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**Enabling
Sustainability**

CORPORATE MANAGEMENT PROCEDURE 08 COMPLAINTS, APPEALS AND GREVIENCES

Version 2.0
September 2018

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This procedure documents the steps to be taken when a complaint or grievance against the organisation, the standard, or the certification process is received including internal complaints. It does not cover internal disputes or internal complaints regarding behaviour or interpersonal conflict.

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Purpose

Responsible Wood takes all complaints seriously and invites feedback from concerned parties. Responsible Wood is committed to the highest levels of transparency and is committed to ensure that all matters of concern are fully investigated and wherever possible fully resolved to the satisfaction of all parties.

Responsible Wood recognises that disagreements may arise related to the standards, the management and implementation of the Certification Scheme or the Responsible Wood organisation. The purpose of this procedure is to outline the type of grievances and complaints which may occur and the steps required to resolve them to ensure that they are dealt with effectively and within a timely fashion.

Scope

This procedure is used for all Complaints, Appeals or Grievances within the Responsible Wood scheme and is applicable to activities of Responsible Wood in Australia and related to PEFC in New Zealand but does not cover internal staff complaints, breaches of workplace policy or interpersonal conflict.

Complaints fall into one of three streams, as outlined below:

1. Complaint, Appeal or Grievance against the Responsible Wood Organisation. This can include operations in New Zealand covered by the New Zealand Forest Certification Association. (Stream 1)
2. Complaint, Appeal or grievance against the Responsible Wood Standard. (Stream 2)
3. Complaint, Appeal or grievance against the Responsible Wood Certification Scheme. (Stream 3)

At times, Complaints, Appeals or Grievances may be of a serious nature with legal or significant commercial implications. This can include matters that may relate to fraud, illegal activity, false and misleading statements, improper conduct, malicious activities, misuse of Logos and Certificates or actions, statements or deeds with potential to bring the Responsible Wood Certification Scheme or the organisation into disrepute. Such issues being of a serious nature, in addition to the Complaints and Grievances Procedure, shall also be subject to policies and procedures set down in the "Responsible Wood Improper Conduct and Logo Misuse, Guidelines and Procedures for Investigations Manual".

Definitions

Term	Definition
Complainant	Person, group of persons or organisation filing a complaint, appeal or grievance.
Complaint	An expression of discontent or dissatisfaction by any person, group of persons or organisation, relating to the Responsible Wood Organisation, Standard or Scheme. Complaints can be substantive (technical) or procedural nature.
Appeal	A request made to Responsible Wood for a decision or judgement to be reviewed. Generally, procedural in nature, and can be launched as a result of decisions which the appellant considers to be procedurally or factually in error. Appeals can include whether a technical issue was afforded due process.
Grievance	A complaint or resentment, as against an unjust or unfair act.
Stream 1	Includes the Responsible Wood Organisation, including operations in New Zealand covered by the NZ Forest Certification Association.
Stream 2	Includes the Standards (AS4707; AS4708, NZ AS 4708), the standard development process, standard reference committee and technical content.
Stream 3	Includes complaints about a certification body, certified organisation, accreditation body, auditors, and logo use.

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Complaints Procedure

1.1 Principles

1. Responsible Wood is committed to effective and efficient complaints and grievance handling which contribute to continual improvement of the Responsible Wood System;
2. All complaints or grievances will be dealt with fairly, transparently and in a timely manner, see Timeframes under Clause 1.2;
3. Complainant's names will be published on the Grievance and Complaints Register unless they request anonymity;
4. Complainant's will be provided with information on the progress of their Complaint, Appeal or Grievance at the various steps in the process;
5. All complainants have the right of appeal should they not be satisfied with the investigation and findings relating to their complaint;
6. Responsible Wood will not address a Complaint, Appeal or Grievance where legal action is being taken; and
7. Responsible Wood will endeavour to ensure that Complaints, Appeals or Grievances are resolved to the satisfaction of all parties.

1.2 Process

1.2.1 Receipt, acknowledgement and referral

The Complaint, Appeal or Grievance should identify, where possible, the complainant and the complainant's contact details. If the complainant is anonymous, the process of substantiation and investigation (below) will be followed, however the applicable notification stages to the complainant (as identified below) do not apply.

