

# POLICY AND PROCEDURE FOR GRIEVANCE

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- vii. Employees cannot raise a grievance about being subject to disciplinary, capability or sickness procedures **unless** the grievance is that the action under that procedure amounts, or would amount, to unlawful discrimination, or that the true reason for the action is not the reason given by the employer.
- viii. This means that an employee can raise a grievance that, for example, the action being taken amounts to discrimination as a result of sex, race, disability, age, sexual orientation or religious belief. An employee can also raise a grievance that the action is being taken, not for the stated reason, but for example, because the employee is a trade union representative, or has made a protected disclosure (whistle blowing) or for some other ulterior motive.

## 2. EXPLANATION OF KEY TERMS

### Grievance

A grievance is a concern, problem or complaint that an employee raises with their employer.

### Individual Grievance

An individual grievance is a specific complaint from an employee raised against management and or the Trust, concerning a matter related to their employment.

### Collective Grievance

A collective grievance is a collective concern raised by a group of two or more employees, concerning a matter relating to their employment. Participating individuals will be entitled to the same collective grievance process and one appeal hearing, not individual hearings.

### Mediation

Mediation is a confidential service which is entered into voluntarily by two or more people in order to seek an informal and speedy resolution to workplace difficulties. The mediator acts as an impartial third party and takes charge of the process to help the parties involved. The use of mediation can be considered at any stage of the process

## 3. KEY PRINCIPLES

- i. Individual Grievances are dealt with separately from Collective Grievances. All matters of grievance must be raised within **three months** of the issue occurring.
- ii. Employees and managers should aim to settle grievances informally in the first instance. This approach has clear benefits, allowing problems to be settled quickly, where at all possible. All parties should discuss the issues, using Trust Values as a point of reference, with the aim of resolving the issue in partnership.
- iii. The grievance procedure will help managers to deal with staff grievances fairly, consistently and speedily. Support, advice and guidance can be provided to managers on dealing with grievances.
- iv. All grievances and subsequent procedures will be treated confidentially by all involved.
- v. Workforce & Organisational Development professionals are available at all stages to advise on the application of this policy. Other professional advisors e.g. nursing, medical, therapy, health and safety may be involved at any stage of the formal procedure where necessary.
- vi. Where appropriate interpreters will be involved to aid communication.

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- vii. At all stages of the formal procedures staff have the right to be accompanied by a fellow worker, who must be an employee of the Trust or the NHS, a trade union representative from a recognised trade union or an official employed by a recognised trade union. A trade union representative who is not an employed official must have been certified by their union as being competent to accompany a member of staff.
- viii. The companion should be allowed to address the meeting or hearing, to put forward and sum up the employees case, respond on behalf of the employee to any views expressed at the meeting and confer with the employee during the meeting. The companion does not, however, have the right to answer questions on the employee's behalf, address the meeting or hearing if the employee does not wish it or prevent the employer from explaining their case.
- ix. Where an employee's representative cannot attend any proposed meetings, the employee can suggest another date so long as it is reasonable and is not more than five working days after the date originally proposed by the employer. This five-day time limit may be extended by mutual agreement. The employee must take all reasonable steps to attend the meeting. If they fail to do so without reasonable explanation, the manager will have the right to respond to the grievance in writing based on the information available to them without the meeting.
- x. No employee will be penalised in any way or suffer any detriment because they have raised a grievance. However, if it is found that a grievance was raised in a malicious or vexatious manner, disciplinary action may be considered.

