



**UNIVERSITY
OF HULL**

GRIEVANCE (RESOLUTION OF) POLICY AND PROCEDURE

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When this document is viewed as a paper copy, the reader is responsible for checking that it is the most current version on the University intranet.

This document is in two parts. The Policy sets out the guidance principles and intentions of the University and the Procedure describes how the policy will be applied and put into action.

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Resolution of Grievances Policy

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The University of Hull

Resolution of Grievances Policy

1. Purpose

- 1.1 The purpose of this policy is to explain the University's response to employees who, during the course of their work, have a dispute, conflict or complaint and ensure that they are dealt with quickly, fairly and constructively. It aims to encourage positive employee relations and secure constructive and lasting solutions to workplace disputes. It adopts a non-adversarial approach to resolving difficult issues and encourages the use of solution focused problem solving as an alternative to formal processes.
- 1.2 This policy takes account of employment legislation, statutory obligations and relevant codes of practice.

2. Scope

- 2.1 This policy applies to all University employees who have a grievance, which is a concern, problem or complaint that employees can raise with their employer.
- 2.2 Grievances are concerns, problems or complaints that may include disagreements or concerns: □ between colleagues
- within or between teams
 - between managers and members of their teams
 - about the actions or the inactions of the employer about terms and conditions of employment; health and safety; new working practices; the working environment and/or equality of opportunity.
- 2.3 Whilst this policy and associated procedures are appropriate for resolving issues raised by individuals and groups when there is a collective concern, problem or complaint. It does not apply to concerns, problems or complaints raised on behalf of two or more employees by a representative of a recognised trade union. Such matters are considered to be collective disputes and will be resolved under the auspices of the University's Employee Relations Framework.
- 2.4 This policy and procedure do not apply to matters which fall within the scope of the University Policy and Procedure on Disclosures in the Public Interest (Whistle-blowing).
- 2.5 This policy and procedure sets out how the University will respond to an issue raised via early informal or formal resolution.

3. Principles

3.1 This policy encourages early resolution and offers a collaborative system of dispute resolution which balances the rights of the parties with their interests and needs; it brings the core principles of early resolution and mediation to the forefront of dispute resolution and encourages constructive resolution at every stage of a dispute. Any dispute should be treated in a fair and consistent way and dealt with quickly and supportively. This approach can be used for individuals and groups when there is a collective concern, problem or complaint.

4. Timescales

4.1 It is in the interests of all concerned that concerns, problems or complaints are raised in a timely manner in order that they can be resolved expeditiously. Requests for resolution must be made within three months beginning with the date that the act which gave rise to the concern, problem or complaint took place, unless agreed otherwise by the Assistant HR Director.

5. Equality

5.1 This policy and procedure has been produced with the aim of supporting the University's overall strategy to embrace diversity and welcome individuals from all backgrounds on an equal and non-discriminatory basis. When using this policy and associated procedure, the University expects members of staff to treat all colleagues fairly and with respect and will take action against acts that breach the Policy on Diversity.

6. General Data Protection Regulation

6.1 The data collected in the course of following this policy and procedure will be used for monitoring and managing the effectiveness of the University's resolution of grievances procedure. Records of meetings and correspondence will be held on the University's computerised Human Resources Management System (MyHR) and paper records will be kept on an individual's central HR file, and where necessary in secure records within other relevant departments. Only staff who need to see the information in order to carry out the duties of their post will have access to the data. The information will be kept on computerised and paper records, in line with the Data Retention Policy, for the life of those records, details of which can be found in the Policy on Data Protection on the University's SharePoint site.

6.2 The University will not pass personal information directly to any representative who may be assisting a member of staff, unless a written instruction to do so is received from that member of staff.

7. Communications

7.1 The University aims to raise awareness of all employees of their rights and responsibilities under this policy and procedure.

8. Monitoring

8.1 The effectiveness of this policy will be ensured by continuous monitoring, regular review and consultation with campus trade unions. It will be the responsibility of the HR Director to monitor the effectiveness of this policy.

9. Further Information

9.1 This policy and associated procedure is not contractual and is not intended to be incorporated into individual terms and conditions of employment. It may be subject to review, amendment or withdrawal but any changes will be made following consultation with the recognised Trade Unions.

9.2 For further information on anything in this policy document, or for availability in larger text format, please contact University of Hull HR Department in the first instance.

10. Policy Change Record

Change to Version No./dated	Revised Version No./Date	Author	Changes made	Is ratification required by JNC/UJCC?
n/a	1	Chris Tissiman, HR Partner (Employee Relations)	Original draft	No, ratified by HR PWG
Amendment to para 2.2 i of the procedure	2	Chris Tissiman, HR Partner (Employee Relations)	Clarification	No, ratified by HR PWG
Amendment to paras 12.3 and 13.9 of the procedure	3	Chris Tissiman, HR Partner (Employee Relations)	Change to reflect attendance at the resolution meeting and appeal "as appropriate"	No, ratified by HR PWG
Amendment to paras 13.2 and 13.4 of the procedure	4	Chris Tissiman, HR Partner (Employee Relations)	Change to reflect UMT has replaced OMT and AMT and also notification of appeal manager may be done by email	No, minor change notified to PWG
Review date changed	4	Changed by YG	Review date changed to 23 Sept 2023	Agreed by PWG 26 March 2021
Title change	5	Changes by YG	Agreed to change title to Grievance (Resolution of)	Agreed by PWG 1 April 2022

Resolution of Grievances Procedure

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1.0 Aims

1.1 The University's aim is to:

- i. Ensure that any disputes are treated fairly, consistently, and in a nondiscriminatory way.
- ii. Encourage positive employee relations and to prevent bullying, harassment and any form of unacceptable behaviour between employees.
- iii. Encourage open communication between employees, their colleagues, and their managers to ensure that concerns, problems and complaints arising during the course of employment can be aired and, where possible, resolved quickly and to the satisfaction of all concerned.
- iv. Encourage managers and employees to seek early resolution to disputes.

