



## BERRYMEDE JUNIOR SCHOOL

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# LA Schools Grievance Procedure

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*'Be Happy, Be Healthy, Study Hard'*



# BERRYMEDE JUNIOR SCHOOL

## School Grievance Procedures



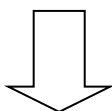
Ealing  
May 2017

### Summary

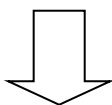
The purpose of this procedure is to ensure that individual disputes are dealt with quickly and supportively. The procedure sets a clear process which follows the ACAS code of practice.

If an employee has a concern they should, in the first instance, always try and resolve it informally. However if this is not successful an employee has the right to raise a formal concern which should be dealt with fairly and promptly. The flow chart below summarises the way grievances should be handled and is based on ACAS principles.

Always try to resolve grievances informally in the first instance – sometimes an informal discussion or quiet word is all that is needed -  
**View this as the informal part of the process**



Use your grievance procedure when it is not possible or appropriate to resolve the matter informally – **This is the start of the formal process**



#### Formal Process

- Employee to set out their grievance in writing including the resolution/outcome they are seeking
- Meeting to discuss the grievance - **This is the formal stage**
- Allow the employee to be accompanied at the meeting
- Decide on appropriate action
- Allow the employee to appeal to a higher authority if not satisfied - **This is the final stage of the process**

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## **Introduction**

Grievances are concerns, problems or complaints that employees raise with their employers. The 2009 school staffing regulations require maintained schools to have a grievance policy that must be approved by the governing body.

### **Scope**

The procedure applies to all staff employed by the school. It excludes agency staff and other staff employed in the school under contract arrangements with external providers.

### **What matters can be dealt with via the Grievance Procedure?**

Where an employee is aggrieved at a management action, inaction, omission or decision which affects the employee, where there is a dispute relating to the contractual rights of the employee. The grievance policy is not intended to be used for complaints that employees might have about the conduct of other employees. However, if an employee believes that they have been bullied or harassed by a colleague and that the school has failed to take appropriate action once the matter has been brought to its attention, then use of the grievance procedure may be appropriate.

### **The grievance policy shall not apply to:**

- Complaints used to counter action or proposed action under the probation, managing unsatisfactory performance, disciplinary, or medical capability review procedures.
- Where the grievance is that possible dismissal is being contemplated on any grounds including through the redundancy procedure.

### **There are certain occasions when it is not necessary to follow the grievance procedure.**

- If the matter the grievance is being raised about is over three months old the school can choose not to proceed.
- If the head teacher believes more serious concerns such as bullying or harassment should be investigated under the school's disciplinary procedure as disciplinary sanctions may result if the allegations are substantiated.

### **Procedure for employees who have left the schools' employment**

If an employee brings a grievance after they have left the school, or if an employee leaves the school after raising a grievance, then it is possible to use the statutory modified grievance procedure. However, it can only be used if both parties agree in writing. These are detailed in Appendix 2.