#### 4. DUTIES AND RESPONSIBILITIES

**MANAGER'S** are expected to:

- Familiarise themselves with the content of this policy
- Communicate effectively with their staff, enable and encourage them to raise any issues of concern in an appropriate manner and work with them to find mutually acceptable solutions to problems.
- Take all employee workplace complaints seriously, even those not raised as a 'grievance', investigate whether they are valid, and deal with them appropriately.
- Ensure that grievances are dealt with at the level most appropriate to the issue involved and in an impartial manner.
- Thoroughly investigate grievance matters where appropriate, including whether similar grievances have been raised before, how they have been resolved, and any follow-up action that has been necessary. This enables consistency of treatment.
- Encourage and participate in an open discussion of the issues whether at the informal or formal stage of a grievance
- Encourage staff who may have difficulty expressing themselves in writing to seek help, for example from a work colleague, a trade union or other employee representative or provide support for employees who may require it because of a disability.
- Ensure that all grievance meetings are held in private and without interruption and that grievance matters are treated with sensitivity and in complete confidence.
- Respond promptly to any grievances and inform the employee in writing of the outcome of any meetings

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- Inform the employee of their right to representation and the right of appeal against any decisions reached.

**EMPLOYEES'** are expected to:

- Communicate effectively with their line manager, raise any issues of concern in an appropriate manner and be willing to work with their manager to find mutually acceptable solutions to problems.
- Treat grievances confidentially.
- Where possible, aim to settle grievances informally with their line manager.
- Making every effort to resolve their grievance at the informal stage prior to resorting to a formal grievance under this policy.
- Submit informal and formal grievance in writing outlining the basis of the grievance using the template available.
- Take all reasonable steps to attend any meetings arranged to discuss the grievance.
- Take responsibility to arrange Trade Union representation or support throughout the process.

**WORKFORCE & ORGANISATIONAL DEVELOPMENT DEPARTMENT** are expected to:

- Provide timely professional advice to staff and managers on the implementation of this policy.
- Wherever possible, to facilitate a solution to the grievance that is mutually acceptable to the employee and the manager.

**TRADE UNION REPRESENTATIVES** are expected to

- Represent employees throughout the procedure where the member is a fully paid up member of the relevant Trade Union or professional body.
- Make every reasonable effort to attend meetings at the scheduled time to support employees.

## 5. 'CONFIDENTIAL' COMPLAINTS

- i. If an employee makes a 'confidential' complaint and does not wish to make a written statement or have their name mentioned as the complainant, the manager has the option to take no formal action. However, there may be occasions when the manager has an obligation to deal with the issue despite the employees request for confidentiality.
- ii. All employees are reminded that they have obligations under health and safety regulations and Trust policies to report matters of concern and professional staff may be obliged to do so under their professional code of conduct.

## 6. GRIEVANCES ABOUT CO-WORKERS OR LINE MANAGERS

- i. Where the grievance directly concerns the immediate line manager, the employee may raise the issue with the next senior line manager.
- ii. If a grievance is raised which concerns an employee's co-worker or line manager, which indicates that the working relationship between the parties has broken down, it

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may be necessary to consider temporary changes to working arrangements whilst the matter is considered. Advice should be sought from a HR Advisor, Employee Relations Manager or HR Business Partner in such circumstances.

- iii. Mediation is a confidential and voluntary process which brings together people who are experiencing problems with a work related relationship. The problem will usually relate to behaviour, attitude or communication. Mediation takes place in the presence of an impartial third party. People participating in mediation do so without prejudice.
- iv. The use of mediation can be considered at any stage of the process.
- v. A record of informal grievance and resolution (including mediation) should be kept on the member of staff's personnel's file, as they may be required for future reference.

## 7. LEVELS OF MANAGEMENT

Grievances should normally be dealt with at the level of management closest to the employee raising the grievance. However, the manager addressing the issue needs to have the decision-making authority to be able to resolve the grievance

## 8. MODIFIED GRIEVANCE PROCEDURE

- i. The full grievance procedure does not apply when the employee is no longer employed by the Trust.
- ii. Under normal circumstances a grievance raised once an individual has left the Trust will not be accepted beyond the three month time limit of the issue occurring. In such circumstances, the individual must set out their grievance and basis for it in writing to the Trust.
- iii. The Trust will acknowledge the grievance and update the individual that modified grievance procedure will be used instead of the standard Grievance procedure within **5 days** of receipt of the grievance
- iv. The Trust will set out the response in writing to the complainant within **14 days** of acknowledgment of the grievance. There will be no right of appeal under the modified grievance procedure.

