MANAGEMENT GUIDELINES FOR HANDLING GRIEVANCES

Originator: Graham Curling
Date: June 2010
Approved by:
Type: Guidelines

Revised: [Date]
# CONTENTS

1. Introduction 3
2. The effective management of grievances 4
3. General principles of managing grievances 4
4. Keeping records 5
5. Dealing with grievances 5
6. The importance of acting promptly 6
7. The grievance hearing 6
8. The right to be accompanied 7
9. Investigating the grievance 8
10. Resolving the grievance 8
11. Test yourself 9
12. The grievance meeting - a step-by-step approach checklist 10

Appendix 1: Example standard letter confirming receipt of a formal grievance 12
Appendix 2: Example grievance meeting - record of decision document 13
Appendix 3: Example investigation into grievance - letter to employee named in grievance 14
Appendix 4: Example standard letter confirming the outcome of a formal grievance meeting 15
Appendix 5: Example standard letter notifying employee of date of grievance appeal meeting 16
Appendix 6: Example standard letter confirming the outcome of grievance appeal meeting 17
1 Introduction

1.1 These guidelines are designed to help College staff of all levels who have been asked to investigate or respond to a grievance.

1.2 Managers should refer to this guidance at the beginning of any investigation, and also to the current version of the College’s Grievance Procedures which can be found on the intranet.

1.3 Managers should ensure that they are fully familiar with these documents and aim to apply these fairly, reasonably and consistently against the rights of the individual(s) concerned and the managerial interests of the College.

1.4 These guidelines include information on:

- the effective management of grievances
- the structure of a grievance procedure
- general principles of managing grievances
- keeping records
- dealing with grievances
- the importance of acting promptly
- the grievance hearing
- the right to be accompanied
- investigating the grievance
- resolving the grievance
- sample letters

1.5 Grievances are concerns, problems or complaints that employees raise with their employer. A grievance might concern matters such as an employee’s work, physical working environment, pay and benefits, working hours, health and safety, working relationships or general treatment at work.

1.6 ACAS states that ‘grievances are concerns, problems or complaints that employees raise with their employers’. These can concern their work, working conditions or relationships with colleagues (The ACAS Code of Practice 1 - Disciplinary and Grievance Procedures (April 2009)). Employees will want their grievances to be resolved, and if possible, resolved quickly. It is also clearly in the interest of management to do so before problems develop into major difficulties for all concerned. ACAS also says issues that may cause grievances include:

- terms and conditions of employment
- health and safety
- work relations
- bullying and harassment
- new working practices
- working environment
- organisational change
- discrimination.

1.7 This is not an exhaustive list. In addition, employees might raise issues about matters not entirely within the control of the College, such as client or customer relationships or equal
opportunity issues (for instance where an employee is working on another employer’s site). These should be treated in the same way as grievances within the organisation.

1.8 The purpose of a grievance procedure is to allow employees to raise genuine workplace grievances and have them dealt with fairly and objectively without fear of recrimination. The grievance procedure should be in writing, as this helps to clarify the process.

2. The effective management of grievances

2.1 As noted earlier, grievances are concerns, problems or complaints that employees raise with their employer. A grievance might concern matters such as an employee’s work, physical working environment, pay and benefits, working hours, health and safety, working relationships or general treatment at work.

2.2 The purpose of a grievance procedure is to allow employees to raise genuine workplace grievances and have them dealt with fairly and objectively without fear of recrimination.

2.3 It should be possible for most grievances to be dealt with informally by the employee’s line manager. However, as it may not be possible to resolve some grievances informally, the College’s grievance procedure allows employees to raise grievances formally with management.

2.4 An employee who has a formal grievance should, in the first instance, raise it with his or her immediate line manager (unless the line manager is the subject of the grievance - in which case it would be heard by that manager’s manager or a member of Management Board).

2.5 In line with legislation the procedure allows for an appeal against the decision taken.

2.6 The procedure makes the various stages clear in terms of to whom grievances and appeals should be addressed. It is the policy of the College that grievances and appeals to be lodged in writing, and this is set out in the procedure.

