



# GRIEVANCE TRAINING COURSE

Module Three

## ***'Grievance Panel Decisions and the Respondent's Experience'***

28 March 2017

Programme



# **UCL Grievance Training Course**

## **Module Three**

*'Grievance Panel Decisions and the Respondent's Experience'*

**Tuesday 28 March 2017**

**Venue: BMA House, Tavistock Square, London WC1H 9JP**

### **TRAINING COURSE AIMS & LEARNING OUTCOMES**

The aim of this **UCL Grievance Training** course is to enable those who may be required to manage and participate in grievance procedures to ensure that they are dealt with promptly, fairly and consistently.

By the end of the module participants will:

- have reviewed the decisions written for module two and considered a model decision
- have identified challenges of decision writing and appropriate style and content
- have identified the issues facing a respondent in the grievance process
- appreciate the scope for informal resolution and mediation
- have identified the challenges for the respondent in preparing for and participating in a grievance hearing
- understand the possible implications for the respondent of the outcome of a grievance hearing

For full details of the UCL grievance procedure please see **UCL Staff Grievance Policy:**  
[www.ucl.ac.uk/hr/docs/grievance-appxa.php](http://www.ucl.ac.uk/hr/docs/grievance-appxa.php)

**PROGRAMME SUMMARY**  
**Tuesday 28 March 2017**

**Module Three**            **Harvey Room (Third Floor)**

09:00 – 09:30            Registration

09:30 – 09:40            **Welcome and Introduction**  
Recap of modules one and two and run through module three - Yvette Genn

**Part One**

09:40 – 10:05            Small Groups - return of decision, review, feedback and distribution of 'model decision'.

10:05 – 10:30            Presentation on decision writing and review - Godfrey Cole.

10:30 – 10:45            Small Groups - review of the challenges of decision writing.

10:45 - 11:00            *Tea/Coffee*

**Part Two**

11:00 – 11:20            Small Groups - discussion of the respondent's experience.

11:20 – 11:40            Panel discussion - Q&A on advice and support - Sarah Danzie, Richard Laughlin  
Panel Chair - Stuart Vernon

11:40 - 12:00            Small Groups - preparing and engaging in informal resolution.

12:00 - 12:25            Small Groups and Plenary - How to prepare for and participate in a formal hearing - Yvette Genn

12:25 - 12:45            Questions and Review of Module Three - EQ's and review of the pilot course and presentation of certificates - Mary Holmes

12:45                        *Finish*

## LIST OF ATTENDEES

Christina Ahlfors	HR Staffing Officer, Institute for Women's Health
Elena Bedisti	Institute Manager, UCL Ear Institute
Natalie Berry	London Arts & Humanities Partnership Manager, Faculty of Social and Historical Sciences
Annabel Brown	Academic Administration Manager, Faculty of Built Environment
Richard Chandler	Professor of Statistics, head of Department of Statistical Science
Lori Coletti Campbell	Department Manager, Department of Science and Technology Studies
Piet Eeckhout	Professor of Law, Faculty of Laws
Helen Fisher	Faculty Manager, Faculty of Built Environment
Nisha Gosai	Teaching and Learning Manager, Department of Computer Science
Saffron Hutt	Strategic Projects Manager, Faculty of Engineering Science
Deepti Jayawardena Wilkinson	Department Manager, Department of Statistical Science
David Meech	Division Institute Manager, Division of Biosciences
Vivek Mudera	Professor of Education and Musculoskeletal Engineering, Division of Surgery and Interventional Science
Joanna O'Brien	Division Institute Manager, UCL School of Pharmacy
Rikke Osterlund	Faculty Officer & Athena SWAN Lead, Faculty of Population Health Sciences
Vanessa Riegl-Parr	Economic and Social Research Council Doctoral Training Centre Manager, Faculty of Social and Historical Sciences
Sue Rogers	Professor of Early Years Education, Institute of Education
Jackie Smith	Human Resource Manager, Institute of Clinical Trials and Methodology
Julie Smith	Department Manager, Department of Physics and Astronomy
Frank Sowrey	Department Manager, Department of Economics
Dimitra Stamogiannou	Institute Manager, Institute of Global Health
Hitakshi Tailor	Administrative Assistant, Research Department of Epidemiology and Public Health
Anne Wilson	Department Manager, Department of Biochemical Engineering

## COURSE CONVENORS

**Professor Dame Hazel Genn** is Dean of UCL Faculty of Laws and Co-director of the UCL Judicial Institute. She is an expert on civil and administrative justice and has conducted numerous empirical studies of court and tribunal processes. She worked with the Judicial Studies Board (now the Judicial College) for 12 years, and is experienced in the design and delivery of training for the judiciary at all levels. She has undertaken a number of judicial training needs analyses in England and Scotland and was closely involved in developing the JSB's framework of judicial qualities and abilities. She served on the Judicial Appointments Commission from 2006 to 2012, was a member of the Advisory Panel on Judicial Diversity 2010-11 and the Committee on Standards in Public Life 2003-7. She chaired the Judicial Sub-Committee of the Senior Salaries Review Board from 2012-15.

