

REQUEST FOR EXPRESSIONS OF INTEREST

(CONSULTING SERVICES – FIRMS SELECTION)

Project Name: System Diagnostic and Improvements for the Grievance Mechanism (GM)
Loan No. /Credit No. / Grant No: **67046-CS**
Assignment Title: System Diagnostic and Improvements for the Grievance Mechanism (GM)
Reference No. [JO-MOE-67046-CS-QCBS](#)

The Ministry of Education (MoE) has received financing from the World Bank toward the cost of the Jordan Education Reform Support Program-for-Results (JERSP). Project, and intends to apply part of the proceeds for consulting services to the ministry.

The consulting services is to carry out a thorough Develop a National Student Assessment Strategy.

The detailed Terms of Reference (TOR) for the assignment can be found on the following websites: www.moe.gov.jo

The firm will work with the Ministry of Education to develop (1) a comprehensive long-term national student assessment strategy, and (2) detailed action plan on reforming the purpose, content, and delivery format of the *tawjihi*. This consultancy is designed to support the Ministry of Education in achieving disbursement-linked result (DLR) 7.3a-7.4a under the JERSP.

The Ministry of Education (MoE) invites eligible consulting firms (“Consultants”) to indicate their interest in providing the Services. Interested Consultants should provide information demonstrating that they have the required qualifications and relevant experience to perform the Services. The shortlisting criteria are: (1) consulting firm qualifications and past experience in **System Diagnostic and Improvements for the Grievance Mechanism (GM)**, (2) relevant experience in at least two countries, (3) relevant implementation experience in at least one country. (ii) Relevant and strong staff experience in working on developing strategy.

The interested firm that they are qualified to this EOI should provide information demonstrating that they have the required qualifications and relevant experience to perform the Services, and should include brochures, description of similar assignments, experience in similar conditions, summaries of firm’s capability, availability of appropriate skills among key staff with short biographies (one paragraph), availability of resources, and snapshots of relevant professional experience.

Consultants may associate with other firms in the form of a joint venture or a sub consultancy to enhance their qualifications.

Only short-listed Consultants will be subsequently asked to submit their technical and financial proposals as per templates of the Request for Proposals.

The Consultants will be selected in accordance with the World Bank’s “Procurement Regulations for IPF Borrowers” July 2016 revised November 2017 and August 2018 (“Procurement Regulations”), setting forth the World Bank’s policy on conflict of interest. Consultants may associate with other firms to enhance their qualifications, but should indicate clearly whether the association is in the

form of a joint venture and/or a sub-consultancy. In the case of a joint venture, all the partners in the joint venture shall be jointly and severally liable for the entire contract, if selected.

Consultants will be selected in accordance with the Quality Cost Based Selection (QCBS) method as set in the "Procurement Regulations".

Further information can be obtained at the address below during office hours (0830 to 1530 hours).

Expressions of interest must be delivered in a written form to the address below (in person, or by mail, or by e-mail) by **December 8th, 2022 by 3:30 p.m. (local time)**.

Ministry of Education

Attn: Eng. Raed Khlaifat

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THE HASHEMITE KINGDOM OF JORDAN
MINISTRY OF EDUCATION (MOE)

Terms of Reference (ToR)

**System Diagnostic and Improvements for the Grievance
Mechanism (GM) of the Ministry of Education (MoE)**

Background

a) Program Information

In December 2017, the World Bank approved financing of the parent Jordan Education Reform Program for Results (PforR) to the Government of Jordan, in support of the Ministry of Education's National Education Strategic Plan 2018-2022 (NESP). The objective of the Program is to expand access to early childhood education (ECE), and to improve student assessment and teaching and learning conditions for Jordanian children and Syrian refugee children.

