

Complaints management procedure



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1 Associated policy

[Complaints management policy](#)

2 Scope

This procedure applies to all complaints about the service, actions or decisions of the department, its employees or persons engaged by the department to provide a service on its behalf, other than those complaints and complaint management processes that are regulated by legislation, policies or systems (refer to Attachment 4 of the Complaints management policy for information on exclusions and to where those matters should be referred).

3 Procedure

All complaints are to be managed in accordance with the principles outlined at section 2 of the Complaints management policy.

The department's complaints management model is:

Receive and record – Assess and assign – Consider – Resolve - Respond - Learn - Report

3.1 Procedural fairness (natural justice)

The department manages complaints in accordance with the principles of procedural fairness (also known as natural justice although this term is generally associated with courts of law). Procedural fairness provides that persons who may be adversely affected by an administrative decision must be provided:

- notice – any notice must identify the critical issues and contain sufficient information to enable meaningful participation in the decision making process
- fair hearing appropriate to the circumstances – this means an opportunity to respond or to speak and that any submission is provided to, and genuinely considered by the decision maker
- lack of bias – the decision maker must act impartially in considering the matter

Should an employee have any questions about the application of procedural fairness during a complaint resolution process they should contact Integrity Services.

3.2 Confidentiality

Persons involved in the complaints resolution process are to maintain confidentiality at all times subject to any legal authorisation or requirements for disclosure and consistent with the principles of procedural fairness (natural justice).

S.3.10 of this procedure details the requirements for collecting personal information and privacy.

3.3 Receiving and recording a complaint

3.3.1 Receipt of a complaint

When a complainant contacts the department, the matters raised should be assessed to determine if they are actually a complaint and should be dealt with under the policy or are part of normal interactions between the department and clients or members of the public and the concerns can be resolved at the point of contact.

A complaint may be submitted through any mode of communication including in person, by phone, by email, by SMS and by letter. A complaint may be received by any employee of the department.

The department provides a complaint submission form through its website for complainants to encourage provision of relevant information. Should an employee receive a complaint by phone it is suggested they use the form to record the complaint and gather as much information as possible to assist with resolving the complaint.

Where possible, the employee should verify the information provided with the complainant and ensure all issues have been identified and recorded accurately to assist with the assessment of the complaint. Details an employee should try to obtain (noting that some complainants will wish to remain anonymous) are the complainant's name, address, contact details, whether they have previously raised this issue, if they have supporting documentation, relevant dates and the outcome being sought. Refer to section 3.10 of this procedure regarding provision of privacy notices when collecting personal information during the complaint management process.

Where the complainant indicates they require assistance with lodging their complaint such as an interpreter or translator or an advocate, all reasonable assistance should be provided to the complainant. Any cost associated with such assistance is to be met by the relevant division. Advice on accessing services for vision or hearing impairments is available [here](#) and advice on translator and interpreter services is available [here](#).

If the complainant indicates they are a victim of crime they should be provided with information about available assistance to recover from impacts resulting from the crime.

Divisional Complaints Management Officers (DCMO) can provide advice and assistance with providing support to the complainant.

3.3.1.2 Receipt of complaint during internal administrative review process

Where a complaint is received about a matter that is the subject of an internal administrative review process (e.g. debt review), the DCMO will discuss the complaint with the person responsible for the internal administrative review and the complainant to determine if the complaint will take precedence. It will generally be preferable to allow the internal administrative review process to be completed particularly where it will address the issues which are the subject of the complaint.

3.3.2. Recording the complaint

Once an employee has received the complaint they should forward all information to their DCMO and not take any further action unless otherwise instructed.

The DCMO is responsible for recording the complaint in the department's complaints management register.

The DCMO will assign a reference number to the complaint which should be used in all documentation.

3.4 Assessing and assigning a complaint

3.4.1 Initial assessment

The DCMO is required to conduct an initial assessment to determine if the complaint should be dealt with under the Complaints management policy and this procedure.

The DCMO is required to assess the complaint to determine if it contains elements of corrupt conduct or a public interest disclosure (refer to Attachment 2 of the Complaints management policy). Where such issues are identified the complaint is to be referred immediately to Integrity Services for further assessment.