**Professor Cheryl Thomas** is Professor of Judicial Studies, Co-Director of the UCL Judicial Institute and Director of the UCL Jury Project. A specialist in judicial studies, she has conducted ground-breaking research on juries, judicial decision-making, the role of diversity in the justice system, and the appointment and training of judges. Professor Thomas is a frequent contributor to Judicial College training courses for judges, including Long and Complex Trials, Serious Crime and Serious Sexual Offences. She has served as a specialist consultant on judicial affairs to the Lord Chief Justice, Law Commission, Lord Chancellor, Her Majesty's Crown Prosecution Service Inspectorate, European Commission, Council of Europe, French government and Judicial Education Institute of Trinidad and Tobago.

## COURSE INSTRUCTORS

### All five course instructors are Judicial Training Fellows at UCL Judicial Institute

**Godfrey Cole** was an academic from 1971-1992, mostly at the University of Westminster where he was Dean of the Law School and he lectured on subjects including Housing Law, Law of Landlord and Tenant, Family Law, and Social Security Law. In 1992 he took up a full-time judicial appointment as a District Tribunal Judge, and subsequently sat as a Deputy District Judge and in the Upper Tribunal. From 1999-2008 he was seconded to the Judicial Studies Board of England and Wales as Director of Training for Tribunals where he developed standards for UK tribunals, as well as training courses for court and tribunal judges with management responsibilities. He was the editor of the *Tribunals* journal until 2010. Following retirement from his salaried judicial appointment from 2011, he sits as a fee-paid tribunal judge dealing with first instance and appellate work.

**Yvette Genn** is a barrister at Cloisters, a specialist in employment law (with particular emphasis on discrimination and equal pay) and personal injury law. She was a member of the JSB's Equal Treatment Advisory Committee from 1999-2008, designing and providing diversity training to judges, and continues to provide training in diversity and judicial standards for judges in courts and tribunals. She has also provided equalities training to a range of public bodies such as the Legal Services Commission, Council on Tribunals and Solicitors Disciplinary Tribunal. Yvette is a Deputy District Judge on the South Eastern circuit, and a Recorder in civil and private law family matters on the Midlands circuit. She is also a former part-time judge in the Special Educational Needs and Disability Tribunal.

**Mary Holmes** formerly a Senior Training Adviser to the Judicial Studies Board and JSB Head of Tribunal Training giving advice and guidance in respect of training for both the courts judiciary and tribunal judge. Mary participated in the delivery of training in Scotland, Guernsey, Training the Trainers for family law judges in Jordan, facilitated appraisal training for British Columbia's Administrative Tribunal in Vancouver, and worked with the Administrative Appeals Tribunal in Australia in the development of the competence based training. She was formerly a tribunal member and a Magistrate and is currently a UCL Judicial Training Fellow.

**Stuart Vernon** is a UCL Judicial Institute Training and Education Fellow. For many years he was involved in training for the Judicial Studies Board (now the Judicial College of England and Wales). He is now involved in designing and delivering bespoke training for a range of quasi-judicial decision makers. This has involved work for among others, the Trinidad and Tobago judiciary, the Crofting Commission, the Intellectual Property Office and the States of Guernsey. Before he retired Stuart was the Chief Adjudicator at the Office of Fair Trading where he was responsible for decisions under the licensing provisions of the Consumer Credit Act and on the fitness of estate agents. Prior to this civil service appointment, Stuart taught at the University of East London, publishing in the fields of social work law, youth justice and disability and the law.

**Mary Kane** was a matrimonial solicitor in private practice for 21 years until 1995 and a magistrate for 18 years in the West London PSD. She held a judicial post as Regional Chair of the London South, South and South West Region of the Mental Health Review Tribunal from 1998 to 2004. She is a judge in the Health and Social Care chamber of the Tribunal Service, sitting in the Mental Health Tribunal (MHT). She is a legal chair for the GMC, an independent member of the Parole Board and a Deputy Traffic Commissioner. She is also a family mediator. She is an appraiser and mentor for the MHT and the Parole Board. She has worked as a trainer and facilitator for the Judicial College (formerly the Judicial Studies Board) in all areas of tribunal skills development, including diversity training and reason writing and was involved in the drafting and preparation of the JSB booklets, Tribunal Competences, Qualities and Abilities in Action, and Appraisal Standards and Appraisal Competences in Tribunals.