Issues will be recorded in the Grievance and Complaints Log and Registers, within three working days of receipt, by Chief Executive Officer or delegate in the following format:

Table One: Complaints Register

Field Name	Comments
Item # No/YY	Issue number recorded in the format Sx-nnyy Sx = S1, S2, or S3 for Streams 1, 2, or 3 nn = ascending number for that year, numbering starts at 01 in next calendar year yy = Year
Date of Register	dd/mm/yy
Initiator Name and Contact Details	All details available
Issue Summary	Key points of the complaint or grievance
Response Date	dd/mm/yy
Allocation Stream	1, 2, or 3
Ongoing or Closed	Ongoing or Closed

1. Within three (3) working days of receipt of the Complaint, Appeal or Grievance, the Chief Executive Officer must conduct a preliminary substantiation review of the Complaint, Appeal or Grievance. This is to ensure it includes sufficient objective information to substantiate the matter, allowing for a detailed assessment and investigation to be undertaken. Complaints or grievances based on hearsay will require substantiation by the Chief Executive Officer prior to being accepted. (See Substantiating a Complaint, Appeal or Grievance Clause 1.3).
2. The Chief Executive Officer will either accept (progress forward), request more information (write to the complainant) or reject (advise complainant) the Complaint, Appeal or Grievance. Where a complaint is rejected, the complainant will be provided with the reason why.
3. The Chief Executive Officer or delegate will send the complainant acknowledgement of receipt of the Complaint, Appeal or Grievance within five (5) working days. **See Appendix 1.**
4. The Chief Executive Officer will allocate the Complaint, Appeal or Grievance to a stream.

Stream 1	Stream 2	Stream 3
An external complaint against the Responsible Wood Organisation	Complaint against the Standards <i>Examples</i> → Stds Dev. Process → Stds Ref. Committees → Standards Technical content → SRB Chair → SRB Member	Complaint against the Certification Schemes <i>Examples</i> → Certification Bodies → Certified Organisations → Accreditation Body → Certifiers/Auditors → Certification process → Logo Use

5. The Chief Executive Officer will direct the Complaint, Appeal or Grievance to the entity which has responsibility for the particular issue. See below.

Stream 1	Stream 2	Stream 3
<p>The Responsible Wood Office - Email: info@responsiblewood.org.au or mail to: Responsible Wood Att: Chief Executive Officer 30 Boothby St, KEDRON, QLD 4031</p>	<p>In Australia- Responsible Wood Email: standards-revision@forestrystandard.org.au or mail to: Responsible Wood Att: Chief Executive Officer 30 Boothby St, KEDRON, QLD 4031</p> <p>In New Zealand via the NZFCA at: Email: infor@pefec@nzfca.org.nz</p>	<p>In the first instance to - Email: info@responsiblewood.org.au Responsible Wood needs to identify the certified organisation, the Certification Body and provide advice on how to lodge the complaint. Refer to Responsible Wood Registers on www.responsiblewood.org.au Where necessary, Responsible Wood will provide assistance to refer the matter to JAS-ANZ on: The Manager Accreditation Services of JAS-ANZ Email: admin@jas-anz.com.au Calls made to Responsible Wood will be directed to the certified organisation, its certification body or/and JAS-ANZ.</p>
<p>Resolving a complaint against Responsible Wood or the NZFCA. See 1.2.2</p>	<p>Resolving a Technical Complaint about a Standard, its' content and/or the Standards Development Process. See 1.2.3</p>	<p>Resolving a Complaint against Responsible Wood Certification. See 1.2.4</p>

6. Following the assessment, if the Chief Executive Officer believes that the Complaint, Appeal or Grievance needs to be referred to another entity, the Chief Executive Officer will advise the complainant within two (2) weeks of receipt.

1.2.2 Assessment – Stream 1-Complaints regarding the organisation

External Responsible Wood Complaints, Appeals or Grievances can include but are not limited to complaints against Responsible Wood, staff, directors or the operation of Responsible Wood.

