



<b>Procedure Owner:</b>	Vice President Finance and Administration			 <p>جامعة حمد بن خليفة HAMAD BIN KHALIFA UNIVERSITY عضو في مؤسسة قطر Member of Qatar Foundation</p>
<b>Responsible Unit:</b>	Human Resources Directorate			
<b>Procedure Name:</b>	Complaint and Grievance Procedure			
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## Complaint and Grievance Procedure

Ver.	Approval Date	Effective Date	Type of Change	Approved by
00	03/05/2026	03/05/2026	Initial Release	President

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## 1. Purpose

The Complaint and Grievance Procedure set out HBKU's formal process for addressing and resolving Complaints and Grievances in accordance with the University Complaint and Grievance policy. It aims to ensure prompt, fair, and efficient handling of Complaints and Grievances while fostering a respectful and supportive environment that promotes accountability, mutual respect, and constructive engagement.

## 2. Scope


This procedure applies to all HBKU employees and contracted staff across HBKU Centers, Colleges, Directorates, and Units as well as HBKU affiliated entities as per the scope of the University Complaint and Grievance policy.

## 3. Terms and Abbreviations


Term/Abbreviation	Definition
<b>Complainant</b>	The individual raising the Complaint or the Grievance
<b>Complaint</b>	An expression of dissatisfaction or concern that does not allege a violation of policy, procedure, code, contract term, or right
<b>Committee</b>	Complaint and Grievance Review Committee
<b>Employee(s)</b>	Any person engaged to perform work for HBKU under HBKU's direction and supervision
<b>ER</b>	Employee Relations Department under HBKU HR
<b>Grievance</b>	A formal written claim alleging violation of a specific university policy, procedure, code, contract term, or right. It may also result from an inconsistent application of policies and procedures
<b>HBKU or University</b>	Hamad Bin Khalifa University
<b>HBKU Community</b>	Refers to HBKU employees and contracted staff including faculty, scientists, researchers, administrators, visiting faculty, consultants, postdocs, staff, and freelancers.
<b>HR</b>	Human Resource
<b>N-1</b>	Is a university executive officer at the level of Executive Director or above who is reporting directly to the President
<b>Respondent</b>	The individual against whom the Complaint or Grievance is directed
<b>Stakeholder</b>	Individual involved or impacted by the Complaint or Grievance
<b>University Official</b>	<p>Depends on the specific resolution step, situation, nature of the Complaint or Grievance, and the affiliation of the individual concerned.</p> <ul style="list-style-type: none"> <li>- <b>Informal Resolution step:</b> The line manager or the next appropriate level of supervision as determined by ER</li> <li>- <b>Preliminary Assessment step:</b> The line manager or the next level of supervision above the supervisor involved in the Informal Resolution step -up to the N-1 level-, or the appropriate N-2 or N-1 level as determined by ER.</li> <li>- <b>Review and Investigation step:</b> The N-1 or the President as determined by ER</li> </ul>
<b>VPFA</b>	Vice President Finance and Administration

## 4. Roles and Responsibilities

Position or Role	Responsibilities
<b>Complainant</b>	<ul style="list-style-type: none"> <li>• Initiate an informal attempt to resolve the issue or concern</li> <li>• Submit a completed Complaint and Grievance Form and provides detailed information and all related evidence</li> <li>• Participate respectfully and collaborate as needed during the Complaint and Grievance resolution process</li> <li>• Escalate the process if unsatisfied with the outcome at any step up to the</li> </ul>

