Disputes Resolution and Grievance Policy and Procedure

1. Introduction

1.1 Purpose

As an academic community, the Institute promotes a collegial and collaborative culture within which the contributions of diverse individuals and groups are recognised. As a consequence, the Institute is committed to building a positive working environment where high levels of trust, respect and mutual support exist at all levels of the organisation. In that context it wishes to resolve any problems, disputes or complaints raised by members of staff as quickly and as simply as possible. It is expected that the great majority of issues can be settled informally and that only in exceptional circumstances will it be necessary to pursue a dispute through the formal process or for it to become a grievance.

1.2 Scope of policy

This policy applies to all employees of the Institute. Any complaint from agency staff or contractors concerning an employee should be dealt with by the relevant agency/contractor’s dispute resolution procedures. Any complaint from students concerning a member of staff should be dealt with under the Students Complaints Procedure.

If the complainant ceases to be employed at the Institute and she/he has raised a written grievance (under Stage Two), the grievance procedure will continue unless it has become not reasonably practicable to have a meeting or an appeal. The relevant manager/Grievance Panel will give the member of staff a written answer to her/his grievance irrespective of whether or not it was practicable to continue with the procedure.

1.3 Definition of a grievance

A grievance can be raised by a member of staff for any matter concerning their appointment or employment where it relates to themselves as an individual or in their personal dealings and relationships with other members of staff. Typical examples include concerns about terms and conditions of employment, health and safety matters, work relations, new working practices, the working environment, organisational change and discrimination. This definition of a grievance includes complaints of bullying and harassment. Bullying and harassment can be generally defined as the systematic abuse of power over another individual and specific examples of this type of behaviour are given in Appendix A.
1.4 Dealing with grievances

All disputes and grievances will be dealt with sensitively, promptly and in confidence. Members of staff should not be discouraged from raising a grievance. Indeed, raising concerns can also help both other members of staff and the Institute by identifying issues which may require attention. When dealing with grievances from disabled members of staff, appropriate arrangements will be made to ensure that the procedure itself does not disadvantage them.

If a member of staff makes an allegation in good faith that is not confirmed by subsequent investigation, no action will be taken against that member of staff. However, should an allegation, on investigation, prove to be malicious or vexatious, the Institute reserves the right to take disciplinary action against the complainant.

1.5 Implementation of policy

The Institute will provide training and guidance for managers to enable them to deal effectively with grievances from staff. This may include investigation and mediation skills training. The Institute may also use external providers to resolve disputes where appropriate.

A revised ordinance enacting the grievance policy and procedure is provided in Appendix B.

1.6 Responsibility and accountability

The Director has overall responsibility and accountability for managing staff relations within the Institute.

The Finance and General Purposes Committee monitors the number of formal grievances and reviews the operation of the Institute’s policy and practices on a regular basis. Information about formal grievances is also submitted to the Equal Opportunities Committee on an annual basis and detailed in equality reports.

1.7 Advice and support

The Institute recognises that disputes can be stressful for all parties to the dispute. This policy and procedure seeks to achieve early resolution to disputes and grievances so that this period of uncertainty is minimised. The Institute also wishes to ensure that parties to disputes have access to appropriate levels of support. Advice and support on the application of this policy may be obtained from a member of Human Resources or a trade union representative. Should a potential grievance relate to bullying and harassment a member of staff may also wish to discuss this in confidence with the relevant Equal Opportunities Coordinator or the Equalities Officer. Confidential advice or help is also available for staff against whom a complaint has been made.
2. The Grievance procedure

The grievance process consists of four stages. The following section provides details of each stage. A flow chart of the process is attached as Appendix C for ease of reference.

2.1 Stage One

The aim should always be to resolve grievances informally, through discussions between those individuals who are immediately concerned with the issue. Dissatisfaction often arises from a misunderstanding and therefore a concern should, whenever possible, be raised with the person whose actions or inaction are the cause of that concern. In many cases this should be sufficient to resolve matters. Where both/all parties agree to this, individuals in conflict may approach the HR Mediation Coordinator in confidence to request that mediation be arranged. No record will be kept of this request or of any ensuing mediation outside the sealed files of the Mediation Coordinator.

2.1.1 Where this is not practicable, the issue remains unresolved after discussion and/or mediation, or the member of staff feels unable to approach the person most directly concerned, the member of staff should, without delay, discuss the problem and its resolution with her/his line manager. If the line manager is the person whose actions or inaction are the cause of concern, the member of staff should raise the problem with the next level of management in the Institute.

