



# **Hazelwood Schools**

## **Grievance Procedure**

Review by: 2012

# GRIEVANCE PROCEDURE

## Guidance and Procedure for Use By Schools and Employees

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# GRIEVANCE PROCEDURE

## Guidance and Procedure for Use by Schools and Employees

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# GRIEVANCE PROCEDURE

## Guidance and Procedure for Use by Schools and Employees

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### 1. INTRODUCTION

A grievance has been defined as “a complaint by an employee about action which his [her] employer has taken, or is contemplating taking, in relation to him [her].” This would include the employer’s vicarious liability for the actions or inactions of other employees. In other words, a grievance is a concern, problem or complaint raised by an employee about his or her employer or a fellow employee.

Governing Bodies of Schools with delegated budgets are required, under the terms of the Education Act 2002 and associated School Staffing Regulations, to establish procedures by which staff may seek redress for any grievance relating to their position and/or work at the school.

The Employment Act 2008 repealed previously existing statutory procedures for handling grievances. However, grievance procedures in place must be fair and reasonable to all parties in terms of process. Employers are also strongly advised to have regard to the ACAS (Advisory, Conciliation and Arbitration Service) Code of Practice on handling grievance situations in the workplace. A failure to follow the Code will not, in itself, mean that a person or organisation is liable to proceedings. However, Tribunals will take the Code into account when considering relevant cases. If an employer, or an employee, unreasonably fails to follow the guidance set out in the Code, any award made by a Tribunal could be either increased or reduced by up to 25 per cent.

The Local Authority and the School are committed to ensuring that the Grievance Procedure contained within this document follows all the principles of natural justice, as highlighted in the ACAS Code.

Note that complaints about bullying and/or harassment should initially be raised under the document ‘**Dealing with Bullying and Harassment in the Workplace: Guidance and Policy For Use By Schools and Employees**’. That document is linked with this Grievance Procedure as a complaint about bullying and/or harassment will ultimately become a formal grievance if the matter cannot be resolved informally. All managers and employees are advised to familiarise themselves with both documents.

It is accepted that, in the course of their employment, employees may raise issues or complaints with their manager. This is part of normal working relationships and it is in the interests of all parties that such matters are dealt with informally wherever possible. Employee grievances may arise amongst members of staff, or with the Headteacher, and can be of a relatively minor nature or of great importance.

Both this document and the document 'Dealing with Bullying and Harassment in the Workplace' recognise the need to have in place:

- an informal process which will enable an issue to be resolved without recourse to any other person or subsequent stage; and
- a formal procedure for use where the informal process has been exhausted without satisfactory resolution, or it is otherwise inappropriate.

The aim of the two procedure documents is to encourage the swift resolution of issues and grievances and to minimise the use of the formal process. Consequently it is the responsibility of all parties to make every attempt to actively resolve their problems.

## **2. SCOPE AND APPLICATION OF THE GRIEVANCE PROCEDURE**

This Grievance Procedure relates to those employees for whom the Governing Body has a direct responsibility.

Where an employee is not the direct responsibility of the Governing Body, for example, an unattached teacher or centrally employed member of the support staff, an alternative Corporate procedure is likely to apply. In circumstances where an individual is not an employee of the Governors or the Council, for example, any Agency worker or a worker employed by an external company, the procedure may need to be applied with appropriate modifications, depending upon the circumstances. Any action to be taken against a worker employed by an Agency or external company would need to be addressed by that Body. In any such circumstances, further advice should be sought from the Schools' Personnel Service.

The Grievance Procedure does not apply where an employee has an issue or grievance with customers, suppliers or other visitors. In such cases, an employee should report the matter to his/her line manager who will take the necessary action.

All managers and employees need to be aware that there are some situations where use of the Grievance Procedure would be inappropriate and/or where other procedures or mechanisms are already in place for addressing particular issues. These are:

- Job Evaluation and salary gradings for Support Staff, where a separate appeal process exists;
- Issues relating to teachers' pay decisions and/or performance management planning and review statements, where a separate process already exists as part of the school's pay policy;
- Disciplinary, Capability, Redundancy, Retirement matters and/or Dismissals, where separate procedures apply;
- Collective disputes, which are more appropriately dealt with by liaison between the Local Authority and the Professional Associations/Trade Unions; and
- Matters relating to the Statutory Sick Pay (or other Statutory Pay, e.g. Maternity Pay) or Pension/Superannuation arrangements which are governed by Regulations and are outside the control of the employer.