The PforR Program is valued at US\$700 million of the larger \$7 billion Government program and includes key activities of the NESP that focus on access for ECE and quality for both ECE and Basic Education. The Program supports four key Results Areas (RAs):

1. Expanded Access and Improved Quality of ECE
2. Improved Teaching and Learning Conditions
3. Reformed Student Assessment and Certification System
4. Strengthen Education Management System

Before the COVID-19 pandemic, the MOE sought to redouble its efforts in several RAs, prompting the need for the Additional Financing (AF). The AF in the amount of an additional 100 million, also now supports the government's Emergency Response Plan to COVID-19 pandemic that is focused on providing technology and interactive distant and blended learning environments for students, and provide sustainable support during COVID-19 and other emergency crises. The AF also supports (a) ambitious new targets, e.g. under RA1 due to universalization of KG2; (b) additional interventions across the board to respond to the COVID-19 pandemic, including ensuring sustainability of distance learning innovations that were introduced as a response to school closures; and (c) additional expenditures since the Operation has been extended by 2 years. The AF includes restructuring of existing DLRs in order to provide a roadmap towards outcome achievement.

To promote citizen engagement and accountability, the Ministry of Education is using its existing grievance mechanisms (GM) to respond to feedback or complaints about its activities, including those supported by the World Bank Program for Results. MOE has a number of different intake channels and IT-based systems in use, for receiving, processing and responding to grievances from employees, teachers, students and the public. The purpose of this Terms of Reference to hire a Consultant to assess these various systems, and to make recommendations on improving the performance and designing a more unified GM that is consistent with good international practice and World Bank guidelines.

b) Existing GRM at the MoE

A Central Government Electronic Complaints Management System (The Bekhedmetekom- “At Your Service”) is maintained in the Institutional Performance Development Unit under the Prime Ministry for receiving and handling citizens’ complaints directly with all concerned government agencies. The management and maintenance of the system is supervised by the same Unit. . The unit receives citizens’ complaints on services provided by government departments, corporations, and municipalities and follows up with the National Information Center (NIC). The system generates monthly reports that provide a basis for setting performance indicators and making appropriate decisions to reduce citizens’ complaints and address negative trends in a practical and evidence-based approach, in line with the vision of His Majesty King Abdullah II for better government services achieved by listening to citizens, taking their suggestions into account, and considering them as key partners in developing government services. Similar to the rest of the government departments, the MoE is directly connected to this platform. Once the complainant submits his or her complaint, it will be directly received by the focal point (the programmer of the Internal Control Unit) at the Ministry of Education.

In parallel, the Ministry of Education has obtained the exception to develop its own Complaints management system (INSAF) Platform. This Teacher Complaints and Grievances Follow-up Platform is responsible for following up on the complaints submitted by teachers from public and private schools in the Hashemite Kingdom of Jordan. This system is the new door for teachers and their home to broadcast their complaints and grievances and seek an appropriate solution to them by transferring them to decision makers.

In addition to the teachers’ dedicated complaints platform (INSAF), the Ministry of Education also made available several uptake channels to receive different kinds of complaints and grievances from the public (parents, students, general public, etc.). Those channels include the phone, complaints’ box at the central MoE, and the email. In accordance to the official report issued by the Internal Control Unit in October/2022,(303) complaints were received throughout Bekhedmetekom platform, (106) complaints were submitted throughout (INSAF) and (37) complaints were received throughout the rest of the channels (Phone, Email and Complaints ‘box). Adding to that, People come to the MoE center to submit their written complaints to the Minister’s office or to the Secretary Generals’ offices.

The (INSAF) platform is a publicly accessible complaints platform for teachers. However, the MoE is also envisaging strengthening its GM system for the public and exploring the best options to achieve this, which could include upgrading the INSAF platform to receive complaints from the public as well as teachers.