## 9. INDIVIDUAL GRIEVANCE PROCEDURE

### STAGE 1 - INFORMAL STAGE

- i. The employee should approach their manager/supervisor privately to explain the nature of their concern.
- ii. Every attempt should be made by both the manager and the employee to resolve the problem in an informal manner where possible through discussion at a local level. The informal stage represents an important step in the resolution of any grievance. It is an opportunity for the employee to discuss the grievance with their immediate line manager who will know most about them and the work circumstances.

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- iii. An Employee who is dissatisfied should raise their matter in writing listing their concerns with their line manager. Employees are advised to use the Notification form (Appendix 1) as guidance to outline their grievance.
- iv. The line manager will meet with the employee within 5 working days of receiving the grievance. If the line manager is unable to arrange the meeting within 5 working days, then they must write to the employee with a meeting date and explaining the reason for the delay in arranging the meeting. If they do not contact the staff member to advise them of a delay, the staff member is able to refer their concerns to the next level of management.
- v. At the meeting, the manager should give the employee an opportunity to discuss the issues and explain how they would prefer it to be resolved. Through discussion, every effort should be made to reach a resolution that is agreeable to both parties.
- vi. If a decision is made to investigate the Grievance at formal stage due to the nature and the seriousness of the concerns, the manager will inform the employee in writing of the decision and next steps and procedure listed in the following section will apply.
- vii. If a decision is made to resolve the grievance at informal level, the line manager should make discreet investigations in order to resolve the matter promptly and fairly. If the grievance is about another employee, that employee should be given the opportunity to answer the concerns raised and put their side of the case to the manager.
- viii. The line manager will invite the employee to go through the conclusions reached within 10 working days of their meeting with the employee.
- ix. The manager will send an outcome letter to the employee within 5 working days of his meeting. The outcome letter should include-
  - The nature of the grievance
  - The outcome of the discussion held between the manager and the employee
  - Details of any actions taken to investigate
  - Conclusion / resolution reached
  - The process for raising a formal grievance if they not satisfied with the outcome
- x. If the immediate line manager is unable to resolve the issue within 10 working days then employee will be updated by the manager on actions taken so far, reasons for delay and expected date when their complaint will be concluded. If they do not contact the staff member to advise them of a delay, the staff member is able to refer their concerns to the next level of management.
- xi. If the immediate line manager is unable to resolve the issue due to the nature seriousness of the case advice may be taken further up the management line or the matter referred to a higher-level manager, as part of the informal process. All parties should discuss the issues, using Trust Values as a point of reference, with the aim of resolving the issue in partnership.

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- xii. If the grievance is against the line manager, then the employee should raise the matter informally with the next level of management. In these circumstances, advice and support can be sought from an HR representative.
- xiii. If the employee is not satisfied with the outcome, the formal procedure should be used.

**STAGE 2 - FORMAL RESOLUTION**

- i. Where the grievance cannot be settled informally, or the employee is not satisfied with the outcome, the employee has the right to raise the matter more formally with the next level of management. If the matter of grievance directly concerns the immediate line manager then the notice of grievance should be sent to the appropriate senior manager.
- ii. The employee should raise the grievance in writing using Appendix 1 to the next level of management, within 10 days of receiving the informal outcome, including:
  - The substance of the grievance
  - Dates, times and location of events
  - Names and job titles of the witnesses
  - Relevant background information
  - Copies of any additional relevant information
  - Steps already taken to resolve the grievance informally
  - Employee’s desired outcome
- iii. Where a review period has been agreed to implement the conclusions/ informal outcome, an employee wishing to raise a formal grievance should do so as soon as possible and no later than 3 months of receiving the informal outcome.
- iv. Where employees have difficulty in setting out their grievance in writing, due to English not being their first language or due to experiencing difficulties in expressing themselves, they should be encouraged to seek help. Under the Equality Act 2010 employers are required to make reasonable adjustments which may include assisting employees to formulate a written grievance if they are unable to do so themselves because of a disability.
- v. When the manager receives the written grievance they must carry out any investigation necessary including whether similar grievances have been raised before, how they have been resolved, and any follow-up action that has been necessary. The manager should carefully consider possible responses and any potential repercussions.
- vi. The manager receiving the grievance at this stage is responsible for reviewing:
  - If it requires an investigation
  - If a third party (case investigator) is required to carry out the investigation
  - If the manager should be collating all the required information and address the grievance
- vii. In order to review above, a meeting should be arranged within 5 working days of receipt of the grievance, where possible, to discuss the employee’s grievance and to gain further information regarding the complaint. An HR representative will be in attendance in an advisory capacity.