It should be noted that the Grievance Procedure will also not apply where an employee raises a concern as a “protected disclosure” under the provisions of the Public Interest Disclosure Act 1996. This is known as ‘whistleblowing’ and employees should refer to the school’s ‘**Whistleblowing Policy**’ for further information.

It is recommended that, before initiating any formal action in respect of a grievance, employees consult a representative of their trade union or professional association or the Schools Personnel Service as to whether the matter falls within the scope of this grievance procedure.

### **3. GENERAL PRINCIPLES RELATING TO THE GRIEVANCE PROCEDURE**

All Managers and Employees should note the general principles set out below.

All parties should actively seek to resolve problems and grievances informally. However, in circumstances where this has not proved possible, or is inappropriate, a formal process is in place to address the matter. **The formal process has three main steps:**

- Step 1 - The employee informs his/her Manager/Headteacher of his/her grievance in writing. The Manager/Headteacher arranges a meeting with the employee to discuss the grievance, carries out any necessary investigations and reaches a decision in the matter.
- Step 2 - If there has been no resolution, the written grievance is submitted to the Chair of the Governing Body’s Grievance Panel. The Panel arranges a further meeting to hear the case and reaches a decision.
- Step 3 - If there has still been no resolution, an appeal meeting will be arranged for the Governing Body’s Grievance Appeals Panel to re-hear the case and make a final decision.

(The employee has the right to be accompanied at the meetings arranged and must take all reasonable steps to attend).

The formal procedure is set out in Section 8. to this document ‘FORMAL GRIEVANCE PROCEDURE’.

Note that, **where a Headteacher has a grievance**, s/he should first try to resolve the matter by direct approach to the person concerned. If this does not resolve the matter, s/he should submit a written grievance to the Chair of the Grievance Panel in line with Section 8. of this document ‘Formal Grievance Procedure – Stage Two’. The grievance will then be dealt with by the Governors’ Grievance Panel and Governors’ Grievance Appeals Panel as appropriate, in accordance with this procedure.

On occasion, **an employee may raise a grievance during a disciplinary process**. In these circumstances, it may be decided to temporarily suspend the disciplinary process to deal with the grievance. Alternatively, where the grievance is related to the disciplinary matter or process, it could be decided that it is more appropriate for the employee to present the grievance as part of his/her case at the disciplinary hearing/appeal. An impartial person normally a

Governor who has not been involved in and has no personal interest in the matter, will decide upon the appropriate course of action to follow in this situation.

In the context of this procedure, **working days** shall be regarded as school working days (determined according to the particular terms and conditions of employment of the staff concerned).

All those involved in the grievance process should treat the stated **timescales** as maximums and strive to respond within the time limit. It is recognised, however, that school holidays/closures may present difficulties in meeting these timescales. In such circumstances, all stages of the procedure should take place without unreasonable delay.

Consideration may need to be given to **working arrangements and/or practices when a grievance is raised** by an employee.

Where possible normal working will be maintained until all stages of the procedure have been exhausted. When the grievance concerns proposed changes to conditions e.g. working hours, the 'status quo' should not be disturbed while the matter is under consideration i.e. the conditions in force prior to the grievance will continue or be restored. In exceptional cases the Headteacher or Governors as appropriate may, after consultation with the employee, consider it to be in the interests of the employee that s/he remains absent on full pay until the grievance is resolved.

In relation to a complaint of **bullying and/or harassment**, in particular, the following options may also be considered:

- Precautionary suspension of the alleged harasser under the terms of the school's disciplinary procedure while the investigation continues.
- Granting of authorised absence for the complainant (for example, if very distressed).
- Relocation of the alleged harasser (or complainant, if requested) to other duties/place of work, as appropriate, for the duration of the investigation.
- Transfer of the complainant, if practical or possible (but only if s/he requests it).