Objective of the Consultancy

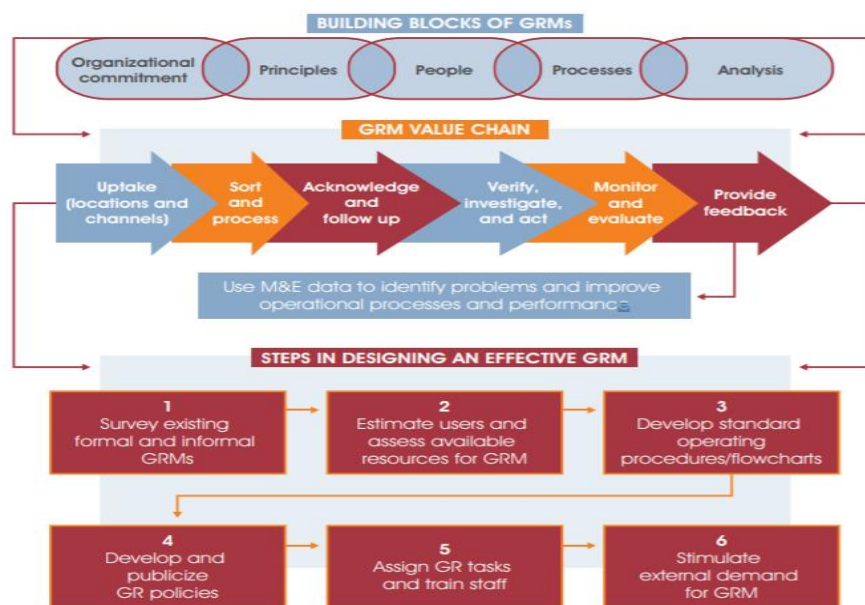
The Ministry of Education is seeking to hire a Consultancy firm with the following objective:

- 1) Assess the effectiveness, efficiency, accessibility, and transparency of the existing GM systems at the MoE, including INSAF platform (uptake channels, handling procedures, existing infrastructure, etc.).
- 2) Prepare a list of recommendations with the proposed solutions to enhance the performance of the existing GM system at the MoE to be discussed with the Ministry to agree on the preferred option

- 3) Develop the Scope of Work lay-out of the preferred option for GM system enhancement after agreement with MoE.
- 4) Prepare Standard Operating Procedures (SOPs) / Manual for handling complaints based on the agreed option with MoE

Requirements:

Strengthening of GM Processes shall be guided by the GM framework outlined in figure 1, and the following principles:



Source: Feedback Matters: Designing Effective Grievance Redress Mechanisms for Bank-Financed Projects. 2012. World Bank

- Multiple uptake channels through which users can submit their feedback (e.g. phone, in-person, text message, mail, email or via a website) .The most efficient uptake channels (2 to 3 maximum)should be linked to a unified database so all of the received complaints through these channels will be documented in the unified system.
- Allow anonymous complaints and other feedback
- Readily accessible to all program-affected parties and other interested parties, at no cost, and without retribution
- A log where feedback cases are registered regularly in writing and maintained as a database in a standardized format at national and subnational levels (nature and location of feedback, type of feedback, number of cases addressed and responded to, number of cases pending resolution beyond the service standard time, average response time, average resolution time, etc.)
- Ability to process and address concerns related to program activities promptly and effectively within designated service standards, in a transparent manner
- Transparency about the GM’s performance, as well as feedback procedures including governing principles and arrangements, and procedures for processing and escalation feedback, verification and investigation, etc.
- Proactive approach for outreach to program-affected and other interested parties, including vulnerable groups and persons with limited digital literacy, to ensure that they are informed

about the feedback and complaint management process and procedures, as well as the length of time users can expect to wait for acknowledgement, resolution and response

- Referral mechanisms for complaints related to Gender-Based Violence
- An appeal process (including the national judiciary) to which grievances that are unresolved or have not been resolved satisfactorily may be referred.
- Adequate human resources at the national and sub-national levels to acknowledge, address and respond to feedback within specified service times
- Regular analysis of feedback to determine trends and anticipate and address challenges.