## 1. Part One – Informal Process

- 1.1. There is a clear expectation that staff and their managers should be able to resolve the vast majority of concerns informally during the course of everyday working relationships through the normal management process without having to resort to the formal grievance process. Managers should always be willing to meet with staff to discuss concerns that staff may have. This should avoid relatively minor matters escalating. The incidence of grievances should be reduced if there exists within a school effective induction and management of probation for all new staff, regular individual supervision, team meetings and appropriate training.
- 1.2. Both parties should aim to resolve the matter at this stage without recourse to the formal procedure wherever possible. Managers should try and agree with employees a time frame for an informal response. Trade unions will often ask their members to refer concerns to them before deciding to take out a formal grievance. Only after such attempts and where an employee feels it has not been possible to resolve the complaint informally, or where the issue is such that formal clarification of issues is required, should the formal grievance procedure be invoked by the employee.
- 1.3. Employees can be reluctant to raise formal grievances, even though they may feel very strongly about an issue relating to their employment. There can be a perception that, by having to formally register a grievance, they will be brought into conflict with other members of staff, particularly their own managers and may be regarded as troublemakers. It is important for management to emphasise therefore they are always willing to meet to discuss and try and resolve staff concerns. An informal approach in addressing employee grievances is more likely to produce a satisfactory resolution and help staff who have genuine and legitimate concerns but not feel able to take out a formal grievance.
- 1.4. Mediation may be looked at as a possible means of resolving grievances throughout the grievance procedure. Mediation is voluntary and can only take place where both parties agree to it. The mediator's role is to work with those involved to try to find a positive way forward. The mediator will not judge the grievance, who is right or wrong, apportion blame or tell the parties involved what to do. Instead they will work towards developing communication and empathy by seeking common ground and consensus. The mediator will work with all parties involved to consider future needs, expectations and options. Managers should seek advice from Schools HR to initiate the process for mediation, which will be discussed individually and fully with both parties prior to their participation and then with both parties present. Not all grievances will be appropriate for mediation and each case will need to be considered on its own merits
- 1.5. Staff working in schools that subscribe to the counselling service should also consider the option of calling the current provider WORKPLACE OPTIONS on Freephone 0800 243 458. This service can provide around the clock confidential assistance around work and personal issues.

## **2. Part Two – Formal Process**

### **2.1 Right to representation**

Employees have the right to be accompanied or represented by a trade union representative or fellow work colleague and seek their advice and guidance at any formal stage of the grievance procedure. Employees are encouraged to make use of the option and to seek advice and guidance as soon as possible and certainly before taking out a formal grievance.

In exceptional circumstances a representative who is not a trade union representative or fellow work colleague may be permitted, for example, if there are medical reasons. This will be at the sole discretion of the manager conducting the meeting. Legal representation, specialist employment law advisers and similar will not be allowed.

If the employee's chosen companion will not be available at the time proposed for the hearing by the employer, the employer must postpone the hearing to an alternative time that is both reasonable and, unless mutually agreed, not more than five working days after the date originally proposed. A meeting would not normally be postponed for a second time.

The companion should be allowed to address the hearing to present and sum up the employee's case, and confer with the worker during the hearing. The companion does not, however, have the right to answer questions on the worker's behalf, address the hearing if the worker does not wish it or prevent the employer from explaining their case.

### **2.2 Let the employer know the nature of the grievance**

Only after such attempts and where an employee feels it has not been possible to resolve the complaint informally should the formal grievance procedure be invoked by the employee using the school's grievance notification form in appendix 1. The purpose of the form is to ensure the precise nature of the grievance and its outcome is clearly understood and documented at the outset, to clarify that the employee is raising the matter formally and so that it can be dealt with effectively. When setting out their grievance employees should stick to the facts and avoid language which may be considered abusive or emotive.

The grievance notification form should state:

- The details of the employee and their representative (if applicable)
- The full nature of the grievance: including a description of the matter which is complained of and the reasons that the employee is aggrieved
- Details of the employee's attempts to deal with the matter informally and why the employee is not satisfied with the informal response
- What resolution/outcome(s) the employee is seeking
- Include any relevant documents or other evidence if the grievance refers to them and attach copies
- Be signed and dated or from a recognised email account

Upon receiving the grievance notification form the manager should acknowledge receipt and arrange a first meeting within 10 working days. If a manager is unable to do this they should inform the employee and explain the reasons for the delay. The grievance meeting will not take place unless and until the employee has supplied the above information. Where a formal complaint is submitted in writing other than on the grievance notification form but includes all the information required on the form, the manager should acknowledge receipt and proceed to arranging a meeting.

Where the grievance is against the line manager the employee should approach their manager's line manager. If the grievance is against the head teacher the employee should approach the Chair of Governors or a governor appointed to the role by the Chair. The school should make it clear to staff how they can contact the Chair of Governors.

### **2.3 Hold a meeting with the employee to discuss the grievance**

Managers should arrange for a formal meeting to be ideally held within 10 working days after a grievance is received. Managers, employees and their representatives should make every effort to attend the meeting. Employees will be entitled to be accompanied by a recognised trade union official or a work place colleague. Employees should be allowed to explain their grievance and how they think it should be resolved. Consideration should be given to adjourning the meeting for any investigation that may be necessary. It can be helpful for the

person against whom the grievance is made to be present but only with the agreement of the person making the grievance.

