

Grievance Policy and Procedure

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F E M N A L

Grievance Policy and Procedure

1. Policy Statement

The Metropolitan Police Grievance Policy aims to:

- Provide a clear and fair approach to dealing with workplace issues and grievances
- Support a working environment where individuals may raise concerns without fear of recrimination and everyone is treated with respect
- Address workplace issues and grievances through effective management engagement where possible
- Encourage individuals to seek to resolve workplace complaints informally
- Resolve workplace issues and grievances promptly
- Identify and implement improvements where possible.

All serving officers, Specials, Cadets, serving police staff, workers and volunteers are expected to engage constructively with this procedure to help the MPS achieve the aims set out above.

Subjecting someone to less favourable treatment because they have raised an issue or grievance, or engaged with this procedure, may lead to disciplinary action.

Relocation or reassignment of duties for any reason during an ongoing grievance will not normally be appropriate. Line managers contemplating changes to duties of any person whilst a grievance has been lodged must seek prior advice from the Grievance Management Team (GMT).

Any individual may seek support from their Union, Federation, Superintendents Association, Staff Support Association, line manager, Occupational Health, and or the Employee Assistance Programme.

Line managers or the individual that is managing the grievance may wish to consider appropriate welfare support, including the appointment of a Welfare Support Officer, depending on the circumstances.

Those raising workplace issues or grievances are expected to raise them promptly and in good faith. Any person who raises concerns through the grievance procedure which are found to be malicious or false may face disciplinary action.

2. Applicability

This policy and its procedures are applicable to people in the Metropolitan Police Service who are:

- serving officers, Specials and Cadets
- serving police staff, workers and volunteers

If the individual who raises a grievance leaves the MPS before the grievance has been finalised, then any outstanding matters may be addressed after the individual has left the organisation.

2.1 Trade Union and Federation representatives

Trade Union, Federation, Superintendent's Association and Staff Support Association representatives perform a pivotal role in respect of employee relations and have a right to represent the interests of their members without the fear of reprisals.

Any concerns relating to the performance of the official duties or the way in which the recognised representatives conduct their responsibilities are matters for the Trade Union, Federation, Superintendent's Association and Staff Support Associations to progress and are not appropriate for consideration under the grievance policy.

Grievances about Trade Union, Federation, Superintendent's Association representatives, and Staff Support Associations which are not related to the discharge of their official duties (or membership of the Union, Federation Association), will be considered under this policy.

3. Introduction

As defined by ACAS and included in Home Office guidance; grievances are concerns, problems or complaints raised by a staff member with management. Anybody may at some time have problems or concerns about their work, their working conditions or relationships with colleagues that they wish to raise.

Before raising a grievance, the individual should decide what outcome they hope to achieve and how they would like the matter to be handled. Being clear about the issues that need to be resolved and what a satisfactory outcome might look like can help resolve a grievance.

Potential outcomes could include: mediation – either formal or informal; discussions with each of the individuals concerned; individual action plans, individual activities; no further action; recommend an apology; any combination of the aforementioned outcomes. An outcome can also include referral to another formal process or procedure where appropriate (for example: action in accordance with the Police and

Police Staff Performance Regulations/Processes or a referral to the Directorate of Professional Standards (DPS) where the matter relates to a potential conduct matter).

The grievance procedure does not provide for any punishment or sanction and cannot override any other MPS policy. The outcome of a grievance may cause a review of a policy where the appeal mechanism does not permit the individual to address a situation that is perceived to be unfair.

There are limitations, for example, the grievance procedure cannot be used to address the following:-

- A concern about the interpretation or application of a policy; this is the function of the appeal. These include but are not limited to financial rewards, transfers, flexible working, promotions, recruitment and postings.
- Where legislation or regulation impose an obligation on the MPS.
- Issues which are the outcome of collective negotiations or consultation through Staff Associations (Federation and Superintendents Association) and Unions.

A flow chart of the process can be found at appendix A

4. Informal Resolution

Individuals are encouraged to seek to resolve workplace complaints directly where possible as this is often the best way of resolving concerns. Every effort should be made to deal with the issue as soon as is reasonably practicable by discussing the issue directly with the person(s) involved.

Where that has not been possible or is not practicable individuals should raise their complaint with their line manager or second line manager. For line management guidance on steps to take to resolve a grievance informally see Appendix D.