The deliverables under this assignment shall also be consistent with World Bank Environmental and Social Standard 10. Please visit the ESF website: www.worldbank.org/esf

Additional Guidance: ESS10 Guidance Note and Accompanying ESF GRM Checklist. Please visit the ESF website: www.worldbank.org/esf

Scope of Work

Task 1: Conduct a review of the existing GM system at the MoE

- The Consultant shall review and assess the existing systems and procedures at the MoE central offices in Amman, Education Directorates, and school level, for handling grievances and complaints received from the public (parents, students, and other stakeholders), including the INSAF platform, to identify the inefficiencies and gaps in the system relative to international good practice and the requirements stated above.
- The Consultant shall review and document all existing uptake channels at centralized, directorate, and school level and propose an optimum number and selection of the most efficient channels to ensure effectiveness as well as accessibility of all potential complainants, including those of vulnerable groups such as illiterate, disabled people, the elderly, and refugees.
- Identify reasons of delays and implementation challenges occurring during complaints' processing and handling at all levels, and provide proposed solutions and improvement measures
- Conduct a GM users survey to better understand who are the users of the existing system and how to increase its accessibility to other complainants, including vulnerable groups.

Task 2: Develop and Propose a List of Recommendations for Enhancement of the Existing GM System

- The Consultant shall propose a list of measures and solutions to improve the performance of the existing system along the GM value chain as per Figure 1
- The Consultant shall provide options and scenarios to develop a more effective GM system. Proposed options shall include whether the INSAF platform could be upgraded to be the one-stop-shop recipient platform for all types of complaints or not.
- In case the INSAF platform could not be upgraded, the Consultant shall propose other solutions and scenarios.
- All solutions and options to be provided for improving the existing system shall be costed.

- All proposed recommendations for system improvement and upgrading will be discussed with the MoE, based on which a preferred option will be selected and agreed upon with the Ministry.

Task 3: Develop the Scope of Work Layout of the Proposed and Agreed Preferred Solution for System Enhancement

- Based on the assessment conducted for the existing GRM and the proposed list of options for system enhancement , the Consultant shall develop and submit to the MoE the scope of work of the preferred option agreed with MoE based on the results of the assessment and the expected layout of the design.
- The Consultant shall provide the MoE with an estimated cost for the selected and agreed solutions.
- Develop the Training Program material relevant to the agreed preferred option (delivery of the training program is not envisaged within this ToR but will be conducted separately once the newly enhanced system is installed and operational)

Task 4: Develop GRM Standard Operating Procedures (SOPs) Based on the Agreed Preferred Solution

- The Consultant shall develop simple and clear complaints handling procedures and manual to be followed and applied by all those involved in processing and resolving complaints and grievances relevant to the new proposed solution Identification of the preferred option levels and users, including the appropriate classification for the different types of complaints.
- Procedures for handling anonymous complaints
- Development of responsibility matrix including assigned roles and responsibilities for all steps of complaints' handling and follow-up.
- Monitoring and evaluation (M&E) responsibilities for GM performance.

Task 5: Handing over and smooth transition to the firm developing the GRM system.

The consultant shall hand over and ensure a smooth transition to the firm that will conduct the second phase of developing the GRM system and building the capacity of the relevant staff at the Ministry of Education.

Methodology:

It is envisaged that the methods required to be utilized in undertaking the above tasks are as follows:

- i) Conduct a desk review of existing information:
 - Complaints files at the Ministry of Education (MoE) and any related available files from the Internal Control Unit.
 - Ministry of Education procedures, organizational charts/roles and responsibilities , and data reports
 - Data on feedback cases (e.g. number received, resolved, resolution times, types of grievances, etc.), information on IT systems/databases supporting GM; GM reports; user-satisfaction survey data, etc.
- ii) Determine relevant stakeholders and conduct interviews and meetings with relevant staff at the Ministry of Education (MoE) and users of GRM services.

