

Grievance Resolution Policy

Document No	HR - 00041	Version No	1.0
Approved by	Policy Governance Group	Date Approved	24.09.18
Ratified by	Employee Partnership Forum	Date Ratified	01.10.18
Date implemented (made live for use)	05.11.18	Next Review Date	01.10.21
Status	LIVE		
Target Audience- who does the document apply to and <u>who should be using it.</u> - The target audience has the responsibility to ensure their compliance with this document by:	<ul style="list-style-type: none"> Ensuring any training required is attended and kept up to date. Ensuring any competencies required are maintained. Co-operating with the development and implementation of policies as part of their normal duties and responsibilities. 		
	All employees directly employed by the Trust whether permanent, part-time or temporary (including fixed-term contract). It applies equally to all others working for the Trust, including private-sector, voluntary-sector, bank, agency, locum, and secondees. For simplicity, they are referred to as 'employees' throughout this policy		
Special Cases	There are no cases where this document does not apply		
Accountable Director	Director of Human Resources (HR)		
Author/originator – Any Comments on this document should be addressed to the author	HR Advisor		
Division and Department	Corporate, Human Resources		
Implementation Lead	Human Resources		
If developed in partnership with another agency ratification details of the relevant agency	NA		
Regulatory Position	The Equality Act 2010 (Ref 6)		
Review period. This document will be fully reviewed every three years in accordance with the Trust's agreed process for reviewing Trust -wide documents. Changes in practice, to statutory requirements, revised professional or clinical standards and/or local/national directives are to be made as and when the change is identified.			

