

Grievance Policy and Procedures

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Human Resources

This policy will be reviewed periodically to ensure compliance with changes in employment law and equality and diversity legislation. In the event that this policy or procedure is not so compliant, the relevant legislation shall prevail.

Changes to this policy will be subject to consultation and agreement with the University's recognised Trade Unions before implementation

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1. INTRODUCTION

Brunel University London encourages communication between staff and management to ensure that questions and problems arising during the course of employment can be aired and, where possible, resolved quickly and informally to the satisfaction of all concerned.

The University recognises that, from time to time, an individual may wish to seek to remedy any work issue, complaint or grievance that they have while employed by the University.

This Policy can be used to resolve a variety of issues, concerns, problems or complaints that may give rise to a work related grievance. These may include, but are not restricted to, grievances raised about the application and interpretation of terms and conditions of employment, health and safety, working relationships, working practices and equal opportunities.

In addition the Policy has been designed in such a way as to be applicable in situations of Group Grievances i.e. where a number of individuals wish to seek resolution on a common work issue for which a single hearing would be convened to consider an outcome that could be applied universally to maintain corporate consistency and fairness.

This document sets out the University's Grievance process to be followed and is based on the premise of timeliness, fairness and transparency by clarifying the rules and procedures that are followed in the handling of grievance situations. It indicates the various stages involved in the process, who is involved and why and explains the steps that the procedure will follow from outset to outcome, including clarification of the right to appeal decisions and the relevant outcomes that may be applied.

2. SCOPE

This policy applies to all staff in current employment except for casual/hourly paid staff, agency workers or contractors.

Staff with special needs such as language difficulties or disabilities that may prevent them from full participation in the procedure, will be provided with reasonable adjustments/appropriate assistance.

Where there are procedural variations for different staff groups, these are clearly defined.

Staff members are advised that other policies and procedures are in place to deal with specific matters that may be viewed as complaints/grievances and such policies should be followed in the first instance. In particular for allegations of bullying, harassment or discrimination, the University Dignity at Work - Employment policy should be followed, and for issues of whistleblowing, the Public Interest Disclosure (Whistleblowing) procedure would apply and these can be found on the University Intranet.

Staff should also be aware that where a separate policy/procedure/appeal has been followed for a process e.g. promotion, and a final decision reached, the grievance procedure cannot be used as a means of seeking redress for that issue or related matters.

A serious view will be taken by the University should it become evident during the course of discussion and investigation that a grievance has been put forward that is deliberately unfounded or vexatious, malicious or found to be disruptive in nature. Such action may result in

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the Disciplinary procedure being instigated.

3. DEFINITIONS AND EXPECTATIONS OF ROLE

LINE MANAGER

A Line Manager/Supervisor/Team Leader who has direct managerial responsibility for a particular employee. All managers with a responsibility for the management of staff will need to be aware of the requirements of this policy and related policies and should ensure that their direct reports are familiar with its contents. The raising of manager's awareness of the requirements of this policy will be achieved through training and dissemination of the policy.

PRESENTING MANAGER

If a Presenting Manager is required to clarify decisions made with regards to the grievance matter, they will prepare and present the case and answer any questions asked of them by the Panel or member of staff/companion at the Hearing. It will not always be the case that a presenting manager will be required.

INVESTIGATING OFFICER

If an Investigating Officer is nominated, they will undertake an investigation and meet with witnesses as appropriate, prepare and present the report and case (if a hearing is required) and answer any questions asked of them by the Panel or member of staff/companion at any Hearing. It will not always be the case that an Investigating Officer will be required.

COMPANION who may be:

i. A TRADE UNION REPRESENTATIVE

A representative from a Trade Union recognised by the University or an official thereof employed by a Trade Union. A Trade Union representative who is not an employed official must have been certified by their union, and must provide evidence, as being competent to accompany an employee.

ii. WORK COLLEAGUE

A fellow worker (employed by the University), who should not be in a conflict of interest position.

The companion should be suitable, willing and, ideally, available on site rather than someone from a geographically remote location. The member of staff's chosen companion can act as a witness, take a note of the proceedings, address the meeting/hearing and confer with the member of staff and sum up the case as necessary. They may not answer questions on his/her behalf, address the hearing if the member of staff does not wish this, nor prevent the employer from explaining their case.