1.2 In order to achieve these aims the University will provide the following to help resolve disputes:

- Mediation
- Resolution meetings
- Conflict coaching □ Facilitated conversations
- Formal resolution including:
 - Formal investigation
 - Formal resolution meeting with right to representation and appeal

1.3 A diagram of how this procedure works can be found in appendix A, along with flowcharts of the processes.

2.0 Scope

2.1 This procedure is suitable for the resolution of concerns, problems or complaints that University of Hull employees may raise. This includes formal complaints of bullying and harassment made under the University's Bullying and Harassment Policy and Procedure where informal methods do not resolve the matter, or if the harassment is particularly serious.

2.2 Employees cannot use the formal resolution of grievances procedure for the following:

- i. To raise counterclaims to any sanctions or warnings issued as an outcome under the University's capability development, sickness absence or disciplinary procedures where a right of appeal against such action is afforded to the individual. Any such representations should be raised within and part of those proceedings and managed through a single process.
- ii. Bringing the same, or a similar, issue within six months of the completion of the previous resolution process unless:
 - a. further and new evidence is provided which was not available at the time of the original complaint;
 - b. further incidents occurred;
 - c. agreed actions have not been implemented.
- iii. Where the subject of the issue is a matter over which the University has no control, such as disputes between employees as private individuals outside the University's employment.

- iv. Where the concern, problem or complaint is also the subject of a collective dispute (a dispute raised on behalf of two or more employees by a representative of a recognised trade union).
- v. To raise matters which fall within the scope of the University Policy and Procedure on Disclosures in the Public Interest (Whistle-blowing).
- vi. To raise matters where separate procedures exist for example role evaluation, job grading and appeals, the right to request flexible working etc.
- vii. To raise a concern, problem or complaint once they have left the University's employment.

2.3 The above list is not exhaustive and each concern, problem or complaint will be treated on its own merits.

3.0 Links to other procedures

3.1 This procedure is designed to deal with legitimate concerns, problems and complaints employees may raise. If the reason for a concern, problem or complaint being raised is determined to be spurious or vexatious it may lead to the instigation of formal disciplinary proceedings. This decision can be taken by the manager designated to hear the concern, problem or complaint (the Commissioning Manager) upon presentation of the issue or following a formal resolution meeting. Such a decision can also be taken by the Chair of an appeal panel.

3.2 It is recognised that in some instances a concern, problem or complaint may represent an allegation of misconduct and could subsequently lead to disciplinary action being taken under the University's Disciplinary Policy and Procedure. If an employee is required to attend an investigatory interview under this procedure, they should be aware that statements given in the course of a formal resolution investigation will have the same status as those taken during the course of a formal disciplinary investigation and can be used in any subsequent disciplinary process.

4.0 Accompaniment and Representation

4.1 Employees involved in the resolution of concerns, problems or complaints through this procedure are entitled to be accompanied at meetings and hearings by a colleague, a trade union representative or an official employed by a trade union not acting in a legal capacity.

4.2 If an employee's chosen companion is not be available at the time proposed for a meeting or hearing, the University will postpone to a time proposed by the employee provided that the alternative time is reasonable. The employee may also consider submission of a written statement to facilitate the process. If an employee unreasonably fails to attend, a meeting or a hearing may proceed in their absence and a decision made based on the information available at the time.

5.0 Access to information

- 5.1 The University is committed to resolving concerns, problem and complaints in an open and transparent way and resolution request forms, witness statements and other associated documentation will ordinarily be made available to all of the individuals concerned.
- 5.2 It may however be that in exceptional circumstances documents, or parts of documents are not disclosed where such disclosure will, or could reasonably be expected to damage or destroy workplace relationships, prejudice current or future proceedings or is required to protect employees.
- 5.3 Where this is the case, documents will be redacted and as much content as possible being disclosed.
- 5.4 The University is committed to supporting all of those involved in the resolution of grievances, including witnesses, and strongly encourages open and transparent dialogue in resolving concerns, problem and complaints. It may however be the case that the University takes the exceptional step to anonymise witness statements. In taking this measure, the University acknowledges this may undermine an employee's right to challenge properly the evidence. In such instances consideration will be given to allowing the employee to formulate written questions to be put to the anonymous witness through a third party, the answer to which can then be examined. It may also be that anonymous statements are considered to hold less weight than statements from named witnesses.
- 5.5 Even if the exceptional step of anonymising witness statements is taken, it should be noted that total anonymity cannot be guaranteed. If a matter results in legal proceedings, individuals may be subject to a witness order requiring their attendance at a court or tribunal to provide complete, un-redacted evidence in the proceedings.

6.0 Timescales

- 6.1 Requests for resolution must be made within three months beginning with the date that the act which gave rise to the concern, problem or complaint took place.
- 6.2 Where a concern, problem or complaint extends back over a period of time, the request for resolution must be made within three months of final act identified.
- 6.3 The time limit may be extended by the Assistant HR Director if they are satisfied it was not reasonably practicable to make the request earlier and it is just and equitable to all concerned to do so. Additionally, the time limit may be extended by the Assistant HR Director when the employee finds out the information which

gives rise to the concern, problem or complaint outside of the three month time limit, or could not reasonably have been expected to have found it out in that time.

6.4 Issues raised under this procedure will be dealt with promptly and managers, employees and their representatives should not unreasonably delay meetings, hearings, decisions or confirmation of those decisions.

6.5 Whilst the University is committed to meeting the timescales included in this procedure, it is recognised that in some instances there will be a genuine need to extend the timescales due to the complexity of the issues and/or the availability of those concerned. Where this is the case, the reason for the extension will be communicated to the relevant parties, along with a revised timescale.

Section A – Resolution Assessment

7.0 Resolution request

7.1 A resolution request can be made by asking the appropriate person (see below) or by using the Resolution Request Form (see appendix B).