Where there is potential conflict at work such as disagreement between colleagues, an early resolution meeting (with mediation if appropriate) should help to identify a mutually acceptable solution to address the situation. Informal resolution aims to support colleagues by securing lasting constructive solutions. Any agreement reached is both voluntary and confidential. (Insert link to mediation SOP)

Where the person raising the complaint does not consider it appropriate to seek assistance from their line manager they should approach their local Single Point of Contact (SPOC) for an Informal Resolution Champion (IRC) to be appointed. For more information about the roles of the Informal Resolution Champion or Single Point of Contact see Appendix C.

Informal resolution should be completed as soon as possible, and within 21 calendar days of it being allocated to a manager or IRC, in order to encourage a prompt and effective resolution.

5. Formal Grievance procedure stage 1

A grievance procedure is a formal way for an individual to raise a problem or complaint. If informal resolution has not been attempted, the grievance may be referred for informal resolution, see section 4. If informal resolution has not been successful then the following process should be followed. A flow chart of the process can be found at appendix A

5.1. Raising a Grievance – completing a Form 6690

The individual raising the formal grievance should complete a Grievance Form 6690 (available on the intranet) and emailing a copy to the GMT GrievanceManagementEnquiries or submitting it through an HR Request for Service.

The form 6690 should be submitted within a reasonable time from when the issue arose.

The following information will be required:

- Information about the Informal Resolution stage including:
- The names and contact details of the person(s) responsible for the Informal Resolution stage, for example the line manager, second line manager or SPOC
- Actions taken as part of the Informal Resolution stage
- Why the Informal Resolution stage was not successful in resolving the issue/grievance.

A description of the nature of the grievance including:

- the names of all individuals involved
- the date(s) on which the issue(s) which are the subject of the grievance occurred
- available relevant information e.g. emails, summaries of phone calls/meetings etc.

The desired outcome or resolution to the grievance (see section 3 'Introduction' for more information on potential outcomes).

The GMT Advice Line is available to provide advice on completing the Grievance Form.

Contact details: [redacted], Opening hours: - Monday – Friday 10 am to 3pm.

On receipt of a Grievance Form a member of the GMT will review the form to ensure all necessary information is included. If clarification of the grievance is required, the person raising the grievance may be asked to provide more information before the Grievance process proceeds.

After the grievance has been accepted any situations that arise that are unrelated to the current grievance need to be raised on a separate Grievance Form.

5.2. Counter Grievances

If, during the process, another party submits a counter grievance, this should be reviewed by the same grievance assessor and as part of the initial grievance procedure and with a view to resolving the grievances as a whole and as part of the same process.

5.3. The appointment of an independent Grievance Assessor

The GMT will identify an independent Grievance Assessor to consider the grievance. It may be necessary to vary the procedure (such as choice of grievance manager or appeal manager) to accommodate particular sets of circumstances, for example a grievance raised against member of the Grievance Team.

A Volunteer Assessor, a Single Point of Contact ('SPOC') or a local manager; or a GMT Assessor may be appointed depending on the nature of the issue or grievance. See Appendix B for more information on Grievance Assessors.

Where a number of individuals initiate grievances separately, but the issues or grievances raised are substantially the same, the GMT will normally appoint one Grievance Assessor to consider the grievances collectively.

The GMT will email the person who has raised the grievance introducing them to the Grievance Assessor appointed to consider their grievance.

Assessors, will be requested to declare any circumstance that might be, or appear to be, a conflict of interest. A conflict of interest will include any clear risk to the objectivity of decisions or assessments undertaken in respect of the person raising the grievance or the subject.

Should the person who has raised the grievance consider there to be a conflict in respect of the Assessor allocated, they should request an alternate Assessor providing the rationale for their request to the GMT.

5.4. Initial Grievance Review

The GMT will carry out an initial review of the grievance on the basis of the information provided by the person raising the grievance in the Grievance Form 6690. They will consider whether

- further information/clarification is required from the person who has raised the grievance;
- there are any issues raised which are inappropriate to be considered under the grievance procedure and which should be considered under another policy. Also, consideration should be given to whether the matter should be referred to the Directorate of Professional Standards
- mediation would be an appropriate resolution, if not already pursued as part of the Informal Resolution stage (see the Mediation SOP on Knowledge Management).

If it is agreed that the grievance is appropriate to be dealt with under the Grievance Procedure then the Grievance Assessor will consider: the parameters of the grievance, who they need to speak to, and whether further information is required from persons other than the person who has raised the grievance.