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	<p>Review and Investigation step</p> <ul style="list-style-type: none"> <li>File an appeal in case of dissatisfaction with the final determination and outcomes of the resolution process</li> </ul>
<b>Line Manager</b>	<ul style="list-style-type: none"> <li>Facilitate Informal Resolution</li> <li>Collaborate as needed during the resolution process</li> </ul>
<b>Entity/Unit Head</b>	<ul style="list-style-type: none"> <li>Collaborate as needed during the resolution process</li> </ul>
<b>Employee Relations</b>	<ul style="list-style-type: none"> <li>Manage the Complaint and Grievance resolution process</li> <li>Ensure confidentiality and impartiality throughout the process</li> <li>Provide guidance and support to Stakeholders</li> <li>Facilitate the Informal Resolution, Preliminary Assessment, and Review and Investigation steps</li> <li>Consult and collaborate with appropriate University Officials as needed</li> <li>Document and retain all records related to the process</li> <li>Monitor implementation of resolution actions</li> <li>Initiate disciplinary procedures for malicious or misleading Complaints or Grievances</li> </ul>
<b>Committee</b>	<ul style="list-style-type: none"> <li>Reviews the Complaint or Grievance case, meets with Stakeholders, and reports the findings and recommendations</li> <li>Submits the completed Complaint and Grievance Form to the Center, College, or Directorate Head for review and approval</li> <li>Submits the completed Complaint and Grievance Form to the ER for preliminary review when needed and for a final decision if the aggrieved employee appeals</li> </ul>
<b>Respondent</b>	<ul style="list-style-type: none"> <li>Respond to the Complaint or Grievance raised against them</li> <li>Cooperate with the resolution process and provide relevant information</li> <li>Participate respectfully in investigations and discussions</li> <li>File Complaint against disciplinary actions imposed following the resolution process</li> </ul>
<b>Stakeholders</b>	<ul style="list-style-type: none"> <li>Cooperate and participate respectfully in the process</li> <li>Share relevant information and evidence</li> <li>Seek guidance and support from ER when needed</li> <li>Notify ER if external actions are initiated</li> </ul>
<b>VPFA</b>	<ul style="list-style-type: none"> <li>Reviews appeals and determines if genuine grounds exist</li> <li>Appoints a Complaint and Grievance Appeal Committee, if necessary</li> <li>Ensures decisions are communicated formally to Stakeholders through ER</li> </ul>
<b>HR Director</b>	<ul style="list-style-type: none"> <li>Provides leadership and oversight for the implementation and administration of the Complaint and Grievance policy and procedure.</li> <li>Ensures compliance with university policies and procedures during the resolution process</li> <li>Grant reasonable extensions for completing the steps of the Complaint and Grievance resolution process when necessary.</li> </ul>
<b>University Official</b>	<ul style="list-style-type: none"> <li>Informal Resolution Step: Make the final determination and decide on specific resolution actions or whether to escalate the process to the Preliminary Assessment step</li> <li>Preliminary Assessment Step: Make the final determination and decide on specific resolution actions or whether to escalate the process to the Review and Investigation step</li> <li>Review and Investigation Step: Make the final determination and decide on specific resolution actions based on the Committee's final review report.</li> <li>Appeal Process: Make a final decision on the submitted Appeal.</li> </ul>

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## 5. Procedure

### 5.1. General Principles

- 5.1.1. The University shall strive to reach a decision and final determination on a submitted Complaint or Grievance within six (6) months of the date of initial submission.
- 5.1.2. Individuals with disabilities may, at any time during the Complaint and Grievance process, request reasonable accommodation to be considered by ER. Reasonable accommodation may be made available as determined by ER.
- 5.1.3. If at any time during the Complaint and Grievance process, an action related to a submitted Complaint or Grievance issue is initiated with an external body or authority such as Courts of justice of Qatar or a government administrative body, such as the Labor Disputes Settlement Committee, the University process will be terminated, and the VPFA will be notified. Stakeholders must notify ER as soon as such action is initiated. The VPFA will determine if the process is to be resumed or reinitiated or if alternative procedures must be followed.
- 5.1.4. The Complainant may appeal the Complaint and Grievance resolution Process outcomes within seven (7) days of receiving formal notification of the outcomes of the Complaint and Grievance resolution process.

### 5.2. Confidentiality and Record Keeping


- 5.2.1. All grievance matters are handled with strict confidentiality and shared only on a need-to-know basis.
- 5.2.2. ER retains all documentation and records related to the grievance process in accordance with University policies.

### 5.3. Main Steps of the Complaint and Grievance Resolution Process

- 5.3.1. The Complaint and Grievance resolution process includes the following steps:
  - **Step 1:** Informal Attempt to resolve the issue or concern before submitting a formal Complaint or Grievance
  - **Step 2:** Submitting a formal Complaint or Grievance
  - **Step 3:** Informal Resolution of a formally submitted Complaint or Grievance
  - **Step 4:** Preliminary Assessment of a formally submitted Complaint or Grievance
  - **Step 5:** Review and Investigation of a formally submitted Complaint or Grievance
- 5.3.2. Members of the HBKU Community may initiate the Complaint and Grievance resolution process at either step 1 or directly at step 2.
- 5.3.3. Step 3 is initiated following formal submission of a Complaint and Grievance Form through one of the following channels:
  - Online: By submitting the online Complaint and Grievance Form available on the HBKU Website.
  - Email: By sending a completed Complaint and Grievance Form by email to the email address published on the University Website that is dedicated to Complaint and Grievance reporting.