Contents

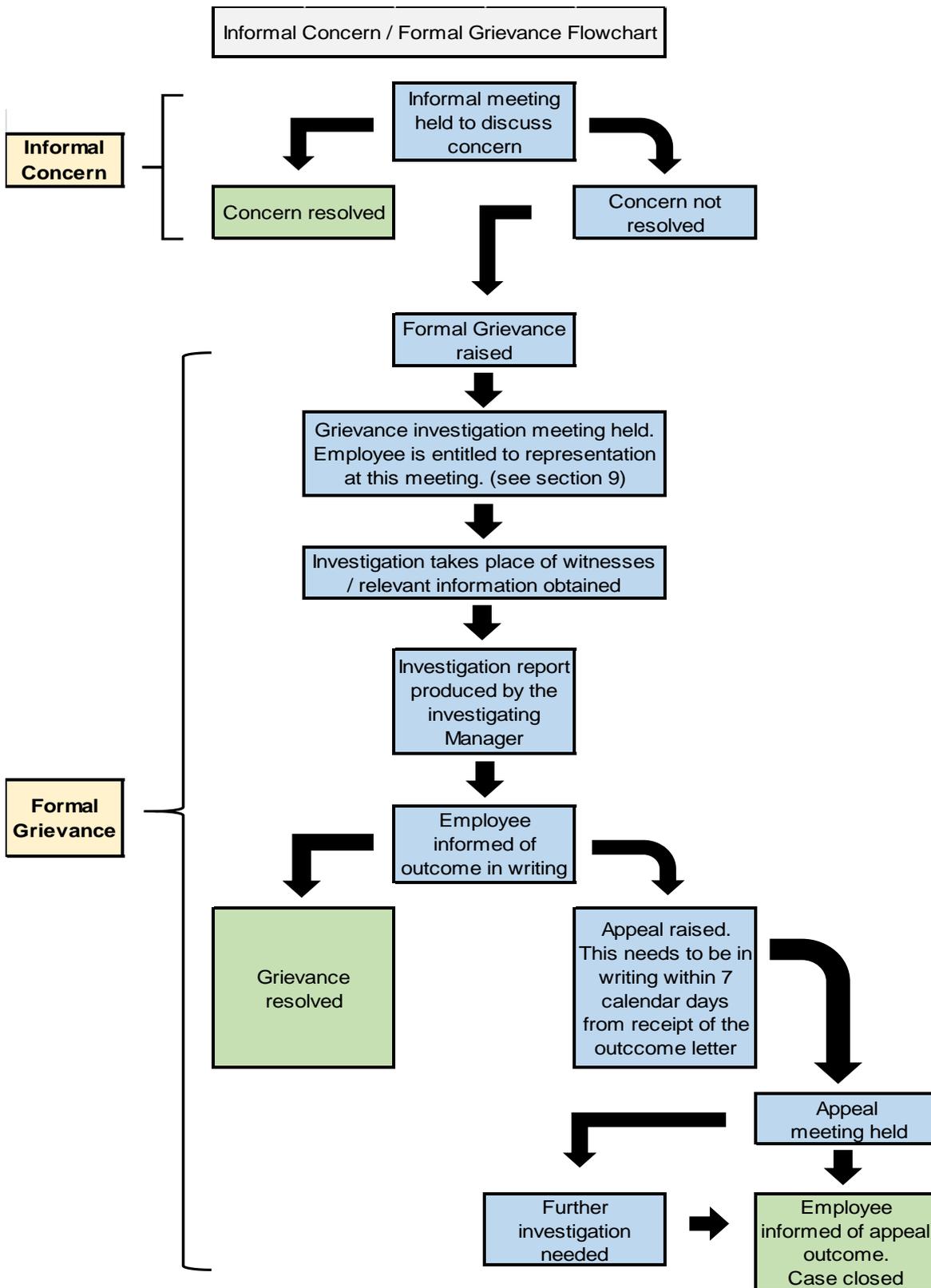
1	Introduction & Purpose.....	4
1.1	Principles of Mediation	4
1.2	Glossary/Definitions	5
2	Main Document Requirements.....	5
2.1	Types of Concerns/Grievance.....	5
2.1	Confidentiality	6
2.2	Step 1 – Informal Grievance Resolution	6
2.3	Facilitated Discussion	6
2.4	Mediation	7
2.5	Step 2 – Formal Grievance	7
2.6	Step 3 – Formal Grievance	7
2.7	Investigation.....	7
2.8	Re-scheduled Formal Meeting	8
2.9	Grievance Outcome Meetings.....	8
2.10	Right to Appeal	8
2.11	Collective Grievance	9
2.12	Step 1 - Collective Grievance - Informal.....	9
2.13	Step 2 - Collective Grievance – Formal.....	9
2.14	Collective Grievance - Right to Appeal.....	9
2.15	Support	10
2.16	Right to be accompanied	10
4	Duties and Responsibilities of Individuals and Groups	11
4.1	Chief Executive	11
4.2	Ward Managers, Matrons and Managers for Non Clinical Services.....	11
4.3	Manager’s	11
4.4	Employees	11
4.5	Human Resources	11
4.6	Occupational Health Service	12
4.7	Trade Unions	12
4.8	Document Author and Document Implementation Lead	12
4.9	Target Audience – As indicated on the Cover Page of this Document.....	12
5	Further Reading, Consultation and Glossary.....	13
5.1	References, Further Reading and Links to Other Policies	13
5.2	Consultation Process	13
6	Equality Impact Assessment	13
Appendix A - STAGE 1: Initial Screening For Equality Impact Assessment.....		14

Note: This document is electronically controlled. The master copy of the latest approved version is maintained by the owner department. If this document is downloaded from a website or printed, it becomes uncontrolled.

Document Title: Grievance Resolution Policy

Appendix C - Formal Grievance Notification Form..... 16

Instant Information – Grievance Flow Chart



Note: This document is electronically controlled. The master copy of the latest approved version is maintained by the owner department. If this document is downloaded from a website or printed, it becomes uncontrolled.

1 Introduction & Purpose

The Great Western Hospitals NHS Foundation Trust (the Trust) recognises that raising a concern or grievance is not a step taken lightly and is therefore committed to working with the individual to resolve issues and concerns as early as possible. This could include, but is not limited to:

- Informal action which can, simply be the, the line manager and employee discussing their concerns and resolving together.
- Regular one to one meetings taking place between the line manager and the employee.
- Employees and managers attending 'nipping it in the bud' training sessions to support both employees and managers to 'nip things in the bud' at the earliest opportunity.