The DCMO is required to assess the complaint to determine if any human rights are involved in the complaint (refer Attachment 5 of the Complaints management policy). Where the DCMO identifies a human rights component or the complainant has identified their complaint contains a human rights component, the DCMO is to refer the matter immediately to the department's Human Rights Complaints Advisory Panel for further assessment and advice.

Where a matter is referred to Integrity Services or the Human Rights Complaints Advisory Panel, no action is to be taken to address the complaint until advice has been received from those areas. Both Integrity Services and the Human Rights Complaints Advisory Panel are required to provide advice in a timely manner so that if a complaint is returned for resolution, the division is able to meet allocated timeframes.

Where the matter being complained about is already the subject of an internal process (e.g. an internal administrative review or dispute resolution process) the complainant should be advised the complaint will not be progressed until the ongoing matter is finalised.

The DCMO's action in referral of a complaint and the response are to be recorded in the complaints management register.

3.4.2 Not a matter to be dealt with under the policy

Where the complaint should be managed under different legislation or a different complaints system (refer Attachment 4 of the Complaints management policy), the DCMO is to advise the complainant including how to contact the appropriate area. The complainant may be advised in the same manner in which the complaint was made (e.g. a complaint made by telephone can be responded to by a telephone call) with all contact documented. Consideration should be given as to whether the complainant requires assistance to contact the appropriate area.

The DCMO may also consider whether the matter is one that can be practically investigated (e.g. complaint was made a lengthy period after the issue occurred), is already being dealt with in another jurisdiction or by another agency, or appears to be frivolous, vexatious, misconceived or lacking in substance and make a recommendation to the relevant Director or other senior officer on accepting the complaint.

Matters not managed by the department are to be recorded in the complaints management register to aid in education and improved communication to the public on what is a complaint and where other matters should be directed.

3.4.3 Determining the level of the complaint

Where the DCMO determines the complaint should be managed in accordance with the Complaints management policy, the DCMO is to determine the level of the complaint in accordance with section 2.1 of the Complaints management policy.

Consideration of the appropriate level may include the complexity and/or sensitivity of the issues, the potential impact on the department of adverse outcomes, the likelihood of an investigation requiring strong capabilities and experience or a comprehensive review requiring high levels of analytical skills.

3.4.4 Assigning the complaint

Once the DCMO has determined the level of the complaint, the complaint should then be assigned accordingly. When determining which officer should be assigned responsibility as decision maker, the DCMO should consider any known conflict between the complainant and the office or decision maker/ decision maker's staff which the complainant may perceive as bias. Similarly, consideration should be given to any previous complaints made by the complainant which would indicate assigning a new decision maker to the complaint.

Similarly, consideration should be given to the issues raised within the complaint when assigning the complaint and, if appropriate, ensuring where possible that the complaint is not referred to a decision maker named in the complaint or a direct or close manager of a person named in the complaint.

The complaint may be forwarded by email, if appropriate, with all provided information attached, as well as advice on the level assigned to the complaint, the timeframes for acknowledgement and resolution and links to the departmental templates for complaint management (refer Attachments 1 to 4 of this procedure).

Where the matter has been identified as including a human rights component, the assignment should include the name of the assigned contact from the Human Rights Complaint Advisory Panel who can provide advice to the decision maker on ensuring the human right/s are considered as part of the complaints resolution process. Section 3.5.1.2 of this procedure provides further information on managing a complaint containing human rights components.

The DCMO should record the assignment of the complaint in the complaints management register and note the bring up system for the due date for response.

3.5 Consideration of complaint

3.5.1 Consideration of complaint issues

Upon receipt of a complaint for resolution, the responsible officer should identify the issues raised by the complainant in order to give consideration to how to address the issues identified. Such consideration may require identifying the original decision maker, the relevant legislation, policies or procedures, any previous actions taken in response to the complaint, and discussion with subject matter experts to clarify the issues or intended resolution strategies.

It is good practice to document the issues identified and the steps which may be needed to resolve or address the issues before taking any action. A template review plan is at Attachment 5 of this procedure.