2.7 Appeals against the formal stage 1 procedure are heard by the Principal or a Senior Post Holder.

2.8 Timescales for dealing with the various stages are stated in the procedure. It is important that these are adhered to, both for consistency and to attempt to resolve the grievance as soon as is practical.

2.9 Where an employee appeals against a decision regarding a grievance, he or she must set out the grounds for the appeal, i.e. why he or she thinks that the manager’s decision was unfair or wrong.

2.10 At each stage of the formal grievance procedure, it is a requirement that the outcome of the grievance hearing is put in writing, with a copy provided to the employee and a copy put on file.

2.11 Notes taken at the informal or Formal Stage 1 of the procedure may be referred to in the later stages. Managers who hear an initial grievance should be aware that they may be invited to the appeal meeting to explain their decisions at the earlier stage, if requested by the chair of the Appeal Meeting.

3. General principles of managing grievances
3.1 The grievance procedure requires managers to deal with employee grievances promptly and fairly. "Promptly" does not mean hastily. It means within as short a timescale as is reasonably practicable, taking into account the possibility of the need to investigate. If there is to be any form of delay the reasons for this should be communicated to the employee who has raised the grievance.

3.2 Employee grievances should also be dealt with in a consistent manner across the organisation.

4. Keeping records

4.1 Full confidential records should be kept of all grievances raised, including a record of:

- the substance of the grievance;
- all interviews conducted in relation to the grievance;
- the employer's response to the grievance;
- any actions taken as a result of the grievance;
- the reasons for such actions;
- details of any appeal and its outcome;
- any subsequent developments.
- A copy of the grievance should be kept.

4.2 The records should be held confidentially in the employee's personnel file. They should be retained for as long as is necessary to ensure that the grievance has been resolved, i.e. until there is no possibility of the matter flaring up again.

4.3 The records must be kept in accordance with the relevant provisions of the Data Protection Act 1998. Under the Act, individuals have the right to request and be granted access to any documents held about them personally on file or on a computer system. Normally, it will be appropriate to give the employee a copy of the record. The manager investigating the grievance should withhold information only if this is necessary in order to avoid disclosing the identity of a witness who has asked for his or her name to be kept confidential.

5. Dealing with grievances

5.1 It is helpful if managers try to view the raising of grievances constructively. If a grievance is raised, this provides an opportunity for the manager to resolve a workplace problem. Knowing about a problem is much better than remaining ignorant of the fact that an employee is unhappy or disgruntled about some aspect of his or her employment.

5.2 Once a manager knows that an employee has a grievance, he or she can discuss the matter with the employee, take on board the employee's point of view and, if possible, provide a solution or part solution. It is therefore more constructive to view the raising of grievances positively rather than as a nuisance, since adopting a positive attitude may facilitate a satisfactory resolution.

5.3 A negative attitude towards the grievance, on the other hand, is likely to alienate the employee and aggravate the situation. If, for example, the manager refuses to listen to the employee's grievance or declines to take it seriously, or if he or she treats the employee as a troublemaker, the employee may end up with two grievances. The original grievance will remain unresolved and the employee may have a new grievance in respect of the manager's unreasonable and unhelpful response.
5.4 Furthermore, a fair and efficient formal handling of complaints generally can significantly contribute to good employee relations. This can have a number of dimensions, e.g.:

- to encourage employees to raise concerns without fear of reprisal
- to provide a fair, consistent and speedy means of dealing with complaints
- to prevent minor disagreements developing into more serious disputes
- to save employers’ time and money as solutions are found for workplace problems
- to contribute to improved morale and low absenteeism
- to help to build an organisational climate on openness and trust.

There are a number of potential outcomes if employees feel that their grievance is mishandled:

- discontent and de-motivation
- poor performance
- reduced productivity
- higher absenteeism
- disciplinary problems as employees push boundaries and seek to ‘punish’ their employer
- increased labour turnover
- withdrawal of goodwill
- employment tribunal claims, probably linked to harassment, bullying, working hours/holidays, pay disputes and constructive dismissal
- damage to the College’s reputation (both in the form of bad publicity arising from legal claims and dissemination of negative images of the organisation through internet sites)
- resistance to change
- breakdown in the psychological contract.