The Trust reserves the right not to investigate any concern / grievance raised whilst the situation is being actively dealt with under another policy, this includes Conduct Management Policy (Ref 3), Improving Performance Policy (Ref 4) and / or Absence Management (sickness) Policy (Ref 5). The employee will have this decision in writing explaining why their concern / grievance are not going to be investigated.

If an employee feels their concern is in reference to a public disclosure, please review the Trust Freedom to Speak Up Policy (Ref 2).

The Trust' is committed to promoting and ensuring a working environment where individuals are treated with respect and courtesy. This policy is designed to support the resolution of concerns / grievances.

A grievance is a concern, problem or complaint that an employee can raise with their employer in regards to a variety of matters; this may relate to working conditions, allocation of work or a management decision. The following scenarios, however, are examples of where a grievance would **not** apply:

- The outcome of a Trust procedure which has its own appeal process.
- If the employee's complaint is in regard to allegations of harassment or bullying on behalf of a colleague(s) or manager, this must be escalated through the Bullying and Harassment (Ref 1) policy and where applicable Conduct Management Policy (Ref 3).

This policy is designed to provide employees with a reasonable and prompt opportunity to obtain redress of any concern / grievance.

It is recommended that concerns / grievances are resolved in an informal and amicable way thereby maintaining, and where necessary, restoring good relations within the Trust. All parties must co-operate constructively in resolving matters this can be conducted in the form of a facilitated discussion or mediation. If informal action fails to be effective, the formal procedure can be initiated.

1.1 Principles of Mediation

The Trust has adopted the principles of mediation from the Advisory, Conciliation and Arbitration Service (ACAS) (Ref 7).

Mediation is especially effective when used at the initial phase of any disagreement or issues, before conflict escalates in the workplace. An early intervention can prevent both sides from becoming entrenched, and the disagreement/issue turning into a full-blown conflict or grievance. If the disagreement is resolved early on, there is less chance of the working relationship breaking down irrecoverably.

Document Title: Grievance Resolution Policy

- **Informal** - Mediation is an informal intervention and provides an opportunity for a mediator to facilitate constructive discussion between employees that may be experiencing difficulties in their working relationship. The purpose of this discussion is to allow perspective to be shared and empower the participants to craft solutions to their conflict.
- **Voluntary** – There is no formal obligation on any party to participate in mediation. Mediation is, however, encouraged and may be suggested as a recommendation either during or following the completion of an investigatory process.
- **Impartial** - Mediators are not judges or arbitrators who make decisions or recommendations. Mediation allows the individuals' concerned to come up with their own solutions and agree a way forward.
- **Confidential** - Confidentiality is maintained unless there is a threat of harm to self or others or allegations of a criminal nature.

1.2 Glossary/Definitions

The following terms and acronyms are used within the document:

ACAS	The Advisory, Conciliation and Arbitration Service
CQC	Care Quality Commission
EIA	Equality Impact Assessment
EPF	Employee Partnership Forum
HR	Human Resources
Mediator	A mediator is a trusted, neutral person who facilitates a process designed to empower parties to recognise and find their own, satisfactory solutions to intractable conflict. This can be an employee from the Trust or an external nominated representative.
NHS	National Health Service

2 Main Document Requirements

2.1 Types of Concerns/Grievance

There are a variety of concerns, problems or complaints that employees may need to raise. An employee may at some time have problems or concerns with their work, working conditions or relationships with colleagues that they wish to raise with their manager.

The main categories of concerns / grievances that an individual may wish to raise for resolution, are as follows:

- Terms and conditions of employment.
- Health and safety.
- New working practices/organisational changes.
- Discrimination.
- Collective grievances

The Trust recognises that complaints about Bullying and Harassment in the workplace are sensitive issues. Therefore, reference must be made to the Bullying & Harassment Policy and Procedure (Ref 1) in the first instance.