When a grievance submission makes an allegation of: -

- Discrimination with reference to a protected characteristic defined within the Equality Act 2010 (including bullying / harassment and victimisation)

Or

- Bullying and harassment and/or less favourable treatment unrelated to a protected characteristics

Available information will be assessed to determine whether the grievance or misconduct process should be used and a decision made whether the grievance or misconduct process should be used.

Having regard to the amount of detail provided by the aggrieved individual in the grievance form, the Grievance Assessor may seek clarification and/or further information from the aggrieved, other officers or staff, except the subject(s) of the allegations. This is to avoid prejudicing any potential subsequent misconduct proceedings, however it enables the Assessor to gather information relevant to the issues raised as required to make an informed view. The GMT will also consult with the Discrimination Investigation Unit (DIU) to decide which process is more appropriate for consideration of the issues raised in the grievance form.

The Grievance Assessor is responsible for deciding when there is sufficient information gathered to reach a finding.

5.5. Meetings

The Grievance Assessor will invite the person who has raised the grievance to attend a meeting to discuss their concerns and will seek to agree the scope of their assessment. In order that the grievance may be considered and concluded within the relevant timescales, the person who has raised the grievance should consider every option to enable them to attend a grievance meeting(s) either in person or remotely if that is not feasible. This may mean consider attending whilst on leave or absent due to sickness, providing that they feel that they are able and it would not be detrimental to their health (advice from a qualified medical professional is advisable). If the person who raised the grievance is unable to attend a meeting, alternative ways to proceed may be proposed, for example an assessment based on the documentary information submitted.

The Grievance Assessor will then hold further meetings in order to gather the information required to come to an assessment of the situation and make recommendations to resolve the grievance. All individuals requested to attend a meeting should be as clear as possible on the facts about the issue in question and provide documentary evidence if possible.

All parties may be asked about their decisions, role, behaviour or actions as relevant and will be given the opportunity to explain their perspective in order that the Grievance Assessor may assess the grievance objectively. All parties should confine their explanations to matters that are directly relevant to the grievance in question. All participants in the process must remain professional and open to consider opposing views in a calm and respectful manner.

Depending on the circumstances of the case the assessor may make reference to sources of additional support for example through Occupational Health or recommend the appointment of a Welfare Support Officer to management.

5.6. Notifying the subject

Subjects of grievances are entitled to be advised what the grievance is about and how it relates to them as soon as reasonably practicable. When a grievance is received, the GMT will record, acknowledge and arrange the next steps. At this stage the subject is not formally informed that they have been named in grievance. If the matter is referred to the Grievance SPOC to appoint an IRC for informal resolution to take place, it is the responsibility of the IRC to inform the relevant person(s) they have been named as a subject in a grievance. If however, the matter is progressed straight to a Grievance Assessor, the appointed assessor is then responsible in informing the relevant party they have been named as a subject in a grievance.

Depending on the circumstances of the case the assessor may make reference to sources of additional support for example through Occupational Health or recommend the appointment of a Welfare Support Officer to management.

Assessors will provide updates at a minimum of 14 day intervals to all relevant parties.

5.7. Records of meetings

Written records of meetings will be made and sent to those attending for approval. It is not permitted to record meetings by audio or visual methods, e.g. by using a mobile phone or Microsoft Teams, unless discussed and agreed in advance as a reasonable adjustment.

5.8. Representation

Any person may be accompanied to a grievance meeting by a representative from their Union, Federation, Superintendent Association, Staff Support Association representative or by any serving member of the MPS if they wish. Legal representation is not permitted at grievance meetings.

5.9. The Grievance Assessor's Report

After reviewing the documentary evidence and concluding their meetings the Grievance Assessor will produce a report. The report shall be based on the balance of probabilities, to resolve the grievance and include a record of their review and the conclusions arising from it. At a minimum it shall cover:

- The allegations made by the person who raised the grievance
- A schedule of the interviews undertaken
- A summary of the key evidence, highlighting any conflicting evidence
- Objective conclusions reached based on the evidence
- Recommendations and learning (the rationale for which should be thoroughly explained in the written report).

As part of the process of producing a draft report, the Assessor should consult about potential recommendations with BCU senior management, the person who has raised the grievance and other relevant person(s) where appropriate in order to ensure recommendations are reasonable and practical. The final decision as to what recommendation(s) are to be made rest with the Assessor.

Should the Assessor identify any learning (individual, local or organisational) during the course of their consideration of the grievance that should also be recorded on the learning section of the assessor's report and the rationale thoroughly explained.