5.5 Managers need a number of qualities and skills to handle grievances effectively. These include:

- an ability to listen well;
- patience;
- an ability to remain objective when hearing points of view that may not accord with their own;
- empathy;
- the ability to understand the employee’s grievance within the larger context of the organisation’s needs; and
- good verbal communication skills, in particular the ability to be direct and honest without alienating the employee.

6. The importance of acting promptly

6.1 If an employee raises a grievance, it will be important for the manager to deal with it promptly.

6.2 Dealing with grievances can be time consuming and sometimes not easy, but any delay in tackling and resolving a grievance is likely to make matters worse.

6.3 An employee may be experiencing stress as a result of what he or she perceives as a problem at work. This in turn might disrupt working relationships. The existence of the
grievance is likely to have an escalating negative impact on the employee's performance and productivity.

7. **The grievance hearing**

7.1 On learning that an employee has a grievance, the manager should arrange a hearing.

The aims of the meeting should be to:

- ensure that the employee is given a full opportunity to explain his or her grievance; and
- seek a means of resolving the grievance to the employee's satisfaction if this is possible, taking into account College policies, procedures, rules and the need for consistency and fairness.

7.2 The employee will have the right to be accompanied at the hearing as part of the formal procedure.

7.3 At the hearing, the manager's main role should be to listen to what the employee has to say. The aim will be to achieve a full understanding of the grievance and how the employee thinks that it should be resolved.

7.4 Following the hearing, the manager should give the grievance careful and thorough consideration before coming to any conclusions or making a decision about what to do.

<table>
<thead>
<tr>
<th>Dos and don'ts of conducting grievance hearings</th>
</tr>
</thead>
<tbody>
<tr>
<td>Do make sure that there will be no interruptions.</td>
</tr>
<tr>
<td>Do make the effort to put the employee at ease.</td>
</tr>
<tr>
<td>Do allow the employee to explain his or her complaint fully.</td>
</tr>
<tr>
<td>Do listen actively to what the employee has to say and take it on board.</td>
</tr>
<tr>
<td>Do distinguish between facts and opinions.</td>
</tr>
<tr>
<td>Do avoid emotional reactions such as anger or impatience.</td>
</tr>
<tr>
<td>Don't interrupt the employee unless this is necessary to keep the discussion on track.</td>
</tr>
<tr>
<td>Don't react negatively, for example by expressing criticism or disapproval.</td>
</tr>
<tr>
<td>Don't adopt a judgmental attitude.</td>
</tr>
<tr>
<td>Don't allow any personal like or dislike of the employee to influence your responses.</td>
</tr>
<tr>
<td>Don't forget to summarise towards the end of the hearing in order to check understanding.</td>
</tr>
<tr>
<td>Don't make any decision about what to do about the grievance until all the facts have been aired and, if necessary, investigated or checked.</td>
</tr>
</tbody>
</table>

8. **The right to be accompanied**

8.1 All are entitled in law to be accompanied, if they wish, at any formal grievance hearing by either a colleague or a trade union official of their choice. If a employee's chosen companion is not available at the proposed time of the grievance hearing, he or she may request a reasonable alternative time for the hearing that falls within five working days of the time originally proposed. In this case, the manager must postpone the hearing as requested.
8.2 The employee raising the grievance has the right to determine, within limits, the role that he or she wishes the companion to play at the hearing. If the employee wishes, the companion must be allowed to:

- address the hearing on behalf of the employee, i.e. put his or her case;
- confer with the employee during the hearing;
- sum up the employee's case; and
- respond on the employee's behalf to any views expressed at the hearing.

8.3 The manager is, however, entitled to expect the employee, and not the companion, to answer any questions asked.

8.4 In some cases, the employee may wish to bring the companion along simply for moral support rather than for representation.

9. Investigating the grievance

9.1 It may be necessary for a grievance hearing to be adjourned if there is a need for an investigation into any allegations raised by the employee. Any such investigation should be impartial and thorough.

