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<b>Signed By:</b>
<b>Approval Committee: Governing Body</b>



**GILLINGHAM SCHOOL**

**Hardings Lane, Gillingham**

**Dorset SP8 4QP**

**Fairness and Dignity at Work  
Policy (includes Grievance)**

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## **1 Introduction**

- 1.1 Gillingham School is committed to promoting a fair and dignified working environment and culture which is free from any form of bullying, harassment or victimisation. This will enable all employees to contribute more effectively to the school and to perform to the best of their abilities. A positive working environment will enhance working relationships, encourage good attendance levels and ultimately improve the quality of education delivered to our pupils.
- 1.2 The purpose of the policy is to promote a positive and inclusive working environment and to ensure that employees are aware that unacceptable behaviours such as bullying, harassment, victimisation and intimidation will not be tolerated. The policy also provides a mechanism for handling allegations of unacceptable behaviour.
- 1.3 This policy is recommended to all schools for adoption. **Please be aware that the Local Authority is not able to accept liability for any actions, claims, costs or expenses arising out of a decision not to follow this recommended policy or procedure, where it is found that the Governing Body has been negligent or acted in an unfair or discriminatory manner in exercising its employment powers.**
- 1.4 This procedure has been agreed following consultation with the recognised Trades Unions.

## **2 Scope**

- 2.1 This policy covers all employees and workers of Gillingham School
- 2.2 Where appropriate, reasonable adjustments and appropriate support will be provided to employees in order to ensure all employees are treated equitably in accordance with this Policy and Procedure.
- 2.3 Nothing in this procedure should preclude any pragmatic means of resolving issues and/or improving working relationships.

## **3 Responsibilities**

- 3.1 The Headteacher and Governing Body seek to support all employees in their working life and aim to provide a positive and fulfilling environment in which to work. The Headteacher and Governing Body aim to protect all employees from bullying and harassment at work and will not tolerate any forms of unacceptable behaviour. Allegations of unacceptable behaviour will be dealt with in a responsive, supportive and sensitive manner, maintaining appropriate confidentiality.
- 3.2 All employees have a duty to build appropriate working relationships within the school and are encouraged to resolve difficulties at an early stage.

- 3.3 All employees are obliged to comply with this policy and to treat all colleagues fairly and with dignity and respect. In the event that an employee becomes aware that a colleague is either the recipient or perpetrator of unacceptable behaviour they should report it to the Headteacher, or a Governor, or their line manager.
- 3.4 All employees have a personal responsibility for their own behaviour and for ensuring their conduct at work is appropriate and assists in creating an environment where individuals can be confident enough to bring complaints without fear of ridicule or reprisal.
- 3.5 All parties have a responsibility to maintain appropriate levels of confidentiality throughout the application of this policy and procedure.
- 3.6 If it is found an employee has made mischievous or malicious allegations against a colleague, they may be subject to disciplinary action.
- 3.7 It is recognised that cases dealt with under this procedure may, by their very nature, put a significant degree of pressure on those involved. The school's Stress Management Policy and Procedure can be referred to for further support and guidance. The Local Authority's Staff Counsellor may also be used in some cases, to act as a source of support to employees as necessary.

#### **4 What is unacceptable behaviour?**

Unacceptable behaviour may be any of the following actions:

##### **4.1 Harassment**

This may involve action, behaviour, comment or physical contact which can be found to be objectionable by the recipient or which causes offence and can result in the recipient feeling threatened, humiliated, patronised, isolated or degraded, even if this effect was not intended by the person responsible for the conduct.

Harassment may include the use of intimidation intended to subdue or influence others through fear, to prevent an employee from speaking out or making a complaint.

Harassment may also include the use of bullying which may be characterised as offensive, intimidating, malicious or insulting behaviour, and abuse or misuse of power through means intended to undermine, humiliate or injure the recipient. It can be an abuse or misuse of power through means intended to undermine, humiliate, denigrate or induce fear.

##### **4.2 Victimisation**

Victimisation is where an employee is selected for ill treatment or is treated differently to others because s/he has made a complaint. Employees will be protected from victimisation for filing a complaint of harassment or assisting in an investigation.

## **5 Procedure**

### **5.1 Investigation**

- 5.1.1 An investigation may be carried out at any time either as part of the formal or informal procedure. When an issue is raised, the Headteacher or a member of the Senior Leadership Team can seek advice from HR as to whether an investigation should be conducted.
- 5.1.2 An investigation is a fact-finding exercise based on the information provided by the employee. It can be used to substantiate or refute statements made by an employee.
- 5.1.3 Advice on the choice of an Investigating Officer can be obtained from the Employee Relations Team. It is important that the Investigating Officer is neutral and impartial. Exceptionally, it may be appropriate to use an independent Investigating Officer.