The Grievance Assessor's report must be passed to the GMT for Quality Assurance.

5.10. Quality Assurance (QA)

Quality Assurance (QA) is a confidential process carried out by the GMT to ensure the Grievance Assessor's report is clear and evidence-based and that any recommendations made are within the scope and parameters of the Grievance Procedure.

The GMT may:

- suggest that more evidence might be required to support conclusions drawn
- remind the Grievance Assessor that the Grievance Procedure does not allow for recommendations reserved to other policies/procedures/departments.

5.11. Disclosure of the Grievance Report

Once the Grievance Report has been Quality Assured, the GMT shall send it to the person who raised the grievance, subject(s) and Heads of Departments/BCU's or the nominated appropriate senior manager.

5.12. Recommendations

Heads of Departments/BCU's will use their best endeavours to implement the recommendations outlined in the report disclosed.

The GMT track and record all grievances to ensure:

- a consistent approach,
- identification of wider issues
- to promote organisational learning and best practice.

5.13. Time Limits for the formal grievance procedure (stage 1)

The formal grievance procedure should normally be completed within no more than 63 calendar days from the appointment of the Assessor. This includes the time required for the Grievance Assessor to complete their report and to complete the Quality Assurance process.

In exceptional circumstances it may take up to 126 calendar days for a case to be concluded. That may include particularly complex grievances involving large numbers of people or as a result of operational commitments.

Any extension of time will be discussed with the person raising the grievance to take account of their views and decided by the Grievance Assessor who must then update all parties. The reasons for any delay in the process should be fully documented in the grievance report.

6 Appeals (Formal Grievance Process Stage 2)

6.1. Raising an Appeal

After receiving a copy of the grievance report the person who raised the grievance has the right to appeal the decision within 14 calendar days. The onus is on the person appealing the decision to provide evidence to demonstrate the reason for the appeal.

An appeal may be made by emailing the GMT. Grievance Management mailbox
The ground(s) of appeal include.

- Procedural irregularities which have prejudiced the outcome.
- The facts of the case do not support the outcome.
- There is new evidence available that could not have been made available to the Grievance Assessor at the time the grievance was considered.
- The proposed recommendation(s) is/are inappropriate given the circumstances.

An explanation of why the selected ground(s) of appeal are relevant; and

Any new evidence available that could not have been made available to the Grievance Assessor at the time the grievance was considered.

Disagreeing with the Grievance Assessor's report or recommendation(s) alone is not a sufficient reason for an appeal to be considered.

The GMT Advice Line [redacted] is available to provide advice on documenting the appeal.

On receipt of an appeal a member of the GMT will ensure all necessary information is included and to seek clarification about the appeal if required.

6.2. The Appointment of an independent Grievance Appeal Assessor

The GMT will nominate an independent Grievance Appeal Assessor, who is different from the assessor who assessed the original grievance, as per the process outlined at (5.2), to consider the appeal.

The Appeal Assessor will be different from the assessor that assessed the original grievance.

6.3. The Appeal Assessor's consideration of the appeal

The Grievance Appeal Assessor will:

- consider whether the Grievance Procedure was followed correctly

- review the Grievance Assessor's conclusion and consider whether, based on the evidence outlined in the report, the conclusion was erroneous
- consider new evidence that has been made available which could not have been made available to the Grievance Assessor at the time
- consider whether the proposed recommendation(s) are inappropriate given the circumstances.

Quality Assurance of the appeal will be carried out in line with procedure outlined at section 5.9

6.4. The Appeal Assessor's decision

If the appeal is upheld (either in part or in full) the Appeals Assessor will write a report (on form 6691) outlining their process and may make revised conclusions and recommendations.

The Appeal Assessor's decision will be confirmed in writing, to the person who raised the appeal.

This is the end of the Grievance Procedure; there is no further appeal available. The same issue will not be considered again if resurrected at a future date.

6.5. Time limits for the Grievance Appeal procedure

The Appeal must be submitted to the GMT within 14 calendar days of receipt of the written confirmation of the outcome of the substantive grievance.

The appeal should normally be completed within 49 calendar days. In exceptional circumstances the time limit can be extended to (a maximum of) 98 calendar days. The time begins to run from the date on which the appeal is allocated to an assessor.

Any extension of time will be discussed with the person raising the appeal, to take account of their views, and decided by the Appeals Assessor. The reasons for any delay in the process should be fully explained and documented.