Managers should:

- Arrange a meeting, ideally within ten working days or sooner, in private where there will not be interruptions.
- Arrange for someone to take notes of the meeting
- Consider if any reasonable adjustments should be made.
- Consider requesting HR advice and for more complex matters consider inviting an HR officer to provide advice at the meeting.

Employee's responsibilities

- Wherever possible when raising complaints consider possible solutions informally with their manager before starting the formal grievance procedure
- Be aware of the stages of this procedure and make every effort to comply. (Where a formal grievance is issued 3 months or more after the incident complained of then the School reserves the right to decline to follow this procedure).
- Completing the school's grievance notification form to raise a formal grievance and providing all the required information to ensure the subject matter of the grievance is clearly understood at the start of the procedure to enable the grievance to be dealt with effectively, in particular explaining the basis of the grievance, the full reasons for submitting it and what possible remedy/outcome they are seeking. Vague and unspecific feelings of discontent with employment in general, a manager in particular or the school will not be possible to address where no specific outcome can reasonably be achieved.

Conduct of the meeting (Also see appendix 3 – guidance outline of a grievance meeting).

Managers should

- Remember that a grievance hearing is not the same as a disciplinary hearing and is an occasion when discussion and dialogue may lead to a satisfactory amicable solution
- Make introductions as necessary
- Invite the employee to re-state their grievance and how they would like to see it resolved
- Put care and thought into resolving grievances. They are not normally issues calling for snap decisions and the employee may have been holding the grievance for a long time. Make allowances for any reasonable "letting off steam" if the employee is under stress
- Consider adjourning the meeting if it is necessary to investigate any new facts which arise
- Allow (where appropriate) other relevant parties involved in the grievance to attend the meeting and make representations
- Sum up the main points
- Tell the employee when they might reasonably expect a response if one cannot be made at the time.
- Managers should make and retain all relevant records. A note taker may often be required at any meeting.

## **2.4 Decide on appropriate action**

Following the meeting decide on what action, if any, to take. Decisions should be communicated to the employee, in writing, without unreasonable delay and, where appropriate, should set out what action the employer intends to take to resolve the grievance. The employee should be informed that they can appeal if they are not content with the decision or action taken and to whom the appeal should be directed.

Set out clearly in writing any action that is to be taken and the employee's right of appeal. Where an employee's grievance is not upheld make sure the reasons are carefully explained.

Bear in mind that action taken to resolve a grievance may have an impact on other individuals who may also feel aggrieved. If the grievance highlights any issues concerning policies, procedures or conduct (even if not sufficiently serious to merit separate disciplinary procedures) they should be addressed as soon as possible.

Ensure any action taken is monitored and reviewed as appropriate so that it deals effectively with the issues. Where no appeal is received this constitutes the end of the grievance matter.

## 2.5 Allow the employee to take the grievance further if not resolved

Where an employee feels that their grievance has not been satisfactorily resolved they have the right to appeal. They should let their employer know the grounds for their appeal without unreasonable delay by filling in the Grievance Appeal Notification form (see appendix 4) within ten working days of receipt of the response from the manager hearing the original grievance.

The employee needs to clearly state why they feel the decision was wrong and why they continue to be aggrieved. This should include a copy of the stage one formal grievance notification form, the written response and copies of all relevant documentation. The appeal must relate to the original grievance and no new matters may be introduced.

Appeals should be heard without unreasonable delay and at a time and place which should be notified to the employee in advance. The appeal should be dealt with impartially and wherever possible by a more senior manager who has not previously been involved in the case or if the head teacher heard the original grievance by the governing body appeal panel. If the original grievance was against the head teacher and therefore heard by the Chair of governors or an experienced governor nominated by the chair or governors the appeal should go to the governing body appeal panel. Employees will be entitled to be accompanied by a recognised trade union official or a work place colleague.