9.2 The manager may need to check policies or procedures, discuss what the employee has raised with other employees (confidentially where appropriate), or access the employee's file to check out the history of his or her employment terms or general background.

9.3 The manager should remain open minded when looking into the substance of the employee's grievance.

10. Resolving the grievance

10.1 Once the grievance has been investigated, where necessary, and conclusions drawn, the employee should be given feedback on the outcome. Of course, it will not always be possible for the manager to resolve the grievance to the employee's satisfaction, perhaps because giving the employee what he or she wants would breach College policy, cost too much money or be impracticable. In seeking to resolve the grievance managers should bear the following in mind:

- Identify the root causes of the grievance.
- Identify any constraints on possible solutions, e.g. budgetary considerations, limits of management authority, and precedents set in prior similar cases.
- Think through implications of possible decisions - refer to other managers/HR for advice/consultation, where necessary, before reaching final decisions.
- Use adjournments to gather further information, to consult and before reaching a final decision.
- Cross refer where necessary to the disciplinary procedure and other relevant policies/procedures.
- Any limits on their ability to make a decision without agreement from a more senior manager.
- Any legal implications. If you are unsure seek advice from HR.
- Be prepared to take external advice where appropriate.
- Be prepared to acknowledge and learn from mistakes.
- Agree and implement workable solutions. Promises made to individuals should be kept.
• Ensure any follow up action is taken, e.g. improve communications or review pay systems.

10.2 The feedback should consist of an explanation of what action has been taken or will be taken, or an explanation that no action can be taken, together with the reasons for this. This feedback should also be confirmed in writing. Sample letters for this can be found later in this guidance.

10.3 The employee should be informed that he or she has the right of appeal in accordance with the College's grievance procedure. Any appeal should be dealt with impartially and, wherever possible, by a manager not previously involved in the case.

10.4 The outcome of the appeal should be communicated to the employee in writing, without unreasonable delay. Once the grievance procedure, including the appeals stage, has been exhausted, the employee should be informed clearly that the grievance procedure is at an end and that there is no further right of appeal. The matter will be closed irrespective of whether the employee accepts the outcome.

11. Test yourself

11.1 Which of the following statements is correct?

• For the sake of continuity, an appeal in relation to a decision about an employee's grievance should always be heard by the manager who originally dealt with the grievance.
• Where possible, an appeal in relation to a decision about an employee's grievance should be heard by a more senior manager than the one who originally dealt with the grievance.
• Where possible, an appeal in relation to a decision about an employee's grievance should be heard by a more junior manager than the one who originally dealt with the grievance.
• An appeal in relation to a decision about an employee's grievance is optional: the manager who originally dealt with the grievance should decide if it merits an appeal.

11.2 Sharon mentions to her line manager Phil that she is finding the overly physical behaviour of some of the other employees in her department upsetting. Which of the following will be the most appropriate action for Phil to take?

• Phil says he is unable to do anything about the situation until Sharon has submitted a formal grievance.
• Phil tells Sharon that she shouldn't worry about something that amounts to a bit of harmless horseplay.
• Phil tells Sharon that he will look into the matter - and then forgets all about their conversation.
• Phil promptly arranges an informal meeting so that Sharon has the opportunity to explain her concerns about her colleagues' behaviour in more detail.

11.3 John has invited Mark to attend a formal meeting to discuss his grievance. Which of the following statements is correct?

• Mark must choose one of his workmates to accompany him at the meeting.
• Mark may choose a workmate or family member to accompany him at the meeting.
• Mark may choose a workmate or union official to accompany him at the meeting.
• John should make a judgment about whether it is desirable for Mark to be accompanied at the meeting.
12. The grievance meeting - a step-by-step approach checklist

The points below can be used as a checklist in preparing to hear, hearing and responding to a grievance. Not all points will be valid for every grievance.