### 5.4. Step 1 Narrative: Informal Attempt

<b>Informal Attempt</b>	<ul style="list-style-type: none"> <li>• Members of the HBKU Community are encouraged to attempt resolving issues or concerns informally before submitting a formal Complaint or Grievance.</li> <li>• Members of the HBKU Community may seek assistance from ER at any time particularly if: <ul style="list-style-type: none"> <li>- One of the concerned parties is the Complainant's supervisor.</li> <li>- S/he feels uncomfortable addressing the issue directly with the concerned parties.</li> <li>- S/he is not satisfied with the outcome of the discussion with the concerned parties</li> </ul> </li> </ul>
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	<p><b><i>Informal Attempt follows the detailed steps below:</i></b></p> <ol style="list-style-type: none"> <li>1. The Member of HBKU Community seek assistance from ER as and if needed.</li> <li>2. The Member of HBKU Community discuss the matter with the concerned parties.</li> <li>3. If not satisfied with direct discussion with concerned parties, discuss the issue or concern with the Line manager or with the next manager level</li> <li>4. The member of HBKU Community reaches agreement on the outcomes of the informal attempt</li> <li>5. If the member of HBKU Community is satisfied with the outcome, s/he maintains record of the agreement reached and the process is terminated.</li> <li>6. If the member of HBKU Community is not satisfied with the outcome, s/he may submit a formal Complaint or Grievance through the appropriate channels as indicated above or decides to terminate the process without further actions.</li> </ol>
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### 5.5. Step 2 Narrative: Submitting a Complaint or Grievance

<b>Submitting a Complaint or Grievance</b>	<ul style="list-style-type: none"> <li>• Complaints and Grievances must be formally submitted within one (1) month of the occurrence of the incident or action.</li> <li>• Complaints and Grievances related to disciplinary sanctions must be submitted within seven (7) days of formal notification of the sanction.</li> <li>• Members of the HBKU Community are encouraged to attempt resolving issues and concerns informally before submitting a formal Complaint or Grievance.</li> </ul> <p><b><i>Submission of a Complaint or Grievance follows the detailed steps below:</i></b></p> <ol style="list-style-type: none"> <li>1. Members of HBKU Community completes the online Complaint and Grievance Form or the Form available on the University Website that is dedicated to Complaint and Grievance reporting.</li> <li>2. Members of HBKU Community must complete the Form by clearly indicating the nature of the Complaint or Grievance, listing the specific issues or concerns in detail, and providing all relevant evidence and supporting information.</li> <li>3. The Complaint and Grievance Form must be submitted either online or by email at the email address published on the University Website that is dedicated to Complaint and Grievance reporting.</li> </ol>
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### 5.6. Step 3 Narrative: Informal Resolution of a Submitted Complaint or Grievance


<b>Informal Resolution</b>	<ul style="list-style-type: none"> <li>• Complainants may request ER to escalate the process to the Preliminary Assessment step at any time during the Informal Resolution step. However, they are encouraged to consider escalating to the next step only after genuine attempts to resolve the matter through the Informal Resolution step have been exhausted.</li> <li>• ER may decide, depending on the nature and severity of the incident and the provided information, to escalate the process either at the Preliminary Assessment step (Step 4) or at the Review and Investigation step (Step 5).</li> <li>• The Informal Resolution step must be completed within ten (10) working days following submission of the Complaint or Grievance. Up to additional ten (10) working days may be allowed by the Head of ER when needed.</li> </ul> <p><b><i>Informal Resolution follows the detailed steps below:</i></b></p> <ol style="list-style-type: none"> <li>1. ER representative attempt to resolve the matter informally through direct communication and discussion with the parties concerned (the Complainant and the Respondent) and appropriate University Officials.</li> </ol>
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	<ol style="list-style-type: none"> <li>2. ER may decide to proceed with other resolution mechanisms such as initiating mediation.</li> <li>3. ER will consult with the appropriate University Official who will review the case, the outcomes of the ER discussion with concerned parties, and the outcomes of any additional resolution mechanisms, if adopted, and will decide on specific resolution actions.</li> <li>4. ER decides if there is a need to escalate the process to the Preliminary Assessment step or the Review and Investigation step or to proceed with the specific resolution actions decided by the University Official.</li> <li>5. ER representative will inform concerned parties of the outcomes of the Informal Resolution step and will ensure that the decision to proceed or not to the Preliminary Assessment step or the Review and Investigation step is clearly and formally communicated to the Complainant.</li> <li>6. If ER decides to proceed to the Preliminary Assessment step or to the Review and Investigation step, the process is moved accordingly.</li> <li>7. If the University official decides on resolution actions and the ER decides not to proceed with the Preliminary Assessment step or the Review and Investigation step, and if the Complainant is satisfied with the outcomes of the Informal Resolution step, the process is terminated.</li> <li>8. If ER does not decide to proceed to the Preliminary Assessment step (step 4) or the Review and Investigation step (Step 5) and the Complainant is not satisfied with the resolution actions decided by the University Official, the Complainant can, within five (5) working days of receiving formal notification from the ER, escalate to the Preliminary Assessment step.</li> </ol>
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#### 5.7. Step 4 Narrative: The Preliminary Assessment Step