7.2 A resolution request can be made to the following people:

- Your line manager
- Your line manager's manager
- An HR professional
- A trade union representative

7.3 The resolution request can result in, but not limited to, one or more of the following courses of action:

- An early resolution meeting
- Mediation (by an internal mediator)
- A Facilitated Conversation
- Conflict coaching
- Formal investigation leading to a formal resolution meeting
- No further action

8.0 Resolution Assessment

8.1 The individual to whom the resolution request has been made will arrange a resolution assessment meeting, which is an opportunity for the employee(s) to meet with the/their line manager to identify the most suitable route to resolution. If the employee's manager is directly involved then the manager's manager will meet with the employee.

8.2 The resolution assessment meeting will also consider if the request for resolution is in scope of the resolution of grievances policy and this procedure and if it has been submitted within the prescribed timescales. Where a concern, problem or complaint extends back over a period of time, the resolution assessment meeting will also agree the length of time covered by the resolution request. In

exceptional circumstances where agreement cannot be reached on these points, the resolution assessment meeting may be adjourned and the matter(s) referred to the Assistant HR Director, reconvening once a determination has been made.

8.3 The resolution assessment meeting should take place within 14 calendar days of receipt of the request. At the meeting emphasis should be placed on early resolution and mediation. Mediation is voluntary and confidential; the University expects its employees to give mediation serious consideration.

8.4 The following may be considered at the resolution assessment stage:

- The seriousness of the issues being raised
- The parties' willingness to engage in a resolution meeting or a mediation process
- Previous attempts to resolve the situation
- Previous concerns, problems or complaints

8.5 The outcome of the resolution assessment will be an agreement between those present regarding the way to resolve the issue(s) raised. In exceptional circumstances it may not be possible to reach agreement, for instance if the issue raised is deemed to be out of scope of this procedure, or will be taken forward by the University using an alternative process for example the initiation of the University's disciplinary policy and procedure, in which case the employee's manager (or their manager) will decide how to resolve the matter. For further guidance see appendix C.

Section B – Early Resolution

9.0 Methods of Early Resolution

9.1 There are a range of early resolution methods available, which may be suitable depending on the issue, as follows:

Early resolution meeting	The early resolution meeting is an early attempt to identify and resolve a disagreement, a conflict or a dispute. It provides an opportunity for managers, employees and colleagues to discuss situations in a supportive, constructive and empathetic forum. Most workplace disagreements, disputes and conflicts can be resolved at the resolution meeting stage. For further guidance see appendix C.
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Facilitated conversation	<p>The facilitated conversation may be led by a manager, a trade union representative or an HR professional.</p> <p>The facilitated conversation is a confidential discussion between all parties which draws on the same principles of mediation. However it is less formal than mediation and can be used to bring parties together at an early stage of the dispute. The facilitator acts neutrally and creates the conditions for dialogue. The facilitator encourages the parties to engage in a constructive a dialogue and to listen actively. It is a solution focussed process with the aim of helping the parties to reach a mutually acceptable outcome.</p>
Mediation	<p>Mediation is a confidential process whereby an impartial third party (a trained and qualified mediator) assists individuals or groups who have a dispute and/or where there is a break-down in</p>
	<p>relationship(s). Mediation gives the individuals involved the opportunity to explore the underlying causes of the issue(s) and encourages the parties to identify a resolution for themselves. The process is based on the principle of problem solving, but with a strong emphasis on the future and building relationships.</p> <p>Most disputes are suitable for mediation. However, participation in mediation is voluntary and will only proceed with the agreement of all parties.</p>
Conflict coaching	<p>Conflict coaching helps people to transform the way they approach and manage conflict. Parties meet with a mediator to discuss approaches for dealing with disputes in a assertive and constructive way.</p> <p>Conflict coaching meetings can be arranged through the HR team.</p>

Section C – Formal Resolution

10.0 Requests for formal resolution

10.1 If it is agreed at the resolution assessment that the issue is too serious to be dealt with through early resolution or when employees have a concern, problem or complaint they feel has not been resolved to their satisfaction through the early resolution process it may be appropriate to commence the formal resolution process.

10.2 In such instances, the employee(s) will have already completed the Resolution Request Form which can be found in appendix B and which will have been discussed with their line manager and, if the employee's manager is directly involved, the manager's manager.

10.3 Upon agreement through the resolution assessment process that the matter will be dealt with through formal resolution, the employee's line manager will be designated as the Commissioning Manager and commission an investigation into the issue. In instances where the concern problem or complaint is with the line

manager, the manager's immediate line manager will be the Commissioning Manager.

11.0 Investigation

- 11.1 An independent investigation will be commissioned by the Commissioning Manager from a neutral person who has no prior knowledge of the issue. This person will be known as the Investigator.
- 11.2 The investigation will be commissioned by the Commissioning Manager providing the Investigator with a set of terms of reference for the investigation, which will be produced and supplied within 14 calendar days of agreement to commence the formal resolution process. Wherever possible the terms of reference will be agreed by the Commissioning Manager with the individual who has requested formal resolution prior to being supplied to the Investigator and made available to others involved during the process.
- 11.3 The role of the Investigator is to undertake a prompt investigation, supported by the University's investigation protocol, which is reasonable and proportionate in the circumstances, presenting their findings to the Commissioning Manager in the form of a written report. The Investigator is expected to reach conclusions but will not make recommendations to the Commissioning Manager. It is the responsibility of the Commissioning Manager to decide if they agree with the conclusions and make a decision based on the evidence presented.
- 11.4 All formal resolution investigations will be supported by an HR professional, who will provide the Investigator with advice and support.
- 11.5 At the outset, the Investigator will consider the information provided on the Request for Resolution Form and plan the investigation process, identifying those with whom they need to interview as witnesses and estimating how long the investigation is likely to take.
- 11.6 It is expected that investigations will be treated as a priority by all concerned and will be completed as soon as reasonably practicable, taking into account the complexity of the issues and/or the availability of those concerned. There may also be instances where during the course of the investigation additional witnesses who were not originally identified need to be interviewed, or additional investigation is required which may extend the investigation timescale beyond the original estimate.
- 11.7 The investigation plan will be provided by the Investigator to the employee who requested formal resolution and communication with the employee by the Investigator will be maintained through the course of the investigation. The plan does not require the employee's agreement as it will reflect the (agreed) terms of reference and regular progress updates will be provided of progress against the plan by the Investigator against key milestones in the plan, especially where the investigation timescales extend beyond the original estimate.