The purpose of the appeal meeting will be to:

- Allow the employee to present their original grievance and the reason(s) why they are unhappy with the outcome of stage one grievance decision and why they continue to be aggrieved
- Allow the manager who conducted the original grievance meeting (where appropriate) and any other relevant parties involved in the grievance to attend the meeting and make any other representations, and
- Enable the manager conducting the meeting to reach a decision about the appeal and whether to take any actions.
- If the manager considers that further enquiries are required then the meeting may be formally adjourned while such enquiries are made.

The manager conducting the grievance appeal meeting will notify the employee of their decision in writing within 5 working days. Where it is not possible to respond within 5 working days of the meeting, for example the meeting has been formally adjourned pending further enquiries, the manager should notify the employee of this in writing and state the reasons for the delay in reaching a decision and by when the employee can expect a response.

The written response must advise the employee of

- The manager's findings & the reasoning behind the final decision
- Any proposed action (s)/recommendations to resolve the position or that there will be no action
- That this is the final stage of the school's grievance process and the employee has no further right of appeal.



## **3 Part Three - About the procedure**

### **3.1 Overlapping grievance and disciplinary cases**

Where an employee raises a grievance during a disciplinary process that relates to the disciplinary action itself then the employee can make representations within the ambit of the disciplinary policy itself and not as a separate grievance.

Where an employee raises a grievance during a disciplinary process that alleges that the disciplinary action in itself is:

- An act of discrimination on the grounds of age, sex, race, disability, religion/belief or sexual orientation, or
- Due to ulterior motives, i.e. the true grounds on which the disciplinary action is being taken or contemplated are unrelated to the grounds asserted by the manager

the disciplinary process may be temporarily suspended in order to deal with the grievance. If the grievance is about a completely different matter to the disciplinary issue the grievance and disciplinary processes can run concurrently.

### **3.2 Collective grievances**

There will be instances where more than one employee wishes to register a grievance. This may be because two or more staff feel aggrieved about the same issue, or because members of staff bring counter grievances against each other. In such cases the head teacher or manager will need to decide whether a meeting will be necessary and whether it is appropriate to consider evidence from members of staff jointly or separately. The desirability of joint meetings will be influenced by the likelihood that meetings can be conducted objectively in the presence of more than one party. Clearly where more than one employee intends to present evidence to substantiate the same issue, it would make sense to hear the evidence at a joint meeting. However, where the views of the employees concerned are contradictory, joint meetings may only serve to inflame the situation.

Where a joint meeting is held the head teacher or designated manager should ensure that each of the employees, and/or their representatives, are given an opportunity to present their evidence and call witnesses. The use of cross questioning by employees, or their representatives, may be appropriate to clarify points of evidence, but the manager should ensure that cross questioning is confined to clarification and not used to intimidate employees.

### **3.3 Malicious/Vexatious Grievances**

The School will not tolerate grievances that are vexatious or malicious. Any misconduct will lead to disciplinary action under the School's Disciplinary Policy. Dishonesty during the grievance process will be considered to amount to gross misconduct and may lead to dismissal.

### **3.4 Multiple Grievances**

Where an employee raises multiple grievances about related matters at the same time, the same manager will normally consider and respond to them together. This will make it more likely that possible linkages or wider implications are explored together.

### **3.5 Confidentiality**

All parties involved need to respect confidentiality at all times. Information must not be shared with anyone except those directly involved. This does not preclude a confidential consultation with a trade union representation or a work colleague.

Circulation of information will be that which is necessary to ensure a fair investigation and consideration of the grievance. Unnecessary disclosure of confidential information at any stage may lead to disciplinary action under the school's disciplinary procedure.

It may not be possible to guarantee confidentiality in all cases, for example, where an employee raises a grievance about criminal activities, a child protection issues or reveals information that will put the health and safety of employees and/or pupils at risk or if, as a result of the grievance, the school decides to commence disciplinary action against another employee. A written statement by the employee, attendance at a disciplinary hearing, interview by the police etc., may be required as part of the action relating to the grievance.

