

Integrity

Professionalism

Fairness

Respect



**DIGNITY AT WORK POLICY AND
GRIEVANCE RESOLUTION
PROCEDURE**

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1.4	June 2006	HR designation changes	Mr S Hounsell

A. POLICY AIM

To ensure that all members of Dorset Police are able to achieve their full potential at work by creating a working environment which is free from all forms of harassment, discrimination and bullying.

Dorset Police is committed to providing a workplace in which its entire staff can work to their full potential. An employee's performance may be affected by difficulties in the workplace and the following two procedures – Dignity at Work and Grievance Resolution Procedure aim to resolve difficulties fairly and speedily before they develop into major problems.

Staff facing disputes or difficulties with another employee can use the **Dignity at Work Procedure**. Examples of when it may be appropriate to use the procedure include, bullying, harassment or discrimination. The procedure consists of two stages: an informal and a formal stage. It is for the employee to decide which stage of the procedure they wish to use.

The **Grievance Procedure** may be used by employees who have a complaint against the organisation rather than about another member of staff. This includes complaints about working practices, policies or management decisions. Officers who wish to make a complaint relating to a posting or promotion decision should do this through the appropriate policies in place and not the grievance procedure.

For further advice on application of either policy please contact the Equal Opportunities Officer on 700-3766 or the Human Resources Manager (**Employee Relations**) on 700- 3465.

B. RATIONALE/LEGAL BASIS

Takes account of UK anti-discrimination legislation, European directives concerning the 'dignity of men and women at work', and follows guidelines issued by the Advisory, Conciliation and Arbitration Service (ACAS).

C. LEGISLATIVE AND RISK CONSIDERATIONS

Human Rights Act 1998

This policy has been drafted with the Human Rights Act 1998 taken into consideration.

Race Relations Amendment Act and Disability Discrimination Act

This policy has been drafted with Diversity Policy taken into consideration.

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Freedom of Information Act

The whole of this policy document is suitable for release to the public.

Health and Safety

This policy has been drafted with Health and Safety legislation and guidance taken into consideration.

Anti Corruption

This policy has been drafted with risk to integrity or unethical conduct taken into consideration.

1. POLICY

1.1 Introduction

1.2 The Dignity at Work Policy will ensure that all staff are able to achieve their full potential at work by creating a working environment which is free from all forms of harassment, discrimination and bullying.

1.3 All police officers, police staff and special constables have the right to be treated with dignity and respect at work. This policy deals with unacceptable behaviour which would normally take the form of bullying, harassment and discrimination. However it is recognised that the Dignity at Work Policy provides a useful framework for dealing with all types of inter employee dispute and therefore the policy can be used in cases where individuals themselves do not define behaviour as bullying, harassment or discrimination.

1.4 Dorset Police is committed to promoting a working environment free from all forms of intimidation and discriminatory practices. Individuals who are harassed, unfairly/unlawfully discriminated against or bullied, are often made to feel vulnerable and can be reluctant to address the problem, preferring to suffer in silence for fear of reprisals. They may not want any attention focused on them and may just want the behaviour to stop. With this in mind, our aim is to develop an organisation in which everyone feels they have the ability to challenge inappropriate behaviour.

1.5 All staff have a responsibility to ensure that they do not behave in a way which could be regarded as bullying, harassment or discrimination by others. Line managers have a positive responsibility to challenge wrong doing, under performance or inappropriate behaviour.

1.6 Allegations of bullying, harassment or discrimination or inter employee disputes should be dealt with separately using the Dignity at Work Policy and

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not the Grievance Resolution Procedure, which is designed to be used for more general complaints against the organisation.