11.8 In all instances the Investigator will formally interview the employee who has requested formal resolution at an appropriate point in the investigation. This will normally take place early in the investigation, but may be undertaken at a later point and more than once in some cases, depending on the nature of the issues being investigated.

11.9 Depending on the circumstances, where an employee is the subject of the raising of a concern, problem or complaint they will be invited to attend an investigatory interview. The employee will be made aware of the full concern, problem or complaint, if not disclosed prior to this interview, an outline of the process being followed and the timescales. The Investigator may also interview witnesses, as they see fit.

11.10 Upon completion of the investigation, the Investigator will compile a written report for submission to the Commissioning Manager.

12.0 Formal Resolution Meeting

12.1 Following receipt of the Investigator's report, the Commissioning Manager will convene a formal resolution meeting.

12.2 It is good practice to agree the time and date of the meeting with the employee and where appropriate, their representative and it is expected that this meeting will take place within 14 calendar days of the Commissioning Manager receiving the report. The employee will be being given no less than 7 calendar days written notice of the meeting (unless a shorter time is mutually agreed), along with a copy of the Investigator's report.

12.3 Present at the formal resolution meeting may be the following (as appropriate): the Commissioning Manager

- a member of the HR team to provide support to the Commissioning Manager
- a note taker
- the Investigator
- the employee
- the employee's chosen colleague or trade union representative
- others, where appropriate and agreed by the Commissioning Manager

12.4 The purpose of the meeting is to allow the discussion of the Investigators' report and how the concern, problem or complaint can be resolved.

12.5 The Commissioning Manager will give careful consideration to what is said at the meeting before making a decision on an outcome.

12.6 The outcome will be communicated to the employee at the meeting, or at a further meeting if this is not possible at the original meeting.

12.7 Following the meeting, the Commissioning Manager will send a written response to the employee(s) of the outcome as soon as reasonably practicable and where possible within 7 calendar days of the meeting.

12.8 The Commissioning Manager will also communicate the outcome to others involved in the process. Consideration should be given to the timing of the communication of the outcome to others involved in the process and the sequencing of such communications in relation to others involved, which may be sensitive.

12.9 If the issue is not successfully resolved, the employee will have the right to progress to the appeal stage of the formal Resolution of Grievances Procedure.

13.0 Formal Resolution Appeal

13.1 An employee who remains dissatisfied with the outcome of the formal resolution meeting can appeal. Appeals must be made in writing to the Assistant HR Director within 14 calendar days of receipt of the outcome letter.

13.2 All formal resolution appeals will be considered by a member of the University Leadership Team (ULT) or University Management Team (UMT) who has not previously been involved in the issue and who is more senior than the original Commissioning Manager. This person will be known as the Appeal Manager.

13.3 Within 14 calendar days of receipt of an appeal, the Assistant HR Director will nominate an Appeal Manager, then confirm to the employee receipt of their appeal and the identity of the Appeal Manager.

13.4 Employees have the right to object to the identity of the Appeal Manager if they consider they have been previously involved, or are inappropriate for another reason. Such objections must be made in writing to the Assistant HR Director within 7 calendar days of receipt of the letter or email containing the nomination.

13.5 There are a number of potential grounds for appeal and the most frequently cited are listed below:

- the decision taken at the formal resolution meeting was not reasonable
- the proper procedure was not followed, which had a material impact on the outcome
- new evidence has come to light which not available during the original investigation

The above grounds are not exhaustive and appeals may also be made on other grounds, mindful that the purpose of the appeal is to seek to reach a resolution to the issues originally raised.

13.6 The grounds of appeal must be in writing and the employee must be clear, specific and thorough about their written submission for grounds of appeal. New evidence will not be considered, unless the employee can demonstrate that it may significantly affect the previous decision process,

and it has genuinely come to light since the formal resolution meeting or, it was impossible for the employee to produce it at the first meeting.

13.7 The Appeal Manager will convene an appeal hearing within 28 days of being nominated by the Assistant HR Director.

13.8 It is good practice to agree the time and date of the hearing with the employee and where appropriate, their representative. The employee will be being given no less than 7 calendar days written notice of the hearing.

13.9 Present at the appeal hearing may be the following (as appropriate): □ the Appeal Manager

- a member of the HR team to provide support to the Appeal Manager
- the Commissioning Manager
- a note taker
- the employee
- the employee's chosen colleague or trade union representative
- others, as appropriate and agreed by the Appeal Manager

13.10 The appeal hearing will not normally rehear all of the evidence presented at the formal resolution meeting unless otherwise decided by the Appeal Manager. The purpose of the appeal hearing is to examine the grounds of appeal that the employee has raised and to seek to reach a resolution to the issue raised.