Note: This document is electronically controlled. The master copy of the latest approved version is maintained by the owner department. If this document is downloaded from a website or printed, it becomes uncontrolled.

Document Title: Grievance Resolution Policy

2.1 Confidentiality

All information at any stage of this procedure, whether it is written or verbal information, must be treated as confidential information by all parties. Failure to do so may result in disciplinary action being taken.

Statements given as part of the grievance process will remain confidential unless and until the case is considered by a formal panel hearing. Should any party to the process request a copy of the statement this will not be disclosed unless explicit consent is given by the person who made the statement. The statement may also be subject to redaction, for example names of employees, personal details, at the request of the person who made the statement. Any queries regarding disclosure of information must be directed to the Information Governance team in the first instance.

If the outcome is to proceed to a formal hearing, formal meeting manager may request witnesses or the grievance investigating manager to attend a formal meeting to clarify any points. In these circumstances the employee and/or their representative will be invited to the meeting. Please refer to the Conduct Management policy (Ref 3) for further clarification.

Whilst confidentiality against an aggrieved party will be maintained as far as possible, there will be occasions where, in the line of questioning, there will be a need to disclose direct evidence and witness testimony.

2.2 Step 1 – Informal Grievance Resolution

Employees work in an environment where they either have responsibility for the care of patients and their safety, or work in roles to support colleagues to deliver this. Early intervention is therefore vital to ensure any workplace issues are addressed quickly and in a way that minimises the delivery of high quality patient care.

It is expected that an employee will seek to resolve his/her concern informally in the first instance and will only progress to a formal grievance if the issue cannot be resolved by informal means. Where this has been unsuccessful, or circumstances make this route inappropriate, the matter can be raised formally through the grievance procedure.

If the concern / grievance is against the employee's manager, it must be raised with that person's manager who will seek to resolve the matter informally in the first instance.

It is important that managers and teams deal with any concerns or issues early, so that issues are not left unresolved. The provision of coaching or facilitation by managers to employees/teams may prevent issues from requiring formal intervention or sometimes disciplinary action being taken.

Any agreed action from these discussions must take place in a timely manner. Agreed actions need to be reasonable and practicable to accommodate in line with the needs of the service or department. A facilitated discussion or informal mediation could be an outcome to resolve the concern.

It is the intention that the employees concerns / grievances are dealt with informally where possible. To achieve this managers must always be approachable, willing to find the time to listen and discuss employee concerns and where appropriate seek advice from Human Resources or their senior management team where necessary.

2.3 Facilitated Discussion

Facilitated discussion is where a facilitator will guide a group (two or more) through a discussion, keeping in mind the values of the group and what the group wants to achieve. The facilitator provides the framework for thinking about an issue, and enabling effective group participation. The facilitator

Note: This document is electronically controlled. The master copy of the latest approved version is maintained by the owner department. If this document is downloaded from a website or printed, it becomes uncontrolled.

Document Title: Grievance Resolution Policy

could be the line manager or somebody chosen by the line manager. If facilitation is not an option mediation can be arranged through the Academy.

2.4 Mediation

During mediation, an impartial mediator (i.e. someone with no stake in the issue) sits down with employees experiencing conflict and helps them to be able to come up with their own solutions. (This can be arranged through the Academy or the HR department). With the help of the mediator, each person gets to share his or her “point of view” in an uninterrupted manner / space. The mediator does not decide who is right or wrong; instead, the mediator helps people identify what is behind the conflict and allow them an opportunity to discuss options to solve it. If the participants are able to come up with their own solutions to the conflict, the mediator helps draft a written summary, a copy of which each participant receives. Parties to the mediation may agree that this report can be shared with their manager if this helps to support the individuals to move forward. If after informal mediation the issue is not resolved then a formal grievance can be raised.

2.5 Step 2 – Formal Grievance

A grievance can be raised in writing by either letter, email or by completing the grievance notification form (Appendix C) The Manager in receipt of the grievance must consider the informal action already taken. If insufficient or no consideration has been given to informal resolution of the grievance the matter will be referred back to section 2.3 of this policy.