### **5.2 Informal Procedure**

- 5.2.1 The aim in all cases will be to resolve issues as promptly and informally as possible. It is in the interests of all parties, and the school, that issues raised are resolved at the earliest opportunity. Advice can be sought from the Employee Relations Team.
- 5.2.2 An employee who believes they are being subjected to unacceptable behaviour(s) is encouraged to try to resolve the matter, in the first instance, with the person against whom they have a complaint. Sometimes individuals are not aware that their behaviour is unwelcome and an informal discussion can often lead to greater understanding and an agreement that the behaviour will cease. It may be appropriate at this stage to seek advice from their line manager, colleague, Trade Union or Professional Association representative.
- 5.2.3 If the employee feels unable to approach the individual, they may seek an intermediary to try to resolve matters early for them, on their behalf. An intermediary person may be a line manager, colleague, Trade Union or Professional Association representative or any other appropriate person.
- 5.2.4 The aim of informal resolution is for the person against whom a complaint has been made to be made aware that certain behaviours and/or actions are unacceptable and that these behaviours and actions should stop. In order to reach this resolution, it may be necessary to have an informal meeting or meetings, which may involve only the individuals concerned or the individuals concerned plus any other nominated individuals in order to achieve a resolution.
- 5.2.5 Every measure should be taken, by all parties, to try to resolve matters informally and all parties should endeavour to contribute to the prompt resolution of matters, without recourse to the formal procedure.
- 5.2.6 If matters are not able to be resolved informally, or the employee feels unable to approach the person who has perpetrated the unacceptable behaviour, the employee may invoke the formal procedure.

### **5.3 Formal Procedure Stage 1**

- 5.3.1 If it is not possible for issues to be resolved informally, the employee concerned should write to the Headteacher, or the Chair of Governors, advising them of the complaint and what resolution they are seeking, unless the allegation is against the Headteacher when Paragraph 8 refers. This should be done as soon as possible after the incident(s) or exhaustion of informal action.
- 5.3.2 All formal complaints must be made in writing describing the incident(s) leading to the complaint. On receipt of the complaint, the Headteacher or Chair of Governors should discuss the issues with HR who will be able to advise on the formal procedure. The Headteacher will arrange separate meetings with the employee concerned and the employee against whom the complaint has been made. Either party may be accompanied to the meeting by a Professional Association or Trade Union representative or other colleague.
- 5.3.3 It may be appropriate for the Headteacher to meet separately with both parties and representatives prior to convening a joint meeting.
- 5.3.4 At the meeting the Headteacher will try to resolve matters between both parties and identify any necessary next steps in managing the issue(s).
- 5.3.5 In the event that the Headteacher deems there to be a case of misconduct, the issue will be dealt with in accordance with the school's disciplinary procedure. The Headteacher can decide to undertake an investigation into proceedings at any stage during the procedure.
- 5.3.6 Following the meeting the Headteacher may decide on any of the options outlined in paragraph 6 in order to resolve matters between both parties.
- 5.3.7 In all cases the Headteacher will draw up a detailed action plan, to be shared with both parties, identifying the proposed resolution to the issue(s) with appropriate timescales.
- 5.3.8 The Headteacher will make arrangements to review matters, in accordance with the action plan, within an appropriate timescale following the meeting.

### **5.4 Formal Procedure Stage 2**

- 5.4.1 If the employee who made the initial complaint is dissatisfied with the resolution following stage 1 of the formal procedure, they must make their complaint, in writing, to the Chair of the Governing Body stating the nature of their complaint and why they are dissatisfied with attempts at resolution to date. It may be appropriate for the Headteacher to meet separately with both parties and representatives prior to convening a joint meeting.
- 5.4.2 The Chair of the Governing Body will arrange to meet with the employee concerned and the Headteacher in order to ascertain the point that the case has reached and to discuss any further options. The employee against whom the complaint has been made will also be invited to attend. Either party may be accompanied to the meeting by a Professional Association or Trade Union representative.

- 5.4.3 If issues continue to be unresolved, the matter may be referred to a panel of Governors, convened for this purpose, for a decision on what action should be taken to resolve matters. Human Resources will support the school as far as reasonably practicable in order to achieve a suitable resolution.