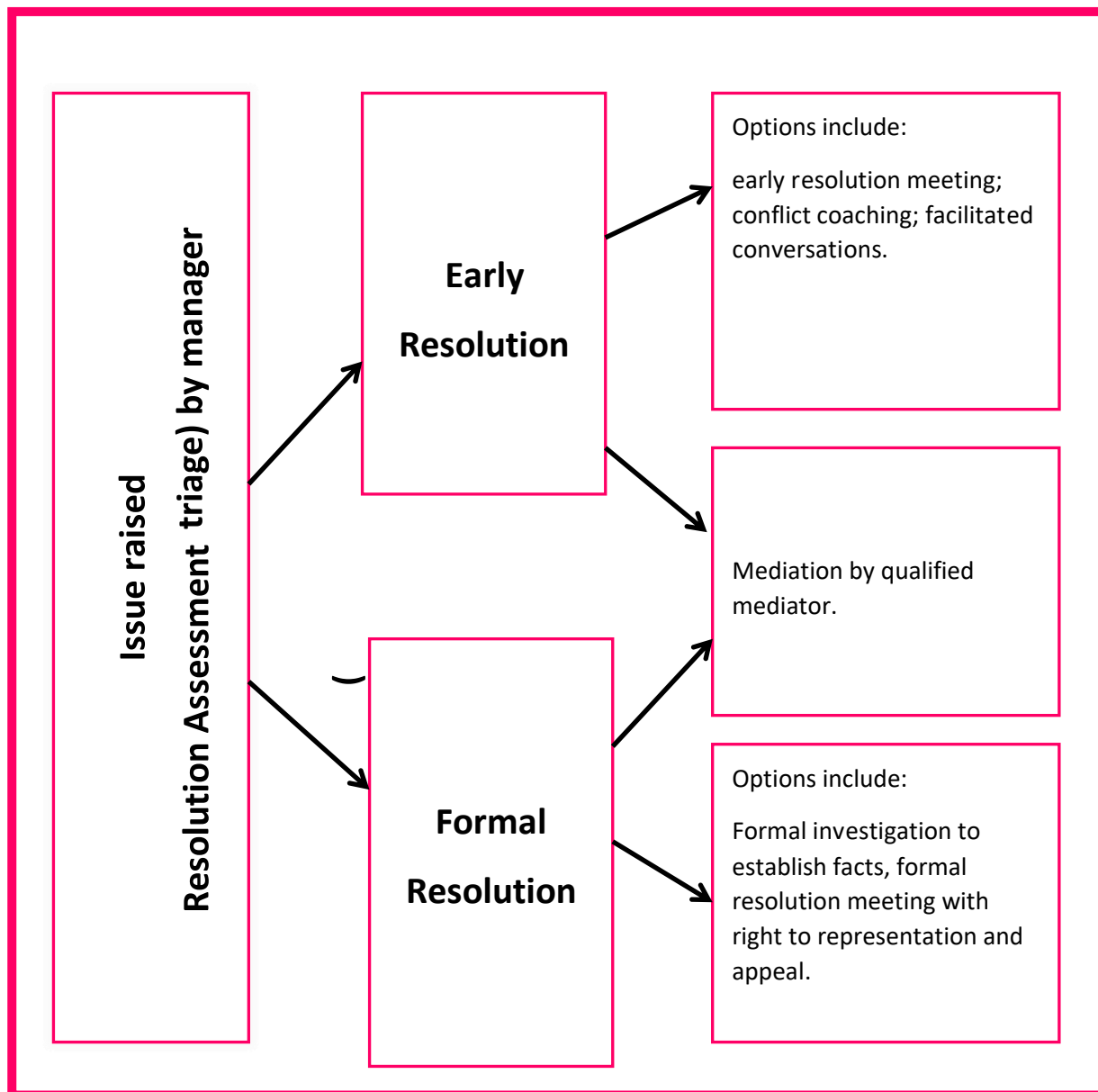
13.11 The role of the Appeal Manager is to consider if the decision of the Commissioning Manager was reasonable in the circumstances rather than substituting their view. It is not the purpose of the appeal to reinvestigate and witnesses do not normally attend an appeal hearing unless they are presenting genuinely new evidence which requires examination. It is up to the Appeal

Manager to agree that the attendance of witnesses is relevant. If the Appeal Manager refuses the attendance of a witness they will explain their reasons for doing so to all parties concerned.

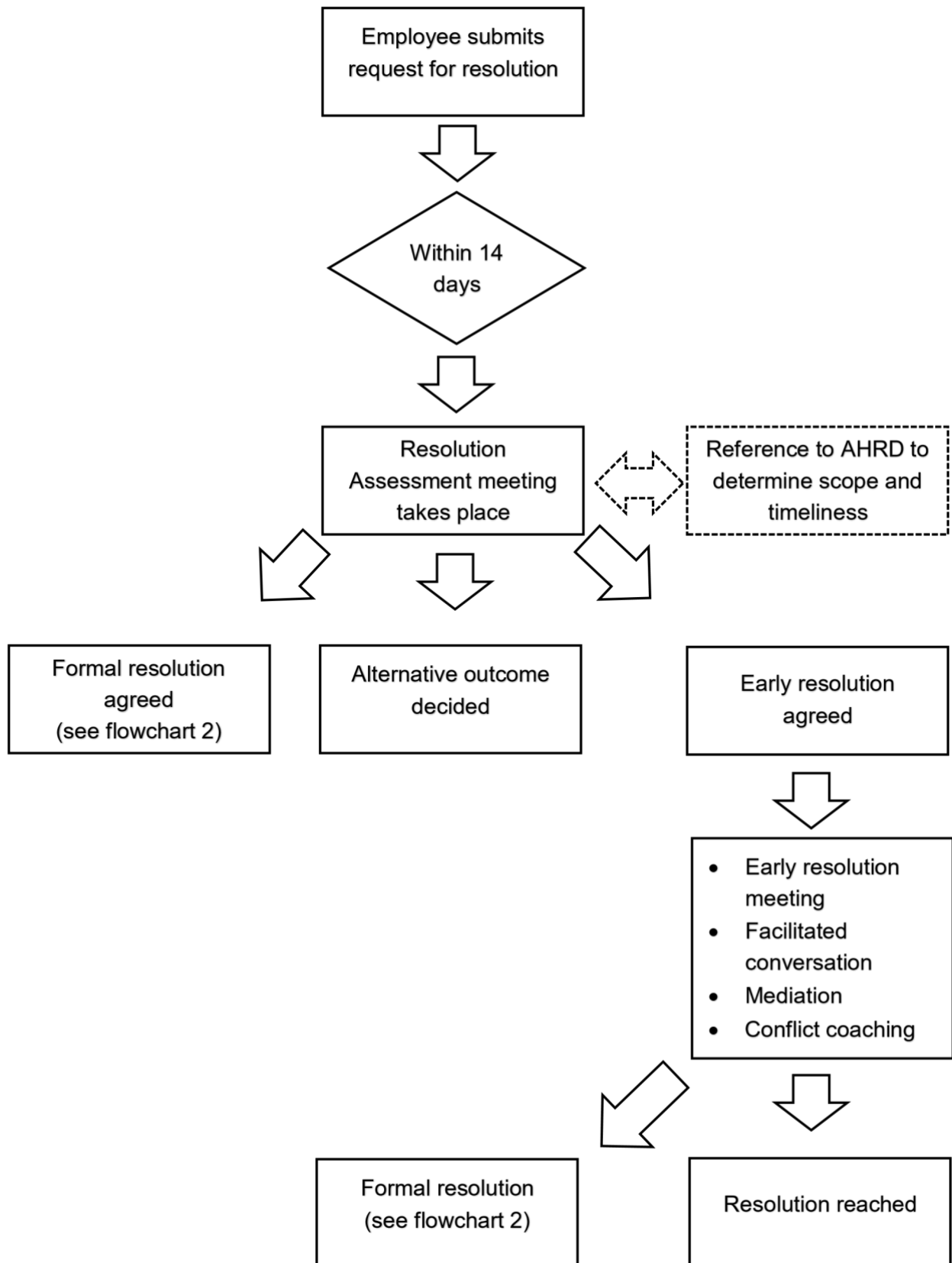
13.12 The outcome will be communicated to the employee at the hearing, or at a further meeting if this is not possible at the original hearing.