<b>Preliminary Assessment</b>	<ul style="list-style-type: none"> <li>• The Preliminary Assessment step must be initiated by ER within 5 working days following the Complainant’s request to escalate to the Preliminary Assessment step or following the ER decision to initiate the process at the Preliminary Assessment step or the ER decision reached at the end of the Informal Resolution step to proceed to the Preliminary Assessment step.</li> <li>• The Preliminary Assessment step must be completed within thirty (30) working days following submission of the Complaint or Grievance. Up to additional twenty (20) working days may be allowed by the Head of ER when needed.</li> </ul> <p><b><i>Preliminary Assessment follows the detailed steps below:</i></b></p> <ol style="list-style-type: none"> <li>1. ER reviews the submitted Complaint or Grievance and may gather additional information and/or communicate with concerned parties to best understand the matter, identify all concerned parties, and determine the scope of the issue or concern.</li> <li>2. ER consults with the appropriate University Official who will review the case and the preliminary findings and will decide on the resolution actions.</li> <li>3. ER decides if there is a need to escalate the process to the Review and Investigation step or to proceed with the specific resolution actions decided by the University Official.</li> <li>4. ER formally notifies the Complainant and Respondent of the outcome of the Preliminary Assessment step and the decision to proceed to the next step or not. The Complainant may or may not, as determined by ER, be informed of the specific resolution actions taken against the Respondent, if any.</li> </ol>
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	<p>5. If the Complainant is satisfied with the resolution actions, the Complainant shall confirm his agreement with the actions to ER within five (5) working days of ER formal notification, failure to notify ER within five (5) working days will signify the Complainant is satisfied with the process outcomes.</p> <p>6. If ER decides not to proceed with the Review and Investigation step, and if the Complainant is satisfied with the outcomes of the Preliminary Assessment step, the process is terminated.</p> <p>7. If ER does not decide to proceed to the Review and Investigation step (Step 5) and the Complainant is not satisfied with the resolution actions decided by the University Official, the Complainant can, within 5 working days of receiving formal notification from the ER representative, request to escalate the process to the Review and Investigation step.</p>
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### 5.8. Step 5 Narrative: The Review and Investigation Step