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- viii. The manager will write to the employee the outcome of the discussion held between the manager and the employee within 5 working days of their meeting. If a case investigator is required for the investigation, the employee will be notified of the details of the case investigator, and the next steps.
- ix. The manager or case investigator will be responsible for interviewing the employee and relevant witnesses as part of this process along with collating all relevant information. Any witness statements gathered as part of the process should be signed and dated. If new evidence or information becomes available at a later stage of the procedure, the manager may consider this.
- x. Where an employee does not provide a statement for investigation but is subsequently interviewed, the notes from the meeting will be used instead of the statement. The employee will be provided with a copy of the meeting notes to review after the meeting first and sign.
- xi. The case investigator or manager should aim to conclude the investigation in 15 working days. At the end of the investigation, the manager or case investigator will produce a report outlining the facts of the case and a chronology of the findings. The report will be factual and contain sufficient information to determine the next steps. This may include the following outcomes -
  - Not uphold the grievance. It may also be appropriate with such a finding to recommend actions, although it may be the case that no further action is required.
  - Uphold the grievance and recommend actions to remedy the situation.
  - Partially uphold the grievance and recommend actions to remedy the situation including mediation, and or further training
  - Progressing to a Disciplinary Hearing in the event of serious concerns being upheld
  - To find that the grievance is vexatious
- xii. The manager who the grievance was initially raised to, will arrange to meet with the employee to brief on the outcome including whether their grievance has been upheld or not, as well as any other findings/actions and the right of appeal against the outcome. This should be confirmed in writing to the individual within 10 working days of the stage 2 meeting. A HR representative will be in attendance in an advisory capacity.
- xiii. If a decision cannot be made at the time, the manager must advise the individual in writing when they might reasonably expect a response.

**STAGE 3 - APPEAL**

- i. Employees appealing against the Stage 2 outcome will be heard in line with this policy.
- ii. If the employee is unhappy with the decision made at the Stage 2 meeting, they must inform the Director of Workforce Transformation of their intention to appeal, giving the

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reasons for the appeal in writing, no later than 10 working days from the date of the letter advising them of the decision.

- iii. The letter must state the employee's full grounds for appealing and must cover one or both of the following-
  - New evidence that was not previously available, enclosed with the appeal letter
  - Failure to follow correct procedure with details of how the employee feels this applies
- iv. The Director of Workforce Transformation should appoint the relevant senior manager, who should be senior to the manager who addressed the grievance at Stage 2 and must have had no previous involvement with the issues being considered. A Workforce & OD professional will act as advisor at the appeal meeting. The appointed manager must arrange an appeal hearing to take place as soon as possible following receipt of the letter of appeal.
- v. The appointed manager with support from HR representative must arrange an appeal meeting within the 20 working days of receiving the appeal letter and write to the employee inviting them for appeal meeting.
- vi. The purpose of the appeal is to give a further opportunity for the grievance to be resolved so there should be an open discussion of all the issues. The appeal will consider whether:
  - All of the circumstances around the grievance were adequately investigated
  - There was enough information available to allow a decision to be reached
  - All possible means of reaching a mutually acceptable resolution were considered
  - The decisions reached by the Stage 1 and 2 managers were reasonable in the circumstances and whether alternatives were considered
  - The grievance was dealt with fairly and consistently
- vii. The employee and the manager who made the Stage 2 decision may present a written statement of case to the appeal meeting. These must be submitted to the appeal panel chair so that they can be circulated to all parties involved at least 5 working days prior to the appeal meeting.
- viii. At the appeal meeting, the employee will be invited to restate the reasons for the original grievance, the reason for the appeal, and how they would like to see the issue resolved, including any new suggestions that were not considered at Stage 1 or Stage 2.
- ix. The manager who made the Stage 2 decision will be invited to explain how and why they reached their decision, including what other alternatives they considered and why these were rejected and any new suggestions for resolving the grievance.
- x. Possible outcome of the appeal meeting could include:
  - Not upholding the outcome of the original decision
  - Upholding the outcome of the original decision
  - Partially upholding the outcome of the original decision
  - Substituting different course of action