- In relation to complaints regarding the organisation, the Chief Executive Officer will convene, on a temporary basis, a Complaints Panel.
- The Complaints Panel will comprise the Chairperson, or acting delegated Director in the case where the complaint is about the Chair, the Chief Executive Officer or delegate and one or two (2) other Directors of the company, of whom must come from the sector from which the complaint originated but who does not have a direct or proprietary interest in the complaint.
- The Complaints Panel will be provided with the substance of the complaint or grievance, convene to consider and discuss the issue to provide a consensus outcome on resolving the complaint or grievance following necessary discussions with the complainant.
- The outcome will be forwarded to the Board of Responsible Wood for a decision on any recommendation from the Complaints Panel. A formal response will be forwarded to the complainant following the Board's decision.

Note: Where a complaint relates to activities in New Zealand, it may be appropriate to include representatives of New Zealand based organisations such as the New Zealand Forest Certification Association on the Complaints Panel.

1.2.3 Assessment – Stream 2-Complaints regarding the Standard

Note: This procedure is applicable only to Standards developed by Responsible Wood. For Standards developed by other bodies such as Standards New Zealand i.e. NZ AS 4708, such complaints must be referred to Standards New Zealand or the New Zealand Forest Certification association.

Complaint against the Standard setting procedures or complaint against a decision taken during the development of the standard

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- In terms of the technical content of the AFS or CoC Standard, Responsible Wood will convene, on a temporary basis, a Complaints Committee which will be comprised of a member of the Standards Reference Body (SRB) as appropriate, from each of the four main sectors represented on the SRB. The Complaints Committee will be chaired by the relevant SRB Chairperson.
- The Complaints Committee will be provided with the substance of the complaint or grievance, convene to consider and discuss whether the issue should be referred to the next full review of the standard, or requires the development of an interim interpretation of the Standard.
- The outcome will be forwarded to the Board of Responsible Wood for comment on any recommendation from the Complaints Committee.
- The Board will make a final decision on behalf of Responsible Wood and a formal response will be forwarded to the complainant.
- All matters raised in this context will be registered and referred to the full Standards Reference Body at the next review of the standard.

Complaint against a Standards Reference Body, SRB Member, SRB operations or the SRB Chair or complaint against a decision taken by the SRB, a member, or the chair

- In terms of the Standards Reference Body activities the Standards Development Organisation will convene, on a temporary basis, an independent Complaints Committee which will be comprised of a member of the Standards Development Organisation Board as appropriate, and will be chaired by the Standards Development Organisation Chairperson.
- The Complaints Committee will be provided with the substance of the complaint or grievances and convene to consider and discuss whether the issue should be referred to the next Board meeting, or requires an action.
- The outcome will be forwarded to the Board of Standards Development Organisation for a comment on any recommendation from the Complaints Committee.
- The Board will make a final decision on behalf of Standards Development Organisation and a formal response will be forwarded to the complainant.
- All matters raised in this context will be registered and referred to the full Standards Reference Body at the next meeting of the SRB.

1.2.4 Assessment – Stream 3-Complaints against the certification process, certification bodies, and/or certified organisations

Certification against the Australian Standards for Forest Management AS 4708 and Australian Standards for Wood and Wood Products Chain of Custody AS 4707 is performed by independent third party Certification Bodies.

Responsible Wood has no influence or authority over the process or practices within the Certification Scheme other than monitor the complaints and grievances, and if necessary, lodge their own complaint.

Note: If the matters referred to Responsible Wood are of a serious nature and objective evidence is provided, Responsible Wood may lodge our own supporting complaint in addition to that lodged by the Complainant.

A flow chart outlining the key processes and responsibilities relating to the Standards Writing, Accreditation and Certification Processes is outlined in Appendix 2. This is a useful tool and may be provided to complainants to better explain the parties involved and the Certification Processes.

The complainant will be advised to lodge their complaint with the certified organisation to which complaint relates and the certification body responsible for auditing the certified organisation.

If the Complainant has not received satisfactory response from the above they are to then invited to contact the Accreditation Body responsible for the Certification Body.

Refer to the Responsible Wood Website, www.responsiblewood.org.au for the following registers:

- List of Certified Organisations and their Certification Bodies
- List of Certification Bodies and their Accreditation Body

For additional information on Accreditation Bodies go to the International Accreditation Forum website www.iaf.nu and New Zealand. JAS-ANZ is the Accreditation Body for Australian Certification Bodies

1.3 Substantiating a Complaint, Appeal or Grievance

When a Complaint, Appeal or Grievance is received, the Chief Executive Officer will perform a review to substantiate the Complaint, Appeal or Grievance.