Note also that the outcome of a grievance, including a complaint of bullying or harassment, may result in **disciplinary action**. This could relate to either party (i.e. if the grievance is upheld/found to be proven **or** if a complaint/grievance raised by an employee is found to be malicious).

#### **4. MEDIATION**

The Governing Body has responsibility for grievance matters. However, it may wish to call upon the services of an independent body or individual to mediate in a dispute, providing it retains control of the hearing of the grievance, i.e. in relation to organisation, timescales etc. All parties would need to agree beforehand to accept the outcome of mediation. All those involved may find mediation helpful, especially in particularly difficult disputes or appeal situations.

## **5. MONITORING**

The Manager/Headteacher (or Chair of Governors where applicable) should start completing a 'Complaint Record Form' upon receipt of a grievance (including a complaint under the Bullying and Harassment Policy). At the conclusion of the case this monitoring form should be kept by the Manager/Headteacher (or Chair of Governors) for 12 months in case of challenge.

**A Model 'COMPLAINT RECORD FORM' is attached at Appendix 2 to this document.**

## **6. SCHOOL COLLABORATION ARRANGEMENTS AND SCHOOL FEDERATIONS**

**School Federation arrangements** allow two or more schools to federate under one Governing Body, subject to the procedures set out in the relevant Regulations.

**School Collaboration arrangements** enable the Governing Bodies of two or more maintained schools to work together in relation to staffing functions. Each school within a collaborative arrangement will retain its own Governing body and will have joint committees. Collaborating Governing Bodies may delegate any of their functions to a joint committee in the same way that they may delegate them to a committee of a single Governing Body. (Similarly, one or more Governing Bodies may make collaboration arrangements with one or more Further Education Bodies).

The main Regulations currently governing school Federations and Collaborations, and other Regulations relevant to their operation, are set out below. These apply, as appropriate, together with any subsequent amendments.

The School Governance (Federations) (England) Regulations 2007.

The School Governance (Collaboration) (England) Regulations 2003.

The Collaboration Arrangements (Maintained Schools and Further Education Bodies) (England) Regulations 2007.

The School Governance (Constitution) (England) Regulations 2007.

The School Governance (Procedures) (England) Regulations 2003 amended by the School Governance (Constitution and Procedures) (England) (Amendment) Regulations 2003 and the School Governance (Constitution, Procedures and New Schools) (England) (Amendment) Regulations 2004.

The School Governance (Procedures) (England) (Amendment) Regulations 2007.

The School Staffing (England) Regulations 2003 and amendments (to be replaced by The School Staffing (England) (Consolidation) Regulations 2009).

The School Standards and Framework Act 1998.

The Education and Inspections Act 2006.

Any references in this document to schools, Headteachers, Governing Bodies and Governing Body Panels shall, normally, also be taken to include:

- schools, Headteachers, Governing Bodies and Panels working together under **Collaboration** arrangements (as well as Principals, Further Education Bodies and Committees, where relevant): and
- those staff and others attached to, or associated with, schools which are part of a statutory **Federation** under the Federation Regulations, and should be interpreted accordingly.

## **7. INFORMAL GRIEVANCE PROCEDURE**

### **Grievances NOT RELATING TO Bullying and/or Harassment**

Before initiating action under the formal grievance procedure, consideration should be given to approaching the person(s) concerned in an attempt to resolve the matter informally. Employees may wish to seek the assistance of a Trade Union/Professional Association Representative, a colleague or a friend to accompany them or mediate on their behalf.

Where this fails to resolve the matter, or is inappropriate to the circumstances, the employee may invoke the formal procedure. Where a grievance is against the Manager/Headteacher, Stage One of the Formal Grievance Procedure should be omitted and the complaint proceed directly to Stage Two. (See Section 8. overleaf 'FORMAL GRIEVANCE PROCEDURE')

Employees invoking the Formal Grievance Procedure should first of all complete the '**Grievance Notification Form**' attached as **Appendix 1 to this document**.