- Obtain an understanding of the Ministry of Education (MoE) existing GRM procedures and process;
- **Deliverables:**

All deliverables should be submitted in English and Arabic to and approved by the Ministry of Education (MoE). The Firm should submit two hard copies; one English copy and another one in Arabic in addition to the Soft Copy.

Deliverables Timeline and Payments Schedule:

The total duration of this scope of work is **(6) months.**

Deliverable	Timeline	Payment
1. Inception Report	Two weeks from commencement	15% Upon acceptance of the deliverable report
2. Draft Assessment Report of the Existing GM at the MoE with recommendations to improve it	Two months from commencement	20% Upon acceptance of the deliverable report
3. Final Assessment Report with recommendations and agreed preferred option	Four months from commencement	25% Upon acceptance of the deliverable report
4. Scope of Work related to the implementation of the preferred option, proposed design layout, and related training program		20% upon acceptance of the deliverable report
5. SOPs related to the agreed preferred option for GM system enhancement	Six months from commencement	10% upon acceptance of the deliverable report(SOP)
6. Handing over and smooth transition to the firm developing the GRM system		10% upon the completion of the process

Minimum Skilled Staff and Required Qualifications

The firm shall have the minimum following experts with the required experience and qualifications. Additional personnel may be proposed as needed.

1. Social Expert:

- Advanced degree in social sciences, or other relevant fields
- At least 7 years or more of applied experience with governance, social assessments and qualitative survey methodologies
- Knowledge of World Bank Environmental and Social Framework (ESF) is an asset, in particular, the principles and functioning of the Grievance Mechanism (GRM)
- Demonstrated experience in conducting social assessments for IFIs using international standards such as World Bank's Environmental and Social Framework (ESF)
- Strong knowledge and experience with the regulatory framework governing complaints and grievances handling systems as included in the Education Act no. 3 and its amendments.

- Strong communication and interpersonal skills and capacity to work under pressure and with tight deadlines;
- Strong command of writing skills in Arabic and English.

2. IT Expert:

- A Bachelor degree in Computer Science, Information Systems, Communication, or other relevant fields; Master's Degree preferred.
- At least 5 years or more of applied experience with IT solutions development, web-based platforms, and grievance management systems.
- Proven experience as a UX Designer, UI Designer or similar role
- Proven experience in working on similar assignments
- Strong knowledge and experience with the regulatory framework governing complaints and grievance-handling systems
- Strong communication and interpersonal skills and capacity to work under pressure and with tight deadlines.
- Strong command of writing skills in Arabic and English

Reporting Arrangements:

The Consultancy will report to the Head of the Development and Coordination Unit (DCU) at the Ministry of Education (MoE).

ANNEX A (I): ASSESSMENT TOOL FOR PROJECT OR PROGRAM

Indicative List of Questions to assess GM

	Findings and Observations		
	MOE level	centralized Directorate level	School level
<ul style="list-style-type: none"> • Is there a GRM Manual that specifies systems, processes, procedures, and roles/responsibilities? 			
<ul style="list-style-type: none"> • Are there clear principles of GRM (e.g., fairness, objectiveness, independence, confidentiality, accessibility, responsiveness, efficiency, proportionality, social inclusion)? 			
<ul style="list-style-type: none"> • Does a GRM have multiple levels/tiers that allow an escalation or an appeal? 			
<ul style="list-style-type: none"> • Does the GRM have an advisory body/group to ensure the resolution outcomes and the performance of the GRM function? 			
<ul style="list-style-type: none"> • Is there a GRM focal point at the Program Implementing 			