INDEPENDENT MANAGER

An Independent Manager is one who is, wherever possible, detached from the content/ detail of the case to be able to give an impartial and unbiased judgment at a formal hearing. Their role is to act as Chair of the Panel, to listen to all information provided and, based on the facts of the case as presented, form a judgment regarding a suitable outcome or suggest appropriate remedial action, as agreed with the Hearing Panel. Further, they must ensure that all parties have the opportunity to present their case. Where a case goes to appeal they will be

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responsible for presenting the rationale for the Panel's decision to the Appeal hearing if required, whether in person or by correspondence.

THE AGGRIEVED/COMPLAINANT

The member of staff (or group) bringing the grievance

THE RESPONDENT(S)

The member(s) of staff against whom the grievance lies or who has provided a decision against which the grievance has been brought

THE APPELLANT

The member of staff submitting an appeal

WITNESS(ES)

A current member of staff who would be asked to provide a statement or confirm notes from an investigation meeting, which would be included within any management report/hearing documentation. Witness statements should be concerned with the facts relating to the complaint and not consist solely of unsubstantiated opinion. To ensure fairness, confidentiality and consistency of the process, anonymous statements will not be accepted. Where a member of the team/department, who is a key witness, is employed by a 3rd party, it could be relevant to include their statement.

MEDIATOR

A Mediator may be appointed who is sufficiently detached from the content/detail of the case to be able to provide impartial and unbiased mediation. (see Mediation page 7) below for more detail). The Mediator would normally be a suitable and trained member of the University or in exceptional circumstances external services may be engaged, including ACAS.

4. CONFIDENTIALITY

Matters will be handled with as high a degree of confidentiality as is practicable, particularly when the issue is of a sensitive nature. Any manager, member of staff or companion must ensure that they maintain the confidentiality of the process and of University documents; any breach of confidentiality may be treated by the University as a disciplinary matter and appropriate action taken. No electronic recordings of any part of the proceedings is permitted.

5. GENERAL PRINCIPLES

- The overarching principle is that matters should be resolved at as early a stage as possible and within a reasonable timescale. It is expected that issues would be resolved in the normal course of the working relationship. Staff should therefore raise grievances in a timely manner and ideally as early as possible with their Supervisor/Line Manager in order to achieve resolution through informal means. Under this procedure grievances should be handled promptly and sensitively and all parties should act in good faith to seek a successful resolution of the complaint and without unreasonable delay. Any necessary disclosure of information will be discussed and agreed with relevant parties.
- Issues relating to alleged bullying, harassment, discrimination or whistleblowing should be raised through the appropriate procedure (see Scope page 3).

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- The pursuit of a grievance should be timely, recent and relevant, and the University reserves the right to dismiss a grievance without a hearing if it is brought an unreasonable length of time after the event or decision complained of. An isolated grievance must be brought to the attention of the Supervisor/Line Manager as soon as is reasonably practicable and within 3 months of the occurrence in order that matters can be investigated promptly and effectively. If the grievance raised is about an event that is the last occurrence in a series of events the final incident or event should not have occurred more than 3 months before the grievance is raised. Unlinked events that occurred more than 3 months prior may not be pursued as a grievance given the time that has elapsed between the event and grievance. A reasonable view will be applied to making an exception if matters have prevented an issue being raised in a timely manner.
- Where informal attempts to resolve an issue have failed, mediation may be offered with the relevant parties to ascertain if there are appropriate actions that can be taken to resolve the matters of concern without resorting to the pursuit of the formal procedure. Mediation is only possible with the agreement of all parties concerned; should all parties agree that it would be a constructive course of action, then arrangements will be made to provide an appropriate mediator to explore with the parties the details of the grievance with a view to discussing and/or agreeing potential remedies.
- It is important to note that if a staff member raises a grievance they will need to clearly set out the issues in writing, with evidence where appropriate, and make clear the resolution that they seek or put forward any expectations of what they consider may be a suitable remedy. For the formal procedure, they will also need to provide evidence as to the steps that they have taken to try to resolve their issue informally and the outcomes from such action.
- At each stage of the formal procedure staff are entitled to be accompanied by a companion (see page 4)
- The University will acknowledge receipt of all formal grievances in writing normally within 5 working days and all hearings will be arranged as soon as possible and within a reasonable period of time from receipt of the grievance, subject to the collation of relevant facts and proper investigation where required.
- All parties must take all reasonable steps to attend any meetings.
- Audio/electronic or similar recording of meetings is not permitted.

