal nature
- Serious allegations of workplace bullying, harassment or discrimination
- Serious Work Health and Safety concerns
- Serious misconduct
- Potential fraud, corruption, maladministration
- Public Interest disclosures
- Code of Conduct breaches.

The Triage Officer, in conjunction with the relevant Human Resource Officer or other University staff member as required, will aim to provide the staff member involved with advice and support regarding the next steps and suggested pathway to resolution within 5 working days of initially discussing the workplace concern or conflict with the staff member. This will include any determination that the concern or conflict should be pursued through the Complaint Resolution Pathway or an alternative system, if relevant.

The Triage Officer, or the relevant Human Resource Officer or other University staff member (as determined by the Triage Officer), will remain involved in supporting and advising the staff member throughout the resolution of their workplace concern or conflict, unless the matter is referred to another area such as the Complaints Office, Risk and Assurance, or Employee Relations. The Triage Officer, or the relevant Human Resource Officer, will remain the central and main point of contact for



the staff member while the appropriate resolution pathways are being pursued. As such, all relevant communication to the staff member and their leader or supervisor will be directed through the Triage Officer or the relevant Human Resource Officer or other University staff member (as determined by the Triage Officer). The Triage Officer will ensure momentum in the resolution process of the staff member's concern or conflict. The Triage Officer will seek a broader understanding of the workplace context, the resolution pathway and any other matters relevant to the resolution by discussing the workplace concern or conflict, where relevant, with other key stakeholders.

### **6.3 Informal Pathways for Resolution:**

#### **6.3.1 Holistic Approach**

It may be necessary for more than one resolution pathway to be utilised in order to assist the staff member in resolving their workplace concern or conflict and to correct the workplace environment to ensure a sustainable resolution.

There are a number of alternative assisted local pathways for resolution. An Assisted Local Resolution Pathway should be initiated within 7 working days of the Triage stage when it is reasonably practicable to do so.

If the workplace concern or conflict is resolved through the Assisted Local Resolution Pathway an outcome must be recorded and maintained in a restricted access and confidential database file by the Triage Officer / Human Resource Officer. The Triage Officer / Human Resource Officer must ensure the relevant staff members are held accountable for any commitments agreed to in the Assisted Local Pathway resolution. This may require the Triage Officer / Human Resource Officer to refer those commitments to the staff member's leader or supervisor and/or prompt inclusion of actions in performance plans. It may also require that agreements or commitments are documented and committed to in writing in order to ensure clarity of understanding and accountability for resolving issues.

If the workplace concern or conflict remains unresolved through the Assisted Local Resolution Pathway the action must also be recorded appropriately and maintained in a restricted access and confidential database file by the Triage Officer, who will then consult with appropriate stakeholders regarding further avenues to be considered in order to resolve an issue.

#### **6.3.2 Supported Assistance**

The leader or supervisor, University Complaints Officer, Human Resource Officer, Equity Advisor, or Triage Officer may assist the staff member by acting as a sounding board to discuss any direct conversation they intend to have with the other staff member(s) involved in the workplace concern or conflict. They might provide advice on how and when the staff member could engage in the direct conversation and anticipate possible responses from others. The staff member will then engage in the conversation and then report back regarding whether this approach was successful or not.

#### **6.3.3 Facilitation**

Facilitation is the process whereby a leader or supervisor, University Complaints Officer or Triage Officer facilitates a discussion between staff members involved. This could entail a meeting of all staff members involved together or the facilitator could shuttle between the affected staff members by speaking to each staff member on the others behalf to achieve a

collective goal. The facilitation could also involve a Workplace Conferencing or Team Building initiative which occurs with a team to examine the concern or conflict, its impact and how the situation could be improved.

#### **6.3.4 Mediation including shuttle mediation**

Mediation is a voluntary and confidential process whereby an appropriately skilled, neutral person acts as a 'mediator' to bring the staff members together, identify the topics for discussion and assist them to work towards an acceptable resolution of the concern or conflict, and agreement on any actions required in order to facilitate this.

#### **6.3.5 Conflict or Communication Coaching**

Conflict Coaching involves a trained coach supporting staff members to deal with specific conflict situations and to competently manage conflicts. It is a voluntary and confidential process aimed at allowing the staff member to gain insight in examining their contribution to a conflict and the choices available to them to respond. This may be used to prepare the staff member for another Assisted Local Resolution Pathway option such as mediation or facilitation.