Where matters involve other work units/divisions/agencies, consideration must be given to how the complaint resolution process will appropriately engage with those areas.

Section 3.5.2 of this procedure provides guidance on approaches to complaint resolution.

3.5.1.2 Consideration of human rights issues in complaint management

When a complaint is received, the complainant may have already identified their complaint is about a breach of their human rights however the department is required to assess all complaints to determine if the complaint engages human rights.

When a human right component has been identified in a complaint it will be necessary to determine whether the action or decision being complained about has limited the human right. If the human right has not been limited, then the action or decision is compatible with human rights.

Where an action or decision has limited human rights, consideration must be given to whether the limitation is justifiable and reasonable in the circumstances. Such consideration may include:

- What law allows the department to limit a human right?
- Is there a relationship between the limit on the human right and the purpose of the limit?
- Does the limitation achieve the department's purpose?
- Are there any less restrictive ways to achieve the same outcome without limiting the human right (or limiting it to a lesser extent)? Are these options reasonably available?
- Does the importance of achieving the department's purpose outweigh the harm caused by limiting the human right?
- Does the action or decision strike a fair balance between the complainant's rights and the department's purpose?

When considering the complainant's human rights against the department's purpose in taking action or making a decision, it should be kept in mind that the stronger the limitation on the complainant's human rights, the stronger the justification needs to be. The department must be prepared to justify that the benefits gained by fulfilling the purpose of the limitation outweigh the harm caused to the human right.

The Human Rights Complaint Advisory Panel is available to provide advice and assistance in assessing and considering how to resolve complaints containing human rights complaints.

A flowchart depicting the complaints management process focusing on assessment of human rights is at Attachment 6 of this procedure.

3.5.2 Consideration of complaint resolution strategies

The nature of the complaint will determine resolution approaches which may include working directly with the complainant to resolve the issues, document review, informal inquiries or a formal investigation. The approach will be dependent on the nature and complexity of the complaint, legislative requirements, who is involved in the matter and the likely outcome of the matter.

Where a decision maker determines to assign another officer to conduct a review or investigation, it is the decision maker's responsibility to ensure that officer has the required capabilities to undertake the complaint resolution on their behalf, and there are no conflicts of interest with the complainant.

All steps involved in the resolution strategy must be documented including file notes of any discussions held with people as part of enquiries (refer section 3.10 of this procedure regarding provision of privacy notices when collecting personal information during the complaint management process).

Where the matter requires a review or investigation, it is recommended a plan be prepared identifying the issues and proposed steps including persons who will need to be interviewed (refer Attachment 5 of this procedure for the template).

The decision maker is able to identify and implement any resolution strategy they deem appropriate to the situation.

Consideration should be given to the need to provide the complainant with an opportunity to respond to preliminary findings before finalising the resolution process, particularly where the preliminary findings may be of an adverse nature. Any response forms part of the record and should be included in the final report.

Similarly, if it appears an adverse finding is likely to be made against an employee through the process, that employee is to be provided with an opportunity to respond to the information before a finding is made. It is recommended the responsible officer consult with Integrity Services or Human Resources Business Partners to appropriately prepare and present this advice.

3.5.3 Consideration of business improvement strategies

An essential part of the complaints management system is the ability to learn from the matters brought to the department by complainants and identify opportunities to improve the way the department delivers services. As such, where appropriate, the delegate should identify where changes may be made to reduce the reoccurrence of similar or other complaints or to improve accessibility and usability of the department's services.

Identified business improvement strategies are to be recorded in the complaints management register which are reviewed by Divisional Heads and senior management to identify and implement continuous improvement opportunities.

Business improvement strategies can range from reviewing and revising local practices and procedures to undertaking team training to ensure shared understanding and consistent application of processes to statewide review of policy and procedure to improve service delivery and customer satisfaction.

3.6 Resolution of complaint

3.6.1 Determining a resolution

Where the decision maker had assigned responsibility for undertaking the resolution strategy, the completed review or investigation will need to be submitted to the decision maker for consideration and acceptance.

Where the officer assigned to resolve the complaint has undertaken their own resolution strategy, the officer must document their process including an analysis of information gathered and decision.