### **3.6 The Equality Act 2010**

Appropriate reasonable adjustments should be made for an employee and/or their representative if they have a disability within the meaning of the Equality Act, to ensure they are not disadvantaged and can participate fully in the grievance process.

## Part Four Appendices and Draft letters

### APPENDIX 1 – FORMAL GRIEVANCE NOTIFICATION FORM

An employee and or their representative should use this form to raise a formal grievance under the School's Grievance Procedure. The form is designed to ensure the grievance is clearly understood at the outset and dealt with speedily and effectively.

#### 1. EMPLOYEE DETAILS

First name:	Surname:
Job title:	Location:
Name of line manager:	Telephone:

#### 2. REPRESENTATIVE DETAILS

Please state clearly the name and contact details of any representative to be included as a point of contact for further information.

First name:	Surname:
Name of Trade Union (if applicable) or workplace/section of representative:	Telephone:
Please identify any dates when you or your representative are not available to meet to discuss the grievance:	

#### 3. THE FORMAL GRIEVANCE

Please state clearly the full nature of your grievance in as much detail as necessary to assist the manager concerned reach a resolution. Describe the decision, policy or conduct of the School, which you are complaining about. State fully how you are, or will be, affected by the issue. State why you disagree with the School's actions or intentions in the matter. If referring to specific incidents, please include (so far as you are able) details of dates, times, places and the people involved. If referring to documents please attach copies if possible or supply details for the School to be able to identify and locate a copy of the document mentioned.

*Please continue overleaf and on another sheet if necessary.*

#### 4. INFORMAL APPROACH

Have you attempted to resolve the matter informally? Y / N

If YES, what was the outcome and why you are not satisfied with the informal response.

If NO, why not?

*Please continue overleaf and on another sheet if necessary.*

#### 5. OUTCOMES OR REMEDY SOUGHT

What resolution / outcomes are you seeking?

*Please continue overleaf and on another sheet if necessary.*

**Note:** This will be the basis of your grievance throughout the procedure. Therefore you may wish to seek advice from your representative prior to completion. It is important that the School knows at the outset what your complaint is, and the reason that you believe the complaint is justified. If you wish to change the basis of your grievance, or wish to add further complaints to it, during the procedure, then this is likely to cause delay. Furthermore, you can only do so if you submit full details in writing in good time before the meeting takes place.

#### 6. EMPLOYEE STATEMENT:

I have read the School's Grievance Procedure and submit this grievance in accordance with its provisions.

Signature:

Date:

On completion, please return this form to your line manager (in cases where the grievance is against the manager, to that person's manager).

#### FOR COMPLETION BY THE RECEIVING MANAGER / CHAIR OF GOVERNORS

Date form received:

Name of HR representative informed:

Date of meeting with employee:

Date decision conveyed to employee/ reference of letter (attach copy):

Signed:

Date:

## **APPENDIX 2 - STATUTORY MODIFIED GRIEVANCE PROCEDURE**

The modified (two-step) grievance procedure can apply where the employment has ended and:

- either the employer was not aware of the grievance before the employment ended, **OR**
- if the employer was aware, the normal grievance procedure had not started or had not been completed by the time the employment ended, **AND**
- The parties agree in writing that the modified, rather than the standard, grievance procedure shall apply.

### **Step One - Statement of Grievance**

The grievance must be set out in writing and state:

- The nature of the grievance;
- The basis for it;
- Desired outcome; and
- Submit relevant evidence.

The person may find it useful to use the School's Grievance Notification Form to help in formulating the grievance. The employee must send the statement or a copy of it to their former manager within 3 months of the incident complained of, or from the date of the latest incident if there have been a number of related incidents over a period of time.

### **Step Two - Response**

- The appropriate manager must set out their response in writing and send the statement or a copy of it to the employee.