#### **6.3.6 Team Initiatives**

A team building exercise including a Team Profiling exercise, work group training or individual communication profiling may assist the resolution of a workplace concern or conflict.

#### **6.3.7 Development Initiatives**

The provision of a development initiative or training may support the resolution of the workplace concern or conflict. This may include individual, work group or organisational wide training, mentoring or coaching on such matters as communication skills, diversity awareness, and interpersonal skills. A leader or supervisor, or Triage Officer, may initiate the provision of training or other development initiatives.

#### **6.3.8 Increased Awareness of Standards and Expectations**

The dissemination of information may support the resolution of the workplace concern or conflict. A leader or supervisor or Triage Officer may initiate the communication program or awareness update relating to relevant policies, procedures or work practices.

#### **6.3.9 Changes to Work Practices**

A leader or supervisor may determine that minor variations to administrative or work practices could provide a solution to the workplace concern or conflict.

#### **6.4 (i) Complaint Pathway for Resolution:**

The Complaint Resolution Pathway involves referral of the matter to the Complaints Management Office for their advice on how best to proceed. The Complaints Management Office will act in accordance with defined Complaints handling and management policy, procedures, and guidelines.

##### ***Complaint resolution procedures may be followed if:***

- (a) the staff member bringing the workplace concern or conflict requests the Complaint Resolution Pathway, and it is determined via the Triage process that the Complaint Resolution Pathway is appropriate;
- (b) the Local Assisted Resolution Pathway has been pursued and a satisfactory outcome has not been achieved;
- (c) the workplace concern or conflict is deemed not appropriate for local assisted resolution due to a lack of capability of the staff members to resolve the matter informally;
- (d) the issues involved in the workplace concern or conflict are of a serious nature that a more formal response is warranted, for example, criminal charges could be taken against any of the individuals involved or there are serious Work Health and Safety implications or allegations of serious workplace bullying or harassment.

The Complaint Resolution Pathway can be initiated by the staff member, their leader or supervisor, or the Triage Officer, and if appropriate will be pursued in accordance with the Complaints Resolution Policy, Procedures and Guidelines.

Following the conclusion of the Complaint Resolution Pathway, an Outcomes Report will be provided to the Triage Officer in order to assist in managing the impact on the staff members involved, assisting the Leader in re-harmonising the workplace and the team and ensuring accountability to the actions and recommendations arising out of the Complaint Resolution Pathway.

## **7. External Organisations**

Staff members may contact an external organisation such as the Anti-Discrimination Board, the NSW Ombudsman, Fair Work Australia Ombudsman, or the Australian Human Rights Commission for information or to make an external complaint at any time.

In certain circumstances there may be a need to consider using an external expert to investigate a workplace concern or conflict, or facilitate or mediate an outcome. It is expected that such circumstances would not be common but may occur where –

- An internal person who is impartial cannot be identified;
- Very senior people are involved;
- There is a lack of an appropriately skilled resource internally to assist in the resolution; or
- The situation may come under external scrutiny.

## **8. Monitor and Evaluate the Procedure**

Human Resource Services will monitor and evaluate ongoing application of the Resolution of Workplace Concerns and Conflict Procedure to ensure its continued effectiveness. Data kept in a confidential and

secure Workplace Concern or Conflict Register will help identify any sections of the workplace with a high frequency of workplace concerns or conflict, as well as problems with unacceptable delays in responding to workplace concerns or conflicts, procedural or other deficiencies in the management of concerns and conflicts, for example, failure to conduct the triage process, or ineffective early intervention strategies. This will allow the University to take appropriate remedial action and systems improvements, for example, additional training for University Complaints Officers, or leaders and supervisors.

Human Resource Services will also evaluate the utilisation of the procedure to identify trends regarding root causes of staff member concerns and conflict and preventative actions and identify necessary systemic change. Preventative measures may involve the identification of programs for incorporation into the suite of Organisational Development offerings and identification of alternative early intervention strategies that could assist the largest types of workplace concerns.

The Director of Human Resource Services will report to the Executive Committee and University Council via Audit and Risk Management Committee annually regarding trends in workplace concerns and conflict and identify appropriate steps to ensure the organisation has and uses appropriate resources and processes to eliminate or minimise the risks associated with workplace concerns and conflicts.