2.1.2 The line manager will investigate the complaint and will normally meet with the member of staff to discuss his or her complaint. The line manager will inform the member of staff of the outcome of the complaint normally within ten working days.

2.1.3 The following paragraphs relate to complaints of bullying and harassment in particular.

2.1.4 If possible, the member of staff should make clear to the person they consider to be causing them offence that they believe such behaviour on their part is not acceptable. In many cases this should be sufficient to stop it. Advice and support can be obtained from the Equalities Officer, relevant Equal Opportunities Coordinator or Trade Union representative.

2.1.5 If the member of staff feels unable to speak to the person concerned or if, having spoken to the person, the behaviour persists the member of staff should speak to her/his manager or, if it is the behaviour of the line manager that is them causing offence, to a member of the next level of management. It is important that notes of the details of any relevant incidents are kept, including the names of any witnesses. The member of staff may bring a trade union representative or work colleague to this meeting.

2.1.6 The line manager will investigate the complaint. This may involve meeting the alleged harasser separately or facilitating a meeting with both parties. The alleged harasser may bring a trade union representative or work colleague to this meeting. If agreed by both parties, mediation may be arranged. Further details on mediation can be obtained from the Mediation Coordinator.
2.1.7 Where mediation is agreed at this stage, the formal procedure will be suspended (by the party who initiated the grievance) following confirmation to HR in writing. The grievance can be resumed if the mediation is unsuccessful following written notification from the same party. Equally if the mediation is successful, the individual can choose to end the grievance procedure by writing to HR.

2.1.8 The line manager will inform the employee and the alleged harasser in writing, of the outcome of the complaint and any agreed actions normally within ten working days of the meeting.

2.1.9 The line manager will retain notes of the complaint, details of any discussions held and reason(s) for her/his decision.

2.2 Stage Two

2.2.1 If a member of staff feels that the grievance is serious or that it has not been resolved at Stage One, the member of staff should complete a grievance form (available from the Human Resources web page), setting out the basis of the grievance and how she/he would like it resolved. The form should be sent to the relevant manager within 15 working days of receipt of the letter giving the decision if previously raised at Stage One.

2.2.2 The relevant manager is:

- the Head of Academic Department for academic staff;
- the Head of Faculty Administration for professional staff in Faculties; and
- the Head of Support Department for staff in Support Departments.

If the grievance is against the relevant manager as listed above, the grievance should be submitted to:

- the Dean of Faculty for Faculty staff; or
- the appropriate Deputy Secretary for staff in Support Departments.

2.2.3 The relevant manager will arrange to meet with the member of staff normally within ten working days of receipt of the grievance form. The member of staff may be accompanied by a trade union representative or work colleague. If the trade union representative or work colleague is unable to attend on the proposed date, a reasonable alternative date should be mutually agreed, if possible. This date should normally be within 10 days of the original date.

2.2.4 At the meeting the member of staff will be given the opportunity to explain her/his grievance and suggest ways in which it could be resolved. If the member of staff is accompanied, her/his companion can put the member of staff’s case and sum up that case, respond on behalf of the member of staff to any view expressed at the meeting and confer with the member of staff. The relevant manager is, however, entitled to expect the member of staff, and not the companion, to answer any questions asked.
2.2.5 The relevant manager will then conduct any further investigation she/he considers necessary to ascertain the facts, interviewing such people as she/he thinks relevant (members of staff interviewed may be accompanied by a work colleague or trade union representative and the provisions regarding an alternative date and the role of the companion will be the same as those for the member of staff making the complaint).

2.2.6 In cases involving bullying and harassment the relevant manager will interview the member of staff about whom the complaint has been made. A copy of the complaint will be provided in advance of the meeting giving at least three working days’ notice of the interview. (The right to be accompanied will be as outlined above.) Only in exceptional circumstances will a formal complaint be considered more than three months after the most recent incident of alleged harassment.

2.2.7 The relevant manager will inform all parties in writing of the outcome of the grievance and proposed actions to resolve matters. This will normally be within 20 working days of the meeting. The employee will be advised of her/his right to appeal against the decision.

2.2.8 The relevant manager will retain notes of the grievance, any details of any interviews held (names, dates, discussion) and reason(s) for her/his decision.