If the Manager is satisfied that there is reasonable grounds that informal actions have not been successful Step 3 will be initiated.

2.6 Step 3 – Formal Grievance

Where the informal route has been unsuccessful, the employee who has raised the concern / grievance, will be invited in writing to attend a formal meeting by the appointed investigation manager to discuss their grievance, in order to clarify the concern(s)/grievance and the scope of the concern(s)/grievance .

It is possible that the concern may be managed on the day of the meeting by the appointed manager and if so, an adjournment to the meeting may be taken to consider any information that was not detailed on the notification form and the outcome given on the same day.

The employee can be accompanied at the meeting (see section 2.17) and if they choose to be, then a Human Resources (HR) representative may also be in attendance at this meeting. A note taker may also be present to take notes of the meeting. If HR are in attendance it is HR procedure to tape record the meeting. Permission will be asked and a copy can be made available on request.

2.7 Investigation

An investigation may be necessary if further information is required in order to ascertain what action may be required to aid resolution of the employee’s grievance.

The investigation process consists of the following steps, in order to establish a thorough understanding of the facts:

- In certain cases, the investigating manager may interview witnesses or relevant parties and analyse data including systems.

Document Title: Grievance Resolution Policy

- If the investigating manager requires an employee to attend an investigation meeting they will provide the employee with details of the grievance raised and ensure that they are aware of the reason for the meeting.
- During the meeting the employee will be given an opportunity to give their view point and/or version of events.
- Depending on the concern(s) raised, it may be recommended that following on from an investigation it may lead to an employee being invited to a formal meeting in relation to another policy i.e. conduct management.
- Any statement taken as part of the investigation will remain confidential unless a case under exceptional circumstances is proven or information is required for formal proceedings (an example of this could include but is not limited to conduct cases or legal proceedings).

2.8 Re-scheduled Formal Meeting

An employee can request to reschedule a formal meeting once, for up to seven calendar days from the original date of the meeting to allow more time for availability of their companion.

2.9 Grievance Outcome Meetings

All employees involved in the grievance (the employee who raised the grievance and the employee/s who the grievance was raised against) will be invited to an outcome meeting by the investigation manager to give them the feedback of the investigation. Employees can be accompanied (see section 2.17).

Following on from the meeting, an outcome letter will be provided with the written response of the hearing manager to each concern raised, having considered all the evidence provided. This will be issued within seven calendar days of the meeting.

An outcome letter will be sent to the employee/s with the outcome and findings of the investigation.

In accordance with the grievance policy and procedure, all employee grievances will be handled with fairness and transparency. Where it is determined that the grievance raised is vexatious or as an attempt to disrupt the disciplinary procedure, the matter will be treated seriously and may in itself constitute a disciplinary offence.

2.10 Right to Appeal

- The grievance raiser has the right to appeal against the formal outcome. Appeals must be made in writing to the HR representative who was assigned the case, no later than seven calendar days from the date of receipt of the letter confirming the outcome of the meeting.
- Any appeal must explain the grounds for doing so, which must be either that the employee felt the decision was unreasonable, the manager did not take account of all the evidence or failed to follow the correct process.
- An appropriate manager will be appointed to manage the appeal and the employee will be invited to attend an appeal meeting without unreasonable delay, usually within 14 calendar days. The appeal meeting is a formal meeting and employees have the right to be accompanied.
- The appeal manager may request the original manager to attend the appeal meeting as a witness to ensure rationale of the original decision is clear.
- The employee must be informed of the decision in writing and the decision of the appeal meeting will be final.

Note: This document is electronically controlled. The master copy of the latest approved version is maintained by the owner department. If this document is downloaded from a website or printed, it becomes uncontrolled.