BEFORE

- Ensure that you are familiar with the grievance procedure and what happens should you fail to resolve the grievance at this stage.
- Request that the employee (or companion, if applicable) provide full details of the grievance, in writing.
- Carry out a full investigation. Seek to establish the facts, e.g. dates, times, places, witnesses.
- Request details of the nature of any prior discussions from appropriate managers.
- Question other parties relevant to the grievance.
- Consider any information pertinent to the issue raised, e.g. policies and procedures, statistical information, custom and practice, notes of meetings, written statements, personal records, employment legislation, codes of practice, etc.
- Record all the information that you have acquired, ensuring compliance with the Data Protection Act 1998 (DPA).
- Inform the employee, in writing, of the subject matter, time, date, location and nature of the meeting and the right to be accompanied.
- If the employee is disabled or English is not their first language, check whether any special arrangements will be needed at any time during the procedure, e.g. access facilities, a reader or interpreter.
- Check whether a companion and any witnesses (for either party) will be present and arrange for their release from duties, if applicable. Be prepared to agree a postponement to the meeting should key individuals be unavailable.
- Arrange a suitable venue for the meeting, i.e. a quiet place free from interruptions, and allow sufficient time in your diary.
- Ensure that the meeting will be properly constituted, according to the procedure.

DURING

- Convene the grievance meeting.
- Listen objectively to the employee’s grievance.
- Regardless of the eventual outcome of the grievance, thank the employee for bringing the matter to your attention.
- Hear witness evidence and allow for examination and cross-examination, as appropriate, by both sides. Consider any documentation provided by the employee.
- Be prepared to answer questions/explain current practices, etc.
- Seek clarification of the key issues, including any solutions sought. Summarise your understanding throughout the meeting.
- Arrange for comprehensive notes to be taken.
- Allow time for the employee to confer in private with his or her companion at any point in the proceedings.
- Adjourn the meeting to allow consideration of the points raised and the circumstances. If the case is particularly complex or further investigations are necessary, request and agree an extension to the time allowed before a response is expected.
- Consider the appropriate action to be taken, if any, bearing in mind any relevant procedures and possible repercussions.
• Re-convene and inform the employee of your decision, giving your reasons and seeking agreement to the outcome, if possible. If an immediate decision/recommendation cannot be given, ensure that it is communicated to both parties within the appropriate timescale and is confirmed in writing.
• If a mutually acceptable agreement has not been/is not likely to be reached, inform the employee of their right to appeal to the next stage and the procedure for so doing, if the procedure has not been exhausted.

AFTERWARDS

• Record the results and write up the notes of the meeting. Arrange for confirmation of the decision to be sent to the employee and their companion if applicable. In the interests of good employee relations and, bearing in mind data protection provisions, you may wish to publicise the resultant changes to all employees
• Monitor the situation by, e.g. maintaining informal contact with the employee or arranging a formal review meeting (whichever is the more appropriate).
• Evaluate the success or otherwise of any actions that have been taken as a result of the grievance being raised
APPENDIX 1: EXAMPLE STANDARD LETTER CONFIRMING RECEIPT OF A FORMAL GRIEVANCE

Use this letter to detail the arrangements for a formal grievance meeting

Dear [insert name]

Grievance meeting [insert date]

Further to receipt of your completed grievance notification [form/letter (delete as appropriate], in which you have raised a formal grievance I would like to invite you to attend a meeting with myself on [insert date] at [insert location]. [Insert name/job title] from the HR department will also be present.

The grievance meeting will provide you with a full opportunity to explain the issues you have raised in your letter. A full investigation will take place, where appropriate, into the issue(s) you have raised.

You have the right to be accompanied at the grievance meeting. Your companion may either be a work colleague or a trade union official of your choice. Your companion will be permitted to address the meeting and to confer with you during the meeting, but they will not be permitted to answer any questions on your behalf which are put to you directly. Should any witnesses be called, your companion will be permitted to put a reasonable number of questions to them. You should inform me as soon as possible in advance of the meeting of the identity of your chosen companion. If you do wish to call any witnesses their names and contact details must be notified to me no later than 24 hours before the time of the arranged meeting.

