



QUEENSLAND
OMBUDSMAN

Standing for fairness



Choices:
face-to-face training
using COVID-19 safe
guidelines or via
webinar

Training to improve public administration

All training includes resource materials
and *Human Rights Act 2019* content

Foreword

The *Ombudsman Act 2001* provides two roles for the Office of the Queensland Ombudsman. The first is to give people a fair and independent way of challenging the decisions or actions of public sector agencies. The second role is to help agencies improve their decision-making and administrative practice. This advisory role aims to build agency capacity in complaints management, ethical awareness and good decision-making.

State departments and public service offices are required to develop and maintain a system for managing customer complaints which complies with the Australian Standard AS/NZS 10002:2014 Guidelines for complaint management in organisations.

The Local Government Regulation 2012 requires all local governments to implement a complaints management system that records, monitors and reports complaints.

It is essential that public sector agencies ensure that their officers are able to make ethical decisions, manage complaints and investigations and comply with relevant legislation, guidelines and directives. Developing the necessary skills of officers within each agency is a key element to ensuring that the Queensland public can have confidence in the decisions made within the agency and that any areas of concern or dissatisfaction are quickly and effectively addressed.

High quality, low cost training is available to public sector agencies across Queensland to improve fairness in public administration.



Anthony Reilly
Queensland Ombudsman

Public

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We respectfully acknowledge the Traditional Owners of the lands throughout Queensland and pay respect to them, their culture and their Elders past, present and future.
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Queensland Ombudsman
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To book, email
training@ombudsman.qld.gov.au
or call (07) 3005 7023

Overview

The Queensland Ombudsman offers practical and interactive training designed for public service officers.

Our training covers topics such as the principles of good and ethical decision-making, how to effectively manage complaints and the importance of recordkeeping. Courses available:

- Good decisions
- Complaints management – Frontline
- Complaints management – Internal review
- Managing unreasonable complainant conduct
- Practical ethics for state government
- Practical ethics for local government.

Benefits

Training:

- helps you manage complex decisions, minimising the need for external review
- gives you the skills to deal with complaints
- explains the latest legislation, policies, procedures and guidelines.

Experienced trainers

Ombudsman trainers are experienced public sector officers. They understand the challenges that public sector officers face when dealing with the public, and apply their knowledge to help officers improve decision-making, complaints management and ethical awareness.

Interactive, real world experience

This training provides a fully interactive experience and uses de-identified cases and scenarios to help manage the challenges you face at work every day. Training programs are based on active participation so that attendees can share their knowledge and learn from the trainers.

Choose from open or group sessions

Open sessions

Webinar open sessions are a great opportunity for any officer in Queensland to participate in interactive training. Face-to-face open sessions are offered in Brisbane for up to 25 officers per session.

Joining an open session is subject to availability, with full catering included for face-to-face sessions.

Check our [online training calendar](#) for open session dates.

Group sessions

Group sessions are a more cost-effective option if there are more than 10 staff from the same agency. Face-to-face or webinar delivery options are available (depending on location).

Trainers may be able to tailor the training to meet your needs if adequate notice is provided. Tailored sessions are based on your requirements and we will work with you to ensure that it is relevant to your agency. This is a cost-effective way to train staff and provides the opportunity to work with experienced Ombudsman officers in an informal setting. Additional costs may apply if extensive tailoring is required.

In face-to-face group sessions, catering and venue are to be arranged by the booking agency. We can also deliver training via the webinar collaboration tool of your choice. Zoom, Teams and GoToWebinar are popular options.

Cancellation policy

No refund will be given for cancellations, however you can reschedule training for a later date, subject to suitable notification. For further information, see terms and conditions for group sessions on page 7, and open sessions on page 8.

Good decisions

Get the skills you need to make good decisions and comply with best-practice standards in the public sector. This **full-day course** is designed to help officers of all levels, including managers, supervisors and administration officers, consider all of the relevant issues when making a decision.

It is an interactive, practical day and participants are given an opportunity to apply the training in group exercises, scenarios and case studies.

Content

This course outlines the principles of decision-making and the factors that allow officers to make good decisions. It explains the importance of recordkeeping and details how officers can maintain proper and accurate records to support their decisions. This course helps officers identify relevant legislation, policies and procedures.

Outcomes

At the end of the course, you will be able to:

- understand your legal authority to make decisions
- make sound and defensible decisions
- effectively communicate reasons for decisions
- maintain accurate and proper records
- comply with the rules of natural justice.

Benefits to you and your agency

- reduce the risk of external review
- comply with best-practice standards.