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To allow substantiation the following may be considered:

- Photographs;
- Dates and times of events;
- Names and details of people involved; or
- Other evidence including independent reports, test results, reports from independent experts

If the complainant provides hearsay evidence or no evidence in their Complaint, Appeal or Grievance, the Chief Executive Officer has two options:

1. Write back to the complainant requesting additional information (See Appendix 1).
2. Test the validity of the Complaint, Appeal or Grievance in another manner to give confidence as to whether there is any verifiable evidence to be used in an investigation.

If a Complaint, Appeal or Grievance is substantiated, it will proceed to referral within the appropriate stream. If it is not substantiated, the complainant will be advised in writing (See Appendix 1) within five (5) working days of receipt of the Complaint, Appeal or Grievance.

1.4 Notification of outcomes

In all cases, the complainant will be notified of the outcome of the investigation within two (2) weeks of the investigation being concluded. The complainant will have the right to appeal the outcome of the investigation within 20 working days of being advised. If the complainant lodges an appeal, the process identified in Section 4.5 Appeal, will be implemented.

1.5 Appeals

Responsible Wood will endeavour to ensure that complaints are resolved to the satisfaction of all parties. However, Responsible Wood will not address a Complaint, Appeal or Grievance where legal action is being taken so as to not unduly influence, circumvent or become involved in legal action. Once legal action is resolved, including any appeals, the complainant may progress with the Complaint, Appeal or Grievance, Responsible Wood will assess using the process outlined above, however, will not contravene any findings handed down by a court of law.

All complainants have the right of appeal should they not be satisfied with the investigation and findings relating to their Complaint or Grievance. The appeals handling process is identical to that identified above, except that investigations and decisions shall be handled by individuals or organisations not involved in the original investigation and decision making processes. This will be determined by the Chief Executive Officer and the Chairman of the Board.

The independent appeals committee shall review the original investigation and decision making processes. Responsible Wood will provide assistance to the complainant and guide them through the appeals process to ensure that their concerns are respected, understood, investigated and appeals proceed in a timely matter.

Note: Complaints relating to certification activities are outside the responsibility of Responsible Wood and will be investigated by independent Certification Bodies and if necessary the Australian Accreditation Body- JAS-ANZ.