Unit (PIU) and/or at each relevant public office? If any, how many?			
<ul style="list-style-type: none"> How are grievances about the Bank-financed project treated if they are channeled through the in-country systems or as a plea to the Prime Minister's office, Minister, or elected officials? 			
<ul style="list-style-type: none"> Is there a stipulated resolution timeline? What is the current practice? 			
Communications & Awareness Raising			
<ul style="list-style-type: none"> Are there any communication materials available to the PIU staff and the frontline staff on GRM for grievance resolution processes and procedures? (e.g., booklet, posters) 			
<ul style="list-style-type: none"> Are there any communication materials for the general public? What are they? How are they disseminated? 			
<ul style="list-style-type: none"> Are clear timeframes/standards publicly available for various steps in the GRM process (acknowledgement, update, response) 			
<ul style="list-style-type: none"> Is there any role that NGOs/CSOs take in grievance collection and/or resolution? Do they have a role for communications and awareness raising? 			
<ul style="list-style-type: none"> During the GRM design stage, was there any consultation with PAPs/beneficiaries on preferable channels to submit their feedback and/or receive updates regarding the GRM? 			
Training & Peer-to-Peer Learning			
<ul style="list-style-type: none"> Is there any training available on grievance resolution? If it exists, it is part of a mandatory training for all PIU members? 			
<ul style="list-style-type: none"> Is there a way for PIU GRM focal points and frontline GRM staff to communicate to each other, share information, etc. (e.g., WhatsApp and Facebook groups)? 			
GRM Value Chain			

Uptake			
<ul style="list-style-type: none"> What are the uptake channels for grievances (webpage, social media, grievance box, email, phone, letter, in person, smart phone app)? (Provide details) 			
<ul style="list-style-type: none"> At how many locations? If it is a grievance box, where is it located, who opens it and how frequently is it opened? 			
<ul style="list-style-type: none"> How many grievances are collected? What are the types of grievances collected? Is there disaggregation of data by location, gender, age, beneficiary/citizen, etc.? (provide data) 			
<ul style="list-style-type: none"> Can a GRM user submit an anonymous complaint? 			
Sorting & Processing			
<ul style="list-style-type: none"> How is feedback categorized, logged, and prioritized? 			
<ul style="list-style-type: none"> Which department are feedback cases referred to when they are categorized and prioritized? 			
Acknowledgement & Follow-up			
<ul style="list-style-type: none"> Do GRM users receive acknowledgement upon submission of feedback? Do you provide them with a case number? 			
<ul style="list-style-type: none"> How are they provided progress updates? 			
<ul style="list-style-type: none"> Are GRM users informed about the timeline and process to address their feedback? 			
Verify, Investigate & Act			
<ul style="list-style-type: none"> How is information about the feedback gathered to resolve it? 			
<ul style="list-style-type: none"> How is feedback resolved? 			
<ul style="list-style-type: none"> How is feedback escalated to higher levels? 			
<ul style="list-style-type: none"> Is there a mechanism to verify the resolution and actions taken within the PIU/agency? 			
Monitoring & Evaluation			
<ul style="list-style-type: none"> How are grievances documented? Is there a GRM module of MIS or a stand- 			

alone GRM MIS? Is it paper- or Excel-based database?			
<ul style="list-style-type: none"> • How is the feedback tracked by the PIU management? 			
<ul style="list-style-type: none"> • Is feedback data analyzed and reported? How? How is it used? 			
<ul style="list-style-type: none"> • Does the PIU management and ministry/agency receive regular reports on feedback receipt and resolution trends? When reporting, what are the GRM indicators used to report on its performance and trends? 			
<ul style="list-style-type: none"> • Is the GRM and citizen feedback part of the PIU meeting agenda? 			
Provide Response (to GRM Users)			
<ul style="list-style-type: none"> • Are GRM users informed of the action(s) taken on their feedback? How? 			
<ul style="list-style-type: none"> • When a response is provided to the GRM user, is there a mechanism for the GRM user to rate or comment on their experience of the resolution service (satisfaction of GRM users)? How is it collected? How are you using this data and information? 			
<ul style="list-style-type: none"> • Is information of feedback and the action(s) taken made available to the public (e.g., annual report)? 			
<ul style="list-style-type: none"> • If anonymous complaints are accepted, how is the PIU/agency communicate on the outcomes and action(s) taken on those? 			
<ul style="list-style-type: none"> • Does the GRM administer a satisfaction survey with complainants to close the feedback loop? 			