- 1.7 As an employer we will investigate all complaints thoroughly and will as far as possible provide support as necessary to the parties involved for the complainant and ensure that all persons are treated with due respect.
- 1.8 Sometimes people are unaware that their behaviour causes offence and is unwelcome, and an informal discussion may lead to greater understanding and cessation of the behaviour. The Policy therefore has an Informal Procedure as well as Formal Procedure, in order to provide the opportunity to achieve an appropriate solution.
- 1.9 Staff are encouraged to raise concerns at the earliest possible stage either with their Line Manager or the individuals listed in paragraph 4.4
- 1.10 In order to provide appropriate protection to individuals who speak out against bullying, harassment or discrimination the organisation will take appropriate disciplinary steps if there is evidence of victimisation.
- 1.11 On occasions individuals may wish to pursue a grievance in conjunction with raising issues under the Dignity at Work Procedure. In such circumstances clearly this would present potential difficulties and confusion in terms of managing the process. In these situations the Grievance Procedure will be the procedure followed and will incorporate any other complaints which are raised.

2. What are bullying, harassment and discrimination?

2.1 ACAS define bullying as:

‘offensive, intimidating, malicious or insulting behaviour, an abuse or misuse of power through means intended to undermine, humiliate, denigrate or injure the recipient.’

2.2 ACAS define harassment as:

‘unwanted conduct affecting the dignity of men and women in the workplace. It may be related to age, sex, race, disability, religion, nationality or any personal characteristic of the individual, and may be persistent or an isolated incident.’

2.3 Discrimination occurs when a person is treated less favourably than someone else on the grounds of their sex, race or disability. Such behaviour may be deemed unlawful.

2.4 Examples of bullying, harassment and discrimination could include:

2.4.1 Ridiculing and picking on someone

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- 2.4.2 Unwelcome sexual advances – touching, standing too close or display of offensive materials
 - 2.4.3 Making threats and being abusive
 - 2.4.4 Persistently criticising an individual in public or in private
 - 2.4.5 Preventing an individual's progression by blocking access to training or promotion
 - 2.4.6 Overbearing supervision or misuse of position
 - 2.4.7 Exclusion or victimisation
 - 2.4.8 Spreading malicious rumours or insults
 - 2.4.9 Regularly using an aggressive tone when speaking to an individual
 - 2.4.10 Making derogatory comments or 'jokes' about 'women' or black people.
- 2.5 Harassment, bullying and discrimination can be a matter of personal perception and it is recognised that there needs to be fairness of approach to all parties. To ensure this, the following principles will be adopted:
- 2.5.1 Once the provisions of the Dignity at Work Policy have been invoked, counter complaints from the accused person(s) will be addressed as part of the same process where possible.
 - 2.5.2 Provided the original complainant adheres to the policy, any counter action will be subject to review to determine whether the claim or the counter-claim is malicious, made in bad faith or based on clearly false grounds. If this is the case, this will be subject to disciplinary action.
 - 2.5.3 Any contested decision on whether bullying, harassment or discrimination has occurred will follow the 'objectivity' test of whether a "reasonable person" would consider it has occurred.
 - 2.5.4 All parties must recognise and respect the need for confidentiality and sensitivity in respect of complaints. Information should only be disclosed to those who need to know in order to ensure a fair hearing.

3. The Impact of Bullying, Harassment and Discrimination

- 3.1 On the Individual.
- 3.2 Bullying, harassment and discrimination can affect individuals in many ways, causing fear, anxiety and stress. It may lead to poor performance at work and reduced productivity. Increased absenteeism can be a feature and in some cases it may lead to resignation. Such behaviour may have an impact on the individual's personal life and career progression.
- 3.3 On Dorset Police.
- 3.4 Bullying, harassment and discrimination are costly to organisations as they can contribute to:
 - 3.4.1 Increased sickness absence
 - 3.4.2 Reduced productivity

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- 3.4.3 Increased staff turnover
- 3.4.4 Increase in civil and tribunal claims
- 3.4.5 Poor public image
- 3.5 Costs in management time spent dealing with after effects.
- 3.6 It is recognised that discrimination and harassment are unlawful and could lead to action under the Sex Discrimination Act, Disability Discrimination Act, Race Relations Act or the Employment Rights Act. Persistent bullying or harassment may also constitute a criminal offence under the Protection from Harassment Act. Such behaviour may also be contrary to the code of conduct for police officers.