Who should attend?

- managers
- supervisors
- operational/administration officers.

GROUP SIZE	25 maximum
LENGTH	Full-day
OPEN SESSION	\$420 + GST (per person) Face-to-face in Brisbane (full catering incl) or webinar.
GROUP SESSION	\$4,200 + GST* (per group) Face-to-face in Brisbane or webinar.

**Additional costs may apply if extensive tailoring is required.
Catering and venue are to be arranged by the booking agency.*

Feedback

“The information was all relevant to my everyday job.”

“The information was explained well, which has given me the knowledge and confidence to deal with complaints and implement the correct solutions.”

“Presenters had excellent experience and knowledge – a great session, very informative.”

Complaints management – Frontline

A **half-day course** designed for officers who deal directly with the public.

This course covers why people complain and how to manage complaints about your agency. The course also shows how complaints can improve the quality of service and how a proper complaints system can benefit you and your agency.

Content

The course promotes an active approach to receiving, recording and managing complaints. It explores what a complaints management system is, why it is important to have one and focuses on understanding complaints and managing the complaints process. Officers will have the opportunity to review their agency's complaints management system and work with the trainers to understand and apply it. This course also provides complaint handling strategies.

GROUP SIZE	25 maximum
LENGTH	Half-day
OPEN SESSION	N/A
GROUP SESSION	\$3,000 + GST* (per group) Face-to-face in Brisbane or webinar.

**Additional costs may apply if extensive tailoring is required. Catering and venue are to be arranged by the booking agency.*

Outcomes

At the end of the course, you will be able to:

- assess complaints at the frontline
- apply strategies to manage complaints and complainants
- understand the importance of keeping records
- relate your agency's policies and procedures to real-life scenarios.

Benefits to you and your organisation

- better handle complaints about your agency
- reduce the risk of a complaint escalating
- strategies on how to deal with complaints.

Who should attend?

- frontline staff
- officers who handle complaints.

Feedback

“Presenters engaged with their audience using personal experiences.”

“Presenters had good knowledge and were able to focus discussions relevant to the organisation.”

“Presenters incorporated appropriate examples and kept the momentum of the session going through example.”

Complaints management - Internal review

This **full-day course** builds on the material covered in the half-day course.

It helps officers review complaints, identify the principles underpinning reviews of complaints, and apply these to plan, progress and manage a review of a complaint. This course is suitable for internal review officers, investigators, human resource staff, managers and directors.

Content

Practical examples will show you how to review complaints, including how to identify complaint issues, how to check relevant facts and how to reach an informed outcome. It discusses how to respond and report after an outcome has been reached and explains why this is important. It will give you greater confidence in making review decisions and best-practice methods for reviewing and responding to complaints.

Group activities and scenarios are conducted throughout the day to reinforce the principles of conducting internal reviews.

Outcomes

At the end of the course, you will be able to:

- identify your authority to review, refuse and remedy a complaint
- understand how to identify complaint issues and evaluate the relevant facts
- provide meaningful responses to people making a complaint.

Benefits to you and your agency

- practical skills to review complaints
- greater confidence in making review decisions
- best-practice methods for reviewing and responding to complaints.

Who should attend?

- investigators
- human resources staff
- managers and directors
- officers who review complaints.

GROUP SIZE	25 maximum
LENGTH	Full-day
OPEN SESSION	\$420 + GST (per person) Face-to-face in Brisbane (full catering incl) or webinar.
GROUP SESSION	\$4,200 + GST* (per group) Face-to-face in Brisbane or webinar.

**Additional costs may apply if extensive tailoring is required.
Catering and venue are to be arranged by the booking agency.*

Feedback

"The theory was supported by practical examples."

"The knowledge of the presenters was excellent."

"The interactive style was great."

"All aspects were very informative."

Managing unreasonable complainant conduct

Increase your confidence to deal with difficult complainant behaviour when delivering services to the public. You will also learn strategies to prevent and manage unreasonable complainant conduct and promote best practice customer service. This **half-day course** includes tips and traps, various scenarios, and group activities with clear strategies to help manage unreasonable complainant behaviour. It is suitable for frontline staff, complaints officers, managers, supervisors and anyone who is in contact with customers or the public.

Content

The course promotes a straightforward approach to preventing and managing unreasonable conduct. It examines the various categories of unreasonable conduct, what it is and why it happens. The course covers unreasonable behaviour received by phone, face-to-face and in writing and provides practical strategies to prevent and manage unreasonable conduct.

Outcomes

At the end of the course, you will be able to:

- understand what unreasonable conduct is
- identify early warning signs
- apply strategies to prevent and manage the conduct.