## **9. Supporting Documents**

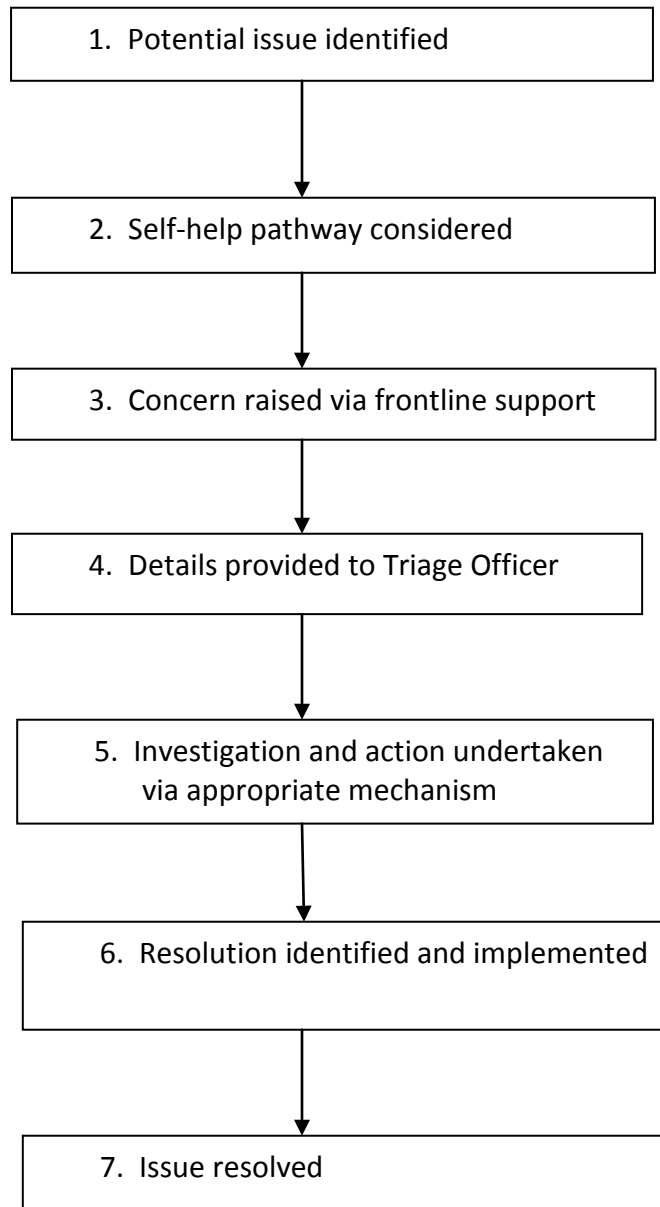
*Promoting a Respectful & Collaborative University: Diversity & Inclusiveness Policy* – Policy Library document # 000941 <http://www.newcastle.edu.au/policy/000941.html>

*Complaints Resolution Policy* - Policy Library document # 000941  
<http://www.newcastle.edu.au/policy/000745.html>

*Complaints Resolution Procedure* - Policy Library document # 000898  
<http://www.newcastle.edu.au/policy/000898.html>

*Complaints Resolution Guideline* - Policy Library document # 000941  
<http://www.newcastle.edu.au/policy/000899.html>