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- xi. After the appeal meeting, the appeal panel managers must inform the employee in writing of their decision. This should be no later than 10 working days after the meeting unless there are exceptional circumstances.
- xii. The decision made by the stage 3 appeal panel is final.

**10. COLLECTIVE GRIEVANCES**

- i. On occasions, groups of staff may have a grievance they wish to raise and their Trade Union representatives may raise grievances on their behalf (provided any such collective grievance clearly identifies the names of those on whose behalf the grievance has been raised).
- ii. The collective grievance procedure is designed for issues relating to groups of staff, but excludes issues relating to individual grievance, disciplinary matters and matters covered by national terms and conditions of service that the Trust has no control over. This process also does not apply to areas covered by consultation.
- iii. If the grievance raised only affects those employees who have raised it and has no untoward repercussions on other staff or services, the employees or their representative(s) may request that the Status Quo is maintained. If agreed, this means that the existing terms and conditions will remain until the grievance is resolved or the procedure exhausted. Whether the status quo is maintained is entirely a matter for the Trust’s discretion and any decision in respect of it does not connote any determination on the substance of the grievance.
- iv. A collective grievance can be resolved locally or informally where appropriate and possible. If a matter cannot be resolved in these ways then a meeting will be arranged with the employee representative or Trade Union at the earliest opportunity to discuss a resolution. From the group of staff who are raising the collective grievance, two staff should be nominated to attend any formal meetings on the behalf of the group.
- v. A second meeting may be held, chaired by more senior manager if a resolution cannot be achieved at this meeting.
- vi. The procedure outlined in the informal and formal stages also apply when raising collective grievances

**11. KEEPING RECORDS**

- i. It is important, and in the interests of both employer and employee, to keep written records during the grievance process. Records should include:
  - the nature of the grievance raised;
  - a copy of the written grievance;
  - the employer’s response;
  - action taken and reasons for that action;
  - whether there was an appeal and, if so, the outcome;

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- ii. Records will be treated as confidential and kept in accordance with the Data Protection Act 1998, which gives individuals the right to request and have access to certain personal data.
- iii. Verbatim notes of meetings will not be taken, so employees and their representatives must make their own notes. However, where formal minutes are taken at the meetings, these will be given to the employee. In certain circumstances, (for example to protect a witness) the employer might withhold some information.

**12. DISCIPLINARY ISSUES**

- i. If the grievance uncovers a serious concern deemed as misconduct or gross misconduct, the outcome of the grievance may include progressing to a disciplinary hearing.
- ii. If further allegation(s) of misconduct are identified as the outcome of the grievance that require further investigation under the disciplinary policy, it may be necessary to put the grievance 'on hold' until the disciplinary investigation is completed.

**13. SPECIAL CONDITIONS**

- i. Should a grievance be upheld at any stage, staff who have suffered any financial disadvantage in the interim will be reimbursed in full.
- ii. It is agreed that no lock out, strike or other Industrial Action short of a strike shall take place in relation to any issue until the steps of this procedure have been completed and the procedure exhausted without achieving resolution.

**14. DOCUMENTATION**

- i. At each stage of the procedure, notes of the meetings will be kept.
- ii. Following any hearing, the panel will confirm the outcome of the meeting including action to be taken in writing to the staff representative and the manager, if appropriate within five working days.
- iii. A copy of all documentation will be kept on a separate file, which will be held in the Workforce & Organisational Development department. Where appropriate, copies of letters and notes will be kept on personal files.