6. THE PROCEDURE

6.1 The Informal Procedure

When issues arise relating to work-related problems e.g. with regard to the job, terms and conditions of employment, working relationships, etc the individual staff member should discuss these with their immediate Supervisor or Line Manager on an informal basis in the first instance to try and resolve the matter. The individual staff member should provide a view as to what a suitable remedy would be. If the problem relates to their Supervisor/Line Manager then staff should raise it with the Manager of their Supervisor/Line Manager. If this does not lead to an acceptable resolution of the problem then this policy sets out the formal grievance procedure that should be followed. The policy seeks to make provision for the full use of mediation where

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appropriate in order to minimise recourse to formal procedures that can be difficult for all concerned, when trying to seek the best possible remedies for both parties and the University business, in a timely manner.

At this stage the grievance does not necessarily need to be in writing and no formal records will be kept. However, sufficient detail should be recorded and kept locally by the Line Manager and staff member themselves, any documentation generated through this process should be retained in order that evidence can be provided that the matter was resolved successfully or of the informal attempts that have been made to try to resolve the issue, including through the Equality & Diversity office, should it be required at a later stage.

An early discussion should take place where staff can raise their concerns and try to agree a course of action with the relevant manager that concludes the matter. It would be good practice to confirm the resolution achieved in writing, where appropriate. If the discussion is not successful then the next stage of the process or mediation should be considered.

6.2 The Formal Procedure

6.2.1 Stage One – Formal Process - Raising a formal Grievance

Staff members should put their grievance in writing without undue delay, addressed to their Line Manager, stating that it is a formal grievance. If the grievance relates to their Line Manager they should address their issue to the Manager of their Line Manager. Staff should be as explicit as possible and clearly indicate the nature of their grievance, providing evidence, facts, names, dates and times, as appropriate, together with the evidence as to the steps that they have taken to try to resolve their issue informally and the outcomes from such action; together with providing a view as to what a suitable remedy might be.

On receipt of the formal grievance the Manager should seek advice from the HR department. The University will acknowledge receipt of the grievance in writing (for which email is an acceptable medium) normally within 5 working days.

If the grievance is against an individual (“the respondent”), the Line Manager should meet firstly with that individual in order to outline the general nature of the complaint and explain what steps will be taken, e.g. whether an investigation will be conducted prior to any hearing. Such a meeting should not go into any further discussion.

The individual against whom the complaint has been made will have the right to respond to the complaint at any formal hearing and would receive the necessary documentation in advance of that hearing.

The University may ask the member of staff and other parties as appropriate to consider mediation at this stage and parties should be open to consider this approach.

6.2.2 Stage One- Formal Process - Mediation

Mediation is a form of conflict resolution involving facilitation by a third party to assist in seeking/agreeing a mutually acceptable solution to an issue. Mediation is a voluntary, impartial and confidential process which is undertaken to seek a solution which is agreed by and binding on all parties.

It can be appropriate to use mediation where an ongoing working relationship is in difficulty. It is

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appropriate in situations where work is being affected by the issue or there are questions surrounding fairness and reasonableness. To be successful there needs to be an interest and willingness from all parties to seek a resolution.

Mediation is a confidential process where the terms of the discussion are not disclosed to any party outside the mediation process except where there is sign off or authorisation required to achieve a particular remedy and with agreement from all parties.

It is not appropriate to use mediation where any party is unwilling to take part and it may also be inappropriate where there is a significant difference in the seniority of any parties.

It may be useful at any stage of the process to revert to the use of mediation if it is believed that this will facilitate a reasonable and mutually acceptable compromise or resolution to the grievance. Whilst mediation is taking place the grievance process will be stayed. If, ultimately, the mediation is not successful then the grievance will continue from the point at which it was stayed.

6.2.3 Stage One – Formal Process – Preparation for the Grievance Hearing

If it is decided to continue with a formal process, a Grievance Hearing will be arranged as soon as possible and this will be chaired by the Head of Department/Director or an Independent Manager, another Manager/Director and a representative from the Human Resources Department. The Panel will comprise of a minimum of three members, although the composition may be varied depending on the issue.

