

Session name: How to Conduct a Grievance Interview?					
Duration: 90 min/ 20 min break/ 90 min					
Hours/ Time	Topic/ Activity	Method and description of activity flow	Training materials needed (e.g. Handouts, PPTs, Video, etc.)	Materials needed	Trainers
15 min	Brainstorming	<p>Start by asking participants to brainstorm what the most important aspects are to consider when conducting a grievance interview. What are the most effective behaviors? What should the interviewer do? What should they avoid?</p> <p>While the lead trainer facilitates the brainstorming, the co-trainer writes down the participants ideas, ideally one idea per A4 paper.</p> <p>Do not analyze or evaluate what people are saying, just let them explore.</p>		Flip-chart, markers	1 trainer to facilitate the discussion, 1 trainer to write down participant input
20 min	Input and cluster	<p>Invite participants to look at the A4 papers and cluster them in a logical structure. This is also the moment to clarify if any of the participant's input is inherently or ethically wrong. Otherwise, do not intervene.</p> <p>Add your own input in which you make connections between participant input.</p>	Input on Grievance Interviews (PPT or other format)	Laptop, screen, projector	1 trainer
	The grievance interview - Role-play	<p><b>Role-play</b></p> <p>Divide participants into four small groups. Each group will be invited to prepare and perform a role-play of a grievance interview based on different scenarios (prepared in advance by the trainers). The context and grievance should be relevant to the processes participants are or will be involved in, and should vary from one group to the other. Provide the groups with just the amount of information they would have in real-life situations, and ask them to prepare for the interview by discussing what the key elements to take into consideration are, what to do and what not to do, how to prepare a set of questions, an interview strategy, etc. They should base their preparation on the previous discussion and input, as well as on their previous knowledge and expertise.</p> <p>Tell them that at least one person from the group will need to actually perform the interview, while you (and your co-trainer, alternatively) will play the role of the employee who has a grievance. You will try to make the situation quite difficult for the interviewer by displaying behaviors that are realistic, challenging and based on real-life examples and situations. You will change the character and behavior according to the situation given to each group and to the different skills you want the interviewers to exercise.</p> <p>While a small group is role-playing, the others are watching in order to extract learning points.</p> <p>When people actually role-play the interview, tell them that if they feel they are stuck, they can pause and ask for support/suggestions from their group. Actually, the co-trainer can also do that when they feel it is the moment for an important learning opportunity or when interviewers don't know what to do.</p> <p>Also, if any of the small-group members would like to give it a try, they can replace the initial interviewer in the role-play.</p> <ul style="list-style-type: none"> <li>• Introduction to the task: 15 min (Make sure to remind people that this is an exercise and a learning experience, there will be no evaluation of their performance, just learning opportunities).</li> <li>• Preparation for the role-play: 20 min</li> <li>• Role-play and discussion – Group 1: 20 min/ group</li> <li>• Discussion guiding questions: How was the experience of the interviewer? Do people feel satisfied with the result? What happened within the interview? What was surprising? What was difficult? What are they most proud of from what they have done? What would they do differently? How? What would be the impact? How does the interview reflect the real-life situations? What can they learn from this role-play?</li> </ul>	Designed role-play with handouts for participants (4 different grievances and profiles of employees)	A room that allows for working in small groups.	2 trainers would be ideal in order to monitor the activity, answer questions, provide support
20 min	Break	During the break people will most likely continue to speak about their experience of the interview, share real-life contexts and challenges or prepare for the upcoming role-play. This is exactly what you are aiming for, as it is part of the learning process and of the creation of the learning environment.			

Commented [1]: Hyperlink to section

60 min	The grievance interview - Role-play	Role-play and discussion – Groups 2, 3, 4: 20 min/ group (60 minutes in total)			
30 min	Reflection on Learning	<p>Consider adding some extra time as a buffer in case some of the role-play or discussions take longer than planned.</p> <p>Allocate the remaining time for a process of reflection on the learning process: you can invite participants to write down in their learning journal the key learning outcomes, some questions or ideas they find important, and some of the skills, techniques and behaviors they want to use the next time they must conduct a grievance interview.</p>			

**Commented [2]:** Hyperlink to section on Reflection methods