### **Complaints / grievances RELATING TO Bullying and / or Harassment**

Where an employee has a complaint/grievance that relates to bullying and/or harassment s/he should first ensure that s/he has read the document '**Dealing with Bullying and Harassment in the Workplace: Guidance and Policy for use by Schools and Employees**'.

The employee should initially take the steps set out in Appendix 1 of that document 'FOR EMPLOYEES: Guidelines and Initial Steps to take if you consider that you are suffering from Bullying and/or Harassment'. If the employee has taken all the steps set out in that document, or it is otherwise inappropriate to do so, s/he may invoke the Formal Grievance Procedure. Where a complaint/grievance is against the Headteacher, Stage One of the Formal Grievance Procedure should be omitted and the complaint proceed directly to Stage Two.

Employees invoking the Formal Grievance Procedure should first of all complete the '**Grievance Notification Form**' attached as **Appendix 1 to this document**.

On receiving a complaint/grievance from an employee, Managers/Headteachers/Governors (as appropriate) should first of all clarify with him or her whether s/he wishes to continue to try and resolve the matter informally or if s/he is now invoking the Formal Grievance Procedure.

Where an informal approach is preferred, Headteachers/Managers should follow the steps set out in Appendix 2 of the document 'Dealing with Bullying and Harassment in the Workplace: Guidance and Policy for Use By Schools and Employees'.

Where the employee wishes to invoke the formal process the case will be referred to Stage One or Stage Two of the Formal Grievance Procedure, as appropriate. If the complaint/grievance is against the Manager/Headteacher Stage One should be omitted and the complaint proceed directly to Stage Two. (Stage One may also be omitted if it is considered that the approach set out there has already been exhausted as part of the Informal Process).

**The 'FORMAL GRIEVANCE PROCEDURE' is set out in Section 8. overleaf.**

# GRIEVANCE PROCEDURE

## Guidance and Procedure for Use by Schools and Employees

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### 8. FORMAL GRIEVANCE PROCEDURE

#### 1. STAGE ONE – INVESTIGATION AND MEETING

- 1.1 Where an informal approach fails or is inappropriate, the employee may decide to make a formal complaint in writing and submit this to his/her Manager/Headteacher. It is strongly recommended that, for this purpose, individuals use the 'Grievance Notification Form', attached to this document as Appendix 1.
- 1.2 The Manager/Headteacher will arrange a meeting with the complainant, to discuss the complaint. To assist in a speedy resolution this meeting will normally be within 5 working days of receipt of the written grievance.
- 1.3 The Manager/Headteacher should seek to resolve the grievance by investigation of the complaint with all relevant parties and/or through bringing the parties together in an attempt to facilitate a resolution. (Note that the subject of the grievance must be given a copy of the written complaint that has been made against him/her).
- 1.4 The Manager/Headteacher should notify the complainant (and other parties, as applicable) in writing of his/her decision within 15 working days of the meeting. (Where a longer investigation is required, a new timescale should be mutually agreed).
- 1.5 Where such action is inappropriate to the circumstances or fails to resolve the issue, the matter shall be referred to the next stage.

#### Additional Note:

Meetings arranged to try to resolve a grievance must be conducted observing the following principles:-

- \* the discussions should be confidential except by agreement of the parties concerned;
- \* contributions to discussions cannot be used as evidence in any subsequent formal hearing without the agreement of the contributor;
- \* anyone present will be disqualified from hearing the case in any subsequent formal stage of the procedure;
- \* all parties to the grievance have the right to be accompanied and/or represented by a Trade Union/Professional Association Representative, a colleague or a friend. (If an employee's companion cannot reasonably attend the meeting, the employee can suggest an alternative date and time so long as it is reasonable and not more than 5 working days after the original date).

## 2. STAGE TWO – GRIEVANCE HEARING

This stage should be initiated when Stage One has failed or is inappropriate. (It is also the first formal stage for complaints about, or from, Headteachers to be heard. An employee making a formal complaint must do so in writing and submit it to the Chair of the Grievance Panel. It is strongly recommended that, for this purpose, individuals use the 'Grievance Notification Form' attached to this document as Appendix 1).