7. Confidentiality

All grievances should be treated confidentially by all parties. All individuals involved in the process should not discuss it with other persons within the organisation, except for discussing the matter with a Trade Union, Federation, Superintendent's Association or Staff Support Association representative where necessary.

Assessors must give careful consideration to the release of any information at all stages in the process, assessing whether the information is relevant and appropriate for disclosure and considering to whom it should be disclosed.

Whilst confidentiality is an important consideration, particularly at the outset of the concern being raised, if an individual is raising a concern, the person handling it should explain that some courses of action may mean an individual cannot remain anonymous. Those who wish to raise a grievance should consider what course of action, resolution or outcome they are hoping to achieve and whether this would be consistent with principles of anonymity and fairness to all parties.

Grievance reports may be redacted to protect confidentiality where the report contains personal sensitive information relating to individuals. As part of information gathering, the Assessor will identify through discussion with parties if there are personal or sensitive information that they do not want to be included within their meeting summary report and keep a record of this.

As individuals have a right to see the information an organisation holds about them, permission should be sought by individuals prior to using other people's personal information as evidence.

Breach of confidentiality, including an unauthorised disclosure of information, by anyone involved in the grievance procedure will be treated seriously and may result in a misconduct investigation.

More information about information security may be found on the Information Rights intranet pages.

8. Matters outside the scope of the Grievance Process

8.1. Conduct matters

The grievance procedure does not override or interfere with obligations in respect of matters which fall within the regulatory regime concerning police discipline and the handling of conduct matters in accordance with the Police Staff Discipline SOP, the Police (Conduct) Regulations 2020, Police (Complaints and Misconduct) Regulations, 2020 and the Police Reform Act 2002. Therefore, when it is clear from the outset to the person considering raising a grievance, or to the person to whom a grievance is raised, that the allegations potentially amounts to a conduct matter, the matter should be reported to the local Professional Standards Unit or DPS¹.

In some circumstances, it may not be clear at the outset that a matter is one that relates to a potential conduct matter. It is important that matters are handled and referred appropriately if identified that the matter raised as a grievance whereas in fact it is a potential conduct matter would justify the bringing of disciplinary or criminal proceedings.

¹ Conduct in relation to which there is an indication (whether from the circumstances or otherwise) that a person serving with the police may have (a) committed a criminal offence or (b) behaved in a manner which would justify the bringing of disciplinary proceedings.

If at any stage of the grievance process a matter or evidence comes to light that indicates that an individual may have committed a criminal offence or behaved in a manner which would justify the instigation of a disciplinary proceedings, the matter must be referred to the DPS. The decision of whether to refer to another process should be kept under review and should evidence or circumstances change a fresh consideration of whether to refer will be required. Advice may be sought from the GMT, to help decide the best route for such matters.

Where matters are referred for consideration to the DPS the Grievance Procedure will be suspended pending the outcome of that decision, and or any investigation and misconduct proceedings.

Separate issues, which may form part of the same grievance but have not been referred to the DPS may continue to be progressed through the grievance process.

If the DPS determines that no conduct matter is to be recorded and investigated then the issue will be returned to the GMT to continue to deal with the matter in line with the grievance procedure.

If all matters are recorded for investigation under the police staff disciplinary or police officer misconduct procedure, the Grievance Procedure will be treated as concluded the grievance will be closed. The GMT will write and inform the person who raised the grievance that the matter(s) they raised have been handed over to the DPS and the investigating officer will then make contact with them to explain the next steps.

8.2. Collective Negotiations

It is not the appropriate to use the Grievance procedure to raise issues which are the subject of collective negotiations with the trade unions, Federation or Superintendents Association.

8.3. Other Matters

A disclosure of information which tend to show either, a criminal offence (for example, fraud), someone's health and safety in danger, a risk or actual environmental damage, a miscarriage of justice, a breach of the law, or a belief that someone is covering up wrongdoing should be dealt with under the whistle blowing policy. Personal grievances should be dealt with in line with the grievance procedure unless the matter is in the public interest.

Capability and conduct matters that are already being considered through other procedures should not be considered under the grievance procedure.

Where a grievance or issue is assessed by the GMT as being unsuitable for consideration under the Grievance Procedure a full explanation will be provided.

9. Victimisation

Individuals are protected from victimisation under the Equality Act 2010.

Individuals shall not be subjected to any form of retaliation, victimisation, or less favourable treatment because they have submitted a grievance, indicated that they might submit one or are suspected of submitting one.