1.5.1 Appeals against Activities from Stream 1 and 2

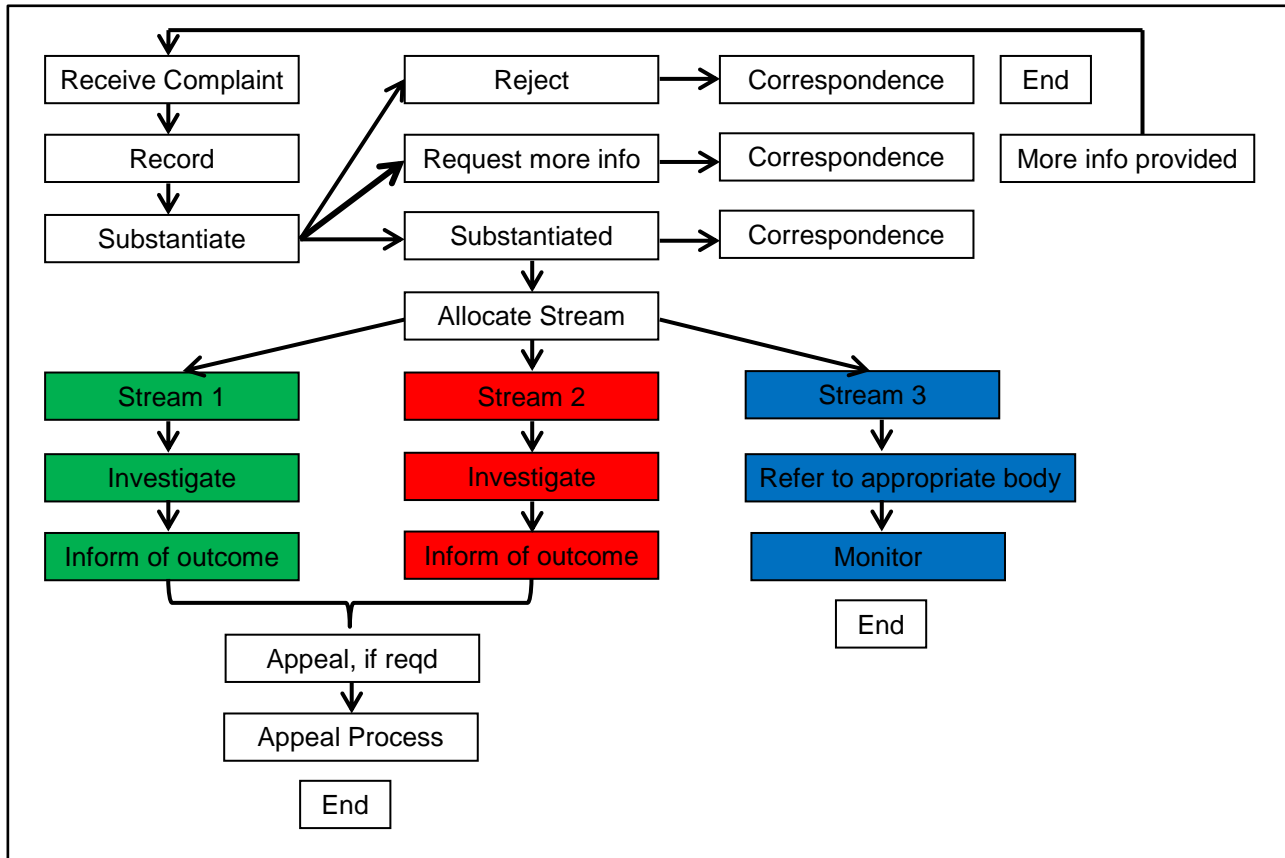
Where an appeal is lodged against processes and decisions made in respect to Streams 1 and 2, an Appeals Committee will be established. The Appeals Committee shall represent as closely as possible the structure of the Complaints Committees detailed above for Streams 1 and 2, except that representatives shall not have served on the original Complaints Committee. This, at times, may require expertise to be co-opted from outside Responsible Wood.

The Appeals Committee shall review the investigations and decision making processes related to the original complaint. The appellant shall be notified in writing of the outcome of the appeal.

1.5.2 Appeals against Activities from Stream 3

Activities allocated under Stream 3 are outside the responsibility of Responsible Wood. Where a complainant is dissatisfied with the outcome of their complaint lodged with the relevant Certification Body or JAS-ANZ, Responsible Wood is unable to directly influence the outcome. However, Responsible Wood welcomes feedback and will raise the concerns of the complainant directly with the relevant body.

1.6 Flow chart of Complaints, Appeals and Grievance process



Timeframes

Timeframe	Actions Taken	
Within 3 working days	Complaint, Appeal or Grievance recorded in the Complaints Register.	
Within 3 working days	Conduct preliminary substantiation assessment.	
Within 5 working days	Acknowledge receipt of the Complaint, Appeal or Grievance (if applicable). Email template 10.1	
Within 5 working days	Request additional information about the Complaint, Appeal or Grievance from the Complainant (if applicable). E-mail template 10.5	
Within 5 working days	Advise the complainant that the Complaint, Appeal or Grievance was unsubstantiated and why (if applicable)	
Within 5 working days of allocation	Standard e-mail response sent to complainant as per Appendix	
	Stream 1 – Complaint or grievance against the organisation	E-mail template A.2
	Stream 2 – Complaint or grievance against the standard, the standard setting process, the SRB.	E-mail template A.3
	Stream 3 – Complaint or grievance against certified organisations, certification bodies.	E-mail template A.4
	Complaint where it is not possible to initially assign to a stream	E-mail template A.5
Within 2 weeks of investigation being completed	Advise complainant of the outcome of the investigation.	
Within 20 days of advising complainant	Complainant has the right to Appeal outcome of investigation.	
Within 60 working days of appeal being lodged	Assess Appeal and advise complainant of the outcome of the Appeal	

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Records

All documentation associated with a Complaint, Appeal or Grievance will be kept for a period of five (5) years. This includes, but is not limited to:

- Correspondence
- Evidence
- Investigation notes
- Independent expert information

Supporting Documents

- Responsible Wood Complaints Register.
- Records and correspondence related to complaints.