The decision maker will be required to determine what actions may be required to address the complaint including those identified by the complainant as their stated outcome and ensure an implementation plan is devised to address any identified actions.

3.6.1.2 Determining a resolution for a complaint involving a human rights component

Where a complaint includes a human rights component, and it is determined that the complainant's human rights have been limited in a way that does not meet the requirements of the [Human Rights Act 2019](#) the decision maker must give consideration to the appropriate remedies.

3.6.2 Outcome examples

The decision maker is responsible for determining if action is required to address the findings of the complaint as an outcome. Possible outcomes include but are not limited to:

- an explanation of the original action or decision
- a change of the original decision
- correction of incorrect or misleading records
- formal or informal dispute resolution
- a statement of apology
- policy, procedure or practice review
- improved implementation (change management practices)
- program review
- monitoring compliance
- improved communication – e.g. regular team meetings
- staff training or other professional development activity.

3.7 Respond to complainant

3.7.1 Elements of an outcome response to the complainant

The complainant is to be provided with outcome advice which uses clear and simple language to explain the decision. The advice at a minimum should include the following:

- the issues which were reviewed
- the process used to review the complaint
- the information which was assessed in the review
- the findings which were reached against each issue/allegation
- advice on the outcomes the complainant sought
- advice on any business improvement recommendations
- the review rights available to the complainant (internal or external)

3.7.1.2 Elements of an outcome response to the complainant involving human rights components

Where the complaint involved human rights, the outcome advice should also include the following:

- whether the department's action or decision has limited the complainant's human right in a way that does not meet the requirements of the [Human Rights Act 2019](#)
- where the complainant's human rights have been limited in a way that does not meet the requirements of the [Human Rights Act 2019](#), what remedies will be applied

3.7.2 Advising the Divisional Complaints Management Officer

The decision maker is responsible for providing the DCMO with a copy of all relevant documentation including the outcome advice, to allow the DCMO to record the matter on the complaint management register including storage of associated documentation.

An outcome advice template is available at Attachment 3 of this procedure.

3.8 Learn

3.8.1 Outcome advice to involved internal parties

Where internal persons were involved in the complaints resolution process, those persons should be provided with outcome advice. For those who provided information but are not otherwise directly

impacted it is enough to provide advice that acknowledged their participation and advises the process is finalised.

For those parties with a greater involvement, particularly those who participated in the original action or decision that was the subject of the complaint, it is necessary to provide advice on the process, the findings and learnings including any system changes which will be made as a result of the process.

Where an internal party was the subject of adverse findings resulting from the complaint resolution process (and noting the requirements of procedural fairness as described at section 3.1 of this procedure) the responsible officer should consult with Integrity Services or the relevant Human Resources Business Partner in developing the written outcome advice.

3.8.2 Implementing business improvements by divisions

Identified business improvements are to be recorded on the complaints management register and the DCMO is to provide the Divisional Head with quarterly reports to monitor progress of implementation of the recorded business improvements.

3.8.3 Monitoring of business improvements by Executive Leadership Team

Integrity Services will provide the Executive Leadership Team with a report on complaints data including all business improvement strategies on a six-monthly basis. This report will include identification of trends and aid in risk management and strategic, operational and business planning activities. It is anticipated departmental monitoring of business improvements strategies may aid in reduction of complaints and improved service delivery.

3.8.4 Review of complaints management system by Integrity Services

Integrity Services will monitor and analyse the data held within the complaints management register as well as consult with the DCMOs and the Human Rights Complaints Advisory Panel to determine where improvements may be made to the department's complaints management system.

Integrity Services will be responsible for identifying and reporting on issues and potential responses to the Executive Leadership Team or to Divisional Heads as appropriate.

3.8.5 Review of human rights complaints

The Human Rights Complaints Advisory Panel is responsible for continuous review of complaints which include human rights components, in order to provide advice on how such complaints may be reduced and to improve the management of human rights complaints through an education program.

3.9 Reporting

3.9.1 Internal reporting

DCMOs are required to maintain the complaints management register for all complaints within their division including all associated documentation.

Integrity Services will be responsible during the life of this policy for working with TSG to determine the viability of developing a whole of department complaints management system linked to the department's electronic documents and records management system (eDRMS).