## **COURSE ADMINISTRATOR**

**Maria Diaz** is the Manager of the UCL Judicial Institute (JI) and is responsible for the overall running of the JI in close consultation with the JI Directors. Maria joined UCL Judicial Institute in 2013 following a 10-year career in the civil service, working in the courts and judiciary. She joined the Lord Chancellors Department in 2003 working at the office of the Judge Advocate General (JAG) as a pre-trial clerk. In 2006 she joined the Court Service in the Listings and Jury Bailiffs department at the Central Criminal Court (Old Bailey). In 2008 she became a Court Clerk and then the Jury Manager of the Old Bailey, also serving on the Jury Manager's Advisory Group (JMAG) for England and Wales.

**Sara Razai** joined the Judicial institute in September 2014 as an MPhil/PhD Candidate. Working under the supervision of Co-Director, Professor Cheryl Thomas. Sara's thesis is a comparative study on the role and significance of the judiciary in the Arab world. She is also a legal consultant and has worked with Governmental and non-Governmental organisations providing with legal and regional expertise in the MENA region. Moreover, Sara is a teaching fellow at UCL, and holds regular workshops on negotiation strategies and alternative dispute resolution at Kings College London.

## **UCL Human Resources Training Team**

**Sarah Danzie** joined the UCL HR team in July 2016 as Head of HR Policy and is responsible for the team providing employment policy advice and developing integrated HR Policies and Procedures to support strategic and operational priorities. Prior to joining UCL, Sarah held HR management roles across the Education Sector as well as other public and private sector organisations. Sarah has over 15 years' experience as a HR specialist ensuring people strategies are linked to business objectives. With her extensive practical knowledge and experience in employee relations, performance management, recruitment and training and developing HR processes she has supported medium-large size client groups partnering with operating business leaders to ensure HR strategies are aligned with business initiatives.

**Richard Laughlin** is organisational development professional with over 20 years' experience in change and development activity across the financial services, charity and higher education sectors. He leads the UCL HR Organisational Development team and is responsible for areas including leadership development, researcher development, delivering the Doctoral Skills Development Programme and ensuring a Schools-facing consultancy provision. A qualified coach, Richard coaches and mentors staff within UCL and his current activities include creating the annual New Heads of Department Programme and supporting UCL Qatar.

## BMA House directions

### Directions from Euston Station

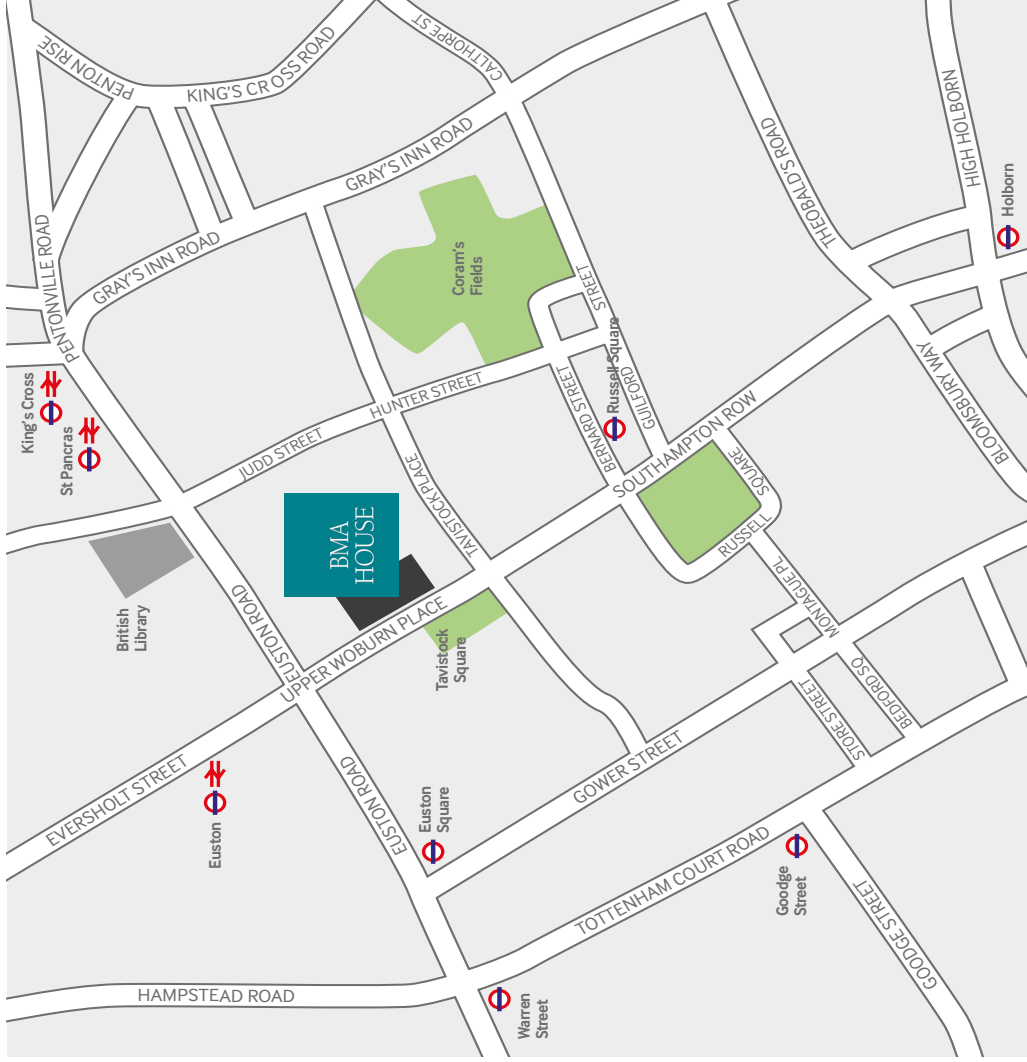
Walk into the station forecourt with the platforms behind you and head towards the exits to the left of the station. You should walk to the main road on the left which is Eversholt Street. Turn right onto this road and walk down to the traffic lights at the junction with Euston Road. Cross straight over the road which turns into Upper Woburn Place. There will be a Prezzo restaurant on the right hand corner. Walk down this road and at the Hilton Hotel cross the road at the zebra crossing. Keep walking until you reach the Natwest bank. The BMA House entrance is the next main door and is signed BMA Reception. If you reach the Starbucks coffee shop you have gone too far.