13.13 Following the hearing, the Appeal Manager will send a written response to the employee(s) of the outcome as soon as reasonably practicable and where possible within 7 calendar days of the hearing or subsequent meeting to communicate the outcome.

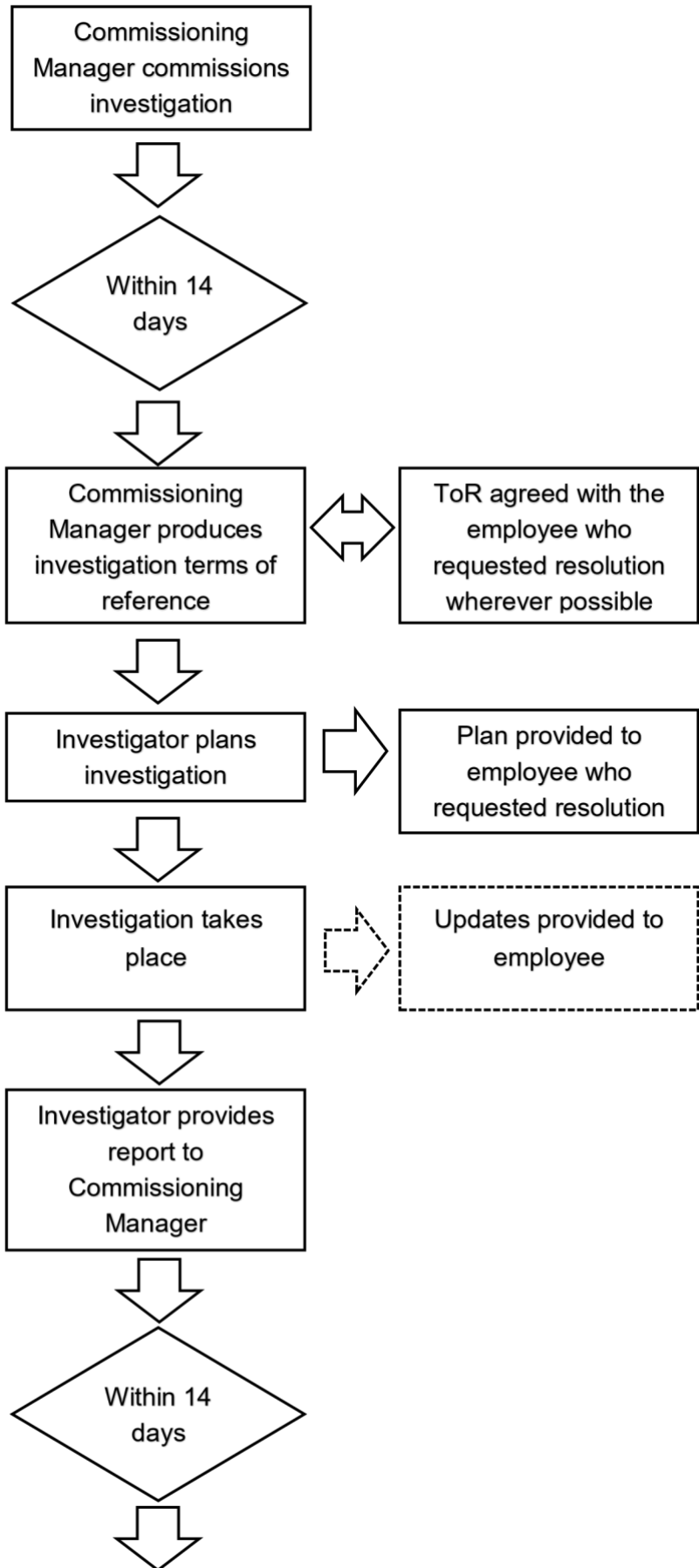
13.14 The Commissioning Manager will also communicate the outcome to others involved in the process. Consideration should be given to the timing of the communication of the outcome to others involved in the process and the sequencing of such communications in relation to others involved, which may be sensitive.