2.2.9 The relevant manager will ensure that any agreed action is taken and, where appropriate, the relevant manager will monitor the situation.

2.2.10 For monitoring purposes, the relevant manager will provide the Deputy Head of Human Resources with brief details of the complaint and outcome, using the grievance meeting report form available from the Human Resources web page.

2.3 Stage Three

2.3.1 If a member of staff feels that her/his grievance has not been appropriately, fairly or reasonably addressed the member of staff should complete a grievance appeal form (available from the Human Resources web page), setting out the basis of the appeal and how he/she would like it resolved, and send this to the relevant manager within fifteen working days of receipt of the letter giving the decision.

2.3.2 The relevant manager is:
- the Dean of Faculty for Faculty staff; or
- the appropriate Deputy Secretary for staff in Support Departments.
If the grievance is against the relevant manager as listed above, the grievance should be submitted to:
- the Deputy Director for academic staff; or
- the Director of Administration for professional staff.

2.3.3 The relevant manager will review the relevant paperwork and arrange to meet with the employee normally within 10 working days of receipt of the appeal form. The employee may be accompanied by a trade union representative or work colleague. If the trade union representative or work colleague is unable to attend on the proposed date, a reasonable alternative date should be mutually agreed, if
possible. This date should normally be within 10 working days of the original date.

2.3.4 At the meeting the member of staff will be given the opportunity to explain her/his grievance and suggest ways in which it could be resolved. If the member of staff is accompanied, her/his companion can put the member of staff’s case and sum up that case, respond on behalf of the member of staff to any view expressed at the meeting and confer with the member of staff. The relevant manager is, however, entitled to expect the member of staff, and not the companion, to answer any questions asked.

2.3.5 The relevant manager will then conduct any further investigation she/he considers necessary to ascertain the facts, interviewing such people as she/he thinks relevant (members of staff interviewed may be accompanied by a work colleague or trade union representative and the provisions regarding an alternative date and the role of the companion will be the same as those for the member of staff making the complaint).

2.3.6 In cases of bullying and harassment the relevant manager may decide, if agreed by both parties, that a formal investigation by an independent person is appropriate and ask Human Resources to arrange this.

2.3.7 The relevant manager will consider the outcome of her/his investigation and, if appropriate, any formal investigation, and will decide on any further action which should be taken to resolve the grievance, taking advice as appropriate.

2.3.8 The relevant manager will, normally within either 20 working days of the first meeting with the member of staff or, if an external investigation is undertaken, within 30 working days, convey her/his decision in writing giving reasons for the decision and informing the member of staff of her/his final right of appeal. The relevant manager will also write to the member(s) of staff against whom the complaint was made with their decisions giving the reasons for that decision where the grievance has been upheld.

2.3.9 The relevant manager will retain notes of the grievance appeal, any details of any interviews held (names, dates, discussion) and reason(s) for her/his decision.

2.3.10 The relevant manager will ensure that any agreed action is taken and, where appropriate, the relevant manager will monitor the situation, taking action as necessary (including disciplinary action, if appropriate).

2.3.11 For monitoring purposes, the relevant manager will provide the Deputy Head of Human Resources with brief details of the appeal and outcome, using the appeal meeting report form available from the Human Resources web page.

2.4 Stage Four

2.4.1 If a member of staff feels that her/his grievance has not been appropriately, fairly or reasonably addressed, the member of staff may complete a formal grievance appeal form (available from the Human Resources web page), setting out the
basis of the appeal and the redress sought, and send it to the Head of Human Resources within fifteen working days of receipt of the letter.

2.4.2 The formal appeal will be reviewed by the Director of Administration and Deputy Director (or alternatives if they have been previously involved in the case) to determine if the appeal is frivolous, vexatious or invalid. If so, it may be dismissed and the member of staff informed accordingly. Otherwise the Head of Human Resources will arrange a Grievance Panel meeting normally within twenty working days of receipt of the final appeal.

2.4.3 The Grievance Panel shall comprise the Director, a nominee from Senate not previously involved with the grievance and a lay member of Council.

2.4.4 The employee may be accompanied by a trade union representative or work colleague. If the trade union representative or work colleague is unable to attend Human Resources will endeavour to arrange an alternative date, provided it is possible to arrange a date on which all those involved are available and which is not more than ten working days after the date initially proposed.