If you or your companion are unable to attend the meeting please contact [insert name and contact details] urgently so that a meeting can be arranged for an alternative date and time. Please take all reasonable steps to attend the grievance meeting. Failure to attend without good reason could result in the meeting being held, and a decision being taken in your absence. However, if you (or your companion) fail to attend through circumstances completely outside of your control and which are currently unforeseeable, the College will arrange another meeting.

After the grievance meeting the issue(s) you have raised will be fully considered. You will then be informed in writing of the outcome and the College’s decision. Should you be dissatisfied with the decision you have the right to appeal to the next stage of the procedure. The arrangements for making an appeal are contained in the College’s grievance policy and procedure, of which a copy is attached for your information. There is also a copy available on the intranet.

Should you have any questions about the contents of this letter please do not hesitate to contact [insert name and contact details]. I should like to thank you for your grievance and drawing our attention to the issue(s) you have raised. I hope that we will be able to reach a mutually satisfactory outcome.

Yours sincerely

[Insert name]
[Insert job title]
Original: [insert employee’s name]
Copy: [insert companion’s name]
Copy to: [HR for employee’s personal file]
APPENDIX 2: EXAMPLE GRIEVANCE MEETING - RECORD OF DECISION DOCUMENT

This form outlines the key points which managers need to record from a grievance meeting.

<table>
<thead>
<tr>
<th>Grievance Meeting - Checklist for Use by Managers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Grievance Reference No.: [insert number]</td>
</tr>
<tr>
<td>Date of meeting</td>
</tr>
<tr>
<td>Start Time</td>
</tr>
<tr>
<td>Finish Time</td>
</tr>
<tr>
<td>Present</td>
</tr>
<tr>
<td>Employee’s Name</td>
</tr>
<tr>
<td>Employee’s Job Title</td>
</tr>
<tr>
<td>Employee’s/TU/companion</td>
</tr>
<tr>
<td>Manager Conducting Meeting</td>
</tr>
<tr>
<td>HR department Representative</td>
</tr>
<tr>
<td>Name of Line Manager</td>
</tr>
<tr>
<td>Nature of Grievance</td>
</tr>
<tr>
<td>Notes from the meeting</td>
</tr>
<tr>
<td>Outcome of Grievance - Decision Taken</td>
</tr>
<tr>
<td>Name of manager conducting meeting (CAPS): [insert name]</td>
</tr>
<tr>
<td>Signature:</td>
</tr>
<tr>
<td>Date: [insert date]</td>
</tr>
</tbody>
</table>
APPENDIX 3 : EXAMPLE INVESTIGATION INTO GRIEVANCE - LETTER TO EMPLOYEE NAMED IN GRIEVANCE

Dear [insert name]

Grievance submission by employee

I am writing to inform you that a grievance has been received by the College from another member of staff which refers to you as part of their grievance. I should, therefore like to ask you to attend an investigatory meeting with myself at [insert date and time and location]. [Insert name and job title] from the HR department will also be present to take a written record of the meeting.

The purpose of this meeting is to discuss the concerns raised relating to [insert key concerns and names from letter/form submitted by employee raising grievance].

I should like to point out that this meeting is being arranged in accordance with the College’s grievance policy and procedure, a copy of which is enclosed for your information. There is also a copy available on the intranet. I should like to emphasise that the meeting is not being arranged under the College’s disciplinary policy and procedure.

Should you have any questions arising out of this letter please do not hesitate to contact [insert name and contact details].

Yours sincerely

[Insert name and job title]

Copies
Original: [insert employee’s name]
Copy: [for retention by investigating manager as part of case papers]
[Note: this letter is not to be placed on the personal file of the employee who is being interviewed unless disciplinary action is subsequently taken against them, whereupon this letter should be transferred to the disciplinary case file.]
APPENDIX 4: EXAMPLE STANDARD LETTER CONFIRMING THE OUTCOME OF A FORMAL GRIEVANCE MEETING

Dear [insert name]

Outcome of formal grievance meeting

Further to the meeting held on [insert date] to hear your grievance which was Stage 2 of the College’s policy, I have now reached a decision. The decision is that your grievance is [partly/wholly upheld/rejected (delete as appropriate)].