**15. ACAS - THIRD PARTY INTERVENTION**

Grievances which remain unresolved following an appeal may, with the agreement of both parties, be referred to ACAS or some other independent body to facilitate an agreement, either through conciliation, arbitration or mediation, being chosen in conjunction with the ACAS advisor.

**16. ATTENDANCE AT MEETINGS**

If either party refuses twice or is unable to attend a meeting the Chair of the meeting may make a decision in their absence based on the evidence provided.

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## 16. VEXATIOUS GRIEVANCES

- i. A vexatious grievance is one that is based on deliberate misrepresentations or untruths; lacks a serious value or purpose; is not made in good faith, for example, it is designed to cause annoyance and disruptions or can otherwise fairly be characterised as manifestly unreasonable.
- ii. If it is found that the grievance is vexatious, the manager should decide whether it is appropriate to instigate disciplinary proceedings against the individual raising the grievance.

## 17. TIME LIMITS

Grievance should be raised at the earliest opportunity or within the 3 months of the individual becoming aggrieved.

The following timescales should be followed for each stage of the procedure. These timescales are from the date of the receipt of the grievance, at the relevant stage:

<b>STAGE 1</b>	
Manager's meeting with the employee	5 days following the receipt of the grievance
Manager to collate information in his response	10 working days
Manager to meet with the staff to go through his findings	5 working days following his internal investigation
Manager to write an outcome letter of his findings	5 working days following the meeting with the employee
<b>STAGE 2 (FORMAL)</b>	
Manager's meeting with the employee	5 working days following the receipt of the grievance
Manager to write to employee regarding next steps	5 working days following the meeting with the employee
Manager/ Case investigator to collate information for his report	15 working days
Manager to invite staff to go through the findings	5 working days following the conclusion of the report
Manager to write to employee with an outcome letter	5 working days following the meeting
<b>STAGE 3 (APPEAL)</b>	
Appeal meeting	20 working days of receiving the appeal letter
Chair of the appeal to write the outcome letter	10 working days of the appeal meeting

**ASHFORD & ST. PETER'S HOSPITALS NHS FOUNDATION TRUST  
LODGING A GRIEVANCE FORM**

<b>ASHFORD AND ST. PETER'S HOSPITALS NHS FOUNDATION TRUST GRIEVANCE FORM</b>	
<b>Please note: this form must be completed in full before submitting.</b>	
<b>INDIVIDUAL GRIEVANCE</b>	
<b>NAME</b>	
<b>JOB TITLE</b>	
<b>DEPARTMENT</b>	
<b>CONTACT NUMBER</b>	
<b>EMAIL ADDRESS</b>	
<b>LINE MANAGER NAME</b>	
<b>LINE MANAGER JOB TITLE</b>	
<b>LINE MANAGER EMAIL &amp; CONTACT NUMBER</b>	
<b>COLLECTIVE GRIEVANCE</b>	
<b>EMPLOYEES NAMES</b>	
<b>EMPLOYEES JOB TITLES</b>	
<b>EMPLOYEES CONTACT NUMBERS</b>	
<b>DEPARTMENT</b>	
<b>LINE MANAGER NAME</b>	
<b>LINE MANAGER JOB TITLE</b>	
<b>LINE MANAGER CONTACT DETAILS</b>	
<b>REPRESENTATIVE</b>	
<b>NAME</b>	
<b>CONTACT NUMBER</b>	
<b>CONTACT EMAIL</b>	
<b>UNION/ORGANISATION (if representative)</b>	
<b>JOB TITLE &amp; DEPT (if another Trust employee)</b>	





<b>DESIRED RESOLUTION</b>	
<b>SIGNATURES</b>	
<i>All employees to sign unless a collective grievance is being submitted on behalf of those names above, by a recognised and accredited Union Representative, in which case the Representative to sign:</i>	
<b>NAME (PRINT)</b>	
<b>SIGNATURE</b>	
<b>DATE</b>	

**PROCESS MAP- APPENDIX 2**



## Equality Impact Assessment Summary

**Name of Author: HR Business Partnering Team**

**Policy/Service: Grievance Policy**

### Background

- Description of the aims of the policy
- Context in which the policy operates
- Who was involved in the Equality Impact Assessment

This policy forms a part of Ashford & St Peter's Hospitals NHS Foundation Trust (ASPH) people strategy to being a great place to work and be a patient, where we listen, empower and value everyone. The Trust's values (the '4P's') are integral to all aspects of day-to-day life in the organisation and underpin the application of all our employment policies and procedures.