# Attachment 1: Resolution Pathway: Flowchart

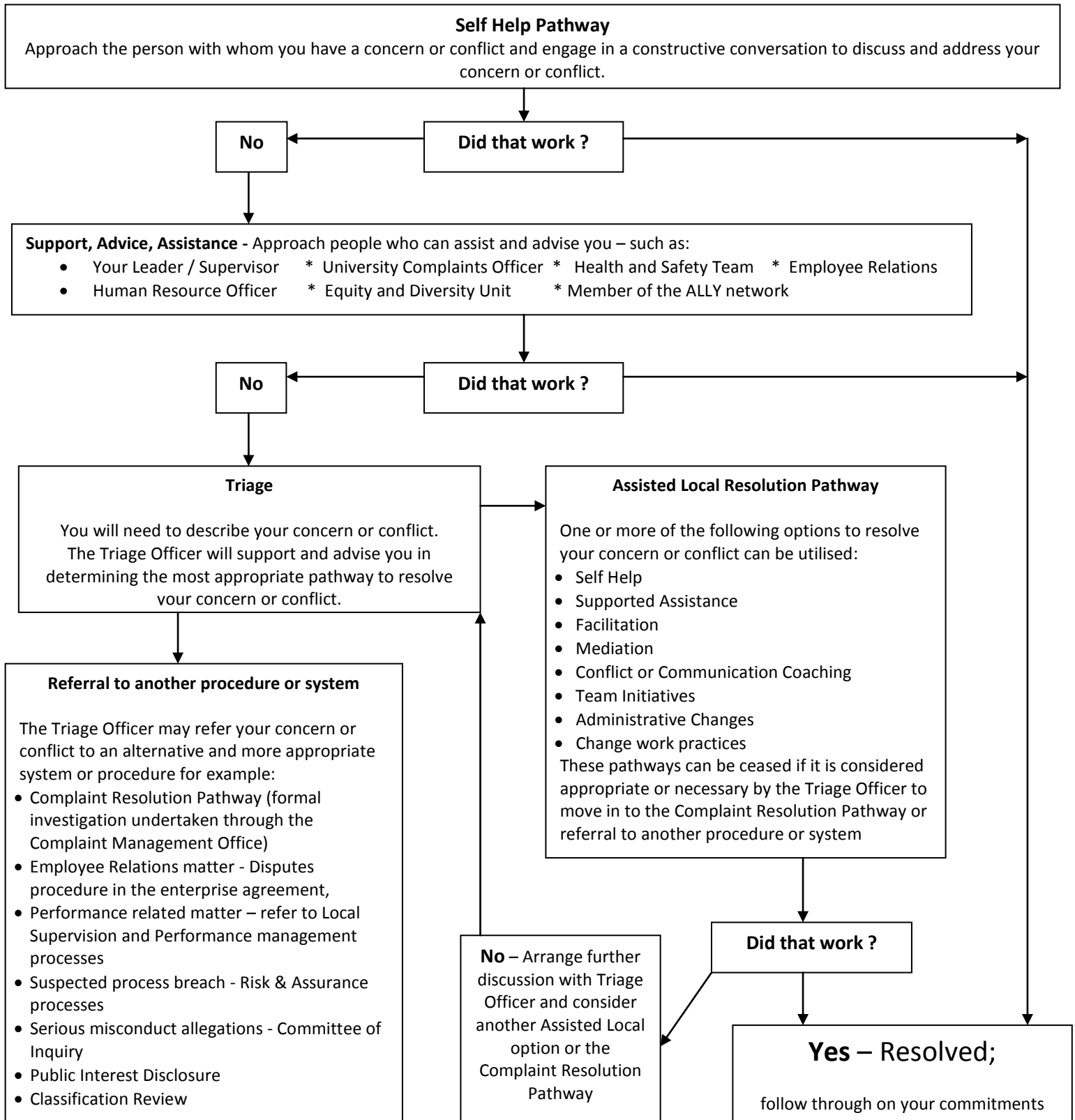


Frontline Support includes:

- Human resources Officers
- Health and Safety Officers
- Complaints Officers
- Employee Relations Officers
- Dean of Students Officers
- Equity and Diversity Officers
- Member of the ALLY network

# Attachment 2: Promoting a Respectful & Collaborative Workplace

## Pathways for Resolving Workplace Concerns and Conflict : Flowchart



<b>Name of staff member raising Workplace Concern or Conflict:</b>	
<b>Name of area Leader / Supervisor:</b>	
<b>Date Raised:</b>	

**The facts as stated by the staff member – (who, what, where, when)**

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

**Feelings expressed by the staff member** *(complete this as a way of helping to separate the emotional content from the facts)*

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

**Options utilised to date to resolve the workplace concern or conflict:**

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

**What I advised them:**

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

**What action was agreed upon:** *(who, what, where and when)*

**What was the result of the action taken** *(has the matter been resolved? How?):*

**Are there any further actions to be taken** *(i.e.: follow-up with the workplace concern or conflict):*

**Any other comments**

**Name of person completing this form:**

**Signature:**

**Date:**

Please deliver to:

**Triage Officer**

	<b>Action required</b>	<b>Person Responsible</b>	<b>Date completed</b>
<b>1</b>	Workplace concerns / conflict register updated – relevant filing complete	Triage Officer	
<b>2</b>	Follow up with area Leader / Supervisor and staff member raising workplace concern or conflict	Human Resource Officer / Triage Officer	
<b>3</b>			
<b>4</b>			
<b>5</b>			
<b>6</b>			
<b>7</b>			