

GUIDE

Developing a complaints procedure

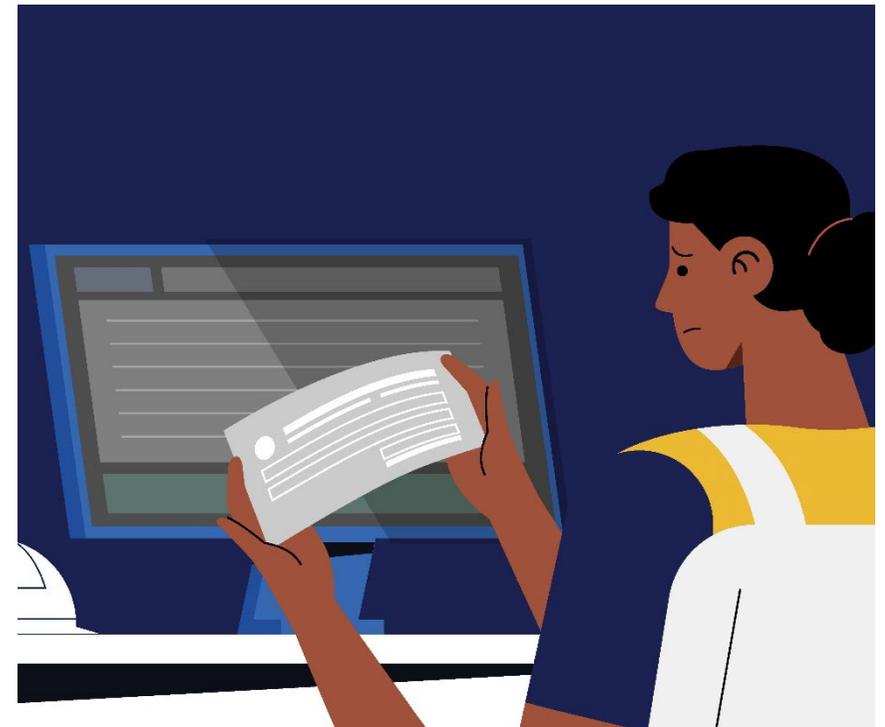
This guide explains how to develop a pay equality complaints procedure for your organisation, including determining the first point of contact for complaints, record-keeping, mapping out the steps in the process, and encouraging input from staff.

1. **Determine who will be the best person(s) in your organisation to be the first point of contact for a pay issue.**

This person is responsible for setting up a pay complaint record and oversees the assessment of the issue to confirm it sufficiently relates to pay equality. It would be useful to have this person (or people) involved in setting up your pay equality complaints procedure.

2. **Decide how you will keep a record of each complaint received.**

It is essential to record each step taken to resolve a pay equality issue, especially if the complaint ends up being dealt with externally. Records should be collected and kept in an appropriate, secure and confidential system. You can use our [pay equality complaint form template](#) as a basis for your own, tailoring the document so that it reflects your organisation.



3. **Decide on the process.**

A good pay equality complaints process will have the following steps:

Step	Who is responsible	What is involved	What is communicated to the complainant?
Complaint received	First point of contact e.g., HR manager	A new pay equality complaint form record is opened. The complainant is informed that the complaint has been received and who will be the point of contact.	The organisation's appreciation for the issue being brought to its attention, next steps and how long the process will take.
Assessment	First point of contact e.g., HR manager	The issue is assessed to confirm it sufficiently relates to pay equality. This might include checking payroll records, reviewing pay against award rates, etc. If this is a pay issue, then an investigator will be assigned to this issue.	The outcome of the assessment, next steps and how long it will take.
	Investigator – someone in the organisation (or in an external organisation providing HR services), with the appropriate knowledge and skills to recommend a resolution	The investigator will determine a plan of what needs to be investigated to recommend a resolution. This will be recorded in the complaint form and communicated to the complainant through email.	The plan for investigation and expected timeframes.
		The investigator gathers relevant information, which may include pay records, job descriptions, performance evaluations, and any other documents that could help assess the pay equality issue. The complainant's consent will be sought if interviews with themselves, their supervisor, and other relevant parties are needed.	Next steps and expected timeframes as relevant.
Decision	Relevant parties involved in pay decisions	If the investigation confirms unequal pay, a resolution will be proposed. This may involve negotiation, or adjustments to compensation, with the aim of reaching a fair and equitable resolution.	The result and resolution.
	Investigator or manager	The complainant will be informed of the result and resolution. If they accept both, proceed to step 4. If the result or the resolution is not accepted, there may need to be a negotiation to reach an outcome. If an outcome cannot be reached, explain how the complainant can make an appeal.	Steps for an appeal if needed.

Step	Who is responsible	What is involved	What is communicated to the complainant?
Outcome	Investigator	When the result and resolution is agreed, the formal decision will be communicated to the complainant and any other involved parties. This will be documented in the pay complaint form for accountability and transparency.	The agreed result and resolution along with the steps to be taken to rectify the pay equality concern.
Implementation	As indicated in the outcome	Follow the steps identified to resolve the complaint within the designated timeframe.	Progress on resolution.
	First point of contact	Invite the complainant to provide feedback on their experience with the complaints procedure.	Invitation to provide feedback.

You can use our [pay equality complaints procedure template](#) as a basis for your own, tailoring the document so that your organisation’s specifics are reflected.

4. Encourage input from staff

Share your procedure with staff to gain their feedback and input. Ensure all personnel who will be involved (such as HR staff and managers) are equipped to handle complaints effectively and with sensitivity.

Once the process is agreed, create a simple visual process to remind staff of the complaints procedure and display it in an accessible location. Tailor our [staff poster template](#) to reflect your procedure.