THE FAIRNESS TRIANGLE

Elements of Relational Fairness
- Being approachable
- Listening
- Respecting confidentiality
- Being honest and forthright
- Making information clear and easily available
- Providing accessible problem-solving options
- Being clear about what you can and cannot do
- Offering an apology if a mistake is made

Elements of Substantive Fairness
- Having appropriate authority to make a decision
- Ensuring that decisions are based on relevant information
- …are not unjust, oppressive or discriminatory
- …are not wrong in fact or law
- …are reasonable

Elements of Procedural Fairness
- Providing notice that a decision is to be made and sufficient information for an affected person to know what is required or what is at stake
- Providing an appropriate forum for an affected person to present his or her views and to be heard
- Being impartial and unbiased
- Making a decision in a reasonable time
- Providing clear and appropriate reasons for decisions

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