2.4.5 The Grievance Panel may decide to proceed by way of either a review of the case or a re-hearing of the grievance as the Panel considers appropriate depending on the circumstances.

2.4.6 The Grievance Panel will consider the relevant paperwork including any external report and will hear the case of the member of staff making the complaint and of those against whom the complaint is made. If a member of staff is accompanied, her/his companion can put the member of staff’s case and sum up that case, respond on behalf of the member of staff to any view expressed at the meeting and confer with the member of staff. The Grievance Panel is, however, entitled to expect the member of staff, and not the companion, to answer any questions asked.

2.4.7 The decision of the Grievance Panel is final. If the appeal is upheld the Grievance Panel will determine what action should be taken. This may include changes in working practice, changes in behaviour or the initiation of disciplinary procedures. If the appeal is not upheld the Grievance Panel may, nevertheless, make recommendations to resolve matters.

2.4.8 The Head of Human Resources will inform all parties, in writing, of the decision of the Grievance Panel normally within ten working days of the meeting.

2.4.9 The Head of Human Resources will ensure that any agreed action is taken and, where appropriate, will monitor the situation, taking action as necessary.

Approved by Council at its meeting on 16 December 2008
Appendix A

Harassment and Bullying

1. Introduction

The Institute of Education is committed to equal opportunities and supports the right of all staff to be treated with dignity and respect. In this context the need to treat people with dignity and respect reflects the characteristics of a positive working environment, where a high level of trust, respect and mutual support exists at all levels of the organisation.

The Institute recognises that in addition to the legal obligation to deal with instances of harassment, it has a moral responsibility to provide a working environment free of harassment and bullying. Accordingly, the Institute aims to develop a working and learning environment and culture in which harassment and bullying are known to be unacceptable and where individuals have the confidence to make a complaint without fear of ridicule or reprisals.

In addition to the internal Institute procedures and remedies for dealing with harassment and bullying, legislation makes unlawful any harassment on the grounds of gender (including gender re-assignment), race, disability, age, sexual orientation or religion and belief. Harassment may also contravene health and safety legislation.

2. Responsibility and accountability

The Director has responsibility for, and is accountable for, equal opportunities throughout the Institute; she/he has overall responsibility for implementing and monitoring this policy. However, all members of the Institute have a duty to ensure that individuals do not suffer any form of harassment or bullying and that if they do, they are supported in seeking to eliminate it and in pursuing any legitimate complaint.

3. What is harassment and bullying?

Harassment and bullying can take a variety of different forms ranging from repeatedly ignoring a colleague or subjecting them to unwelcome attention, to intimidation, humiliation, ridicule and offence. More extreme forms of harassment and bullying include physical threats or violence.

Bullying is the systematic abuse of power over another person through negative acts or behaviours that undermine her/him personally and/or professionally. Bullying can be threatening, insulting, abusive, disparaging or intimidating behaviour which places inappropriate pressure on the recipient, or has the effect of isolating or excluding them. Bullying can take the form of shouting, sarcasm, derogatory remarks concerning job performance, overbearing supervision or constant criticism. Bullying should be distinguished from vigorous academic debate or the actions of a manager making reasonable (but perhaps unpopular) requests of their staff. Bullying constitutes more than a firm management style; it is destructive rather than constructive. It is criticism or intimidation of a person with the effect of humiliating rather than with assisting with the correction of mistakes.
**Harassment** can be defined as unwanted, unreasonable and/or offensive conduct which adversely affects a person’s dignity and well being and creates an intimidating, hostile, or humiliating environment. Harassment on the grounds of gender (including gender re-assignment), race, disability, age, sexual orientation, religion or belief is unlawful under equal opportunities legislation.

Harassment and bullying may consist of a single incident or a series of incidents. Behaviour that may appear trivial as a single incident can constitute harassment or bullying when repeated.

Some of the most prevalent forms of harassment and bullying include the following:

- **Sexual harassment** can take the form of ridicule, sexually provocative remarks or jokes, offensive comments about dress or appearance, the display or distribution of sexually explicit material, unwelcome sexual advances or physical contact, undue proximity, demands for sexual favours or assault.

- **Racial harassment** may include jokes about, or gratuitous references to, a person’s colour, race, religion, nationality. It can also include offensive remarks about dress, culture or customs which may have the effect of ridiculing or undermining an individual or fostering hatred and/or prejudice towards individuals or particular groups.