## **6 Options to Consider in resolving Fairness and Dignity Cases**

### **6.1 Mediation**

It may be deemed appropriate that both parties attend mediation with an impartial facilitator in order to bring both parties back together, so as to seek an agreed resolution (See Paragraph 7).

### **6.2 Change in Structure / Reporting Lines**

A minor alteration to team structure or reporting lines may alleviate the issue, and following any necessary consultation, the Headteacher may alter a team structure or reporting line in order to resolve matters.

### **6.3 Change in Role / Responsibilities**

Changing certain aspects of one or both employee's responsibilities may assist in alleviating the issue. In order to achieve this, with appropriate consultation, the Headteacher may decide to alter the role as necessary.

### **6.4 Team Building**

Team building may be considered as an option to resolve matters by improving team relationships and team communication, in order to address issues within working relationships.

### **6.5 Redeployment**

In particularly complex cases, and usually following attempts at mediation and matters having proceeded to the formal stage, the Headteacher may decide to consider redeployment of either party following HR advice.

### **6.6 Disciplinary Action**

Please refer to paragraph 5.3.5 – acts of harassment and victimisation are misconduct and may be classed as gross misconduct which can lead to dismissal without notice. This will also include acts of physical violence between colleagues. Advice should be sought from the Employee Relations Team in cases where disciplinary action is being considered.

### **6.7 Formal Grievance**

If the above courses of action fail to resolve the matter, it may become necessary for the employee to consider raising a formal grievance to seek resolution of the issues.

## **7 The Role of Mediation**

- 7.1 Mediation is a confidential process designed to help bring both parties together with the aid of an impartial, objective third party facilitator. The aim is to enable communication in order to increase the likelihood of a resolution and improved working relationships.
- 7.2 Workplace mediation is only effective when employees enter the process voluntarily. During the mediation process, employees are encouraged to identify their own solutions and agreements. Mediators are impartial and will seek to help all parties equally. They will not express opinions or make judgments about who is right or wrong.
- 7.3 The mediator will seek to identify what has happened, how relationships have broken down and will speak independently to all parties in order to assess the best way to bring the parties together. Usually a joint meeting will be held at a neutral venue in order to explore the issues and reach an agreement on how both parties can move forwards.
- 7.4 The <School name> is committed to using mediation as a means of resolving conflict amongst employees. The school will in all cases, where appropriate, seek to engage the services of an impartial mediator to assist in resolving matters. However, it is recognised that mediation may not be appropriate in all cases.

## **8 Allegations against the Headteacher**

- 8.1 If an allegation is made against the Headteacher, the employee is encouraged to try to resolve the matter, in the first instance, informally and directly with the Headteacher.
- 8.2 If the employee feels unable to approach the Headteacher they may seek an intermediary to try to resolve matters early for them, on their behalf. An intermediary person may be a colleague, Trade Union or Professional Association representative, a Governor or any other appropriate person.
- 8.3 The aim of all parties will be to resolve matters promptly and informally.
- 8.4 If informal resolution cannot be achieved, the same procedure will apply as outlined in Paragraph 5.3 (Formal Procedure – Stage 1), but it will be the responsibility of the Chair of Governors to progress matters. The Employee Relations Team will be able to offer advice to the Chair of Governors in these cases.

## **9 Group or Team Complaints**

- 9.1 In cases where a group of employees wish to make the same complaint, the group may nominate an appropriate representative to make the complaint on the employees' behalf. The appropriate representative may be a member of the group of employees, nominated by the group, or a Trade Union / Professional Association representative who has agreed to represent the group.



- 9.2 The representative will aim to try to resolve the matter in the first instance with the person against whom the group has a complaint, although great care and tact must be exercised by the representative to ensure that the person against whom the complaint is being made does not themselves feel threatened in any way.
- 9.3 The same procedure will apply as detailed above, but it will be the responsibility of the representative to inform all employees involved of progress made and any proposed outcomes.

## **10 Confidentiality**

- 10.1 The importance of maintaining the confidentiality of employees contacted through this procedure, or who become party to its processes, should not be underestimated. As far as possible, Gillingham School requires confidentiality to be kept between all parties concerned, to ensure a fair and impartial investigation and to maintain a safe and stable environment. Any breach of confidentiality, particularly with the intent of unfairly influencing or undermining an investigation, could be subject to disciplinary action.