### 2.1 Before the Hearing

2.1.1 The individual should refer their grievance, together with the grounds for dissatisfaction with the previous stage, to the Governors by submitting a copy of the original written grievance to the Chair of the Grievance Panel together with the names of witnesses they intend to call at the Hearing and/or any statements and supporting documentation. If part of the grievance has been resolved at an earlier stage, the original written grievance should be annotated, or a note attached (as appropriate), to make clear precisely what has now been resolved and what is still outstanding. This should be done within seven working days of receipt of the Manager/Headteacher's decision.

2.1.2 The Chair of the Grievance Panel will arrange for a meeting of the Panel to be convened and for the grievance to be copied to the Panel and the Headteacher (either as manager or respondent). The hearing shall be arranged within 15 working days of receipt of the written grievance and the parties notified of the date.

2.1.3 At least 10 working days before the date of the hearing, both parties to the grievance will be:-

- (a) notified in writing of the date, time and place of the hearing and receive a copy of the grievance procedure;
- (b) supplied with copies of all statements and written evidence given in connection with the grievance;
- (c) notified in writing of their right to be represented and/or accompanied by, a colleague, Trade Union/Professional Association Representative, a colleague or a friend. (If the employee's companion cannot reasonably attend the meeting, the employee can suggest an alternative date and time so long as it is reasonable and not more than 5 working days after the original date).

2.1.4 Any individual named in the complaint has the right to submit evidence and call witnesses. Any supporting statements and the names of any witnesses they intend to call at the Hearing must be received by the Chair of the Grievance Panel three working days prior to the Hearing. The Chair will dispatch this information, upon receipt, to all relevant parties.

## 2.2 At the Hearing

2.2.1 The Grievance Panel will consist of 3 members of the Governing Body<sup>1</sup> who have no personal interest in the matter. The Panel may be advised on procedures by a member of the Schools' Personnel Service. Arrangements should be made for a formal written record of the proceedings to be taken.

2.2.2 Each party will present their case and answer questions by the other parties present. The complainant or their representative will present their case first. Witnesses will be called to present, and be questioned on, their evidence by the other parties present. Once all the evidence has been presented each side will sum up, complainant first, without introducing any new evidence, before withdrawing so the Panel can consider the evidence.

## 2.3 After the Hearing

2.3.1 The Grievance Panel shall give its decision as soon as possible and shall in any case confirm the decision and right of appeal in writing to all parties and their representatives within 10 working days of the Hearing.

# 3. **STAGE THREE – GRIEVANCE APPEAL HEARING**

## 3.1 Before the Appeal Hearing

3.1.1 If any of the parties are dissatisfied with the outcome of the grievance hearing they may refer the matter to the Grievance Appeals Panel.

3.1.2 Written notice of appeal must be submitted, together with the grounds for dissatisfaction with the previous stage, to the Chair of the Appeals Panel, together with all previous papers. If part of the grievance has been resolved at an earlier stage, the original written grievance should be annotated or a note attached (as appropriate) to make clear precisely what has now been resolved and what is still outstanding. This should be done within 5 working days of receipt of the written decision. The Chair will arrange a meeting of the Grievance Appeals Panel of the Governing Body and circulate all relevant documents.

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<sup>1</sup> This will apply unless there are not enough Governors who have had no previous connection with the case and/or personal interest in the matter.

- 3.1.3 The meeting will be arranged within 15 working days of receipt of the notice of appeal. Copies of the notice of appeal will be sent to all those involved in the previous stage, including the Schools Personnel Service where appropriate.
- 3.1.4 All parties will receive 10 working days notice of the time and place of the appeal hearing and may be represented and/or accompanied by a colleague, Trade Union/Professional Association Representative or a friend (If an employee's companion cannot reasonably attend the meeting, the employee can suggest an alternative time and date so long as it is reasonable and not more than 5 working days after the original date).

### 3.2 At the Hearing

- 3.2.1 The Grievance Appeals Panel shall consist of 3 Governors<sup>2</sup> who shall not be members of the original Grievance Panel. The Panel may be advised on procedure by a member of the Schools' Personnel Service. Arrangements should be made for a formal written record of the proceedings to be taken.
- 3.2.2 Each party will present their case, complainant first, and answer questions from the Appeals Panel. Witnesses will be called to present and be questioned on their evidence. Once all the evidence has been presented, each party will sum up, complainant first, without introducing any new evidence. They will then withdraw to allow the Appeals Panel to consider the evidence.