3.10 Collection of personal information and privacy

3.10.1 Personal information

Once it is determined that the complaint falls within the scope of the Complaints management policy, when collecting personal information, a privacy notice must be provided to the complainant and other persons from whom personal information is being collected.

Personal information is defined in section 12 of the [Information Privacy Act 2009 \(Qld\)](#) as “*information or an opinion (including information or an opinion forming part of a database), whether true or not, and whether recorded in a material form or not, about an individual whose identity is apparent, or can reasonably be ascertained, from the information or opinion.*”

3.10.2 Privacy notice

A privacy notice is required when an individual who is the subject of the personal information is asked for either the personal information or information of a type that would include the personal information.

The privacy notice must be given to the complainant (as well as any interviewed witnesses or persons who are the subject of the complaint if relevant), if practicable, before the collection of the personal information, or as soon as practicable after the collection.

The privacy notice that must be given at the point of collection is as follows:

“The Department of Housing and Public Works is collecting information, including personal information, for the purpose of assessing and resolving this complaint. Your personal information will be given to other persons where necessary to assess and resolve this complaint. Your personal information will not otherwise be disclosed to another entity without your consent, unless authorised or required by law.”

The notice can be provided verbally or in writing, but preferably in writing.

3.10.3 Providing the privacy notice over the telephone

If personal information is being collected from a complainant over the telephone the employee must:

- take care to explain the privacy notice clearly and
- ask the complainant if they have understood the privacy notice, and if they would like any part of the notice repeated.

The file note of the discussion should include that the privacy notice was provided to the complainant.

3.10.4 Providing a written notice at interview

If the decision maker or the responsible officer is collecting personal information at an interview, that person must:

- give the interviewee the privacy notice at the start of the interview
- explain to the interviewee what is in the privacy notice and ask the interviewee to read the notice before continuing with the interview and
- try to answer any questions the interviewee has about the privacy notice before the interview continues.

If employees have questions regarding collecting personal information and the privacy notice they can contact the department’s Manager, Right to Information and Privacy on telephone 07 3008 3118.

A copy of the privacy note for distribution is at Attachment 7 of this procedure.

3.11 Records management

All matters to do with the resolution process for the complaint are to be appropriately documented including the name of the person creating the record, the date of the events the record relates to and the names of the persons (and roles if applicable) referenced in the record.

All hard copy documentation should be stored on a file in locked storage. All information related to the complaint, whether stored electronically or in hard copy, should be accessible only to persons requiring access due to their role and responsibilities.

A copy of all information relating to the complaint is to be forwarded to the DCMO to be saved on the complaints management register.

3.12 Dealing with employee records which could reasonably be considered detrimental to an employee's interests

Records relating to complaints may include employee records.

As per section 17 of the [Public Service Regulation 2018 \(Qld\)](#), if the department intends to:

- (a) use an employee record about the employee in a way that could reasonably be considered to be detrimental to the employee's interests, or
- (b) place on the employee's employment file an employee record about the employee that could reasonably be considered to be detrimental to the employee's interests

the department must ensure that at least 14 days before taking the action mentioned in (a) or (b) above:

- the employee is given the opportunity to read the record and to acknowledge having read it by initialling it and
- the employee is given a copy of the record and
- if the employee has refused to read the record or to acknowledge having read it by initialling it, the refusal is noted on the record and
- the employee is given the opportunity to respond in writing at any time to the record's contents and
- any written response by the employee is attached to the record.

If the department reasonably considers that giving the employee access to the record would be likely to prejudice an existing relevant investigation or inquiry, the department is not required to give the employee access to the record until the likelihood of prejudice to the investigation or inquiry ends, or six months after the action in paragraph (a) or (b) above is taken, whichever is the earlier.

The responsible officer should consult with Integrity Services or the relevant Human Resources Business Partner if they intend to make a decision regarding an employee's records that could reasonably be considered to be detrimental to the employee's interests.

3.13 Internal review

3.13.1 Internal review submission

Where a complainant is dissatisfied with the action taken by the department in response to their complaint, and the matter is closed, they may request that the department review the decision.