## **11 Record Keeping / Monitoring**

- 11.1 Records of all meetings, reports and action plans will be kept throughout each case and shared with the employees involved and their representatives, as appropriate.
- 11.2 The Governing Body, in liaison with the Headteacher, will be responsible for the monitoring of cases raised under this procedure.

## **12 Sources of Assistance and Advice**

- 12.1 The following sources of assistance, advice and information are available:

### **Staff Counsellor**

- Email: [staffcounselling@dorsetcc.gov.uk](mailto:staffcounselling@dorsetcc.gov.uk)
- Tel: 01305 224266 (Answerphone)

### **Headline (Available to Headteachers only)**

- Landline : 01202 492129
- Mobile : 07836 342081

### **ACAS (Advisory, Conciliation and Arbitration Service)**

- National Helpline – Tel: 08457 474747
- Website address – [www.acas.org.uk](http://www.acas.org.uk)

### **Teacher Support Network**

- Tel: 08000 561 562

- Website address – [www.teachersupport.info](http://www.teachersupport.info)

### **Andrea Adams' Trust**

- Tel: 01273 704900
- [www.andreaadamstrust.org.uk](http://www.andreaadamstrust.org.uk)

### **Appropriate Trades Unions**

- Contact your Trade Union for advice

## **Schools - Grievance Resolution Procedure**

### **1 Introduction**

- 1.1 This procedure applies to personal concerns raised by an individual in relation to their work or work environment. If the matter is a complaint raised by two or more employees by a representative of a recognised trade union, refer to the collective grievance procedure.
- 1.2 Wherever possible, all stages of this grievance resolution procedure (apart from any appeal) should be managed by the aggrieved employee's line manager/Head teacher as part of their supervisory responsibilities and in the interests of continuity, good working relationships and early resolution. Where the Head teacher is the subject of or involved in the complaint, then it will be appropriate for the Chair of Governors to manage the grievance.
- 1.3 The line manager is responsible for considering the nature of the complaint and whether it should be progressed elsewhere, for example if it is a disciplinary or capability matter or is an [allegation about safeguarding](#). The line manager is expected to recognise [whistle-blowing](#) complaints, which are not personal to the individual but are made because the individual believes that raising their concerns is in the public interest. This may be the case even if the employee has not stated that they are whistle-blowing. Managers who receive whistle-blowing complaints or allegations must ensure that they are referred immediately to the Headteacher or the Chair of Governors as appropriate, in accordance with the School's Whistleblowing Policy.

### **2 Resolving Grievances Informally**

- 2.1 Sometimes all it takes is a quiet word with the individual concerned to resolve an issue. If an employee has an issue with a colleague, including their line manager, which could be resolved by talking to them, the employee is encouraged to raise their concern directly with that individual.
- 2.2 Wherever possible, employees' concerns about any aspect of their work or work environment should be discussed informally with their line manager as part of normal supervision arrangements.

- 2.3 If an employee's complaint is about their line manager and it is not appropriate to speak to them directly (for example, it involves bullying, harassment or discrimination), then the employee may raise the matter with their manager's manager/Head teacher, rather than their immediate manager. Again, where the Headteacher is the subject of the grievance then the matter should be raised with the Chair of Governors.
- 2.4 It is for the employee concerned to decide whether the behaviour of a colleague has been unwelcome or unwanted and for them to be clear about the outcome they are seeking.
- 2.5 Managers will aim to reach a satisfactory resolution for any concern raised by an employee, without unreasonable delay. The manager will need to talk to the employee informally. There is no right for the employee to be accompanied at any informal meetings.
- 2.6 In considering the approach to resolve the issue, the manager will:
- establish the facts
  - be clear about the resolution that the employee is seeking
  - refer to the examples of unacceptable behaviour, giving consideration as to how the average, reasonable person would have felt in such circumstances
  - consider if they need to speak informally, and in private, to anyone else
  - consider whether the matter is within their control or whether they need to conduct an investigation to establish all the facts (see section 6 below)
- 2.7 It is clearly in the interests of all to resolve problems at an early stage, before they escalate. Where the complaint is between the employee and another colleague, the colleague should be made aware of the problem (if not already) and given opportunity to comment. It might be possible for the matter to be resolved by:
- the manager meeting with and supporting both parties to find a resolution, as part of day to day supervisory responsibilities
  - [mediation](#) between 2 parties **(if mutually agreed)**
  - **signposting to further support, (for all concerned) such as, the staff [counselling service](#); a trade union representative or the school's stress management policy.**
  - **informal action, such as written advice and guidance if unacceptable behaviour has occurred.**
- 2.8 If, at any point during attempts to resolve the matter informally, the manager considers that further investigation is necessary because it may warrant disciplinary action, the manager should make arrangements for a formal investigation (See section 6).
- 2.9 If the complaint does not involve another person and is about working conditions or the employee's contract, the manager should refer to all relevant evidence which may include:
- people management policies and procedures
  - the employment contract

