



Issue Resolution (Grievance) Policy

**Document Author: Human Resources Policy and
Standards Advisor**

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Staff Summary

This policy supports the principles of the Workforce Strategy 2012-17 'YAS People.' The Trust believes that positive working relationships between managers and staff are conducive to increasing staff engagement and improving the wellbeing of staff. The Trust believes that the majority of issues that may arise can be resolved informally through effective communication, and with issues being discussed openly and honestly. This policy aims to support the resolution of any issues that may arise at an early and informal stage.

1. INTRODUCTION

- 1.1 The Trust is committed to ensuring positive and effective working relationships exist between all staff within the Trust.
- 1.2 If issues arise between employees and managers the Trust will seek to provide any support and guidance required to ensure the issue is resolved quickly and effectively which may include the provision of mediation where necessary.
- 1.3 This policy outlines the process for employees to follow if they have an issue at work that cannot be resolved through informal discussion.

2. PRINCIPLES

- 2.1 The Trust recognises that due to the nature of the work carried out there will be occasions when issues arise between peers and also between employees and managers.
- 2.2 This policy and accompanying guidance seek to provide appropriate mechanisms for the majority of issues to be resolved informally.
- 2.3 This policy and accompanying guidance are fully compliant with the Employment Act 2002 (Dispute Resolution) Regulations 2004.
- 2.4 The Trust aims to provide a working environment where employees feel empowered to resolve issues by taking timely positive action to ensure they are resolved quickly and informally in the majority of circumstances.
- 2.4 Any action taken through this policy should be treated in the strictest confidence.

3. RESOLUTIONS PROCESS

- 3.1 **Informal Resolution**
Individuals should make every effort to resolve issues informally with their supervisor or line manager. This should ideally be face-to-face but may also be via email or telephone. When a manager is contacted about an issue which they can't immediately address, the manager must still respond in full to the individual within 14 days.

- 3.2 The following process should be followed for the resolution of issues within the Trust if an informal resolution cannot be achieved within 14 days of the issue being raised with a manager.
- 3.3 **Step 1 - Statement of Issue** – The employee should set out their issue in writing (either email or letter) and send this to their line manager (e.g. Locality Manager or equivalent). If the issue concerns their immediate line manager then it should be sent to another manager that they feel appropriate at the same level within the management team. The statement of issue must also clearly include what actions would satisfactorily resolve the issue that has been raised.
- 3.4 **Step 2 – Issue resolution meeting** – Upon receipt of the statement of issue the manager will invite the employee to attend a meeting. If the line manager feels that they do not have the potential to resolve the issue e.g. if it has implications outside that manager's scope of responsibility, then they must arrange for another manager with the appropriate level of authority to conduct the meeting. The employee should be advised that they have the right to be accompanied at the meeting by a Trade Union representative, or a work colleague not acting in a legal capacity and that it is their responsibility to make these arrangements. The member of staff will be given the opportunity to explain their issue and explain how they feel it can be resolved. The manager will then issue a written response following the meeting within 14 calendar days of the meeting. If a meeting is not arranged within 14 days from the statement of issue being submitted then the individual will escalate their submission to the next senior level of manager.
- 3.5 **Step 3 - Appeal** – If an employee is dissatisfied with the outcome of the issue resolution meeting then they have the right to appeal to an appropriate senior manager (e.g. Associate/Locality Director). The Associate/Locality Director receiving the appeal will determine an appropriate senior manager (which may be a Director) to hear the appeal, in conjunction with the Head of HR or relevant HR Business Partner. This appeal must be submitted in writing within 14 days of the date of the outcome letter from the issue resolution meeting. The appeal letter must clearly outline the reason(s) why it is felt that the issue has not been resolved (i.e. procedural irregularities, fairness of process) and identify further action that is required to resolve the issue. The manager receiving the appeal should carry out appropriate investigations and arrange an appeal meeting within 14 days of receipt of the appeal. Following the appeal meeting, the manager hearing the appeal must issue a written response within 14 days of the meeting.
- 3.6 **Collective Issues** – Collective issues (those involving a number of employees) should follow the same process outlined above for individual issues. It would be appropriate in the instance of a collective issue for a lead individual to be nominated to represent the interest of the collective.
- 3.7 **Timescales** - The timescales stated in the stages above may be extended by mutual consent, but an alternative date for completion must be agreed i.e. not left open ended.
- 3.8 **Records** – a summary of all issues raised will be kept within the ESR system.

4. PROCESS FOR REVIEW AND REVISION

This policy will be reviewed in five years' time unless legislative or other changes necessitate an earlier review.

5. ASSOCIATED DOCUMENTATION

This policy operates in conjunction with the following documents:

- Issue Resolution (Grievance): Management Guidance

6. REFERENCES

- ACAS – Managing Conflict at Work – December 2009
- CIPD – Managing Conflict at Work – January 2007