Any request for internal review must be submitted within three months from the date of the decision made in relation to the complaint. The request for a review should include:

- the department's complaint reference number (if known)
- the decision/s which the complainant is seeking to be reviewed
- the reason/s why the complainant considers the decision/s to be wrong
- the outcome the complainant is seeking.

Upon receipt of a request for internal review the matter should be referred to the DCMO for registering, where a reference number will be assigned, and an internal reviewer identified.

The preferred timeframe for completion of an internal review is 30 business days however the nature and complexity of the original complaint will dictate the timeframe of the review.

The DCMO will acknowledge receipt of the request for an internal review. An acknowledgement template is at Attachment 4 of this procedure.

3.13.2 Conducting an internal review

The review is to be conducted by a person who is independent of and senior to the original decision maker, or where the original decision maker assigned the review/investigation to another person, senior to the person who conducted the original review/investigation.

The reviewer should consider whether the original decision maker:

- identified and addressed all the relevant issues
- sought and considered appropriate evidence
- complied with legislative requirements and the department's internal policies and procedures
- made a decision that was reasonably open to be made, having regard to the circumstances and all relevant information
- adequately explained the original decision to the complainant.

Should the reviewer determine it is necessary, the matter may need to be re-investigated.

3.13.3 Outcome advice

Following completion of the review, the reviewer is to provide outcome advice to the complainant including advice on external review rights. An outcome advice template is available at Attachment 5 of this procedure.

3.13.4 Internal review rights not applicable to privacy or human rights complaints

Internal review rights are not applicable to privacy complaints or human rights components of a complaint.

If a complainant is dissatisfied with the department's resolution of their privacy complaint or they have not received a response to their privacy complaint within 45 business days, they can lodge a complaint with the Office of the Information Commissioner.

The Office of the Information Commissioner can be contacted at:

Phone: 07 3405 1111
Email: administration@oic.qld.gov.au

Where the department fails to respond to the complaint within 45 days or does not resolve the complaint to the complainant's satisfaction, the complainant may refer the complaint to the Queensland Human Rights Commission for independent resolution.

The Queensland Human Rights Commission can be contacted on:

Phone: 1300 130 670

Web: [make a complaint](#)

4 Approval

Liza Carroll
Director-General

Date: 18 December 2019

- Attachment 1:** Complaint acknowledgement template
- Attachment 2:** Complaint outcome template
- Attachment 3:** Acknowledgement of request for internal review template
- Attachment 4:** Internal review outcome template
- Attachment 5:** Review plan template
- Attachment 6:** Human rights complaints process flowchart
- Attachment 7:** Privacy notice

Licence

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Attachment 1: Complaint acknowledgment template

NB: If using this template for a privacy-related complaint please refer to the Integrity Services or to the Manager RTI and Privacy to check on timeframes/review options etc.

Ref No: [xxxx]

[Date]

[Complainant contact details]

Dear [complainant details]

I refer to your [letter/telephone call/email/etc] received by [insert name/details of area] on [insert date] regarding your complaint that [insert complaint details].

Your complaint has been registered and the reference number for your complaint is [insert complaint reference number].

Following an assessment of your concerns it has been determined that your complaint will be managed by [insert name of contact, position, area and a contact number].

For your information, the department's Complaints management policy and procedure can be found on the department's [Compliments and Complaints webpage](#). Your complaint is being dealt with as a Level [select 1 or 2] complaint pursuant to this policy.

On the conclusion of the department's enquiries, you will be notified in writing of the outcome within a maximum of [select 20 or 30] business days from the date your complaint was received.

If you have any questions in the meantime, please raise these directly with [insert name of contact] on telephone number [insert] or by email to [insert email].

Yours sincerely

XXXXXXXXXXXX

Attachment 2: Complaint outcome template

NB: If using this template for a privacy-related complaint please refer to Integrity Services or to the Manager RTI and Privacy to check on timeframes/review options etc.

If the complaint contained human rights component/s consult with the Human Rights Complaints Advisory Panel on the content providing advice on outcome for a human rights matter.