The staff member and the Manager/Investigating Officer presenting the case or providing detail on decisions reached, or the Respondent, as applicable, should prepare a written statement in advance of the hearing, in order to facilitate a thorough understanding for the Panel of the matter from both sides and the actions that have been taken to try to resolve the matter informally. This should contain relevant information which could include any supporting documentation, reports, witness statements or evidence to be considered and will be circulated to all parties normally at least 5 working days prior to the hearing.

Any relevant additional documents should be made available to the Panel and exchanged between all parties a minimum of 2 working days prior to the formal grievance hearing. The Chair of the Panel will determine whether any additional information provided is deemed relevant to proceedings.

At the formal hearing, employees have the right to be accompanied and should make the necessary arrangements to enable their companion to attend within a reasonable timescale. The employee should provide enough time for the University to deal with the companion's attendance at the meeting and advise in advance the name of the companion where possible and advise whether they are a fellow worker or trade union official or representative.

All parties may call relevant witnesses but need to notify the Human Resources contact in advance giving the reason for calling the witness. A witness statement/meeting notes should already have been provided. It is the responsibility of the party to ensure that their witness can attend the hearing or be available via Skype etc. If a witness provides a statement who is unable to attend a hearing, or declines to attend, it will be up to the Panel members' discretion as to whether or not to accept the statement. The Panel may decide however that witness statements alone will be sufficient.

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The parties shall provide clarification on any aspect of the grievance if requested to do so.

6.2.4 Investigations and clarification

It may be that clarification or further information is required by the Panel either in advance of the hearing or following an adjournment, and in complex cases it may be necessary to appoint an individual independent to the Panel as the Investigating Officer, to conduct this and present the report to the Grievance hearing. Such actions will impact on the timeliness of the grievance outcome being determined. (See Appendix B).

6.2.5 Non-attendance at Grievance Meetings/Hearing

Staff members are expected to make themselves available for meetings/hearings at the date and time as specified in their invitation letter. If there are reasons why they are unable to attend they should inform the University in advance where possible.

If they are unable to attend for reasons acceptable to the University eg:

- the chosen companion will not be available at the time, the hearing may be delayed to a time proposed by the member of staff, provided that the alternative time is both reasonable and not more than 5 working days after the date originally proposed. Where the Panel are unable to convene for this proposed date, an alternative proposal will be made but all parties should try to avoid unnecessary delay.
- as a result of exceptional circumstances that are outside of their control and which were unforeseeable at the time the meeting was arranged, the University will arrange another meeting, again without unnecessary delay where possible.

If the employee is unable to attend the reconvened meeting, or the University does not accept the reasons given, the meeting may proceed in their absence, taking into account the information available. Staff may, in extenuating circumstances, supply the Chairperson with a written statement but it should be noted that this is not a recommended option nor would it provide the opportunity for the individual to state their own case and respond.

In all instances a reasonableness test will be applied when considering how best to proceed.

6.2.6 The Grievance Hearing

The member of staff who has raised the grievance (the aggrieved person) or their companion will have the opportunity to state their case, call witnesses where appropriate, and to state the resolution sought.

The person(s) against whom the grievance has been made (the respondent), or their companion, who is presenting their case, will then have the opportunity to respond to the grievance and the potential resolutions and call witnesses where appropriate.

Both the aggrieved person and the person against whom the grievance has been made, together with Panel members, will have the opportunity to question the parties and their witnesses.

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If a witness provides a statement who is unable to attend a hearing, or declines to attend, it will be up to the Panel members' discretion as to whether or not to accept the statement. The Panel may decide however that witness statements alone will be sufficient.

Both parties will then have the opportunity to sum up their case with a concluding statement, including how they believe the matter could be resolved/compromised, with the aggrieved person presenting their statement last.

The Chairperson may at any time during the hearing decide to adjourn in order to seek clarification of any evidence presented or to request further information. The aim is to achieve a clear understanding of the grievance, why it has arisen, and how it may be resolved.

Either party may seek a short adjournment during the hearing, for instance to speak with their companion or for a break as necessary.

Should any new evidence come to light during an adjournment this will be disclosed either through paper submission or at a reconvened hearing in order to provide all parties with visibility of the new evidence and the opportunity to respond accordingly.