This means only part of the substance of your grievance is accepted by the College. That part which has been upheld relates to [insert details]. I am sorry it has not been possible to fully uphold your grievance. You will be contacted shortly and informed what steps will be taken as a result of this decision. Your manager will also discuss with you the outcome of the grievance meeting.

Or

This means the substance of your grievance is accepted by the College. You will be contacted shortly and informed what steps will be taken as a result of this decision.

Or

This means the substance of your grievance has not been accepted by College. I am sorry it has not been possible to uphold your grievance. Your manager will discuss with you the outcome of the grievance meeting.

The reasons for the decision are as follows [list reasons for decision on upholding or rejecting the grievance].

You do have the right to appeal against the College’s decision under the grievance procedure. If you do wish to appeal you must inform the College in accordance with our grievance policy and procedure by writing to [insert name] the Human Resources Manager [insert contact details] stating the reasons for your appeal. You must do this no later than ten working days after receipt of this letter.

If there is any reason that prevents you from doing this please contact the above named person. If you do appeal you will be invited to a further grievance meeting at Stage 3 of the procedure. You must take all reasonable steps to attend this meeting. A copy of the College’s grievance policy and procedure is attached for your information. There is also a copy available on the intranet.

Yours sincerely

[Insert name and job title]

Copy: [HR department for employee’s personal file]
APPENDIX 5: EXAMPLE STANDARD LETTER NOTIFYING EMPLOYEE OF DATE OF GRIEVANCE APPEAL MEETING

Dear [insert name]

Notification of grievance appeal meeting

I am writing further to your letter dated [insert date] in which you have lodged an appeal against the decision taken by the College in regard to your grievance. The College’s original decision was confirmed in writing dated [insert date].

Your appeal will be heard at an appeal meeting, which will take place on [insert date and time] at [insert location]. The appeal meeting will be conducted by [insert name and job title]. This appeal will be held at stage 3 of the College’s grievance procedure.

You do have the statutory right to be accompanied at the grievance appeal meeting. Your choice of companion and their rights are identical to those outlined in our letter of [insert date] informing you of the date and time of your original grievance meeting. Furthermore, the arrangements for re-calling any witnesses, postponement of the meeting and failure to attend the meeting contained in the same letter also apply equally to this appeal meeting.

After the grievance appeal meeting you will be informed of the College’s decision. Please note the decision of the College at this appeal will be final and there will be no further opportunity to appeal.

Should you have any questions about the contents of this letter please do not hesitate to contact me at [insert contact details].

Yours sincerely

[Insert name and job title]

Copies
Copy: [HR department for employee's personal file]
Copy: [senior manager holding appeal meeting]
APPENDIX 6: EXAMPLE STANDARD LETTER CONFIRMING THE OUTCOME OF GRIEVANCE APPEAL MEETING

Dear [insert name]

Grievance appeal decision -

I am writing to you to let you know the outcome of your recent grievance appeal meeting which took place at Stage 3 of the College's procedure, held on [insert date] and conducted by [insert name and position of senior/manager]. The College has decided that your grievance is [partly/wholly upheld/rejected (delete as appropriate)].

This means only part of the substance of your grievance is upheld by the College. That part which has been upheld relates to [insert details]. I am sorry that it has not been able to fully uphold your grievance appeal. I appreciate this must be disappointing for you. However, your manager will discuss with you the outcome of the appeal meeting.

Or

This means that the substance of your grievance is upheld by the College. You will be contacted shortly and informed what steps will be taken as a result of this decision.

Or

This means that the substance of your grievance has not been accepted by the College. I am sorry it has not been possible to uphold your appeal. I appreciate this must be very disappointing for you. Your manager will discuss with you the outcome of the appeal meeting.

The reasons for the decision of the appeal meeting are as follows [list reasons for decision].

(You have now exhausted your right of appeal under the College’s grievance policy and procedure, and this decision is final.)

Yours sincerely

[Insert name and job title]

Copies
Original: [insert employee’s name]
Copy: [HR department for employee’s personal file]