Ref No: [xxxx]

[Date]

[Complainant contact details]

Dear [complainant details]

I refer to your [letter/telephone call/email/etc.] received by the [insert details of area] on [insert date] regarding your complaint concerns that [insert complaint details].

In dealing with your complaint, [insert contact officer details] [insert details e.g. obtained information from you, reviewed relevant information and spoke with the employee who was the subject of your complaint].

Information gathered during this complaint process included: [explain information gathered]

Following careful consideration of all available information, I have concluded that [explain outcome].

Accordingly, your complaint is now finalised.

If you are dissatisfied with how your complaint has been dealt with, you can request an internal review of this decision by the department within three months from the date of this advice. Your request must explain why you are asking for a review.

A request for a review will be considered, and a decision made about whether a review will be undertaken.

If you have any questions regarding this matter please contact [insert name of contact] on telephone number [insert] or by email to [insert email].

Yours sincerely

XXXXXXXXXXXX

Attachment 3: Acknowledgement of request for internal review template

Dear [complainant details]

I refer to your [letter/telephone call/email/etc] received by [insert name/details of area] on [insert date] requesting an internal review of a recent decision made in response to your complaint.

Your request for internal review has been registered and the reference number is [insert internal review reference number].

Your internal review will be managed by [insert name of contact, position, area and a contact number].

For your information, the department's Complaints management policy and procedure can be found on the department's [Compliments and Complaints webpage](#). Your internal review is being dealt with pursuant to this policy.

On the conclusion of the department's enquiries, you will be notified in writing of the outcome within a maximum of [30] business days from the date your request for internal review was received.

OR

The department has assessed your request for an internal review and determined that an internal review is not warranted because (provide reasons e.g. the complainant has not provided new information, the legislation does not allow for another decision).

If the decision is not to proceed with a review include the following paragraph:

If you remain dissatisfied with the action/s taken by the department in relation to your complaint you can request that the department's decision be reviewed by the Queensland Ombudsman. You can contact the Queensland Ombudsman by:

Telephone: 1300 068 908

Email: ombudsman@ombudsman.qld.gov.au

Web: [make a complaint](#)

If you have any questions in the meantime please raise these directly with [insert name of contact] on telephone number [insert] or by email to [insert email].

Yours sincerely

XXXXXXXXXXXX

Attachment 4: Internal review outcome template

Ref No: [xxxx]

[Date]

[Complainant contact details]

Dear [complainant details]

I refer to your [letter/telephone call/email/etc.] received by the [insert details of area] on [insert date] requesting an internal review of a decision made about your complaint.

In dealing with your internal review, [insert contact officer details] [insert details e.g. obtained information from you, reviewed relevant information and spoke with the employee who was the subject of your complaint].

Information gathered during this review process included: [explain information gathered]

Following careful consideration of all available information, I have concluded that [explain outcome].

Accordingly, the internal review is now finalised.

If you remain dissatisfied with the action/s taken by the department in relation to your complaint you can request that the department's decision be reviewed by the Queensland Ombudsman. You can contact the Queensland Ombudsman by:

Telephone: 1300 068 908

Email: ombudsman@ombudsman.qld.gov.au

Web: [make a complaint](#)

If you have any questions regarding this matter please contact [insert name of contact] on telephone number [insert] or by email to [insert email].