APPENDIX 1 RESPONSE TEMPLATES

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Appendix 1 – Standard Email Templates

A.1 Acknowledgement Email – External Complaint, Appeal or Grievance

Purpose

To be used when a Complaint, Appeal or Grievance is received and has been substantiated.

Text of e-mail to be sent

Dear <name>

Thank you for your correspondence of <insert date>. We acknowledge receipt of your Complaint/Appeal/Grievance.

Responsible Wood recognises that disagreements may arise from time to time in the management of the Australian Forestry Standard and the Responsible Wood Certification Scheme.

We are committed to effective and efficient complaints and grievance handling procedures which contribute to the continual improvement of Responsible Wood and the Responsible Wood Certification Scheme.

A Complaints Panel has been formed and your Complaint/Appeal/Grievance is currently being investigated. We will advise you of the outcome of that investigation within two (2) weeks of the investigation being completed.

You may be invited to submit additional information by the Complaints Panel during this time.

Yours faithfully,

Chief Executive Officer Responsible Wood

A.2 Acknowledgement Email – Stream 1 Complaint, Appeal or Grievance

Purpose

To be used where a complaint or grievance is received against the organisation (Stream 1).

Text of e-mail to be sent

Dear <name>

Thank you for your correspondence of <insert date>.

Responsible Wood recognises that disagreements may arise from time to time in the management and operations of Responsible Wood Standards.

We are committed to effective and efficient complaints and grievance handling procedures which contribute to the continual improvement of Responsible Wood and the standards development processes.

A Complaints Panel has been formed to investigate this issue. Following these investigations, you will receive a formal response within two (2) weeks of the investigation being completed.

You may be invited to submit additional information by the Complaints Panel during this time.

Yours faithfully,

Chief Executive Officer Responsible Wood

A.3 Acknowledgement Email – Stream 2 Complaint, Appeal or Grievance

Purpose

To be used where a complaint or grievance is received against the standard, the standard setting process, or the Standards Reference Body (Stream 2)

Text of e-mail to be sent

Dear <name>

Thank you for your correspondence of <insert date>.

Australian Forestry Standard Limited (AFSL) as an accredited Standards Development Organisation Wood recognises that disagreements may arise from time to time in the management of the Australian Forestry Standards and the standards development processes.

We are committed to effective and efficient complaints and grievance handling procedures which contribute to the continual improvement of our standards development processes.

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A Complaints Panel has been formed to investigate this issue and make recommendations for actions to be taken.

Following these investigations, you will receive a formal response within two (2) weeks of the investigation being completed.

You may be invited to submit additional information by the Complaints Panel during this time.

Yours faithfully,

Chief Executive Officer Australian Forestry Standard

A.4 Acknowledgement Email – Stream 3 Complaint, Appeal or Grievance

Purpose

To be used where a complaint or grievance is received against certified organisations, certification bodies, etc. (Stream 3).

Text of e-mail to be sent

Dear <name>

Thank you for your correspondence of <insert date> and we thank-you for raising your concerns with us.

Responsible Wood takes all complaints and concerns seriously and we are committed to an effective and efficient complaints and grievance handling procedures to ensure the on-going continual improvement of Responsible Wood and the Australian Forestry Certification Scheme.

Responsible Wood recognises that disagreements may arise from time to time in the management of the Responsible Wood Certification Scheme.

From the information which you have provided, your concerns relate to the operation of the Responsible Wood Certification Scheme i.e. concern relating to Certification Bodies, Certified Organisations, an Accreditation Body, Certifiers or Auditors, or the Certification process.

Note that as Responsible Wood is not the Accreditation Body, we have limited control or influence over the independent Accreditation and Certification Process, however, we have informed the parties involved to ensure they are fully aware of your concerns and they are expecting your complaint. You should receive a response from them shortly.

Your complaint can be lodged directly with (name of Certification Body).

As previously stated, Responsible Wood takes all concerns and complaints seriously, so please feel free to contact me directly if you need any further assistance.