### **3 Informal Resolution**

- 3.1 Once a potential resolution(s) has been established, the line manager should discuss this with the employee as soon as is reasonably possible, normally within 5 working

days The manager should make an informal note of the employee's concern, the resolution proposed and the reasons for the response. A copy should be given to the employee.

- 3.2 If an employee is dissatisfied with the informal resolution, they can continue to seek a satisfactory resolution by submitting a formal written grievance.

#### **4 Formal Grievances**

- 4.1 Where there has been a genuine and reasonable attempt (by both employee and manager) to resolve an issue informally or if the matter is so serious it warrants formal action from the outset, the employee may raise a formal grievance without unreasonable delay from the point that their concerns first arose.

- 4.2 At all stages, support is available to the manager from the [HR&OD Advisory Service](#), who can provide advice and guidance in relation to the school's policy and procedure and employment law. Employees can seek advice at all stages from their trade union representative.

#### **5 Employee raises formal grievance in writing**

- 5.1 The employee must clearly state their grievance in writing, normally to their manager, except in the case of 2.3 above, in which case the written grievance should be sent to the Chair of Governors.

- 5.2 The written grievance will form the basis of the subsequent meeting to review the grievance and any investigation.

- 5.3 In order for the grievance to be considered formally, the written grievance must include:
- a clear explanation of the full nature of the formal grievance, containing only the facts
  - the reasonable outcome/resolution(s) that the employee is seeking.
- Where this information is not provided, and the full nature of the grievance is therefore unknown, the manager may decide that the grievance cannot be pursued.

- 5.4 Where the grievance relates to another similar grievance already raised by the employee or the grievance has been raised in relation to another people management procedure, the manager can seek HR advice and confirm to the employee how the complaint will be investigated.

- 5.5 The manager/Head teacher is responsible for managing the case, including:
- ensuring that the necessary level of information has been provided by the employee in order for the grievance to be taken forward formally effectively;
  - considering whether an investigation is appropriate and, if so, making the necessary arrangements;
  - making arrangements for the formal grievance meeting.

- 5.6 It is not always necessary to conduct a formal investigation in order to find a resolution to the grievance. If an investigation is not considered appropriate at this

stage, the manager should move to section 8 and arrange the formal meeting. (The formal meeting can be adjourned if an investigation appears necessary at this later stage).

## **6 Conducting an Investigation**

- 6.1 The manager reviewing the grievance will carry out the investigation as long as they are not personally involved in the matter being investigated.
- 6.2 The purpose of the investigation is to ascertain the facts and circumstances surrounding the complaint and to collate any evidence which may be considered at a formal grievance meeting. This may include identifying witnesses and taking statements from them if this is appropriate to the circumstances of the complaint. Sufficient evidence must be collated in order for the manager to be able to consider a reasonable resolution to the grievance.
- 6.3 The investigation will be undertaken in accordance with this procedure and also within the general principles contained in the [ACAS Guidance on Conducting Workplace Investigations](#).
- 6.4 The manager should interview the person raising the grievance first to ensure that they fully understand the matter. The employee may be accompanied by a trade union representative or a willing work colleague.
- 6.5 If another employee is under formal investigation because they are the subject of the complaint, they should be informed in writing of the concerns raised/complaints against them and that an investigation will be carried out under the grievance policy and procedure. The employee may be accompanied by a trade union representative or a work colleague at any formal meetings.
- 6.6 Investigatory meetings must not by themselves result in any formal action (see 7 below).
- 6.7 At the end of the investigation, the manager will make arrangements for the formal grievance meeting.

## **7 Investigations which highlight a potential disciplinary or capability case to answer**

- 7.1 If, during any investigatory meeting, it appears that formal disciplinary or capability action is a potential outcome, the meeting should end and the matter should be referred to the disciplinary policy and procedure or capability policy and procedure as appropriate. A separate investigatory meeting will be arranged, in accordance with the relevant procedure. The same manager may continue with the investigation into the disciplinary or capability matter for consistency purposes.
- 7.2 A referral to the disciplinary process may also be made if it appears that the complaint is malicious and there is a possibility that further investigation may result in disciplinary action being taken against the complainant.
- 7.3 Where grievance and disciplinary cases are related it may be appropriate to deal with both issues concurrently. Managers/Head teachers can seek HR advice in these cases.