<b>Review and Investigation</b>	<ul style="list-style-type: none"> <li>• The Review and Investigation step must be initiated by ER within five (5) working days following the Complainant’s request to escalate to the Review and Investigation step or following the ER decision to initiate the process at the Review and Investigation step or the ER decision reached at the end of the Preliminary Assessment step to proceed to the Review and Investigation step.</li> <li>• The Review and Investigation step must be completed within ninety (90) working days following initial submission of the Complaint or Grievance. Up to additional twenty (20) working days may be allowed by the Head of ER when needed.</li> <li>• If the Complainant is not satisfied with the final determination and outcomes of the Review and Investigation step which represents the outcome of the Complaint and Grievance resolution process, the Complainant may file an Appeal to ER within seven (7) working days of ER formal notification of the final determination and outcomes of the Review and Investigation step. Failure to notify ER within the allowed seven (7) working days for appealing the decisions and resolution actions will signify the Complainant is satisfied with the process outcomes and no Appeal will be considered.</li> </ul> <p><b><i>Review and Investigation follow the detailed steps below:</i></b></p> <ol style="list-style-type: none"> <li>1. ER, in consultation with the appropriate University Official at the level of N-1, establishes a Complaint and Grievance Review Committee within 10 working days of initiation of the Review and Investigation step.</li> <li>2. The Committee shall include at least three voting members and one non-voting ER representative.</li> <li>3. ER, in consultation with the University Official, designates one of the Committee members as the Committee Chair.</li> <li>4. The Committee reviews and investigates the Grievance or Complaint and submits to ER its final report with findings and recommendations within forty (40) working days of the date of establishment of the Committee. Additional twenty (20) working days may be allowed by head of ER when needed. The Committee final review report should include the following: <ul style="list-style-type: none"> <li>• A description of the incident,</li> <li>• The issues considered,</li> <li>• The findings and facts,</li> <li>• Committee decision on whether each of the allegations is substantiated,</li> <li>• The recommended resolution actions.</li> </ul> </li> </ol>
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	<p>5. ER sends the Committee final report and relevant materials to the appropriate University Official who will make a final determination and decide on resolution actions.</p> <p>6. ER formally notifies the Complainant and Respondent of the outcome of the Review and Investigation step which represents the formal outcome of the Complaint and Grievance resolution process. The Complainant may or may not, as determined by ER, be informed of the specific resolution actions taken against the Respondent, if any.</p>
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### 5.9. The Appeal Process Steps

<b>Appeal Process</b>	<ul style="list-style-type: none"> <li>• The Appeal process is initiated by ER following the filing by the Complainant, the Respondent, or a Stakeholder of an appeal within seven (7) working days of receiving formal notification from ER of the final determination and final outcomes of the Complaint and Grievance resolution process.</li> <li>• Appeal may only be filed in the following cases: <ul style="list-style-type: none"> <li>- There is new evidence that may have a direct impact on the decision.</li> <li>- The Stakeholders believe that the decision was not appropriate.</li> </ul> </li> <li>• In the case where disciplinary sanctions are imposed on the Respondent, the Respondent shall appeal the imposed sanctions by submitting a Complaint against the sanctions. Such complaints shall be decided upon by ER within a week, failure to receive feedback from ER within a week, indicates that the submitted Complaint was rejected.</li> <li>• The outcome of the Appeal process may not be subject to further appeal or grieved under HBKU policies and procedures.</li> </ul> <p><b><i>The Appeal process follows the detailed steps below:</i></b></p> <ol style="list-style-type: none"> <li>1. Stakeholders complete the Complaint and Grievance Appeal Form and submit it together with any additional evidence to the VPFA within seven (7) working days of receiving formal notification of the outcome of the Complaint and Grievance resolution process.</li> <li>2. The VPFA reviews the submitted appeal and relevant materials and determines if there are genuine grounds for the appeal.</li> <li>3. If the VPFA determines that there are no genuine grounds for the appeal, the VPFA office will formally notify the concerned Stakeholder of the VPFA decision to reject the appeal outlining the reasons for the decision. In this case, the VPFA decision is final, and the Appeal Process is terminated.</li> <li>4. If the VPFA finds genuine grounds for appeal, a Complaint and Grievance Appeal Committee is established by the VPFA to review the case. The VPFA will also designate the Chair of the Committee.</li> <li>5. ER communicates all relevant materials to the Complaint and Grievance Appeal Committee for their review and recommendation within one (1) working day of the establishment of the Committee.</li> <li>6. The Complaint and Grievance Appeal Committee further investigates the case and submits the Appeal Committee report with findings and recommended actions within 30 days of the submitted Appeal. For Complaints against disciplinary actions, the committee should submit its report within seven (7) days of submission of the Complaint.</li> <li>7. ER submits all relevant materials, including the Complaint and Grievance Appeal Committee report, to the appropriate University Official at the N-1 level or higher, as determined by ER.</li> </ol>
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	<p>8. The appropriate University Official makes a final decision on the submitted Appeal and informs ER of the decision.</p> <p>9. The final decision on the appeal, made by the appropriate University Official will be communicated by ER to the relevant Stakeholder and shall be final and not subject to further appeal or grieved under HBKU policies and procedures.</p>
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## 6. Related Forms and Templates

- Grievance Request Form
- Complaint and Grievance Appeal Form
- Guideline for University Officials ( Complaints and Grievance)
- Investigation Guidelines and Case Report Template

## 7. References

- Complaint and Grievance Policy
- Corrective and Disciplinary Actions Policy

## 8. Appendices

Not Applicable