Further, you are welcome at any time to lodge a complaint or concern directly with the Certified Organisation or Certification Body, their details are available on the Responsible Wood Website (See Responsible Wood Registers on www.responsiblewood.org.au).

Finally, if the response you receive is unsatisfactory you are encouraged to take this matter up the Accreditation Body (JAS-ANZ). Concerns can be raised via: The JAS-ANZ website (<http://www.jas-anz.com.au/complaints/>)

Please feel free to contact Responsible Wood for assistance in raising this matter with the Accreditation Body JAS-ANZ.

By email: admin@jas-anz.com.au

or by mail to:

The Manager
Accreditation Services of JAS-ANZ
GPO Box 170, CANBERRA, ACT 2601

Yours faithfully,

Chief Executive Officer Responsible Wood

A.5 Complaint Enquiry or Request for additional information Email

Purpose

To be used when an enquiry is received from a person or organisation who wishes to lodge a Complaint, Appeal or Grievance; or where it is not possible to initially assign a Complaint, Appeal or Grievance to a Complaints Stream; or where further information is required.

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Text of e-mail to be sent

Dear <name>

Thanks you for your correspondence of <insert date>.

Responsible Wood recognises that disagreements may arise from time to time in the management of the Australian Forestry Standards and the Responsible Wood Certification Scheme.

We are committed to effective and efficient complaints and grievance handling procedures which contribute to the continual improvement of Responsible Wood and the Responsible Wood Certification Scheme.

The purpose for this email is to ensure that your complaint or grievance is handled through the proper channels in an effective and efficient manner.

You should document your complaint or grievance as succinctly as possible and submit, with evidence (where appropriate) via the following channels.

1 - Complaint against the Responsible Wood Organisation

If you have a complaint against Responsible Wood (e.g. a Board Member, Staff Member or Responsible Wood Member), your first point of contact should be to the Responsible Wood Office

By email: info@responsiblewood.org.au

or by mail to:

Responsible Wood
Att: Chief Executive Officer
30 Boothby St,
KEDRON, QLD 4031

2 - Complaint against the Responsible Wood Standards, the standard setting process, or an SRB.

If you have a complaint against the Australian Forestry Standards or associated processes (e.g. the Standards Development processes, technical content of the standards, the operations of the Standards Reference Body, the Chair or individual members of the Standards Reference Body) your first point of contact should be to the Responsible Wood Office.

By email: info@responsiblewood.org.au

or by mail to:

Responsible Wood
Att: Chief Executive Officer
30 Boothby St,
KEDRON, QLD 4031

3 - Complaint against certified organisations, certification bodies, etc

If you have a complaint against the Responsible Wood Certification Scheme (e.g. Certification Bodies, Certified Organisations, an Accreditation Body, Certifiers or Auditors or the Certification process), this needs to be referred to the certified organisation and to their Certification Body (See Responsible Wood Registers on www.responsiblewood.org.au) in the first instance, in an attempt to resolve the issue.

Responsible Wood will be happy to guide you through this process to ensure your complaint is handled effectively. Please phone the Responsible Wood office on 07 3359 1758 for assistance.

When you will receive a response from the Certification Body if you feel the response is unsatisfactory there are other courses of appeal. A further complaint may be made to JAS-ANZ and can be addressed to the Manager Accreditation Services of JAS-ANZ (www.jas-anz.com.au/)

Please keep Responsible Wood informed of the progress and we will continue to facilitate the review and investigation by JAS-ANZ.

By email: admin@jas-anz.com.au

or by mail to:

The Manager
Accreditation Services of JAS-ANZ

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GPO Box 170, CANBERRA, ACT 2601

Yours faithfully

Chief Executive Officer Responsible Wood

A.6 Investigation Ongoing Email

Purpose

To be sent to complainant when the Complaints panel is unable to provide an outcome of investigation within 20 working days.

Text of e-mail to be sent

Dear <name>

Thanks you for your correspondence of <insert date>.

Responsible Wood does treat all complaints and grievances seriously and immediately formed a complaints panel which is currently investigating the matter.

Our aim is to provide a formal response to all complaints and grievances received within 20 working days.

In this case, further time is needed to complete the investigations and provide a response. You will receive a formal response within two (2) weeks of the investigation being completed.