The Trust has a duty to promote equality of opportunity and the removal of discrimination where it is found to exist and will apply this policy fairly and consistently irrespective of race, disability, gender, sexual orientation, religion or belief, age, transgender status, caring responsibilities, flexible working status, pregnancy, relationship status, staff association or trade union activity.

Anyone working in the Trust may, at some time, have problems or concerns about their work, working conditions or relationships with colleagues that they wish to talk about with management. It is expected that the vast majority of such issues will be resolved through informal local discussion. Where such an approach fails to resolve the matter to the employee's satisfaction, and they wish to discuss the matter further, the grievance procedure is the approach to taking the matter forward, where possible to resolution.

The grievance procedure is used by the Trust to deal formally with employees' grievances and aims to settle grievances fairly and as quickly as possible. This policy is applicable to all Trust employees. The aim of the policy is to ensure that Trust employees are aware of the types of issues that may cause grievances and the steps to take in order to resolve such issues.

This Equality Impact Assessment was completed by one of the HR Business Partners as part of a general review of this policy. Prior to publishing, this policy has been reviewed by members of the HR Team, staff side and management colleagues; as well as Trust Executive Committee.

### Methodology

- A brief account of how the likely effects of the policy was assessed (to include race and ethnic origin, disability, gender, culture, religion or belief, sexual orientation, age)
- The data sources and any other information used
- The consultation that was carried out (who, why and how?)

The likely effects of the policy were assessed by a review of the formal grievances that have been investigated over the last three years

### Key Findings

- Describe the results of the assessment
- Identify if there is adverse or a potentially adverse impacts for any equalities groups

The policy does not appear to have an adverse impact for any particular equalities group.

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This policy is accessible to all employees, regardless of their equalities group.
<p><b>Conclusion</b></p> <ul style="list-style-type: none"> <li>• Provide a summary of the overall conclusions</li> </ul>
In conclusion, the policy does not appear to have an adverse impact on a particular equalities group.
<p><b>Recommendations</b></p> <ul style="list-style-type: none"> <li>• State recommended changes to the proposed policy as a result of the impact assessment</li> <li>• Where it has not been possible to amend the policy, provide the detail of any actions that have been identified</li> <li>• Describe the plans for reviewing the assessment</li> </ul>
There are no changes recommended to the policy on the basis on this assessment however ongoing monitoring will take place to identify whether grievances are being submitted by or against any particular equalities group. Further work may then be required to ensure accessibility of the policy to all employees and equalities groups.

### Guidance on Equalities Groups

<b>Race and Ethnic origin</b> (includes gypsies and travellers) (consider communication, access to information on services and employment, and ease of access to services and employment)	<b>Religion or belief</b> (include dress, individual care needs, family relationships, dietary requirements and spiritual needs for consideration)
<b>Disability</b> (consider communication issues, access to employment and services, whether individual care needs are being met and whether the policy promotes the involvement of disabled people)	<b>Sexual orientation including lesbian, gay and bisexual people</b> (consider whether the policy/service promotes a culture of openness and takes account of individual needs)
<b>Gender</b> (consider care needs and employment issues, identify and remove or justify terms which are gender specific)	<b>Age</b> (consider any barriers to accessing services or employment, identify and remove or justify terms which could be ageist, for example, using titles of senior or junior)
<b>Culture</b> (consider dietary requirements, family relationships and individual care needs)	<b>Social class</b> (consider ability to access services and information, for example, is information provided in plain English?)