### 3.3 After the Hearing

- 3.3.1 The decision of the Appeals Panel will be notified in writing to all parties within 10 working days of the hearing.
- 3.3.2 The decision of the Grievance Appeals Panel is final.

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<sup>2</sup> This will apply unless there are not enough Governors who have had no previous connection with the case and/or personal interest in the matter. However, it should be noted that the Appeal Panel cannot have fewer Governors than the First Panel.

# **APPENDICES**

**GRIEVANCE NOTIFICATION FORM**  
**(Including also notification of complaints of Bullying**  
**and/or Harassment)**

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Note to the employee:

This form is for use by employees who wish to lodge a formal grievance (including a formal complaint of bullying and/or harassment). This will then be considered at a Grievance meeting and/or subsequent Hearings. You are advised to read the Grievance Procedure and seek advice from your Trade Union/Professional Association Representative or the Schools' Personnel Service before completing the form. If your grievance is due to Bullying and/or Harassment, you are advised to also read the document 'Bullying and Harassment in the Workplace: Guidance and Policy for Use by Schools and Employees'. Please also consider whether you have exhausted all informal mechanisms for resolving the matter.

---

Name:

Address:

School:

Job Title:

**What/who is the grievance about?**

**Please explain your grievance in as much detail as possible e.g. give dates, examples etc.**

(Please continue on a separate sheet if necessary & firmly attach it)

**Please give names of any witnesses willing to support your complaint.**

**What specific resolution are you seeking?**

SIGNED.....DATE.....

NAME (BLOCK CAPS).....

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Please forward this form, in an envelope marked 'Private and Confidential' to:

**GRIEVANCE PROCEDURE:  
Guidance and Procedure for Use By Schools and  
Employees**

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**GRIEVANCE/COMPLAINT RECORD FORM**  
**(For use by the School)**

This form should be used to track the progress of the grievance/complaint and held by the Manager/Headteacher (or Chair of Panel/Chair of Governors as applicable) for 12 months afterwards. This form should **not** be kept on an individual's personal file.

<b><u>STAGE</u></b>	<b><u>DATE</u></b>	<b><u>NOTES</u></b>
<p><b><u>Informal Stage – Complaints of Bullying and/or Harassment</u></b></p> <p>If appropriate in cases of Bullying and/or Harassment, record the following details:</p> <ul style="list-style-type: none"> <li>- Date complaint received</li> <li>- Date(s) of any meeting(s)</li> <li>- Outcome</li> </ul>		
<p><b><u>Formal Stage One – Investigation and Meeting</u></b></p> <ul style="list-style-type: none"> <li>- Date written grievance received by Manager/Headteacher</li> <li>- Date(s) of meeting(s)</li> <li>- Date of Manager/Headteacher's response</li> <li>- Decision Outcome</li> </ul>		
<p><b><u>Formal Stage Two – Grievance Hearing</u></b></p> <ul style="list-style-type: none"> <li>- Date written grievance received by Chair of Panel/Chair of Governors</li> <li>- Date parties notified of Hearing</li> <li>- Date of Hearing</li> <li>- Date of notification of decision</li> <li>- Decision Outcome</li> </ul>		

<b><u>STAGE</u></b>	<b><u>DATE</u></b>	<b><u>NOTES</u></b>
<p><b><u>Formal Stage Three – Grievance Appeal Hearing</u></b></p> <ul style="list-style-type: none"> <li>- Date appeal notification received by Chair of Appeal Panel/Chair of Governors</li> <li>- Date parties notified of Appeal Hearing</li> <li>- Date of notification of decision</li> <li>- Decision outcome</li>   <li>- To your knowledge was the individual satisfied with Appeals Panel decision?</li> </ul>		

Signed.....