Yours faithfully,

Chief Executive Officer Responsible Wood

APPENDIX 2
FLOW CHART OF THE CERTIFICATION PROCESS IDENTIFYING ORGANISATIONS
AND THEIR RESPONSIBILITIES

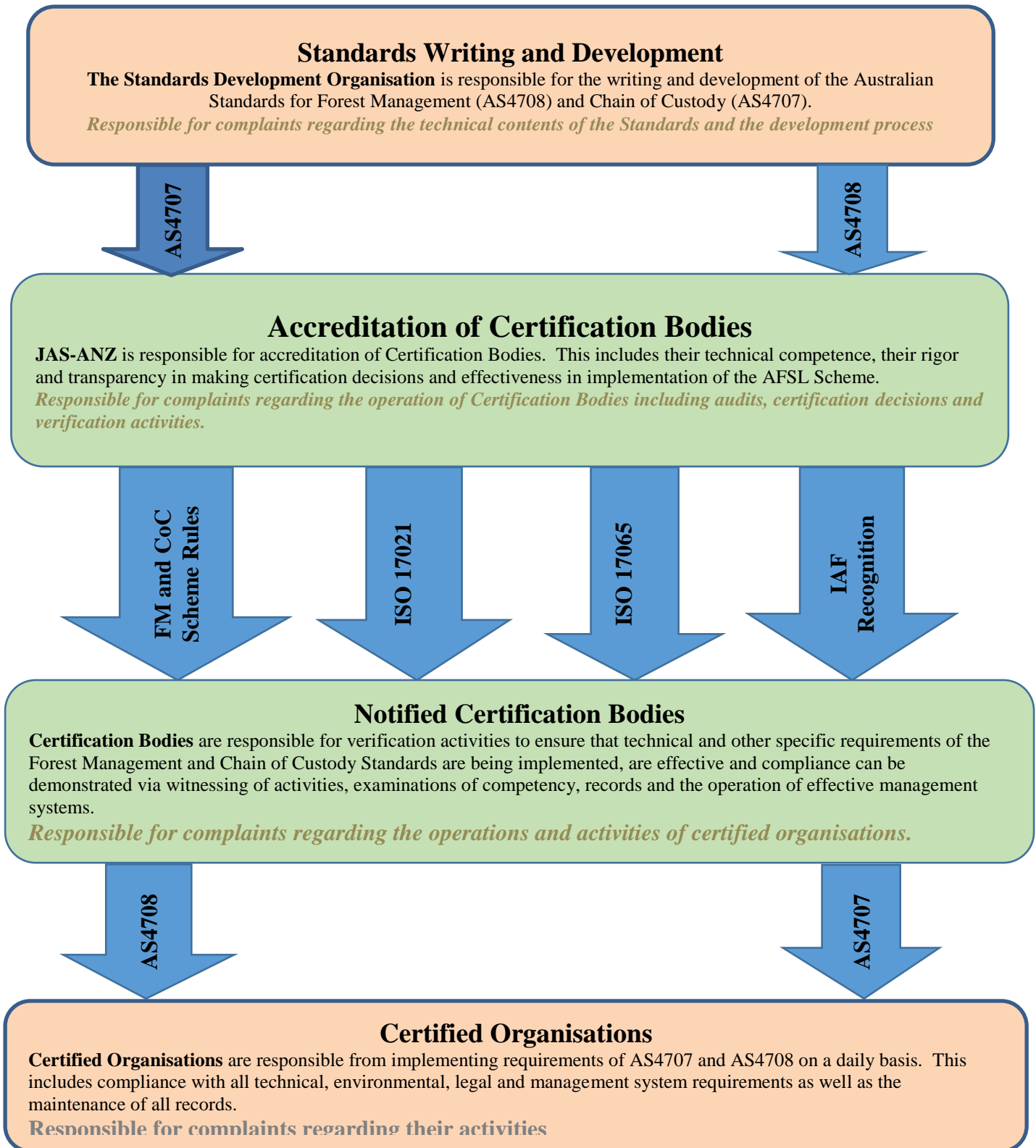
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CM Proc-08-Complaints and Grievances Procedure New version-2.0.docx
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Custodian: Chief Executive Officer

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Review Date: Sept 2018
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Flow chart of the certification process, organisations and responsibilities for complaints



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