4. Procedure for dealing with Bullying, Harassment and Discrimination

- 4.1 Informal Procedure
- 4.2 Sometimes people are unaware that their behaviour causes offence and is unwelcome and an informal discussion may lead to greater understanding and cessation of the behaviour.
- 4.3 The procedure recognises that a member of staff may not wish to take formal proceedings in the first instance. Provision is therefore made for the employee to discuss the matter informally and confidentially with an appropriate person:
 - 4.3.1 Equal Opportunities Officer/Human Resources **Manager (Employee Relations)**
 - 4.3.2 Welfare Officer
 - 4.3.3 Support Manager or Divisional Admin Manager
 - 4.3.4 Police Federation or UNISON representative
 - 4.3.5 Superintendent's Association
- 4.4 The above informal advisers will at this stage listen to the individual and provide appropriate support and guidance to enable the person to determine the course of action which is correct for them. These contacts will be confidential with no report made to the organisation unless the individual opts to. Emphasis will be on early informal resolution perhaps through mediation wherever possible in order to minimise potential later difficulties. Employees are encouraged to resolve issues informally where possible.
- 4.5 The individual(s) whom the complaint is made against should be notified that a complaint has been lodged under informal proceedings. However under the informal process, the informal advisor may deem it inappropriate to notify the individual, this will be for reasons such as: witness/complainants' wishing to retain anonymity. Whilst the Force will always seek to respect the wishes of individuals' wishing to retain anonymity and/or deal with matters in an informal manner, in certain circumstances the seriousness of an issue may require the Force to take action.
- 4.6 When complaints are made under the informal procedure, it will not be necessary to complete a Dignity At Work Complaints Monitoring Form.

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However, this will need to be completed if the complaint goes on to the formal stage.

5. Formal Procedure

5.1 Stage 1: Registering a Complaint

5.2 Any member of staff who feels they have been subjected to bullying, harassment or discrimination and wishes to invoke the Formal Procedure, should report it to their Divisional Commander or Head of Department, unless this is not appropriate, in which case they should report it to the **Director of Human Resources** or Head of Complaints and Discipline.

5.3 A Dignity At Work Complaints Monitoring Form (A131) should be completed for all complaints made under this section of the policy. The individual handling the complaint should forward a copy of the complaint to the Equal Opportunities Officer who monitors all formal complaints.

5.4 Allegations of bullying, harassment or discrimination raised against a Divisional Commander or a Departmental Head should be sent to the DCC. Allegations against a Chief Officer other than the Chief Constable, should be submitted directly to the Chief Constable. Allegations directly against the Chief Constable should be sent to the Clerk to the Police Authority for consideration by the Police Authority. If this is not practicable allegations will be forwarded to the HMI.

6. Stage 2: Investigation

6.1 The complaint must be acknowledged in writing within seven working days of receipt.

6.2 The Investigating Officer will be the relevant Head of Department or Divisional Commander unless this is not appropriate, in which case it will be referred to the **Director of Human Resources** or Head of Complaints and Discipline who may at their discretion nominate an individual of their choice.

6.3 The Investigating Officer must investigate all aspects of any complaint and if appropriate, make recommendations as to what action should be taken to resolve the matter.

6.4 The Investigating Officer may appoint an appropriate nominee who will assist with the investigation and report directly to the Investigating Officer.

6.5 All investigations must be documented and should be concluded within 14 working days. If it is not possible to complete the investigation within this timescale, all relevant persons should be advised of the likely timescales involved and any significant variations should also be communicated.