Retaliation, victimisation or less favourable treatment, taken in response to actual or indicated or suspected grievance submissions, may take the form of: transfers, work allocations, appraisals or any other actions or omissions by the line managers of such individuals. This list is non-exhaustive.

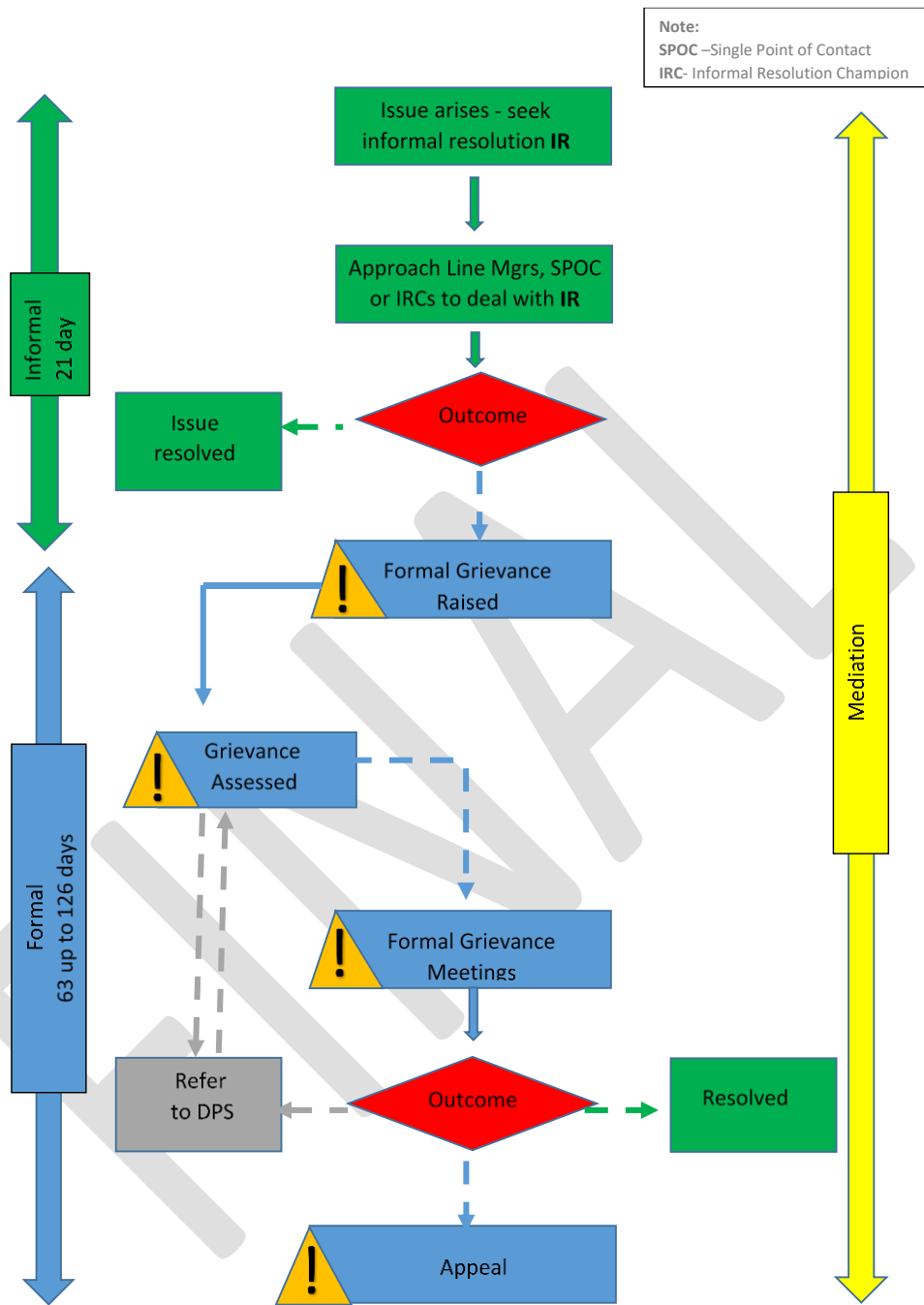
Similarly, other colleagues of the aggrieved (or suspected aggrieved) shall be prohibited from taking any action against them by way of retaliation, victimisation or less favourable treatment in response to actual or indicated or suspected grievance submissions.

A similar protection shall apply to those who act as witnesses or representatives for aggrieved under the grievance procedure.