6.2.7 Grievance Hearing Outcome

The University will advise the decision and relevant outcomes that may be applied in writing to all parties, normally within 5 working days of the Grievance Hearing date unless a different timeframe has been advised or further investigation/consideration has been required. A decision will be made as to whether or not the grievance is upheld, taking into account the balance of probabilities on each issue raised, and, if it is upheld, in full or in part, to make such proposals for the redress of the grievance as it sees fit. If it is not upheld, the Panel may still make recommendations for appropriate actions to be taken.

If witnesses have been approached, they will be provided with a brief statement normally by their interviewer in order to inform them that the matter has been heard.

6.2.8 Stage Two – Formal Process - Appeal

Staff members will be notified in writing of the outcome and advised of their right to appeal and to whom it should be submitted in writing by them within 10 working days of the date of the letter containing the decision.

The employee (the Appellant) should set out clearly the grounds of their appeal.

6.2.8 Stage Two – Formal Process – Grievance Appeal Hearing

The appeal hearing is not a repeat of the original hearing. The Appeal Panel will therefore confine discussions to the specific grounds stated rather than reconsider the whole matter afresh. The documentary evidence from the original hearing will be made available for reference purposes however.

At the Appeal Hearing, the Appellant has the right to be accompanied by a companion and should make the necessary arrangements to enable their companion to attend within a reasonable timescale. The employee should provide enough time for the University to deal with the companion's attendance at the meeting and advise in advance the name of the companion

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where possible and advise whether they are a fellow worker or trade union official or representative.

An Appeal Hearing will be arranged as soon as possible, allowing for factors such as Panel member availability, postponements etc. The Panel will be chaired by a Senior Manager from another area where possible, another Senior Manager and a Senior member of the Human Resources Department, and comprise staff who were not previously involved in the formal hearing. The Panel will comprise of a minimum of three members. The panel for an academic member of staff (as defined in Statute 1 – 1.1) grievance appeal, will include an independent member of the University Council.

The Chair will confirm that the meeting is being held to consider the specific grounds stated in the appeal document.

The order of the hearing would be:

The Appellant or their companion will be asked to put forward their case

The Panel will ask questions of the Appellant

The Panel will ask questions of the presenting Manager/Respondent, if their presence is required

The Chair will confirm that no further information is being put forward

The presenting Manager/Respondent will sum up, if present

The employee or his/her companion will sum up

The Chair will adjourn the hearing for the panel to deliberate on the information presented which may include further investigation as necessary.

The decision shall be advised in writing to all parties, normally within 5 working days of the Appeal Hearing unless a different timeframe has been advised.

The decision of the Appeal Panel shall be final. There is no further right of appeal.

7. GROUP GRIEVANCE

7.1 – Group Grievance Informal Process

If a number of staff wish to raise a grievance/complaint in relation to the same workplace issue, then it is appropriate that they raise a group grievance. The procedure for a group grievance follows the same processes (both informal and formal) as set out above.

To facilitate a sensible and manageable process, however, an individual from the group should be nominated and agreed by the group as the spokesperson and will take the lead and present the complaint on behalf of all those involved collectively during the process.

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7.2.1 – Group Grievance Formal Hearing

The group may be supported by an appropriate companion if this is agreed by all the group, and should make the necessary arrangements to enable their companion to attend within a reasonable timescale. The employees should provide enough time for the University to deal with the companion's attendance at the meeting and advise in advance the name of the companion where possible and advise whether they are a fellow worker, trade union official or representative.

A single formal hearing would be convened to consider an outcome that could be applied for the group as a whole, in order to provide consistency and fairness.

If a number of staff wish to raise a grievance which does not relate entirely to the same workplace issue, i.e. a spokesperson cannot lead and present the complaint on behalf of all those wishing to be heard, as the complaint also contains individual issues, then the matters will be heard under individual hearings. It may be that some elements may be considered collectively and some individually. The actual format of the hearings and composition of the Panel(s) will require specific consideration according to the nature of the complaints.

In all instances a “reasonableness” test will be applied when considering how best to proceed.

7.2.2 – Group Grievance Formal Hearing Outcome

The University will advise the decision and relevant outcomes, in writing normally within 5 working days of the Grievance hearing date unless a different timeframe has been advised or further investigation/ consideration is required.