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- 6.6 The Investigating Officer/or appointed nominee must interview the complainant, the accused person(s) and any witnesses. All staff involved are entitled to be accompanied by a Staff Association representative or colleague.
- 6.7 In most cases notes will be made at each interview. The Investigating Officer will retain the notes and may include them or refer to them within their final report. Individuals may request a copy of the notes relating to their own interview.
- 6.8 A report of the completed investigation will be produced, summarising the complaint and including conclusions and, if relevant, recommendations. Given that the Dignity at Work Procedure deals with sensitive interpersonal issues and can often result in evidence being gathered from other staff, it will not in normal circumstances, be relevant to release the report, as this may create unnecessary conflict and fail to assist in bringing about a successful resolution.
- 6.9 The complainant and the accused will however, be provided with a written summary of the outcome and key findings on which this is based. If the investigation results in disciplinary action being evoked, then in normal circumstances the full report will be released to relevant parties.

7. Stage 3: Outcome

- 7.1 The Investigating Officer will discuss the report and recommend options for achieving a future harmonious working relationship with the complainant and accused. Options for consideration may include mediation, relocation or transfer, appropriate disciplinary action, counselling or training. However, these are subject to approval by the Head of **Personnel Services**.
- 7.2 Disciplinary cases (including any resulting from a malicious claim) should be dealt with as soon as possible, adhering to the relevant Disciplinary Procedure.
- 7.3 If the Investigating Officer concludes there is no case to answer the complainant and accused person(s) should be informed accordingly in writing. Consideration should still be given to re-establishing a harmonious working environment using options such as mediation or counselling.
- 7.4 On completion of the investigation, all paperwork relating to the complaint should be sent to the Equal Opportunities Officer. This is maintained in a confidential system.

8. Stage 4: Appeal

- 8.1 If either party is unhappy at the outcome of the investigation, they have the right of appeal. Appeals must be made in writing within 10 working days following the receipt of the investigation results.

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8.2 Appeals should be made in writing to the **Head of Personnel Services** clearly outlining the grounds of appeal. Unless the **Head of Personnel Services** believes on the basis of the written submission, that there has been a procedural irregularity and/or a clearly inadequate investigation, he/she will consider the appeal and review the investigation report. However, the **Head of Personnel Services** has the discretion to re-interview or call for further information as he/she sees fit.

8.3 If the **Head of Personnel Services** has already dealt with the investigation or the initial complaint is against him/her, another senior manager will be appointed to handle the appeal. Similarly if the complaint is against a Chief Officer, suitable arrangements will be made for handling the appeal, as agreed with the CC or Clerk to the Police Authority as appropriate.

9. Guidance for Managers and Investigating Officers

9.1 Managers should ensure they understand the definition of bullying, harassment and discrimination whilst acknowledging that it is a matter of personal perception. When considering what action the Force should take an 'objective' test should be applied, whether a "reasonable person" would regard the action(s) as bullying, harassment or discrimination.

9.2 Managers and supervisors have a duty to ensure through their management style, that their staff work in an environment free from bullying, harassment or discrimination. They should ensure that a culture of unacceptable behaviour is not allowed to develop.

9.3 All allegations of bullying, harassment or discrimination should be treated sensitively. It may have taken a lot of courage for the complainant to raise the issue. How the complaint is handled will affect the outcome for the complainant, the accused person(s) and the workplace as a whole.

9.4 A complaint must be acknowledged as soon as possible and investigated within 14 working days, where possible. If it is not possible to complete the investigation within this timescale, all relevant persons should be advised of the likely timescales involved and any significant variations should also be communicated.

9.5 When investigating, keep an open mind and do not make pre-judgements. Notes must be kept of all parts of the investigation as a record of evidence.

9.6 Keep all parties informed of the progress of the investigation and ensure the Equal Opportunities Officer has been notified of the investigation.

9.7 Seek early advice from specialists such as the Equal Opportunities Officer, **Human Resource Manager (Employee Relations)** or Head of **Personnel**

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Services. In relevant cases the Head of **Personnel Services** will consult with the Financial Services Manager regarding civil litigation issues.