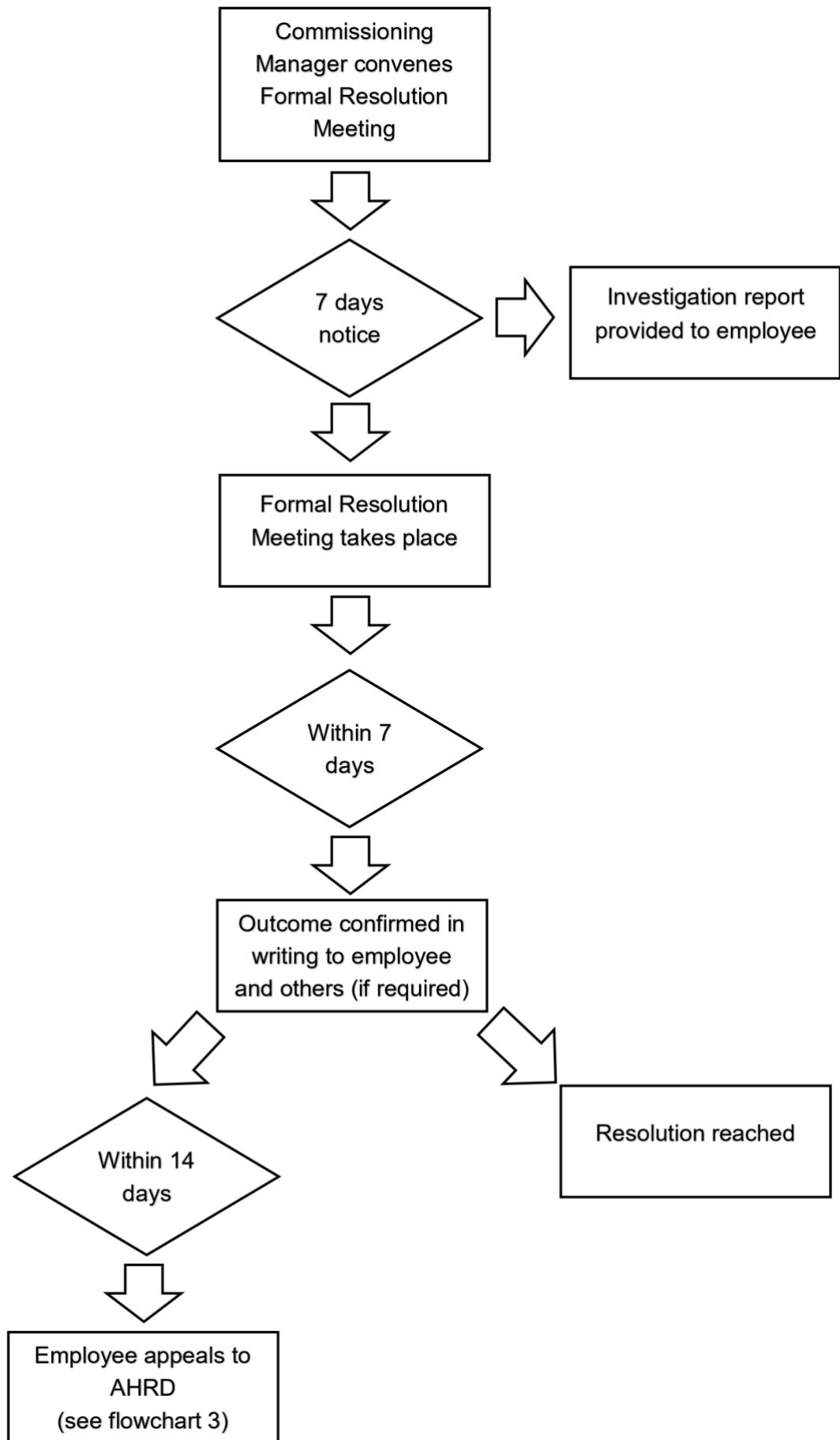


Flowchart 1 - Requesting resolution, resolution assessment and early resolution

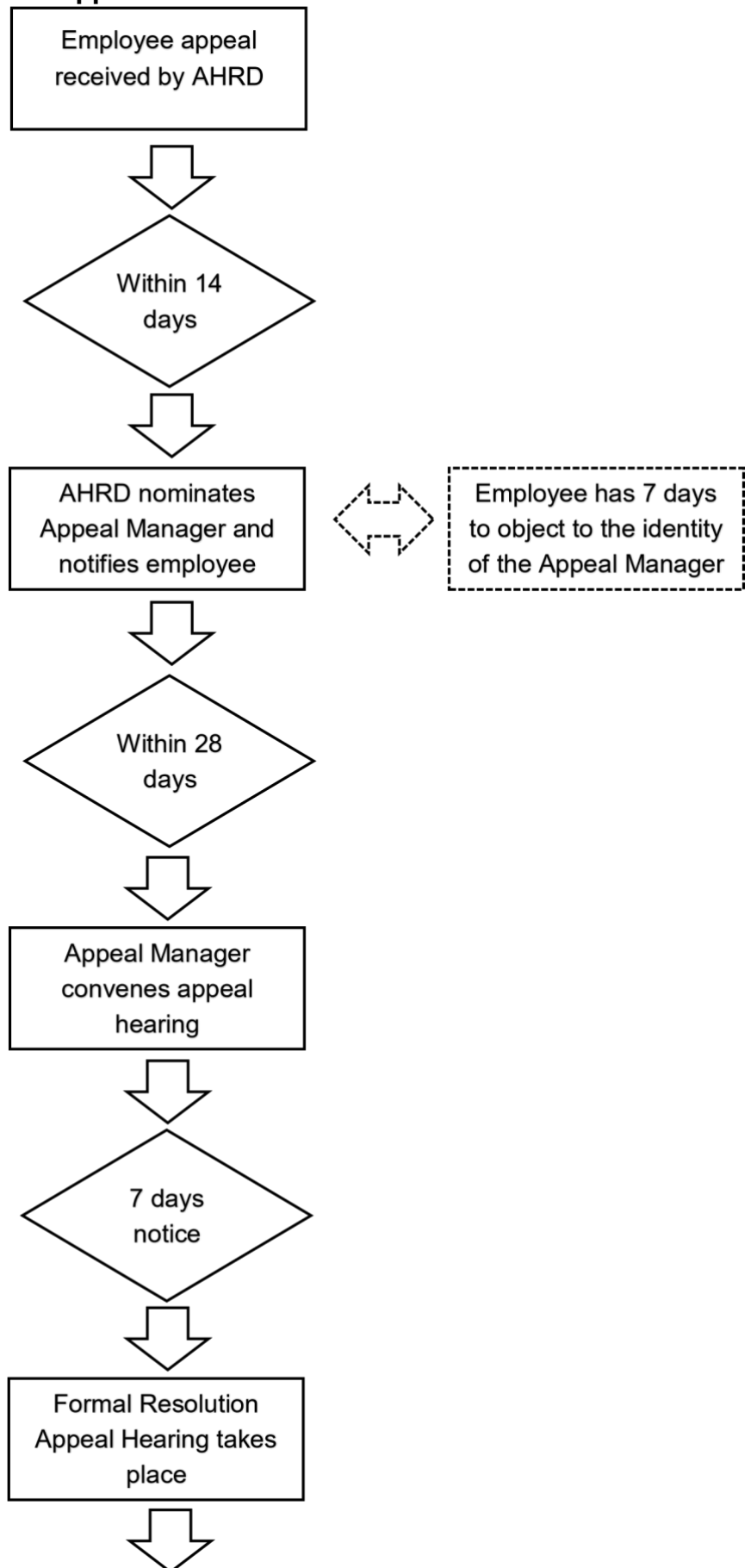


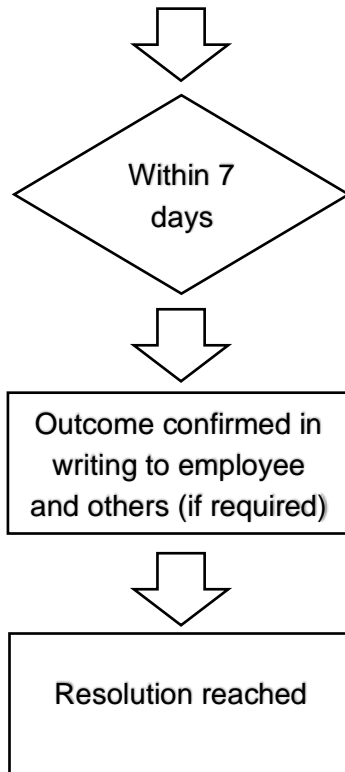
Flowchart 2 - Formal resolution





Flowchart 3 - Formal resolution appeal





APPENDIX B - Resolution Request Form

Early Resolution Request (please answer questions 1 – 3)

To be used for individual and collective concerns, problems or complaints.

Your Name: _____ Contact Number: _____

1. Briefly, please outline the areas that you wish to discuss during the Resolution Meeting.

2. What are your personal needs/goals that you would like to be met through the Resolution Meeting and why are these important to you?

3. Anything else?

Formal Resolution Request (please answer questions 1 – 6)

4. Have you attended a Resolution Meeting? YES/NO

If YES – What was the outcome? If NO – Please explain why?

5. What action has been taken so far, who has considered it and what was the result?

6. What is the outcome that you are seeking to resolve your concern, problem or complaint?

APPENDIX C - Further Guidance

1 Resolution Assessment

The criterion below may help to identify the most effective route to resolution; these criteria are not exhaustive.

Criteria	Resolution options
Is this the first time that the issue has been raised?	- Resolution meeting with employee(s) to assess the options and to secure a resolution
Is the dispute between more than two parties?	- Possible team mediation using trained mediators
Does the dispute involve you as a line manager?	- Resolution meeting with employee to assess the options and to secure a resolution, or - Refer to your line manager for mediation or conflict coaching
Does the issue contain allegations of misconduct?	- Refer to HR for advice
Is the issue a relationship breakdown between two or more colleagues?	- Refer for mediation
Does the issue relate to bullying and/or harassment?	- Offer mediation to see if a resolution can be found, or - Commence an investigation to establish the facts
Is this a matter which has been subject to previous resolution attempts?	- Review the situation and offer further mediation, conflict coaching or an investigation depending on the circumstances.