7.2.3 – Group Appeal

The group will be notified in writing of the outcome and advised of its right to appeal and to whom, which should be submitted in writing within 10 working days of the date of the letter containing the decision. As this would be a group grievance, the reasons for appeal must be agreed by all, although this does not preclude an individual member from withdrawing from the grievance in writing at this stage.

8. COLLECTIVE GRIEVANCE

In certain exceptional circumstances, the nature of the complaint may require resolution involving the appropriate full-time officer(s) of the union(s) together with local representatives of the union and the appropriate University officers and the matter may be referred for consideration at the University's Staff Consultative Committee. Where the matter falls within the scope of national agreements it may be referred to the Joint Secretaries of the appropriate national joint committee, or where appropriate, the issue may be referred to ACAS for conciliation purposes.

9. OVERLAPPING GRIEVANCE AND DISCIPLINARY OR OTHER CASES

Where a grievance is raised when a disciplinary or other process is underway or vice versa, consideration will be given regarding whether it is appropriate to deal with both issues

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concurrently. The same Panel would be used. Only in exceptional circumstances will the disciplinary or other procedure be adjourned to consider the grievance.

10. APPEALS/COMPLAINTS AGAINST OUTCOME OF UNIVERSITY PROCEDURES

The Grievance Procedure should not be used for appeals/complaints against decisions reached through other University processes eg promotion. The necessary avenues for consideration in those procedures should be followed.

11. BULLYING AND HARASSMENT

If a Staff member is raising a complaint about alleged bullying, harassment or discrimination, then the relevant procedure should be used (Dignity at Work – Employment).

12. GRIEVANCE REGARDING SERIOUS WRONGDOING WITHIN THE UNIVERSITY: WHISTLEBLOWING

If a member of Staff has a concern that relates to serious wrongdoing, e.g. fraud, and health and safety infringements they should raise their concern(s) under the Public Interest Disclosure (Whistleblowing) procedure.

13. OTHER AVENUES

13.1 CONFLICT COACHING

Staff may wish to consider utilising the University's conflict coaching service as an informal mechanism for resolving issues. The service is a free, confidential and informal support service available to all staff that may be experiencing an unresolved conflict at work. The purpose of the sessions is to help staff find an effective way to respond to difficult issues. Further information is available on the Intranet.

13.2 COUNSELLING

Staff may wish to consider utilising the University's counselling service which offers emotional, psychological and mental health support. Counsellors are trained to listen, understand and to help clarify and address problems that may be interfering with the wellbeing and enjoyment of life for staff. This service is free and totally confidential. Typically a maximum of six sessions will apply. Further information is available on the Intranet.

14. FURTHER INFORMATION

If you require any clarification on this policy or procedure please contact Human Resources.

A full list of all available policies and guidelines are available on the HR intranet.