10. Guidance for staff who feel they are being Bullied, Harassed or Discriminated Against

- 10.1 There are a number of options open to staff who feel they have been bullied, harassed or discriminated against. The first important step to take is to keep a record of any incidents, including dates and times and what was said or what happened. However, Dorset Police encourages individuals to bring forward issues at an early stage wherever possible.
- 10.2 In deciding what action to take, staff may wish to seek advice from any of the following:
 - 10.2.1 Equal Opportunities Officer/Human Resources **Manager (Employee Relations)**
 - 10.2.2 Welfare Officer
 - 10.2.3 Support Manager or Divisional Admin Manager
 - 10.2.4 Complaints and Discipline
 - 10.2.5 Police Federation or UNISON representative (who have trained staff in dealing with such cases)
 - 10.2.6 Superintendents Association
 - 10.2.7 ACPO

11. Informal Procedure

- 11.1 Staff may wish to consider approaching the person they feel is behaving inappropriately towards them and explaining they find their behaviour unacceptable and ask them to stop. One option is to draw their attention to this policy. It may be that the person who is felt to be bullying, harassing or discriminating is not aware of the impact of their actions.
- 11.2 Another option for staff who feel unable to approach the other member of staff face-to-face is to write to them outlining the impact of their behaviour.
- 11.3 An employee who does not wish to use either of the above options or has used them without success, could approach one of the individuals listed in paragraph 4.10.2. They will advise staff on the options available and may help approach the individual(s) concerned.

12. Formal Procedure

- 12.1 Staff are encouraged to raise issues as early as possible either with their line manager or appropriate individual as listed in paragraph 4.4.3. However in certain cases staff may wish to go straight to the formal stage of the Dignity at Work Policy. They should be prepared for an interview about this with the Head of Department or Divisional Commander or appropriate nominee and should also give consideration to what they feel would be a satisfactory resolution.

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- 12.2 The investigation should be completed within 14 working days and staff will be kept informed of the progress of the investigation throughout.
- 12.3 At the conclusion of the investigation, the Investigating Officer will write a report making recommendations on future action. Both the complainant and the accused will be provided with a written summary of the outcome and key findings.
- 12.4 If the employee is unhappy at the outcome of the investigation, they have the right of appeal to the Head of **Personnel Services**. This must be in writing within 10 working days following receipt of the investigation results. If the Head of **Personnel Services** has already dealt with the investigation or the initial complaint is against him/her, another senior manager will be appointed to handle the appeal. Similarly if the complaint is against a Chief Officer, suitable arrangements will be made for handling the appeal, as agreed with the CC or Clerk to the Police Authority as appropriate.

13. **Guidance for staff who have been accused of Bullying, Harassment or Discrimination**

- 13.1 Individuals who have been accused of bullying, harassment, discrimination or inappropriate behaviour may wish to seek advice from any of the following:
 - 13.1.1 Equal Opportunities Officer/Human Resources **Manager (Employee Relations)**
 - 13.1.2 Welfare Officer
 - 13.1.3 Support Manager or Divisional Admin Manager
 - 13.1.4 Police Federation or UNISON representative (who have trained staff in dealing with such cases)
 - 13.1.5 Superintendent's Association

14. **Informal Procedure**

- 14.1 Individuals who have been accused may approach any of the individuals listed above informally or they may ask another individual to speak on their behalf.
- 14.2 Staff should remember that the aim of an informal approach is to resolve the issue as quickly as possible and in a low-key manner. Whilst it may be distressing to have a complaint about them, employees should try to consider their behaviour. They should be prepared to listen and discuss matters rationally to move forward.

15. **Formal Procedure**

- 15.1 A formal complaint will be investigated, usually by the Head of Division or Department, within 14 working days. Both parties are entitled to be kept informed of the progress of the investigation.

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- 15.2 Staff should be prepared to be interviewed about the allegations and are entitled to be accompanied by a Staff Association representative or colleague.
- 15.3 If the Investigating Officer concludes there is a case, discussion will take place on the various options as detailed in paragraph 4.7.1.
- 15.4 If either party is unhappy at the outcome of the investigation, they have the right of appeal to the Head of **Personnel Services**. Appeals must be made in writing within 10 working days following receipt of the investigation results. If the Head of **Personnel Services** has already dealt with the investigation or the initial complaint is against him/her, another senior manager will be appointed to handle the appeal. Similarly if the complaint is against a Chief Officer, suitable arrangements will be made for handling the appeal, as agreed with the CC or Clerk to the Police Authority as appropriate.

16. Guidance for staff witnessing Bullying, Harassment or Discrimination

- 16.1 Staff who witness behaviour which they view as bullying or harassment are encouraged to notify an appropriate individual within the organisation (as detailed in paragraph 4.13.1). However, it should be noted that bullying or harassment is often a matter of personal perception and therefore the individual concerned may not view the behaviour in the same way.
- 16.2 A complaint by a witness about inappropriate behaviour will be dealt with under the Dignity at Work Procedure in the usual manner.

17. Grievance Resolution Procedure – Notes of Guidance

- 17.1 Introduction
- 17.2 The purpose of the grievance procedure is to facilitate the timely resolution of a workplace problem. **Grievances should be resolved as quickly and as near to the point of origin as possible.** The grievance procedure should not be used as a substitute for day-to-day management of staff and normal healthy dialogue. Every effort should be made to resolve the problem informally first before resorting to the grievance procedure.
- 17.3 The grievance procedure enables staff who feel they have been treated unfairly or inconsistently an opportunity to attempt to resolve their problems and for the organisation to learn. It provides a confidential procedure for staff to air a problem which is causing difficulty in the workplace.
- 17.4 The grievance procedure is separate from the disciplinary procedure; it is not intended to apportion blame or punish individuals. Where there is a dispute over facts of a case, the burden of proof will be the 'balance of probabilities' not 'beyond all reasonable doubt'.
- 17.5 The grievance procedure cannot be used for general matters of pay or police staff grading, a separate process exists under the Force's job evaluation

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scheme. Nor can the grievance procedure be used to appeal against decisions of promotion boards as a separate appeals process exists for this purpose.

- 17.6 A separate complaints procedure under this policy exists to deal specifically with issues of bullying, harassment and discrimination. On occasions individuals may wish to pursue a grievance in conjunction with raising issues under the Dignity at Work Procedure. In such circumstances clearly this would present potential difficulties and confusion in terms of managing the process. In these situations the Grievance Procedure will be the procedure followed and will incorporate any other complaints which are raised.
- 17.7 A grievance about the Chief Constable personally will be dealt with by the Police Authority.

18. Timescales

- 18.1 There are four stages to the procedure and each stage should be completed within fourteen days. However, it is appreciated that there will be occasions when this is not possible due to annual leave or sickness for example. In such cases the aggrieved person must be kept informed and every effort should be made to meet with the individuals concerned as soon as possible. Delays in the resolution of grievances are costly to the organisation in terms of demotivation of staff, stress, management time and in some cases sickness absence. Grievance handlers should be aware that the time limit for lodging a claim at an Employment Tribunal is within three months of the 'incident'. They should inform the aggrieved person of this.

19. Confidentiality

20. **Grievances must be confidential** and under no circumstances should there be any reference to a grievance on an individual's personal file. Once the grievance procedure has been completed all the papers should be sent to the Equal Opportunities Officer who will keep the papers securely. The papers are kept for monitoring and statistical purposes only.

21. Equal Opportunities Officer

- 21.1 The Equal Opportunities Officer's role is an advisory one to both staff and managers; to provide advice with regard to current legislation and the Force's Equal Opportunities policy. The Equal Opportunities Officer will monitor the grievance procedure to look at any trends and problem areas. Statistics are published annually categorising grievances into different groups.

22. Monitoring Forms

- 22.1 **In each case a grievance monitoring form must be completed (form A244) by the grievance handler.** The form is available on W:Drive, HQHUMRES. This enables statistics to be kept which may highlight any wider issues which the organisation may need to address. When the

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grievance is resolved, or completed, the monitoring form and any accompanying papers must be forwarded to the Equal Opportunities Officer. Under no circumstances should papers relating to the grievance be kept on any personal files.

23. Representation

23.1 At each stage of the procedure the aggrieved individual is entitled to be accompanied by a colleague or a representative from one of the staff associations. In all cases the colleague must be a member or employee of Dorset Police.

23.2 There are four stages to the procedure, each will be outlined below.

24. STAGE ONE

24.1 The aggrieved individual should decide whom they wish to discuss their problem with. This does not have to be their supervisor; it is a person of their choice who they feel is best equipped to handle their grievance. However, a grievance cannot be forwarded to senior management at Stage One.

25. Stage one should normally be dealt with in 14 days.

25.1 If the grievance cannot be resolved the monitoring form should be completed detailing the reasons and then promptly passed on to the next stage.

26. STAGE TWO

26.1 At this stage the appropriate senior person in the Division or Department should handle the grievance. Again, stage 2 must be dealt with speedily, normally within 14 days. If the Head of Department cannot resolve the grievance they should complete the monitoring form and forward it to the Head of **Personnel Services** as soon as possible.

27. STAGE THREE

27.1 The Head of **Personnel Services** or a nominated deputy will usually handle the grievance at this stage unless he or she has already been involved; in which case the **Director of Human Resources** will hear the grievance.

27.2 A meeting should be arranged as soon as possible to resolve the grievance and the outcome of this stage should normally be within **14 days**.

28. STAGE FOUR

- 28.1 This is the final, appeal, stage of the grievance procedure. This will normally be to the **Director of Human Resources** but if he or she has already been involved then the final right of appeal will be to the **Deputy** Chief Constable. The final decision should normally be within **14 days**.

29. Guidance for Grievance Handlers

- 29.1 The key principles for successful resolution of a grievance are:

- 29.1.1 Speed
- 29.1.2 Communication
- 29.1.3 Confidentiality

- 29.2 When dealing with a grievance you should consider the following points:

- 29.2.1 Has the individual considered resolution by speaking to line management?

- 29.2.2 A grievance monitoring form must be completed in all cases (A244).

- 29.2.3 Ensure that you collect the basic facts: what is the grievance about, who is involved, where did it happen?

- 29.2.4 Ask the person with the grievance what action they would like in order to resolve their grievance; it is very difficult to resolve a grievance without a target to work towards. It is important to recognise that the purpose of the procedure is not to apportion blame or punishment and the aggrieved person should be reminded of this.

- 29.2.5 If necessary seek early advice from specialists such as the Equal Opportunities Officer, Human Resources **Manager (Employee Relations)** or Head of **Personnel Services**. This is particularly important if there is the potential for a claim at an Employment Tribunal.

- 29.2.6 Try to find out as much information as possible so you are working from the full facts and not just one person's view of events. After consultation with the aggrieved person speak to any witnesses.

- 29.2.7 Take notes

- 29.2.8 Keep the parties informed of your actions.

- 29.2.9 Look at how to resolve the grievance – can you achieve the proposed resolution? If not can a compromise be reached?

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29.2.10 Using all the available information, form a view about the grievance on the basis of the balance of probabilities rather than beyond all reasonable doubt

29.2.11 Inform all the parties of the outcome, if the grievance is about an individual they also have the right to know what is happening.

29.2.12 If you cannot resolve the grievance you should pass the papers on to the next stage as soon as possible.

D.

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