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## 1. Introduction

- 1.1 Please note that the Guidance Notes apply to grievance matters in England and Wales. It does not apply to Northern Ireland.
- 1.2 When a grievance has been raised, it is important for a grievance meeting to be held to discuss the complaint and any action that the either party may take to resolve it.
- 1.3 It is important that throughout the grievance process the employer acts fairly and reasonably at all times.
- 1.4 Below is some guidance on grievance meetings and the way in which these meetings should be conducted.

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## 2. Preparing for the meeting

- 2.1 Once a grievance has been raised, a grievance meeting should be arranged, ideally within five working days. The following actions for this meeting employers / managers should:
  - 2.1.1 Arrange for someone to attend the meeting, who will be responsible for the case to take notes in the meeting.
  - 2.1.2 Review the grievance procedure to ensure that it is followed systematically;
  - 2.1.3 Look into any previous complaints to see if they have been resolved;
  - 2.1.4 Research any relevant company policies, e.g. company rules, policies or procedures;
  - 2.1.5 Review any disciplinary records in the case in order to have a clear understanding of the background;
  - 2.1.6 Research any relevant legislation that may be appropriate;
  - 2.1.7 Arrange an independent witness to attend if necessary;
  - 2.1.8 Make suitable arrangements for the employee's companion, if requested;
  - 2.1.9 Allow the employee to be accompanied and following a reasonable request and make suitable arrangements for the employees companion, if requested;
  - 2.1.10 Consider whether any special arrangements need to be made where the employee has a disability or other special needs; and
  - 2.1.11 Consider whether mediation is appropriate.

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## 3. Conduct of the meeting

- 3.1 At the grievance meeting, the following actions should be taken:

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3.1.1 Remember the meeting should lead to an amicable solution and approach the meeting with a positive attitude;

3.1.2 Introduce participants to their roles, as necessary;

3.1.3 Invite the employee to explain the grievance, and discuss how they feel the grievance has affected them;

3.1.4 Offer modifications to the employee, where possible, and encourage suggestions made by the employee, where appropriate, to encourage a solution;

3.1.5 Make allowances for the employee's emotions, and encourage them to 'letting off steam' as often as they need, and allow them some time;

3.1.6 Ask questions relating to the grievance to clarify the situation, as getting all the facts will help you to resolve the grievance;

3.1.7 Put care and attention into the meeting, and consider adjourning the meeting if necessary to investigate any new facts which arise;

3.1.8 Explain policies and procedures to the employee, where appropriate, as this may help them to understand the situation and as a result find common ground;

3.1.9 Sum up the meeting and confirm what you have understood what has been discussed;

3.1.10 Remain calm and professional throughout the complaint appointment, even where for example the employee is angry or aggressive;

3.1.11 Follow the grievance procedure throughout; and

3.1.12 Adjourn the meeting if necessary, and inform the employee of the next stage in the grievance procedure and your response.

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4. **After the meeting**

4.1 Confirm your decision and inform the employee of the next stage in the grievance procedure should the employee wish to appeal.

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