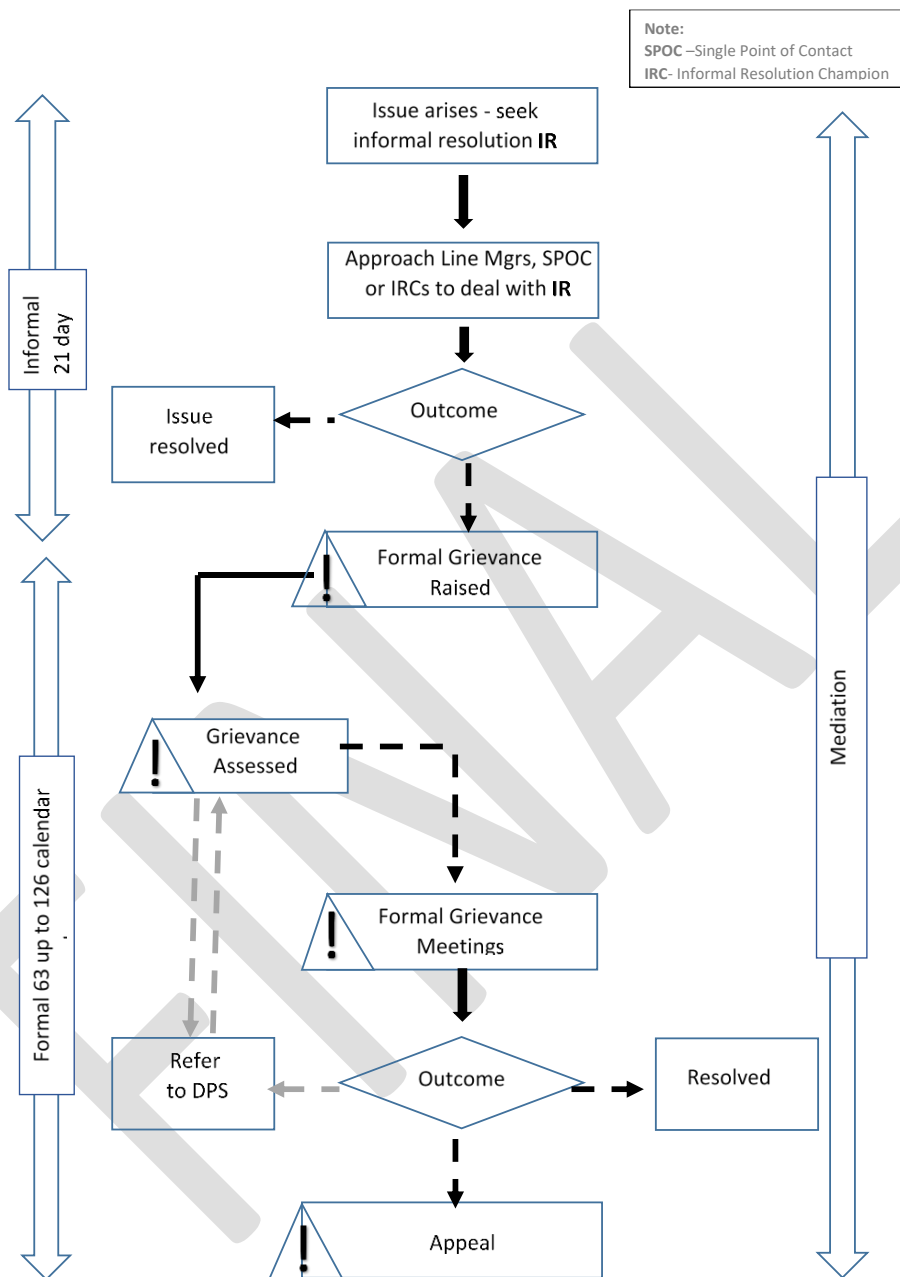
Those who engage in such retaliation, victimisation or less favourable treatment may be liable to disciplinary action.

In most cases all parties will continue to undertake their normal duties. Temporary relocation or reassignment of duties may be considered in exceptional circumstances, for example, on request of the aggrieved. However, if managers are contemplating a change to the normal duties of any party as a direct consequence of a grievance, they must seek advice from the GMT before they take action.

Appendix A Flow chart of the grievance process



Appendix A Flow chart of the grievance process (black and white version)



Appendix B Types of Assessor

After considering the information obtained during the process the Grievance Assessor will come to a conclusion based on the balance of probabilities and make recommendations regarding how the grievance should be concluded. The Grievance Assessor may also suggest individual, local and organisational learning.