Yours sincerely

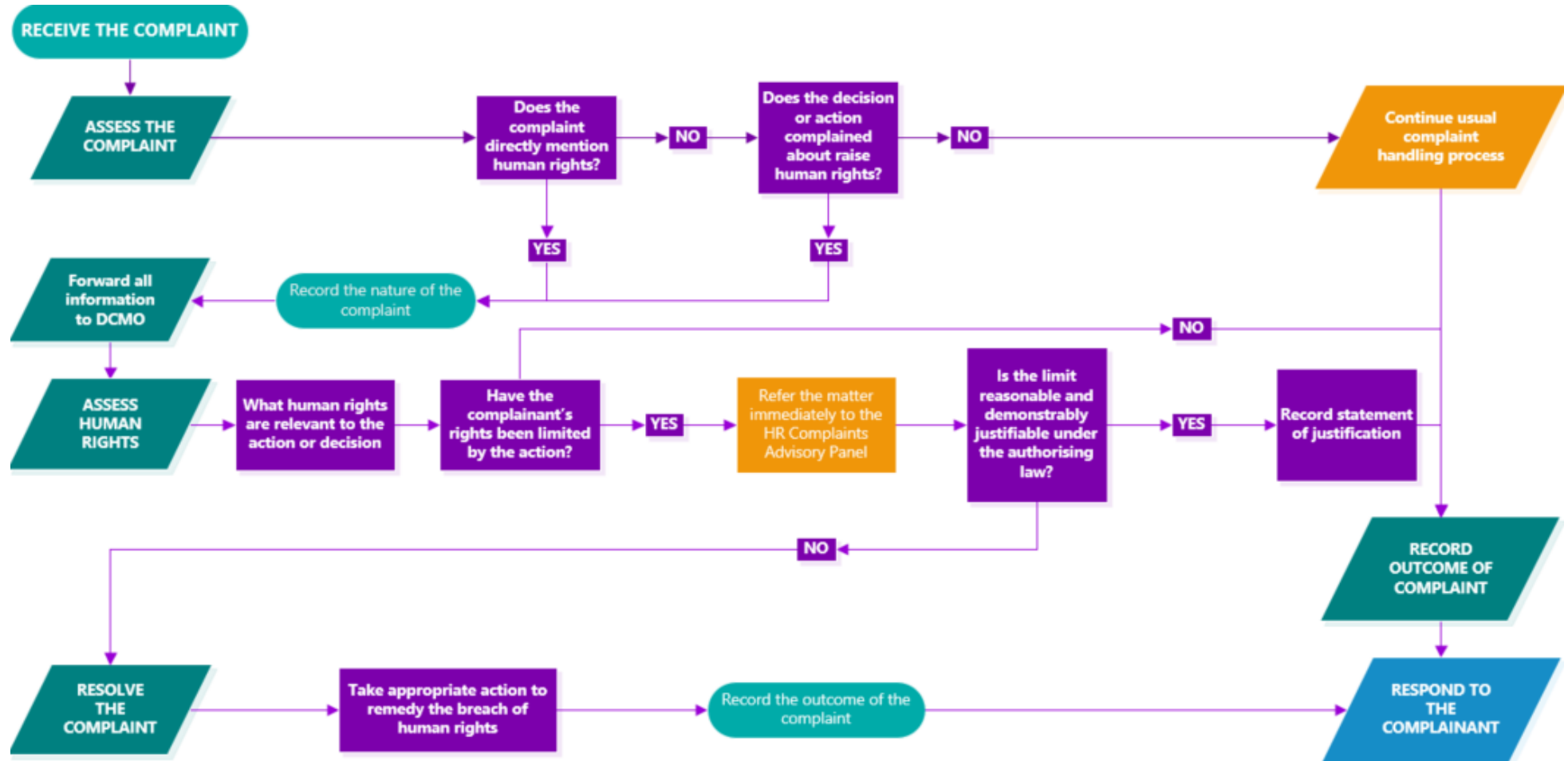
XXXXXXXXXXXX

Attachment 5: Review plan template

Complaint reference no:	Complainant name and contact details (if known):
Complaint summary:	Review officer:

Issue	Action required	Resources	Witnesses identified	Timeframes
<i>Claims HSC did not consider supporting evidence for bond loan application</i>	<i>Review application and decision</i>	<i>Obtain all documentation associated with application and relevant legislation and policy/procedure</i>	<i>Identify persons who processed application and decision maker</i>	<i>? 1 week to obtain documents ? 1 week to review ? 3 days to provide decision</i>

Attachment 6: Human rights complaints process flowchart



Attachment 7: Privacy notice

Department of
Housing and Public Works



PRIVACY NOTICE

The Department of Housing and Public Works is collecting information, including personal information, for the purpose of assessing and resolving this complaint. Your personal information will be given to other persons where necessary to assess and resolve this complaint. Your personal information will not otherwise be disclosed to another entity without your consent, unless authorised or required by law.

If providing privacy notice in person consider seeking a signature acknowledging receipt of the notice which will require having two copies of the notice available.

Name:

Signature:

Date: