

GRIEVANCE POLICY

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Department	Human Resources
Ratifying Committee	Joint Staff Consultative Committee
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Owner	Karen Charman
Owner's Job Title	Director of HR and OD

It is the responsibility of the staff member accessing this document to ensure that they are always reading the most up to date version - This will always be the version on the intranet

Related Policies	Whistle-blowing Policy Mutual Respect Policy Disciplinary Policy
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Stakeholders	All employees Joint Staff Side Committee Human Resources and Education Committee Management Forum Email Distribution Group
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Version	Date	Author	Author's Job Title	Changes
V1	February 2011	Karen Perry	Human Resources Business Partner	Wording changed to reflect Foundation Trust status. Clarification of allowable representatives. Addition of 7 days to progress from Stage 1 to Stage 2, and Stage II to Appeal
V2	February 2017	Darren Cole-Reeve	Assistant Human Resources Business Partner	Additional informal stage added to allow Line Manager's manager to resolve informally. Grievance Report Form added for Informal Stage. Removed Stage 2 of the process to simplify the stages and reduce the time taken to resolve issues. Clarified that where the concern relates to the behavior of an employee towards another employee, or group of employees, then the Trust's Mutual Respect Policy will apply
V3	December 2018	Melanie O'Brien	Human Resources Business Partner	To include section where someone complains to someone other than manager or HR. Information on mediation added. Timescales added. Informal grievance form altered to make it different to the formal grievance form. Feedback form added.

<p>Short Description</p> <p>This policy outlines the Trust's process in resolving an employee's issue or complaint arising out of their employment with the aim to settle the grievance as quickly, fairly and as near to the point of origin as possible</p>

Key Words

Values & Behaviours

Bullying & Harassment

Dignity & Respect

Principles

Support

Terms & Conditions

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1. INTRODUCTION

- 1.1 The Trust realises that there will be occasions when employees may wish to formally raise issues or complaints. On such occasions the Trust will aim to settle the grievance as quickly, fairly and as near to the point of origin as possible.
- 1.2 A grievance may be defined as a concern, problem or a complaint raised by a member of staff with the Trust's management. This would relate to working conditions where it is felt that the effect of an action taken or proposed by management is perceived to be unfair or detrimental. If a concern relates to relationships with colleagues or managers the Mutual Respect Policy would be more appropriate. An example of a grievance would be where a manager wants a staff member to work in a different location, and the staff member feels this is unfair. An example of a complaint to be dealt with under the Mutual Respect policy would be where a member of staff is spoken to by a manager or colleague in a way that is rude or disrespectful.
- 1.3 The grievance process is distinct and separate from the disciplinary process however there may be occasions where the two naturally overlap.

2. SCOPE AND PURPOSE

- 2.1 This policy applies to all employees of the Queen Elizabeth Hospital King's Lynn NHS Foundation Trust. However, in some cases it may have to be considered alongside other dispute resolution procedures that may be in place for specific professions or be introduced from time to time.
- 2.2 The Trust commitment is to promote and maintain good employee/management relationships and encourage communication between employees and their managers to ensure that questions and problems arising out of their employment can be aired, and where possible resolved quickly, and to the satisfaction of all concerned.
- 2.3 This policy does not provide for appeals against counselling or formal disciplinary action. The latter should be taken up separately under the Trust's disciplinary appeals procedure. Nor does this policy provide for appeal against collective disputes as a result of failure to agree progress within the Joint Negotiating Groups.
- 2.4 It is important to note that the Trust is also fully committed to ensuring a high performance culture and from time to time staff may be subject to associated policies such as the Disciplinary Policy and Capability Policy. Effective performance management is good practice and it is not expected that such action will automatically be subject to a "counter" grievance if held in accordance with the terms of the respective policy.

3. DEFINITIONS

- 3.1 A grievance may be defined as a concern, problem or a complaint raised by a member of staff with the Trust's management. This would relate to working conditions where it is felt that the effect of an action taken or proposed by management is perceived to be unfair or detrimental.
- 3.2 **Advisory, Conciliation and Arbitration Service (ACAS)** is a Crown non-departmental public body of the Government of the United Kingdom. Its purpose is to improve organisations and working life through the promotion and facilitation of strong industrial relations practice.

4. RESPONSIBILITIES

4.1 Line Managers

all line managers of the Trust are expected to comply with this Policy and have a responsibility to ensure that action taken or proposed is not detrimental or unfair to individual employees.

4.2 Human Resources

are required to provide generic support to line managers and individuals, such as help locating and interpreting policies and supporting line managers through the application of the policy. This ensures that a robust and consistent approach is taken by the Trust. Human Resources are also responsible for maintaining the library of HR related policies and procedures on the Trust's intranet pages and that the policy is followed fairly and consistently.

4.3 Occupational Health

Occupational Health are responsible for supporting staff members in any health related matters that arise through the application of this policy. Individuals may also contact Insight's confidential helpline for support by phoning 0800 0277844 or 0300 5550120.

4.4 Staff Side Representatives

Staff side representatives are union representatives who provide employees with support and guide staff members through the processes laid out in this policy.

5. DISCUSSING A GRIEVANCE

- 5.1 In the first instance all grievances should be discussed with the staff member's line manager, or with their staffside representative. There may be occasions where an employee discusses a complaint with someone such as the Speak Up Guardian or Pals, Where this discussion concerns a complaint about the effect of an action taken or proposed by Trust management, which they perceive to be

detrimental to them this would constitute a grievance. Where appropriate, if this occurs the person they speak to should get permission from them to pass on their contact details and the basic points of their complaint to the HR Business Partner Team for it to be looked into. This will enable the grievance process to be followed and will allow for monitoring of timescales. Where grievances are flagged through a Datix being recorded the staff member should be advised to speak to their line manager.

6. GUIDELINES

- 6.1 Any employee pursuing a grievance should continue to work normally while the grievance is being investigated, unless doing so could result in serious problems for the employee or the Trust. The employee has the right to be accompanied by a Staffside Representative, a fellow worker or another person whose presence would 'not prejudice' the meeting and not acting in a legal capacity, at any stage of the process. If the grievance is against the immediate line manager, the grievance should be raised with the next manager in seniority. If there is a collective dispute or grievance a spokesperson will be allowed to represent the group. On some occasions it may be appropriate for a suitably senior manager from another department to hear the grievance.
- 6.2 The handling of all grievances will be conducted by managers with guidance through the process provided by a member of the HR Business Partner team. In handling a grievance the manager will take the following actions:
- Ensure that the employee is familiar with the process.
 - Listen carefully to the points being made by the employee and try to assess whether the grievance may be a symptom of a much larger problem.
 - Listen to any opposing points of view.
 - Having considered the evidence try to conclude whether there is an issue to be addressed.
 - Decide what action to take: be fair to the individual but be mindful of any implications of potentially setting a precedent.
 - Notify those concerned of the decision reached and make the individual aware of the appeal processes.
 - Management interpretation and application on Trust policy and procedures.
 - Management interpretation and application of national terms and conditions such as Agenda for Change.
 - Management decisions or directives considered as potentially unacceptable.
- 6.3 Dependent on the issue in question, consideration will need to be given to the use and application of complementary Trust policies and procedures as an alternative to the Grievance Policy. It may be considered whether the Mutual Respect or Whistleblowing Policy would be more appropriate.

Whilst grievances may not always be resolvable to the full satisfaction of the complainant, the following process allows for full consideration of the issue in

question. During the process a number of resolution interventions may be successful in achieving a positive outcome.

Again, these may include but are not restricted to:

- An opportunity to simply 'clear the air'.
- The issuing of an apology.
- Training, development, education.
- A review of any original decision/action that may have initiated the grievance.
- Mediation

6.4 What is Mediation?

Mediation is a process where a neutral third party works with those in dispute to help them reach their own agreement.

The process is voluntary for both parties and cannot go ahead without consent from both. It is not a formal HR process and should be seen as a neutral action. The content of mediation meetings is confidential.

- 6.5 During the mediation process the mediator will arrange to meet with both parties individually. This is to ensure that everyone understands the role and purpose of mediation, and to get a better understanding of each person's perspective. If both parties are agreeable, the mediator will then arrange to meet with those involved jointly. The mediator will then work with both parties to try to agree a way forward.

7. TRUST GRIEVANCE PROCESS - INFORMAL STAGE

- 7.1 This stage is considered key to an effective and progressive dispute resolution culture. As such, all parties that may become involved at this stage including management, employees, Human Resources, Occupational Health, ~~trade union/~~ Staffside Representatives, etc are required to utilise open discussion, constructive compromise, mutual respect and other principles of 'conflict resolution' in avoiding the need for progression to the more formal stages of the process. ~~This~~
- 7.2 The aim of the informal stage is to resolve concerns at the lowest possible level within the Trust. Before a formal grievance can be made, the employee must have therefore raised their concern with their immediate line manager.
- 7.3 If the grievance is due to the action or decision of the immediate line manager, the grievance should be raised with the head of department or next manager in seniority. If there is a collective dispute or grievance, a spokesperson will be allowed to represent the group. On some occasions it may be appropriate for a suitably senior manager from another department to hear the grievance at the informal stage.
- 7.4 The manager should aim to respond within a maximum of **five working days of receipt**, either with a resolution to the issue or with a timescale within which the issue will be addressed. The manager may involve HR and/or a staff side representative at this stage if felt to be beneficial
- 7.5 If the grievance is resolved at this stage the matter ends.
If the employee is not satisfied with the outcome, there may be instances where

it is appropriate for them to raise it with their line manager's manager.

- 7.6 In exceptional circumstances, as an alternative to nominated Trust officers acting as impartial 'mediators', it may be deemed appropriate to introduce a third party mediator from an external agency such as ACAS. This may occur at any stage of the grievance process but only with the express approval of the Head of Workforce.

8. TRUST GRIEVANCE PROCESS - FORMAL STAGE

- 8.1 If the employee is not satisfied with the outcome from the Informal Stage, they may submit a Formal Stage Report Form to their line manager or head of department/next most senior manager. Where head of department/next most senior manager has also considered the grievance at the informal stage then the Formal Stage should be considered by another appropriate manager. Once information about the nature of the grievance is clear, the line manager/head of department, appropriate manager, will meet with the complainant to discuss their concerns and if appropriate, a meeting will be arranged with the aim of facilitating a discussion and reaching a solution. Following the meeting, the line manager/head of department, or appropriate manager, considering the grievance will make a written response to the complainant on the issues that were raised in the grievance and will complete the Formal Report Form accordingly.
- 8.2 A member of the HR Business Partner team will accompany the manager hearing the grievance and will support them throughout, providing professional HR advice in respect of legislation and process. A written or taped transcript will not be undertaken; instead a comprehensive outcome letter and Formal Report Form will be completed and copies of both (a) given to the complainant and (b) placed on the complainant's personal file.
- 8.3 If a mutually acceptable solution cannot be found through the formal Stage of the process, the complainant may consider appealing the formal stage of the.
- 8.4 If the grievance is resolved at this stage the matter ends.

9. TRUST GRIEVANCE PROCESS - FINAL STAGE (APPEAL)

- 9.1 The Grievance Policy applies equally to Trade Union representatives as employees. However, in circumstances where an individual grievance raised by a recognised staff representative relates to their trade union duties or responsibilities, and reaches the formal stage of the procedure, no meeting/hearing will be convened until the circumstances of the case have been discussed with an official at the appropriate organisation's regional offices.

- 9.2 An employee wishing to appeal against the outcome of a grievance hearing should submit notice of appeal to the Head of Workforce in writing within **seven working days of receipt of the written confirmation of the grievance outcome** using the Appeal Form, stating the grounds of appeal.
- 9.3 The manager hearing the Formal Stage grievance will aim to meet within **one week** of being advised and should receive written submissions from both parties no later than 7 calendar days before the hearing.
- 9.4 The appeal will be heard by a panel comprising three members of staff who have not previously been involved in the case. The panel will consist of a HR Representative, a senior manager who will Chair the Panel and an impartial manager
- 9.5 A member of the HR Business Partner team will accompany the manager hearing the grievance and will support them throughout, providing professional HR advice in respect of legislation and process. A written or taped transcript will not be undertaken; instead a comprehensive outcome letter and completed Stage 2 Report Form will be completed and copies of both (a) given to the complainant and (b) placed on the complainant's personal file.
- 9.6 An appeal hearing is not designed to re-hear the case afresh but to examine the grounds of appeal. The appellant must be specific about the grounds of the appeal and these will effectively form the agenda for the appeal hearing. Appeals will be raised on one of the following grounds:
- The procedure
- a failure to follow procedure had a material effect on the outcome
- The decision
- the evidence did not support the conclusion reached
- Any proposed action
- was inappropriate given the circumstances of the case
- New evidence
- which has genuinely come to light since the first hearing.
- 9.7 Arrangements will be made for appeals against grievance outcomes to be heard as soon as reasonably practicable.
- 9.8 The appellant will be notified as soon as possible of the time, date and place of the appeal hearing. The appellant will be advised that they may be accompanied by a Trade Union Representative, fellow worker or another person whose presence would not prejudice the meeting.
- 9.9 The result of the appeal will normally be notified to the appellant by the Chair of the Panel, within **seven** working days of the Hearing. A comprehensive outcome letter and completed Final Stage (Appeal) Form will be completed and

copies of both (a) given to the complainant and (b) placed on the complainant's personal file.

9.10 The decision of the Appeal Panel is final.

9.11 Notice in Respect of the Appeal Hearing

9.12 The complainant and management must be given a minimum of **7 calendar days' notice** of the time, date and place of the appeal hearing, unless both parties mutually agree less. The parties will be reminded of the confidential nature of the proceedings and will be asked not to discuss the issue other than with their representative.

9.13 All information submitted to the panel prior to the hearing must be in writing and shall be provided to all parties involved in the hearing **not less than 7 calendar days** before the date of the hearing. Written information not provided to the panel in advance of the hearing will not usually be admitted.

10 The Appeal Hearing Process

10.1 The chair will ensure equal treatment both parties and that both parties have received copies of all relevant papers. The chair will ensure that the panel considers all aspects of the grievance. The panel may seek further clarification of the written submissions from whomsoever they feel appropriate.

10.2 Both parties shall attend throughout the hearing and may call witnesses. The names of witnesses shall be identified in writing to the appointed HR Representative no less than **7 calendar days prior to the hearing**. HR will subsequently invite the witnesses to attend the hearing. It is expected that both parties shall approach witnesses they wish to call prior to the hearing. The chair shall be empowered to call any person it considers appropriate before it, to clarify evidence. Witnesses who are required to attend meetings under this procedure at times other than their normal working hours will be given time off in lieu.

The Order of the hearing will be as follows:

- The complainant (or their representative) shall put the case in the presence of the other parties.
- Management shall have the opportunity to ask questions of the complainant and any witnesses.
- The panel shall have the opportunity to ask questions of the complainant and any witnesses.
- Management shall respond to the grievance in the presence of the complainant (and their representative).
- The complainant (or their representative) shall have the opportunity to ask questions of management and any witnesses called.
- The panel shall have the opportunity to ask questions of management and any

witnesses.

- Management shall have the opportunity to sum up their cases followed by the complainant (or their representative).
- The complainant and management shall withdraw and the panel shall deliberate in private. Upon completion of its deliberations the chair shall record the decision of the grievance using the Final Stage (Appeal) Report Form.

11. AFTER EMPLOYMENT

11.1 The Modified Two-step Procedure

- 11.2 There is also a modified two-step procedure, which may apply where the employee has left the employment in the Trust and either not raised the grievance before leaving or had raised the grievance but the standard procedure was not completed before the date of leaving.

The employer and employee must agree in writing that the modified procedure rather than the standard procedure will be used.

The modified grievance procedure has two steps:

The employee puts the grievance and the basis for it, in writing.

The employer sends the employee a written response.

There is no further right of appeal as part of the modified two-step grievance procedure.

If you have any questions relating to this Grievance Policy and Process please speak to a member of the HR Business Partner team.

12. TIME LIMITS

- 12.1 The time limits expressed throughout the procedure should be regarded as the normal target maximum limit required at each stage. If a grievance is identified as requiring a longer time limit or due to exceptional circumstances, the time may be extended by mutual agreement between the employee/their representative and the manager responsible for hearing the grievance. Equally, if it is clear that a grievance cannot be resolved at a lower stage, it should by mutual agreement, be referred by the employee to the next stage without undue delay.
- 12.2 Unless in very exceptional circumstances it would not be expected that a grievance would be related to an event that had occurred over a time length of 3 months.

13. REPRESENTATION

- 13.1 At all stages the employee will have the right to be accompanied by a Trade Union representative, fellow worker or another person whose presence would 'not prejudice' the meeting. However, it is likely that representative at The Informal Stage would not routinely be required.

14. TRADE UNION REPRESENTATIVES

- 14.1 The Grievance Policy applies equally to Trade Union representatives as employees. However, in circumstances where an individual grievance raised by a recognised staff representative relates to their trade union duties or responsibilities, and reaches Stages of the procedure, no meeting/hearing will be convened until the circumstances of the case have been discussed with an official at the appropriate organisation's regional offices.

15. PERSONAL COMPLAINTS

- 15.1 Where an employee has a grievance in respect of a personal nature which may be inappropriate to discuss directly with the employee's immediate Line manager, the grievance may be referred to a higher stage with the approval of the Head of Workforce. The Head of Workforce will determine the appropriate person to consider the grievance.
- 15.2 In identifying the appropriate person to consider the grievance in instances covered by Section 9 'Personal Complaints' the decision of the Head of Workforce is final.

16. TIMESCALES

<p>Informal Stage – Level 1</p> <p>When an informal grievance is received it should be acknowledged by the manager within 7 days.</p> <p>The manager should aim to meet with the employee within 14 days from receipt of the grievance. Where this is not possible, the manager should notify the employee, and where possible give a timescale that they will work to.</p> <p>The employee should be notified of the date and time of the meeting at least 7 days in advance.</p> <p>Following the meeting to discuss the grievance the manager should respond with an outcome within a maximum of 7 days. If it appears that the manager’s investigation in to the complaint is going to take longer than 7 days they should notify the employee advising of the length of time the investigation is likely to take.</p> <p>The informal stage should be complete within 28 days unless there are exceptional circumstances.</p> <p>After the outcome of the informal grievance has been relayed to the employee, they then have a period of 21 days in which to escalate their complaint to a ‘formal’ grievance.</p>
<p>Formal Stage – Level 2</p> <p>When a formal grievance is received it should be acknowledged by the manager within 7 days.</p> <p>The senior manager accompanied by a representative from HR should aim to meet with the employee within 14 days. Where this is not possible, the manager should notify the employee, and where possible give a timescale that they will work to.</p> <p>The employee should be notified of the date and time of the meeting at least 7 days in advance.</p> <p>A full investigation involving speaking to witnesses may extend the process but where possible should be completed within 14 days.</p> <p>Following the meeting to discuss the grievance the manager should respond with an outcome within a maximum of 7 days. If it appears that the investigation in to the complaint is going to take longer than 7 days they should notify the employee advising of the length of time the investigation is likely to take.</p>

The formal stage should be complete within 35 days unless there are exceptional circumstances

Appeal Stage – Level 3

If the grievance is not dealt with to the satisfaction of the employee they then have a period of 21 days in which to appeal the decision.

The request for an appeal should be acknowledged within 7 days.

A letter inviting the employee to the hearing should be sent out at least 7 days prior to the hearing.

The appeal hearing should be arranged to take place within 21 days from receipt of the request.

The result of the appeal will be notified to the employee within 7 days of the hearing.

The appeal stage should be complete within 28 days unless there are exceptional circumstances

The time taken for formal stage and appeal stage will be monitored by the Human Resource Business Partner Team. Any additional time taken will require justification.

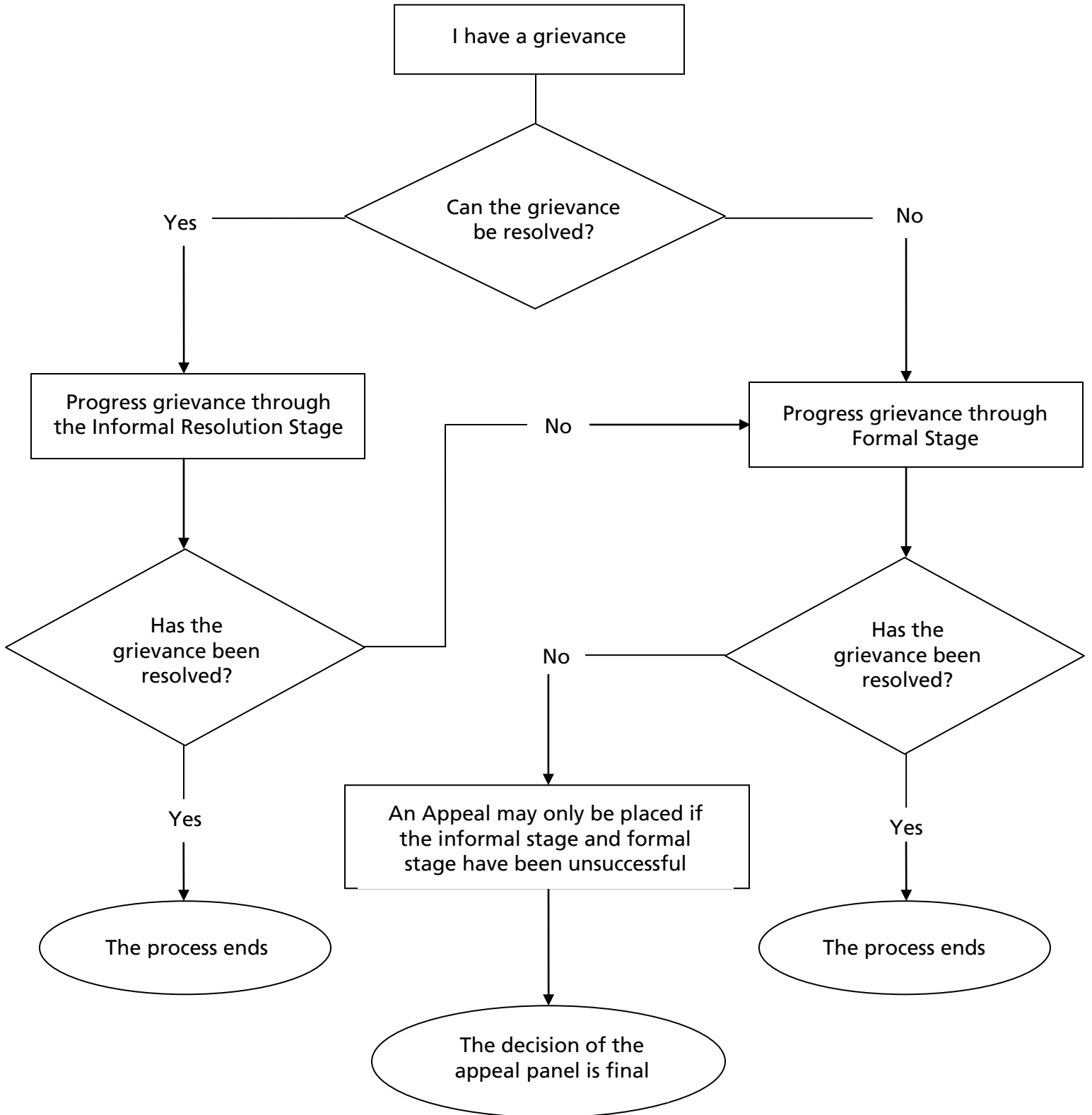
17. MONITORING COMPLIANCE

- 17.1 Implementation, compliance and effectiveness of this policy will be monitored by the Human Resources and Organisational Development Committee as considered necessary from time to time.
- 17.2 This will be achieved through assessment of activity as reported monthly at Trust Board level in the form of the Workforce Performance Scorecard (replacing the previous HR key Performance Indicator Report with effect from November 2009 TB).
- 17.3 This methodology will then be cascaded via the HR Business Partners for use and analysis at Divisional level and at key forum such as Divisional Performance Review meetings.
- 17.4 HR Business Partners will be party to if not directly involved at informal and formal stages of the process. This will ensure compliance with the procedural elements of the Policy.

18. EQUALITY IMPACT ASSESSMENT

- 18.1 This policy has been subject to an equality impact assessment and is not considered to have a discriminatory impact on any individual or groups.

19. GRIEVANCE PROCESS MAP



20. INFORMAL GRIEVANCE FORM

Your Name	
Job Title	
Department	
Name of Manager dealing with grievance	
Date form submitted	
If you want someone to accompany you please provide their name	
<p>Reason for Grievance – Please explain your grievance - what has happened, or is proposed, and how it has affected you, or how it may affect you in the future, dates if relevant – Please give as much information as possible. (use separate sheet if required)</p>	
<p>Preferred Solution – Please consider what outcome you would like. Please state clearly and be specific</p>	
<p>Outcome reached by Manager</p>	
Date notified of outcome	
Was the grievance resolved/escalated?	
Name of person raising grievance	
Signature of person raising grievance	
Date form signed	

21. GRIEVANCE FORM - FORMAL STAGE

Name of employee who raised the grievance	
Employee's job title	
Employee's department	
Date grievance raised	
Date of grievance hearing	
Name of manager conducting grievance hearing	
Employee represented by:	
Representative's capacity:	
Summary of employee's grievance	
Preferred Solution	
Conclusions reached/decisions made/actions agreed following grievance hearing	
Date employee notified of the outcome:	
Was the grievance escalated/resolved (delete as appropriate)	
Date:	

22. GRIEVANCE FORM – FINAL STAGE (APPEAL)

Date of employee's appeal:	
Date of appeal hearing:	
Name of manager conducting appeal hearing:	
Employee represented by:	
Representatives capacity:	
Summary of basis for employee's appeal:	
Appeal upheld / rejected (delete as appropriate)	
Rationale for upholding/rejecting appeal:	
Date employee notified of outcome of appeal:	
Any further comments:	
Form completed by:	
Job title:	
Signature	

23. GUIDANCE NOTES ON COMPLETION OF GRIEVANCE FORMS

- The forms are to be used to record all stages.
- The form shall be completed by the employee or representative, giving full details of the circumstances of the grievance, including facts, dates, times and names of persons involved and a statement of the preferred solution.
- The form shall be passed onto the Manager or Head of Department responsible for hearing a grievance.
- If the grievance is not resolved, the Informal Stage form needs to be passed to a more senior manager and the Formal Stage form needs to be filled in.
- The Managers responsible for hearing the different stages of the grievance will complete the relevant sections, passing it back to the employee or representative for referral to the next stage as appropriate.
- If space on the form is not sufficient continuation sheets should be used. Each page should be numbered and signed at the bottom. Continuation should also be attached to any copies.
- On completion of any grievance the responsible Manager will collate all paperwork and arrange for it to be sent to the HR Business Partner team.
- Any query on the completion of the form should be addressed to the HR Business Partner team.



**The Queen Elizabeth
Hospital King's Lynn**
NHS Foundation Trust

The Queen Elizabeth Hospital
Gayton Road
Kings Lynn
Norfolk
PE30 4ET

www.gehkl.nhs

Date

Name
Address
Address
Address

Dear

LETTER INVITING AN EMPLOYEE TO A GRIEVANCE MEETING

I am writing to confirm receipt of your formal grievance dated [date]. In accordance with our grievance procedure, which is enclosed, I now invite you to attend a meeting to discuss the issues that you have raised. The meeting has been arranged for [date] and will begin at [time]. The meeting will be held at [location].

The meeting will be attended by [list management attendees]. You are entitled to be accompanied or represented by another employee, friend not acting in a legal capacity, or trade union representative. Please inform me as soon as possible of your chosen companion so that I can make the necessary arrangements to allow him/her to attend.

The purpose of the meeting is to allow you to explain your grievance and discuss with us how it can be resolved. If you wish to rely on any written material or documents, you may simply bring them to the meeting. However, it would be helpful if you could send copies to me in advance.

If you are unable to attend the meeting, under the terms of the procedure you must inform us of this fact as soon as possible. If your chosen companion is not available, you may specify another date for the meeting up to five working days later.

Should you have any queries about this process or questions about what the grievance meeting will involve, please let me know and I will be happy to discuss the arrangements in detail with you.

Yours sincerely,

Manager

CC: Human Resources



**The Queen Elizabeth
Hospital King's Lynn**
NHS Foundation Trust

The Queen Elizabeth Hospital
Gayton Road
Kings Lynn
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PE30 4ET

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Date

Name
Address
Address
Address

Dear

**LETTER GIVING DECISION AND RIGHT OF APPEAL FOLLOWING A FORMAL
GRIEVANCE MEETING**

Following the meeting that was held with you on [insert date] to discuss your grievance, I am now writing to you to confirm the outcome.

After listening carefully to everything that you said, I have reached the following conclusions:

[Explain findings in relation to each allegation made by the employee.]

As a result of these findings, I propose to take no further action.

[OR]

As a result of these findings, I propose to take the following action:

[Summarise action to be taken.]]

I hope that this resolves the matter that you have raised. However, if you wish to appeal, you may do so by setting out your grounds of appeal to me in writing by [deadline for appeal]. Should you wish to appeal; a further meeting will be held with [insert name and title of manager who will hear any appeal].

Yours sincerely,

Manager

CC: Human Resources

Date

Name
Address
Address
Address

Dear

**LETTER INFORMING EMPLOYEE OF THE EMPLOYER'S DECISION FOLLOWING
GRIEVANCE APPEAL MEETING**

Following the meeting that was held with you on [date] to discuss your appeal against the outcome of your formal grievance, I am now writing to you to confirm the outcome.

After listening carefully to everything that you said, I have concluded that the findings of the original grievance hearing should be upheld. My reason for this conclusion is as follows:

[Insert reasoning behind rejecting the appeal.]

[OR]

After listening carefully to everything that you said, I have concluded that the findings of the original grievance hearing should be overturned to the following extent:

[Explain findings of the appeal.]

As a result, I am now directing that the following action should be taken [explain action to be taken as a result of the appeal being allowed].

I hope that this now resolves the matter. May I remind you that under the grievance policy there is no further right to appeal.

Yours sincerely,

Manager

CC: Human Resources

FEEDBACK FORM

Please complete the form below to give feedback on your experience during the grievance process

FEEDBACK FORM	
1.	Did you feel that the grievance process followed was fair?
2.	Did you feel your grievance was taken seriously?
3.	What stage did your grievance end at? Informal/Formal/Appeal (Please delete as appropriate)
4.	Did you ask for support from your manager? If so, was this helpful?
5.	Did you ask for support from a union representative? If so, was this helpful?
6.	Did you ask for support from the HR Business Partner Team? If so, was this helpful?
7.	Were you given a copy of the Grievance Policy?
8.	How could your experience have been improved?
9.	Please give any other information you feel may be helpful

Please return to the HR Business Partner Team

EQUALITY IMPACT ASSESSMENT TOOL
STAGE 1 SCREENING

Name & Job Title of Assessor: Melanie O'Brien HR Business Partner	Date of Re-screening: 28th December 2018
Policy or Function to be assessed: Grievance Policy	

		Yes/No	Comments
1.	Does the policy, function, service or project affect one group more or less favourably than another on the basis of:		
	• Race & Ethnic background	No	The terms of this policy apply to all staff within the Trust.
	• Gender including transgender	No	It is incumbent upon all staff to adhere to the principles of this policy at all times.
	• Disability	No	The policy actively covers all the groups referred to in this EIA Tool.
	• Religion or belief	No	
	• Sexual orientation	No	
	• Age	No	The above are general comments and do not refer specifically to the factor aligned.
2.	Does the public have a perception/concern regarding the potential for discrimination?	No	This is a requisite local policy further to implementation of Agenda for Change terms & conditions and there is no known reason for the public to have any concerns re this policy

If the answer to any of the questions above is yes, please complete a full Stage 2 Equality Impact Assessment.

Signature of Assessor: Melanie O'Brien

Signature of Line Manager: Carly Matthews