Benefits to you and the organisation

- increase staff confidence to deal with difficult client behaviour
- equip staff with various strategies to prevent and manage unreasonable conduct
- promote best practice customer service

Who should attend?

- frontline staff
- complaints officers
- managers and supervisors
- anyone who is in contact with customers/public

GROUP SIZE	25 maximum
LENGTH	Half-day
OPEN SESSION	\$300 + GST (per person) Face-to-face in Brisbane (full catering incl) or webinar.
GROUP SESSION	\$3,000 + GST* (per group) Face-to-face in Brisbane or webinar.

**Additional costs may apply if extensive tailoring is required.
Catering and venue are to be arranged by the booking agency.*

Practical ethics for state government

Equip yourself with the skills to identify and manage conflicts of interest and be able to promote ethical behaviour in daily interactions.

This **half-day course** is designed to help officers in the state government sector to assess and respond to ethical dilemmas and understand core government values.

Content

This interactive course challenges participants with ethical questions in various scenarios. You will work through individual and group activities relating to conflicts of interest, appropriate use of your position and recordkeeping. You will learn how to make ethical decisions that take into account key public sector values such as integrity, impartiality, accountability and transparency.

Outcomes

At the end of the course, you will be able to:

- identify ethical dilemmas
- consider conflicts of interest and other factors before making a decision
- promote an organisational culture that values high ethical standards.

Benefits to you and your agency

- promote ethical behaviour in daily interactions
- practical skills to identify and manage conflicts of interest
- understand and promote core public service values

Who should attend?

- all public sector officers

GROUP SIZE	25 maximum
LENGTH	Half-day
OPEN SESSION	\$300 + GST (per person) Face-to-face in Brisbane (full catering incl) or webinar.
GROUP SESSION	\$3,000 + GST* (per group) Face-to-face in Brisbane or webinar.

**Additional costs may apply if extensive tailoring is required. Catering and venue are to be arranged by the booking agency.*

Feedback

“The stories were excellent, there was a good process for interactive discussions and scenarios that were really helpful. Prompted my thinking in several areas.”

“An excellent workshop, very engaging, thought-provoking, lots on which to reflect.”

Practical ethics for local government

Equip yourself with the skills to identify and manage conflicts of interest and be able to promote ethical behaviour in daily interactions.

This **half-day course** is designed to help officers in the local government sector to assess and respond to ethical dilemmas and understand core government values.

Content

This interactive course challenges participants with ethical questions in various scenarios. You will work through individual and group activities relating to conflicts of interest, appropriate use of your position and recordkeeping. You will learn how to make ethical decisions that take into account key public sector values such as integrity, impartiality, accountability and transparency.

Outcomes

At the end of the course, you will be able to:

- understand the local government ethical framework
- understand your obligations and rights in relation to workplace and private conduct
- identify potential ethical dangers and hotspots
- understand the dangers of poor ethical behaviour
- prioritise the public interest when decision-making
- understand the important role discussing and reporting conduct plays in creating and maintaining an ethical culture
- apply a guiding approach when confronted with ethical challenges to assist arriving at the right decision
- identify when and how to seek advice when navigating ethical issues
- promote an organisational culture that values high ethical standards.

Benefits to you and your agency

- promote ethical behaviour in daily interactions
- practical skills to identify and manage conflicts of interest
- understand and promote core public service values

Who should attend?

- all local government officers and employees

GROUP SIZE	25 maximum
LENGTH	Half-day
OPEN SESSION	\$300 + GST (per person) Face-to-face in Brisbane (full catering incl) or webinar.
GROUP SESSION	\$3,000 + GST* (per group) Face-to-face in Brisbane or webinar.

**Additional costs may apply if extensive tailoring is required. Catering and venue are to be arranged by the booking agency.*

Terms and conditions – group sessions

Delegation

Through the execution of this registration the specified agency acknowledges to the Queensland Ombudsman that the agency representative is the holder of the appropriate delegations, whether contractual or financial, to legally bind the agency to this booking.

Should the agency representative not hold the appropriate delegations, then this agreement shall remain binding and enforceable between the specified agency and the Office of the Queensland Ombudsman unless otherwise varied or rescinded by the Queensland Ombudsman.

Cancellations and transfers

Agency cancellation/transfer

No refund will be given for cancellations. If you wish to transfer your group registration, 15 working days' notice must be given in writing to training@ombudsman.qld.gov.au. No transfer will be accepted if less than 15 working days' notice is given from the registered training course unless exceptional circumstances exist.