### Directions from Kings Cross Station

Walk out of the main exit of the station – you will be on Euston Road. Turn right down Euston Road with Kings Cross behind you and walk in the direction of St Pancras Station (the west end may also be sign posted). Follow Euston Road straight for about 5 minutes until you get to a fire station on the right hand side (on route you will pass the Renaissance Hotel and British Library on your right). At the traffic lights by the fire station turn left to cross Euston Road onto Upper Woburn Place. You will see a Prezzo Restaurant on the opposite corner. Walk along Upper Woburn Place for a couple of minutes – you will reach the Natwest Bank. The BMA House entrance is the next main door and is signed BMA Reception. If you reach the Starbucks coffee shop you have gone too far.

### Directions from Russell Square Station:

Exit the station and cross the road at the zebra crossing to the Tesco Express store. Turn left and walk to the end of the road, HSBC will be on your right hand side. Turn right on to Upper Woburn Place and continue straight forward. Continue straight crossing over Coram Street and continue onto Tavistock Square. Continue straight and you should pass Starbucks on your right hand side. Walk past the red Royal Mail postbox and the main entrance to BMA House is the next set to blue doors your right and is signed BMA Reception. If you reach the Natwest bank you have gone too far.



Call 020 7874 7020 or email [events@bma.org.uk](mailto:events@bma.org.uk)  
[www.bmahouse.org.uk](http://www.bmahouse.org.uk)

BMA House, Tavistock Square, London, WC1H 9JP.





## About the UCL Judicial Institute

The UCL Judicial Institute is the first and only centre of excellence for research and teaching about the judiciary in the UK. The Institute's purpose is to provide evidence-based understanding and intellectual leadership about the judiciary as a critical social institution and the about the process of judicial decision-making. The Institute carries out cutting-edge research on the judiciary and provides outstanding educational opportunities for students, practitioners, judges and those performing quasi-judicial roles. The Judicial Institute is led by co-directors Professor Dame Hazel Genn and Professor Cheryl Thomas and guided by an Advisory Board of distinguished jurists and scholars from both the United Kingdom and abroad.



### UCL Judicial Institute Advisory Board

Lord Dyson, *Master of the Rolls of England and Wales (retired)*

Lord Carnwath, *Justice of the United Kingdom Supreme Court*

Lady Hale, *Justice of the United Kingdom Supreme Court*

Lord Justice Jackson, *Court of Appeal*

Lord Justice MacFarlane, *Court of Appeal*

Sir John Goldring, *Court of Appeal (retired)*

Sir Stephen Sedley, *Court of Appeal (retired)*

Judge Antoine Garapon, *Secretary-General, Institut des Hautes Etudes sur la Justice (France)*

Professor Judith Resnik, *Arthur Liman Professor of Law, Yale Law University*

Professor Richard Susskind, *President of the Society for Computers and Law*

Alexandra Marks, *Commissioner, Judicial Appointments Commission of England & Wales*

For further information on the Institute please see: [www.ucl.ac.uk/laws/judicial-institute](http://www.ucl.ac.uk/laws/judicial-institute)

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