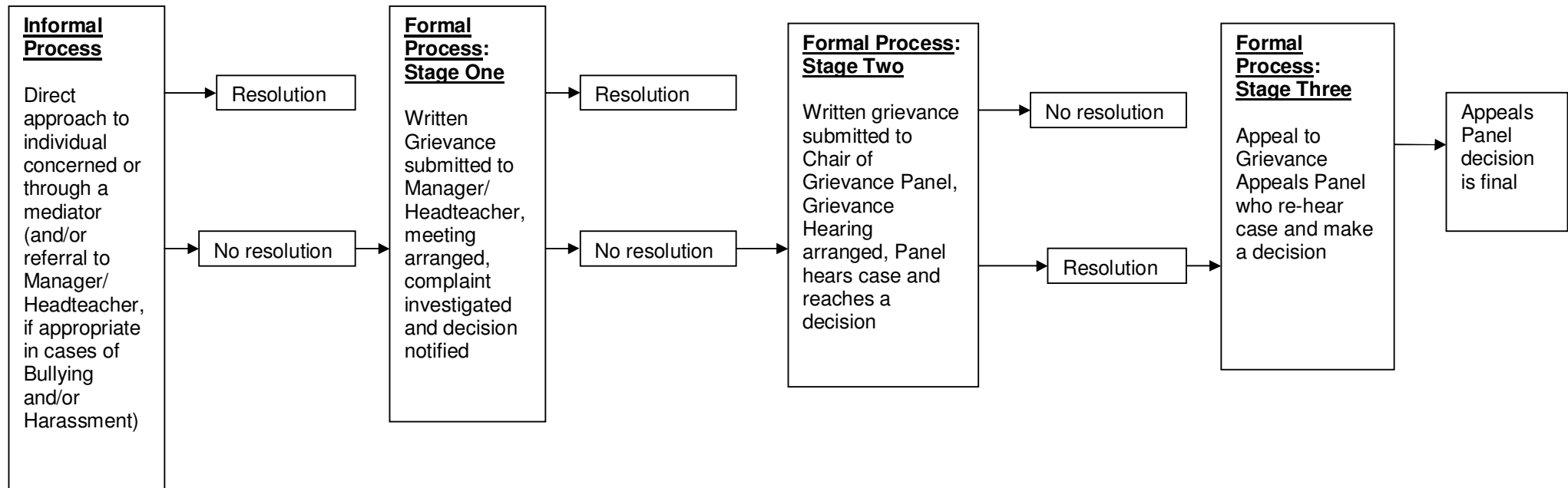
Status.....

Date.....

# GRIEVANCE PROCEDURE

Guidance and Procedure for Use By Schools and Employees

## FLOWCHART FOR FORMAL GRIEVANCE PROCEDURE



## **FORMAL GRIEVANCE PROCEDURE:**

### **SUMMARY OF TIMESCALES**

#### **STAGE ONE – INVESTIGATION AND MEETING**

- Grievance received, Manager/Headteacher arranges meeting with complainant
- Manager/Headteacher notifies parties of the decision.

#### **TIMESCALE IN WORKING DAYS<sup>3</sup>**

to take place where possible within 5 days of receipt of written grievance.

within 15 days of meeting (or by mutual agreement).

#### **STAGE TWO – GRIEVANCE HEARING**

- Complainant submits written grievance, witness names, statements etc. to Chair of Grievance Panel.
- Date of Grievance Hearing to be arranged.
- Both parties notified of details of Hearing, supplied with copies of statements, evidence etc.
- Chair of Grievance Panel to receive names of witnesses and any supporting statements from any individual named in the complaint.
- Chair of Grievance Panel dispatches names of witnesses and supporting statements to relevant parties.
- Grievance Panel notifies parties, in writing, of decision and right of appeal.

within 7 days of receipt of Manager/Headteachers decision.

within 15 days of receipt of written grievance.

at least 10 days before date of Hearing.

3 days prior to Hearing.

upon receipt.

within 10 days of Hearing.

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<sup>3</sup> All days in this Procedure shall be regarded as school working days (determined according to the particular terms and conditions of the staff concerned). Refer to Section 3. of the Grievance Procedure, 'GENERAL PRINCIPLES' for further information.