*NB: This statutory modified procedure can replace all and any stage of the procedure.*

## APPENDIX 3 – GUIDANCE OUTLINE OF A GRIEVANCE MEETING

**The steps below are available as guidance for the order of grievance meetings. Prior to any meeting, the manager conducting the meeting will ensure all the relevant documentation is circulated to all parties.**

1. The manager conducting the meeting will introduce all parties present and outline the procedure and process.
2. The manager conducting the meeting will ask the employee and/or representative to explain the employee's grievance and how they think it should be settled, including any evidence or the names of any witnesses who they propose should be called.
3. The manager conducting the meeting may ask questions of the employee as the grievance is put forward.
4. The manager conducting the meeting may respond to the employee's case, allowing the employee and/or representative to ask further questions.

*NB: If the manager conducting the meeting considers further enquiries are necessary and/or is not sure how to deal with the grievance, the meeting may be formally adjourned to undertake further investigation and/or to seek advice. The meeting should be re-convened at a mutually agreed date to consider any further enquiries made and for the attendance of any witnesses if required. The manager conducting the reconvened meeting should allow the employee and his/her representative an opportunity to comment any findings made from further enquiries made and ask questions of the witnesses if required.*

5. The manager conducting the meeting will ask the employee and/or representative to sum up, if they wish, the employee's case.
6. The manager conducting the meeting sums up what has been heard and the next course of action / steps.

**In all cases, after the meeting the manager conducting the meeting must inform the employee of their decision as to their response to the grievance (and notify them of their right of appeal against the decision if they are not satisfied with it). This should be within five working days of the meeting. If it is not possible to respond within five working days of the meeting, the employee should be given an explanation for the delay and told when a response can be expected in writing**

### **Notes**

- Timing and location of meetings must be reasonable
- The manager conducting the meeting should ensure it is not interrupted and the proceedings are kept confidential.
- The manager conducting the meeting should consider and make appropriate reasonable adjustments in respect of an employee's and his/her representative's disability e.g. taking the time to explain the detail of the grievance procedure for people who do not speak English very well or who have a difficulty with reading.
- Meetings must be conducted in a manner that enables the manager and employee to explain their cases
- A more senior manager or the governing body appeal committee must conduct grievance appeal meetings.
- A collective grievance should, within reason, follow the same process

## APPENDIX 4 - GRIEVANCE APPEAL NOTIFICATION FORM

An employee and or their representative should use this form to appeal a formal grievance under the School's Grievance Procedure. The form is designed to ensure the grievance is clearly understood at the outset and dealt with speedily and effectively.

### 1. EMPLOYEE DETAILS

First name:	Surname:
Job title:	Location:
Name of line manager:	Telephone:

### 2. REPRESENTATIVE DETAILS

Please state clearly the name and contact details of any representative to be included as a point of contact for further information

First name:	Surname:
Name of Trade Union (if applicable) or workplace/section of representative:	Telephone:
Please identify any dates when you or your representative are not available to meet to discuss the grievance:	

### 3. REASONS FOR APPEAL

Date of grievance:	Date response received:
Please state clearly the reasons why you are dissatisfied with the grievance outcome in as much detail as necessary to assist the manager concerned to reach a resolution, continuing on a separate sheet if necessary. Describe in detail why you feel the decision was wrong and why you continue to be aggrieved. Please attach copies of all the documentation from the grievance process.	

#### 4. REMEDY OR OUTCOMES SOUGHT

What resolution / outcomes are you seeking?

*Please continue overleaf and on another sheet if necessary.*

**Note:** This will be the basis of your appeal. Therefore you may wish to seek advice from your representative prior to completion.

#### 6. EMPLOYEE STATEMENT:

I have consulted the School's Grievance Procedure and wish to submit this appeal against the grievance outcome in accordance with its provisions.

Signature:

Date:

On completion, please return this form to your line manager (in cases where the grievance is against the head teacher to the Chair of Governors).

#### FOR COMPLETION BY THE RECEIVING MANAGER OR CHAIR OF GOVERNORS

Date form received:

Name of HR representative informed:

Date of meeting with employee:

Date decision conveyed to employee/ reference of letter (attach copy):

Signed:

Date:



## Sample letter 1 Acknowledgement of a Formal Grievance Notification Form

Private and Confidential

Dear (*employee's name*),

Grievance

This letter is to acknowledge receipt of your Formal Grievance Notification Form dated (*insert date*) giving details of your grievance.