There are three types of Assessors that may be appointed to investigate a grievance:

- Single Point of Contact (SPOC) or Local Manager
- Volunteer Assessor
- Grievance Management Team (GMT) Assessor

Single Point of Contact (SPOC) or Local Manager

The Assessor is appointed from within the departments or BCU, and will have had no prior involvement with the aggrieved individual, subjects or the events concerned.

They are appointed by the local Senior Leadership Team (SLT) on the basis that they have demonstrated the necessary experience, skills and knowledge to carry out such a review. All officers/staff may be considered for this role, and the rank or grade of the Assessor or appeal Assessor is not relevant to their suitability to undertake the role. However, an appeal Assessor must be someone who is deemed to have more expertise than the Assessor who deals at the first stage.

Volunteer Assessor

Volunteer Assessors may be appointed by the GMT to ensure impartiality in cases where the matter of concern involves members of the local Senior Leadership Team (SLT).

Where the person who has raised the grievance identifies a potential conflict of interest or bias they may request that the grievance be dealt with by a Volunteer Assessor from outside their Department/BCU.

Grievance Management Team (GMT) Assessor

The grievance is allocated to an Assessor who is a member of the GMT and has specialist knowledge and experience.

If, in the opinion of the GMT, a case falls into one of the following three categories, the case will be allocated to a GMT Assessor:

- The grievance makes explicit allegations of discrimination and/or bullying and harassment, e.g. offensive words.
- Cases where such explicit allegations are not made but where broader allegations of bullying / harassment / less favourable treatment are made.

- Cases where the issues and evidence are likely to be complex and/or time consuming to review.

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Appendix C Single Point of Contact (SPOC) and Informal Resolution Champions (IRCs)

Single Point of Contacts (SPOCs)

The Single Point of Contact (SPOC) is the senior accountable lead ensuring effective grievance management at a local level. A Deputy SPOC supports this role providing resilience and deputising where appropriate.

SPOCs should endeavour to establish a culture of confidence, where staff can step forward with concerns, and drive effective performance in this area.

- Point of contact on the OCU for the HR GMT and HR Case Managers to help manage grievances in a timely and effective manner.
- Identify issues that lead to trends e.g. pattern of grievances arising in particular area of the OCU or about a specific topic e.g. flexible working.
- Responsible for gaining insight from grievances and feeding back to their SLT with what that means in terms of culture, engagement and professionalism at a local level.
- Ensure that grievance recommendations are implemented within the timeframe agreed on behalf of the Head of the department/BCU. Where the grievance recommendations are not supported by the BCU, ensuring that there is a clear justification for not implementing the recommendation.
- Ensure that an effective informal resolution network is in place within the OCU.
- Responsibility to identify people to undertake local roles of Informal Resolution Champion (IRC), determining how many they want, maintaining the network, and liaising with the GMT to secure training,
- Meet periodically with the IRC'S, Mediators & Assessors to understand the trends that are coming to their attention and to ensure that they being given sufficient support to undertake the task.
- Communicating the expectation to all managers across the Department/BCU the requirement on them to attempt to deal with workplace grievances as quickly as possible.
- Deal with the issues and trends locally or escalate to the relevant part of the organisation as appropriate.
- Use the management information (from the monthly dashboard) to monitor and ensure that timescales are adhered to.

Informal Resolution Champions (IRCs)

- Provide advice to individuals on the best route to resolving workplace disputes
- Help identify appropriate individuals to resolve issue of concern
- Ensure that informal resolution is completed and recorded within 21 calendar days
- Contribute to identifying trends and themes and flag issues to the SPOC

Appendix D Guidance for line managers on conducting informal resolution

Step 1 - Arrange to speak to the person who has raised the issue as soon as reasonably practical. The discussion must be held in private and are kept confidential in so far as is possible and appropriate.

The joint aims of the discussion should be to:

- Ensure the individual is given the opportunity to explain the issue and
- Seek a means of resolving the issue while taking into account the need for consistency and fairness.

Step 2 - If appropriate, arrange discussions with other persons involved. Line managers may wish to facilitate a constructive discussion between the person who has raised the grievance and another person(s). When facilitating a discussion the aim is to create a safe environment for people to discuss the issues openly and to try to agree a way forward.

Step 3 - Consider referral to Mediation (see the Mediation SOP on Knowledge Management).

A written record should be made of the outcome of the informal process, a copy of which should be sent to the person who raised the issue so that they can clearly understand how the matter has been addressed.