Has the resolution meeting identified some actions which will help resolve the issue(s)?	- Agree an action plan with parties.

2 Early Resolution Meeting

Getting the most from the resolution meeting

- Create a safe space by setting out and agreeing guidelines for the meeting: respect, openness, honesty, listening to one another.
- Listen actively – identify the needs, goals and expectations of the other person. Summarise regularly.
- Be assertive but avoid being aggressive. Be clear about your needs, goals and expectations.
- Remain impartial, neutral, objective and empathetic.
- Be open and honest and encourage openness and honesty in others □ De-personalise the situation – don't attack the other person or blame them. □ Avoid reacting defensively to criticism. This is hard, but it is possible to do.

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- Build on the positives rather than focusing just on the negatives.
- Write an action plan with SMART objectives clarifying what, if anything, has been agreed.

3 Supporting You

All parties involved in a dispute may find themselves in an unpleasant and potentially stressful situation. Focus Counselling offer free, confidential support to colleagues through a local, independent and confidential counselling service, run by counsellors with a wide range of experience and expertise.

Staff are welcome to speak with a counsellor for both work-related and non-workrelated issues. This service is available in in Hull, and staff can self-refer if they wish to. If your manager is aware that you are attending (although you do not need to tell them), the sessions can be undertaken during your working hours.

One of the advantages of coming to Focus Counselling Services (Hull) Ltd is that they offer a wide variety of therapy styles; they believe that different types of therapy suit different individuals. Focus recruits practitioners from a wide variety of modalities, they ensure all counsellors and psychotherapists have been properly trained, are overseen by a nationally recognised professional body, keep up to date with their professional development and are covered by appropriate levels of insurance and codes of ethics.