In order to respond to your grievance, a meeting has been arranged with me in accordance with the School's Grievance Policy. The meeting will take place on (*insert date*), at (*insert time*), in (*insert venue*). At the meeting, I discuss your description of events. I will also discuss the possible outcomes, including the suggestions on your form.

I will give you my decision at the end of the meeting if possible. However, if necessary, I may decide that it is necessary to give the matter further detailed consideration and/or to make further enquiries before making my decision.

You have the right to be accompanied or represented if you wish, by a fellow employee or a trade union representative at the grievance meeting. If you decide to do so, please ensure they are aware of the time, date and venue of the grievance meeting as soon as possible.

The School is committed to ensuring the equality of opportunity. If you or your representative has a disability or any special needs, please notify me of anything I may need to consider in advance of the meeting, so that any appropriate arrangements can be made.

If you require any further information please contact me on the above extension.

Yours sincerely,

(*Name of manager*)

(*Title*)

## Sample letter 2 Confirming the outcome of a Formal Grievance meeting

Private and Confidential

Dear *(employee's name)*,

Grievance outcome

Further to my letter dated *(insert date)* and our meeting on *(insert date)*, this letter is to inform you of the outcome of the meeting.

At the meeting you explained the basis of your grievance and how you think it should be resolved...

- *(Give brief summary of the basis and reasons for grievance raised and how the employee put forward it should be resolved)*

Having considered all the available evidence, I have decided that (your grievance was not upheld) / (the School will take the following action in response to your grievance:...).

My reasons for reaching this decision were...

- *(Give brief outline of manager's findings, reasoning behind any decision(s), any proposed action(s)/recommendation(s) to resolve the position or that there will be no action)*

You have the right to appeal against this decision. If you wish to exercise this right, you should write to *(insert name/title of manager's manager)* within 5 working days of receipt of this letter. You should then state clearly the reasons why you remain aggrieved by completing and submitting the Grievance Appeal Notification Form.

Where no appeal is received within the above timescales, this constitutes the end of the grievance process.

Yours sincerely,

*(Name of manager)*  
*(Title of manager)*

**Sample letter 3 Confirming the formal adjournment following a Grievance meeting or an Appeal meeting on a decision to be made**

Private and Confidential

Dear *(employee's name)*,

Grievance/Appeal meeting adjournment

Following my meeting with you to discuss your grievance on *(insert date)*, this letter is to confirm that I decided to adjourn the meeting to further investigate your grievance, and that I intend to conclude this by *(insert date)*.

At the meeting you explained the basis of your grievance and how you think it should be resolved...

- *(Insert the basis and reasons for grievance raised and what the employee put forward about how it should be resolved)*

Having considered all the available information, I decided that...

- *(Insert what further enquiries are necessary, for example, interviewing other employees or third parties or calling for further documents)*

I will contact you once all the further enquiries have been made to arrange the re-convened grievance meeting.

Yours sincerely,

*(Name of manager)*

*(Title of manager)*

## Sample letter 4 Confirming the outcome of a Formal Grievance Appeal meeting

Private and Confidential

Dear *(employee's name)*,

Grievance Appeal outcome

Further to your Grievance Appeal meeting on (insert date) this letter is to inform you the outcome of your grievance appeal.

At the meeting you explained the basis of your appeal and how you think your grievance should have been resolved...

- *(Give brief summary of the basis and reasons for the appeal raised and what the employee put forward about how it should be resolved)*

Having considered all the available evidence, I have decided that (the original decision taken was (upheld) / (the School will take the following action in response to your grievance:...)).

My reasons for reaching this decision were:

- *(Give brief outline of manager's findings, reasoning behind any final decision(s), any proposed action(s)/recommendation(s) to resolve the position or that there will be no action)*

There is no further right of appeal and this constitutes the final stage of the School's Grievance Procedure.

Yours sincerely,

*(Name of manager)*

*(Title of manager)*