- **Harassment of disabled people** can take the form of the individuals being ignored, disparaged or ridiculed because of mistaken assumptions about their capabilities. Their disability rather than their ability can become the focus of attention and harassment can include inappropriate personal remarks, jokes or inappropriate reference to an individual’s appearance, behaviour or condition.

- **Harassment on the grounds of a person’s sexual orientation** may take the form of harassment relating to sexual orientation, homophobic remarks or jokes, offensive comments relating to a person’s sexual orientation or threats to disclose a person’s sexual orientation to others.

- **Harassment on the grounds of gender identity** may be aimed at transgender people, or people who have undergone, are undergoing, or intend to undergo gender reassignment. It is recognised that this is a separate issue unrelated to sexual orientation.

The above list of examples is not exclusive and harassment can also take place on the grounds of a person’s age, religion or belief or any other characteristic that makes them different from the majority or from the person who harasses or bullies them.

**Victimisation** is a form of unlawful discrimination. A person is victimised if they are treated less favourably because they have performed a legally ‘protected act’ under the relevant anti-discrimination laws, for instance they have brought legal proceedings, given evidence, made a complaint, or supported someone who has made a complaint of unlawful discrimination against an employer, a department or an individual. Victimisation is unlawful if it takes place during the course of someone’s employment, or after the termination of their employment, for example in connection with the provision of employment references.
ORDINANCE 17

DISPUTES RESOLUTION AND GRIEVANCE PROCEDURE

1 Application

1.1 This ordinance shall apply to grievances by any member of staff concerning their appointment or employment where those grievances relate to matters affecting:

1.1.1 themselves as individuals; or

1.1.2 their personal dealings or relationships with other staff of the Institute;

not being matters:

1.1.3 for which express provision is made elsewhere in Ordinances drawn up under Statute 17;

1.1.4 or in respect of the outcome of any matter dealt with under Statute 17;

1.1.5 or where the Council has prescribed other procedures, provided these other procedures are no less favourable than this procedure.

2 Aim of the procedures

2.1 The aim of the procedure is to settle or redress individual grievances promptly, fairly and so far as may be possible at a local level by methods acceptable to all parties.

2.2 The employee may be accompanied by any other member of staff or by a trade union representative at any meetings held with the employee under the grievance procedure.

3 Stage One

3.1 A member of staff having a complaint shall, as soon as is reasonably practicable after the subject matter of the complaint arises, raise it informally with their immediate line manager.
3.2 If the complaint relates to the member of staff’s immediate line manager then the matter should be raised with the next level of management.

3.3 The line manager will investigate the complaint and will normally meet with the employee to discuss his or her complaint. The line manager will inform the employee of the outcome of the complaint normally within ten working days of the meeting.

4 Stage Two

4.1 Where a grievance is serious, or if the grievance has not been resolved under clause 3 above, the employee may, within 15 working days of being informed of the outcome of the informal discussions, raise the grievance in writing with the Head of Academic/Support Department or Head of Faculty Administration as appropriate.

4.2 The Head of Department/Head of Faculty Administration will convene a meeting with the employee to discuss the grievance as soon as is reasonably practicable and, in normal circumstances, within 10 working days of the written grievance being submitted. When convening the meeting the Head of Department will inform the employee of his/her right to be accompanied. If it is not possible to deal with the matter within this time, the employee will be given an explanation for the delay and told when he/she may expect a response.

4.3 The Head of Department/Head of Faculty Administration will notify the employee, in writing, of the outcome of the investigation of the grievance normally within 20 working days of the date of the meeting.

5 Stage Three

5.1 If the employee is dissatisfied with the outcome of Stage Two the employee may appeal in writing to the Dean of Faculty or relevant Deputy Secretary within 15 working days of receipt of the outcome of Stage Two. The written appeal must state clearly why the employee is not satisfied with the outcome and the redress sought.

5.2 The Dean of Faculty or relevant Deputy Secretary will, in normal circumstances, convene a meeting with the employee and their nominated representative within 10 working days of the appeal being submitted.

5.3 The Dean of Faculty or relevant Deputy Secretary will notify the employee in writing of the outcome of the appeal normally within 20 working days of the meeting or within 30 working days if an external investigation has been agreed.

6 Stage Four

6.1 If the employee is dissatisfied with the outcome of the appeal meeting
the employee may appeal in writing to the Head of Human Resources within 15 working days of receipt of the outcome of the appeal meeting. The written appeal must state clearly why the employee is not satisfied with the outcome and the redress sought.