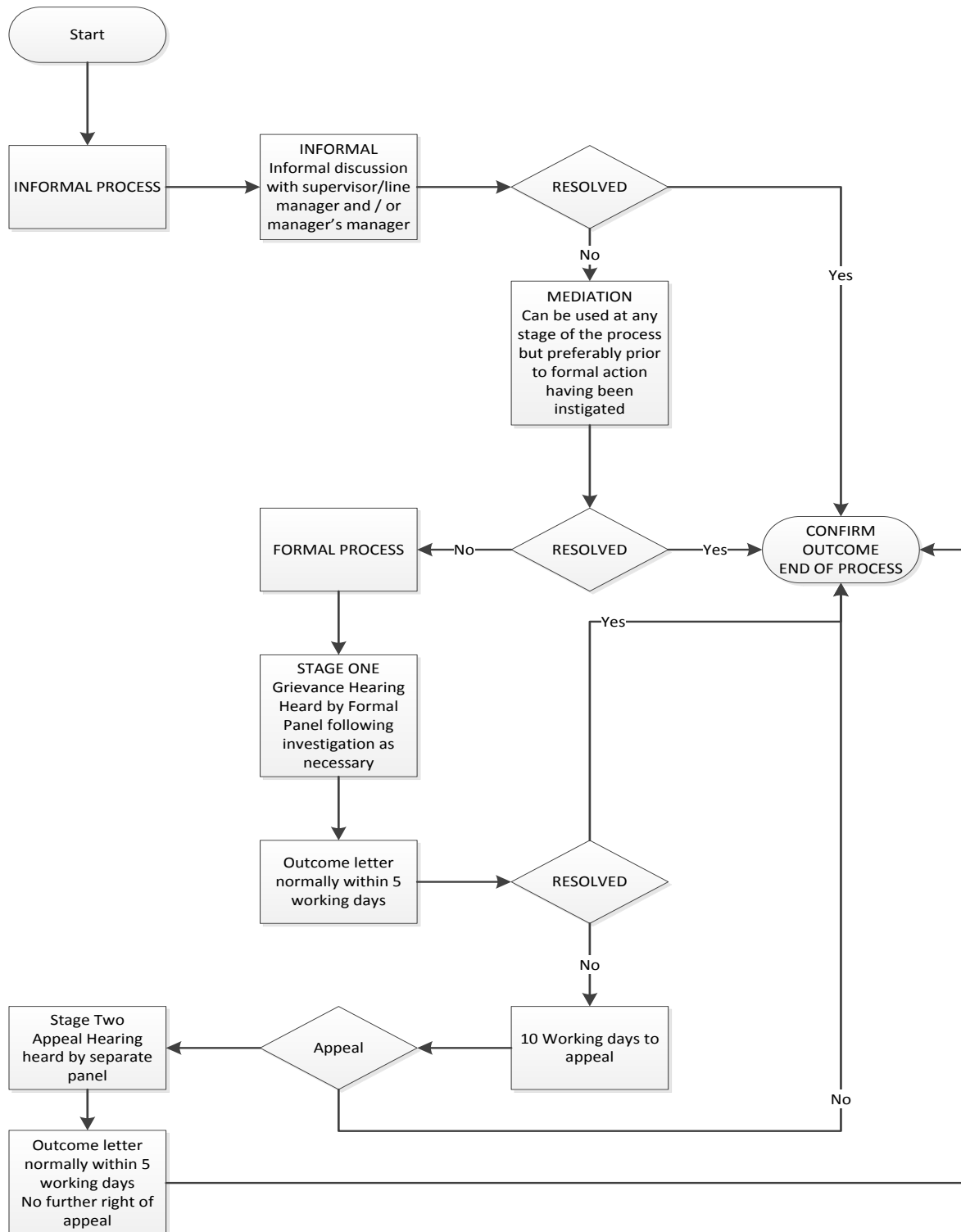
15. APPENDICES

15.1 Appendix A - Grievance Flowchart

15.2 Appendix B – Investigation procedure

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APPENDIX A – GRIEVANCE FLOW CHART



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APPENDIX B – Investigations procedure for Grievances

The University may conduct an investigation into the circumstances around a matter of a grievance or complaint that would assist the Panel in its deliberations. It may be that clarification or further information is required by the Panel, prior to the hearing or following an adjournment, or in complex cases an independent individual, an Investigating Officer, may be appointed to conduct this and present the report to the Grievance hearing.

If the grievance is against an individual (“the Respondent”), their Line Manager should meet firstly with that individual in order to outline the general nature of the complaint and explain what steps will be taken, e.g. whether an investigation will be conducted prior to any hearing. Such a meeting should not go into any further discussion.

The purpose of an investigation is not to draw conclusions as to culpability but to establish facts and to gather evidence to aid informed decisions. Investigations should be carried out in a timely and objective manner with full regard to confidentiality. Whilst the general nature of the complaint should be discussed, full details need not be disclosed prior to or at an investigation meeting.

A staff member must ensure that they are available to attend an investigation meeting if required and that they co-operate fully with the process and any reasonable request or instruction in relation to the investigation.

The staff member concerned will be given advance notice of the investigation meeting and brief details as to the nature of the complaint or matter under investigation. A written record of the meeting will be taken by a note taker for the staff member to sign as correct or to append their amendments on the notes.

There is no statutory right to be accompanied by a companion to an investigatory meeting. Although, the University at its discretion may agree to a companion being present as an observer. A companion will not be permitted to present the case or answer questions on behalf of the individual. Brief adjournments may be appropriate during investigatory meetings, for participants to confer or to take a short break.

If witnesses have been approached as part of the investigation, they will be provided with a brief statement normally by their interviewer once the hearing has taken place, in order to inform them that the matter has been heard.

Contents of an investigation may be relevant and used as part of another investigation under other policies or processes – for example an investigation conducted under a grievance may be disclosed as evidence under a disciplinary process.