## **8 Formal Meeting to review the grievance**

- 8.1 The manager who has received the written grievance (normally the line manager) will arrange to meet with the employee to discuss the matter.
- 8.2 The purpose of the meeting will be to:
- review the grievance (and any evidence arising from an investigation)
  - review any informal steps already taken to resolve the matter
  - engage in discussion with the aim of agreeing an appropriate resolution to the issue.
- 8.3 In some cases a meeting can be set up between the employee who has written the grievance and the employee who is the subject of the grievance, with the Headteacher acting as facilitator/mediator in order to seek a formal resolution to the grievance.

## **9 Arrangements for the Meeting**

- 9.1 The meeting should be arranged without any unreasonable delay.
- 9.2 The employee must be informed of their right to be accompanied by a trade union representative or a willing work colleague.
- 9.3 The suitability of the venue and arrangements for the meeting should ensure confidentiality and equality of access making any reasonable adjustments for an employee or their representative with a disability to fully participate in the meeting.
- 9.4 Employees should confirm their attendance and notify the manager of the name of the person accompanying them in advance.
- 9.5 The employee and their representative should take all reasonable steps to attend the meeting. If the employee or their representative is not available at the time proposed for the meeting, the employee can suggest an alternative reasonable date that should usually be not more than 5 working days after the date originally proposed.
- 9.6 Where it is appropriate to the grievance, and with prior agreement, both the manager and the employee may call witnesses to the grievance meeting if their presence is considered helpful given the individual circumstances of the case.
- 9.7 Any evidence to be referred to at the meeting should be submitted by both parties (the employee raising the grievance and the subject of the grievance) in advance of the meeting. In certain circumstances (for example to protect a witness) the school may withhold some information.

## **10 Conduct of the Meeting**

- 10.1 The manager/Head teacher is responsible for the conduct of the meeting and will explain this to all parties present. They may be accompanied by an HR & OD Advisor for support and advice about the process if required.
- 10.2 The manager will make introductions as necessary.
- 10.3 The manager will invite the employee or their representative to re-state their grievance and say how they think it should be resolved.
- 10.4 The manager should aim to enable open discussion and dialogue which may lead to an amicable solution.
- 10.5 The employee's representative may respond on their behalf to any views expressed at the meeting and they may confer with the employee during the meeting. The representative does not, however, have the right to answer questions on the employee's behalf, address the hearing if the worker does not wish it or prevent the employer from explaining their case.
- 10.6 The manager may decide to adjourn the meeting if:
- either party requires a break from proceedings;
  - new information comes to light and the manager feels that further investigation is required in order to respond to the grievance (including consideration of whether there may be a disciplinary or capability case to answer);
  - the manager wishes to consider their response about how to deal with the grievance if further time for reflection and proper consideration is needed
- 10.7 In cases where the manager decides further investigation is required, the meeting shall be reconvened at another reasonable time and an investigation should be conducted in accordance with section 6 above).
- 10.8 Once the manager is satisfied that all the facts of the grievance have been established the meeting shall be concluded with the manager summing up the main points.
- 10.9 The manager will, wherever possible, announce their findings and recommendations for resolving the grievance, at the end of the meeting.
- 10.10 The decision will be confirmed in writing to the employee as soon as possible following the meeting and without unreasonable delay. The written decision will:
- explain the reasons on which the decision(s) has been taken
  - set out any actions that will be taken to resolve the grievance
  - advise the employee of their right to appeal.

## **11 Possible Outcomes**

11.1 When considering an appropriate outcome, the manager should always focus on resolving the complaint and on preventing the matter from arising again. The outcome might be:

- that the grievance is not upheld and no further action will be taken
- recommended action(s) to resolve an upheld complaint or complaint upheld in part
- recommended action(s) that will re-establish positive working, learning and relationships for all parties to the complaint

11.2 Particularly where the recommended actions affect another employee, the manager should give careful consideration to confidentiality of all parties concerned when considering the detail that will be provided in the outcome.

## **12 Right of Appeal**

12.1 Where the employee feels that their grievance has not been satisfactorily resolved they have a right to appeal. Grounds of appeal must be made in writing and be clear. Any appeal will be managed in the same way as appeals under the disciplinary policy and procedure.