6.2 Any appeal to a Grievance Panel will be initially reviewed by the Director of Administration and Deputy Director. Where the appeal is considered frivolous, vexatious or invalid it may be dismissed. Otherwise the Head of Human Resources will, in normal circumstances, convene a Grievance Panel within twenty working days of receipt of the employee’s appeal.

6.3 The Grievance Panel shall comprise the Director, a nominee of Senate and a lay member of Council.

6.4 The Grievance Panel may decide to proceed by way of either a review of the case or a re-hearing depending on the circumstances of the case.

6.5 The Head of Human Resources will notify the employee of the decision of the Grievance Panel within ten working days of the meeting. The decision of the Grievance Panel is final.

6.6 The Grievance Panel will report its decision to Council.

7. **Other determinations**

7.1 If the subject matter of the grievance is properly being considered (or forms part of) a matter being considered under other aspects of Statute 17, action upon the grievance under the formal stages of the procedure may be deferred until the relevant complaint, determination or appeal has been heard under that other procedure and the employee should normally be informed of the deferral within 10 working days of the grievance being submitted.

8. **Senior staff**

Grievances raised by or brought against staff who are senior to the levels described above shall be addressed using the same process where possible. For example, a grievance brought by, or against the Director, will normally be dealt with by the Deputy Chair of Council, any appeal meeting by the Chair of Council and any final appeal heard by a grievance appeal panel consisting of three lay members of Council not previously involved with the case.
Appendix C

**Grievance Process**
(Note: Mediation is available as an option at any stage).

### Stage 1

**Action by employee:**
- talks directly to individual(s) about problem
- if not resolved or inappropriate talks to line manager about problem
- where appropriate may seek advice/support from, the Equal Opportunities Co-ordinator, the Equalities Officer, HR, Trade Unions

**Action by Line Manager**
- investigates complaint as quickly as possible
- where appropriate may arrange a meeting with both parties to discuss the complaint or arranges mediation
- employee informed of outcome within 10 working days of meeting

### Stage 2

**Action by employee:**
- where not resolved informally or grievance considered serious employee completes grievance form and sends to relevant manager within 15 working days of receipt of decision from line manager

The relevant manager is:
- Head of Academic Department for academic staff
- Head of Faculty Administration for professional staff in Faculties
- Head of Support Department for staff in Support Departments

unless the grievance is against the relevant manager when it should be referred to Dean of Faculty for faculty staff or appropriate Deputy Secretary for staff in Support Departments

**Action by Relevant Manager:**
- meets with the employee normally within 10 working days of receipt of form to discuss the grievance
- undertakes follow up investigation to determine facts
- where appropriate may arrange a meeting with both parties to discuss the grievance or arranges mediation
- written records kept of all meetings
- decision given to employee in writing (normally within 20 working days of the meeting) giving reasons for decision and with a right of appeal
Action by employee:
- where employee considers appeal has not been handled appropriately, reasonably or fairly completes a formal grievance appeal form and sends this to the Head of Human Resources within 15 working days of receipt of letter

The relevant manager is:
- relevant Deputy Secretary for staff in support departments
- relevant Dean for Faculty staff

unless the above was the relevant manager in Stage 2, when it should be referred to the Director of Administration for professional staff or Deputy Director for academic staff

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Action by Relevant Manager:
- reviews relevant paperwork and meets with employee normally within 10 working days of receipt of form
- undertakes any further investigation to determine facts
- in cases involving bullying or discrimination may decide that a formal investigation by an independent person is appropriate and contacts HR to arrange this
- manager considers the outcome of any formal investigation and decides any future action to resolve the grievance, taking advice as appropriate
- written records kept of all meetings
- decision given to employee in writing (normally within 20 working days of meeting or 30 working days if external investigation undertaken) giving reasons for decision and with a final right of appeal

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Action by Grievance Panel
- Initial review by Deputy Director and Director of Administration to determine if appeal is vexatious, frivolous or invalid
- If not, HR arranges Grievance Panel meeting normally within 20 working days of receipt of form
- Grievance Panel reviews relevant paperwork and decides whether to review or re-hear case
- decision given to employee in writing (normally within 10 working days of meeting or review) with reasons for decision.

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End of appeal process

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Resolved