If any flights, accommodation, car hire or other arrangements have been made by the Queensland Ombudsman for your session and you transfer or cancel your group registration outside the 15 working day notice period, you will be liable for the costs of altering these arrangements.

If an agency fails to attend their booked session, the full course fee will be incurred. Any further booking will be charged at the applicable course fee.

Queensland Ombudsman cancellation

The Queensland Ombudsman reserves the right to postpone, cancel or alter this program as deemed necessary. If payment has been made and the Queensland Ombudsman cancels a course, the Office will offer alternative venues and dates. If none of these alternatives are acceptable, a full refund will be given.

Participant numbers

Group sessions are restricted to a maximum of 25 participants per session.

COVID-19

Please do not attend face-to-face training if you have COVID-19 symptoms, are unwell, have been overseas or to a COVID-19 hotspot in the 14 days preceding training, or have been in close contact with a confirmed COVID-19 case.

Payment

Full payment is required at the time of registration. Your booking will not be confirmed until payment is received.

Discounts

The Queensland Ombudsman will not apply discounts to any registrations.

Course content

A standard training program will be provided using generic examples and scenarios. Tailored programs may be requested, but are subject to approval and may incur additional costs.

Catering

The Queensland Ombudsman will not supply any catering. It is the responsibility of the booking agency to arrange COVID-19 compliant catering if required.

Venue

The Queensland Ombudsman does not supply the venue for the registered training course. The agency is responsible for the provision of the venue, necessary equipment and compliance with COVID-19 requirements. The venue must have a minimum of 2 square meters of accessible space per person.

Disclaimer

The training programs are intended to provide general information. They should not be relied upon as legal or specific advice. Formal legal advice should be sought in particular transactions or on matters of interest arising from these programs.

Intellectual property

The content, design, solutions and plans contained in the course materials represent the intellectual property of the Queensland Ombudsman. All rights are reserved, except as may be granted to the agency and participants in writing by the Queensland Ombudsman.

The use of recording equipment in training courses without the Queensland Ombudsman's written prior consent is prohibited. The agency and participants agree not to use trademarks, trade names or other designations in any promotion or publication without prior written consent of the Queensland Ombudsman.

Privacy notice

The Queensland Ombudsman is collecting your personal information for the purposes of conducting its training services, including confirming bookings, notifying of cancellations and preparing invoices. All personal information you provide is handled in accordance with the *Information Privacy Act 2009*. The Queensland Ombudsman may disclose your personal information to your employer on request. Otherwise, the Queensland Ombudsman will not disclose your personal information without your consent, unless required or authorised by law.

Terms and conditions – open sessions

Delegation

Through the execution of this registration the specified agency acknowledges to the Queensland Ombudsman that the agency representative is the holder of the appropriate delegations, whether contractual or financial, to legally bind the agency to this booking.

Should the agency representative not hold the appropriate delegations, then this agreement shall remain binding and enforceable between the specified agency and the Office of the Queensland Ombudsman unless otherwise varied or rescinded by the Queensland Ombudsman.

Cancellations, substitutions and non-attendance

No refund will be given for cancellations.

You may substitute another representative from your agency to attend in your place up to and including the day of the registered training course.

All requests for changes to registrations must be made in writing to training@ombudsman.qld.gov.au.

Non-attendance of registered participants at open sessions will incur the full course fee. Any further booking will be charged at the applicable course fee.

Cancelled courses

The Queensland Ombudsman reserves the right to postpone, cancel or alter this program as deemed necessary. If payment has been made and the Queensland Ombudsman cancels a course, a full refund will be given.

Travelling from a distance for your course?

Occasionally courses may need to be cancelled. The Queensland Ombudsman will endeavour to give adequate notice, but travel bookings must be made with this in mind.

The Queensland Ombudsman accepts no responsibility for any travel, accommodation or other consequential losses, which may be incurred.

COVID-19

Please do not attend face-to-face training if you have COVID-19 symptoms, are unwell, have been overseas or to a COVID-19 hotspot in the 14 days preceding training, or have been in close contact with a confirmed COVID-19 case.

Payment

Full payment is required at the time of registration.

Discounts

The Queensland Ombudsman will not apply discounts to any registrations.

Course content

A standard training program will be provided using generic examples and scenarios.

Catering

The Queensland Ombudsman will provide catering for face-to-face sessions. Webinar sessions do not include catering.

Disclaimer

The training programs are intended to provide general information. They should not be relied upon as legal or specific advice. Formal legal advice should be sought in particular transactions or on matters of interest arising from these programs.

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