ANNEX A (II): ASSESSMENT TOOL FOR PROJECT OR PROGRAM

Indicative List of Questions for GM Users

Areas	Indicative Questions	
	Actual GRM Users	Potential GRM Users
Cross-Cutting		
Communications & Awareness Raising	<ul style="list-style-type: none"> • How did you learn about the project GRM? • Did you use any other GRM in parallel when you submitted your feedback to the project GRM? <p>[If the response is yes to the previous question]</p> <ul style="list-style-type: none"> • Could you share information on the other GRM? 	<ul style="list-style-type: none"> • Are you aware of the project/program GRM? <p>[If the response is yes to the previous question]</p> <ul style="list-style-type: none"> • How did you learn about it? • If you had a question, complaint or suggestion for the project would you use (i) the project GRM (ii) another GRM (please specify) (iii) both (iv) none • [If options (ii) or (iv) are selected], could you share your concerns about this GRM <p>[If the respondent was unaware of the project GRM]</p> <ul style="list-style-type: none"> • What would have been a useful source of information for you to know about this GRM?
Perceptions of GRM Users	<ul style="list-style-type: none"> • Do you trust the project GRM to handle your complaint fairly? If not, why not? Do you have any particular concern? • Any advice on how to improve the GRM? • Would you recommend others to use it? • At any point in the process of complaint submission and resolution, did you feel that you were discriminated against or treated unfairly? • What kind of remedies were you hoping to obtain by using this GRM (financial compensation, time bound commitment to address the issue, an apology etc) 	<ul style="list-style-type: none"> • Do you trust the project GRM to handle your complaint fairly? If not, why not? Do you have any particular concern? • Any advice on how to improve awareness/perceptions regarding the GRM?
GRM Value Chain		
Uptake	<ul style="list-style-type: none"> • How did you provide feedback? Was it easy for you to access? Did you need to pay for something to submit feedback? (e.g., cost of call, transportation to travel) Or ask someone to facilitate the process? • In case you used a complaint/grievance/feedback form, was it easy to fill it out? Did 	<ul style="list-style-type: none"> • Did you know which channels you can use to provide feedback through this GRM? • Do you know what type of feedback you can provide?

	<p>someone help you prepare the form?</p> <ul style="list-style-type: none"> • If you submitted a complaint in person or over the telephone, did you feel that you are treated with respect? 	
Acknowledgement & Follow-up	<p>When you submitted feedback:</p> <ul style="list-style-type: none"> • Were you assigned a complaint/case number? • Informed about the procedures, the expected next steps, and the timeline? • Informed about how to request an update if you have a question about your complaint? 	<ul style="list-style-type: none"> • Do you know the timeline for resolving complaints and responding to the GRM user?
Verify, Investigate & Act	<ul style="list-style-type: none"> • Were you asked to submit additional information and documents? • Were you provided with an explanation of why additional information and documents are needed? Was it easy to submit them? • How did you submit them? • Did you need to travel to submit documents or pay for a service (e.g., fax, scanning, the internet connection)? 	
Monitoring & Evaluation	<ul style="list-style-type: none"> • Were you asked to provide feedback on your experience using the project GRM? How? • As a result of your feedback, have there been any changes in the project team's actions or policies so that similar experience would be less likely to occur? Can you share examples? 	
Providing Response to the GRM User	<ul style="list-style-type: none"> • Were you informed of the result(s) and any actions taken? How did you learn? • How long did it take for the feedback to be resolved? • Were you informed about the appeal process in case you were not satisfied with the outcome of the resolution? 	<ul style="list-style-type: none"> • Are you aware of how GRM users are informed about the resolution? Do you talk about feedback in community meetings? • Are you aware of how many feedback cases have been collected and resolved? • Are you aware that there is an appeal process when someone is not satisfied with the outcome or the process of grievance resolution?