Document Title: Grievance Resolution Policy

2.11 Collective Grievance

2.12 Step 1 - Collective Grievance - Informal

A collective grievance is one where a group of employees come together to raise a concern or issue that is common to them all. Employees wishing to pursue a collective grievance will need to nominate individuals (known as 'nominated representatives') to represent their interests throughout the process. These do not need to be the same individuals at each stage of the process and can be trade union representatives or work colleagues.

Number of employees with grievance	Maximum number of nominated representatives of the group*
2 to 5	2
6 to 12	3
13 to 20	4
21 and over	5

*This may need to be increased if the number of Trade Unions representing employees are more than the number of representatives allowed

As with an individual grievance, it is expected that employees will seek to resolve their concerns informally in the first instance and will only progress to a formal collective grievance if the issue cannot be resolved by informal means. Where this has been unsuccessful, or circumstances make this route inappropriate, the matter can be raised formally through the grievance procedure

Where the collective grievance cannot be resolved informally or where it is the preference of the majority of the group of employees, they may collectively request that the matter be addressed formally.

2.13 Step 2 - Collective Grievance – Formal

Where the informal route has been unsuccessful, the employees who have raised the concerns / grievances will be invited to attend a formal meeting to discuss their grievance in order to clarify the concern/s and the scope of the concern/s. This will be the same process as outlined in section 2.7 and 2.8.

The nominated representatives of the group must submit a written statement in support of their collective grievance at least three calendar days before the meeting, including copies of any witness statements.

If the manager(s) hearing the collective grievance reaches a point in the meeting where they are: (a) not sure how to deal with the collective grievance; (b) feel that further investigation is necessary; or, (c) they consider that the matter could be heard by a more appropriate panel, the meeting must be adjourned to get advice or to make further investigation.

An adjournment may be taken for the manager(s) to consider the facts and make a decision. The decision, together with reasoning and the right of appeal will be confirmed in writing to the nominated representatives of the group within seven calendar days of the meeting. This may be given verbally in the first instance, but will always be followed up in writing within seven days.

2.14 Collective Grievance - Right to Appeal

Where the majority of the original group of employees are not satisfied with the decision given at formal outcome they have a right of appeal.

Document Title: Grievance Resolution Policy

Once arrangements have been made to hear the appeal, the manager(s) will write to the nominated representatives of the group inviting them to an appeal meeting. This invite must inform them of the date, time, the name(s) of the manager(s) who will hear their appeal and advise them about the statutory right to be accompanied at grievance meetings.

The appeal decision, together with the reasoning, will be confirmed in writing to the nominated representatives of the employees.

The decision taken by the manager(s) hearing the Formal Collective Grievance Appeal is final. There is no further right of appeal.

2.15 Support

It is acknowledged that raising a concern / grievance or being involved in a grievance investigation may cause harm to an individual's mental health and wellbeing. All employees involved in a grievance will be offered an Occupational Health referral and opportunities to self-refer and attend employee support counselling sessions if appropriate. This is particularly important in cases of work relations and bullying and harassment concerns.

Occupational Health

The Occupational Health Service aims to promote and maintain the highest possible level of physical, mental and social wellbeing of all employees, with the emphasis being placed on the prevention of illness." The Occupational Health Service main centre is in Commonhead Offices at the Great Western Hospital. There is also a satellite clinic in Calne Family Health Centre.

Staff Support Service

Staff Support Service offers employees a range of preventative care measures, crisis intervention and personal support in a confidential, neutral, non-judgmental and safe environment to address issues that may be causing difficulty. Sessions are completely confidential and no feedback is given to the Trust or to Managers about any individuals using the service. Staff Support Service contact details are: Tel: 01793 815279 or email: gwh.staffsupport@nhs.net.

Depending on the circumstances of each individual case, a mentor may be appointed for the employee raising the grievance for further support if needed. The mentor will be separate from the employees working environment

2.16 Right to be accompanied

Employees can chose to be accompanied by a workplace colleague, a trade union representative or an official employed by a trade union and certified as being competent to accompany a worker. Employees are not legally entitled to bring a solicitor or legal representative to the meeting.

An employee can request to reschedule an informal or formal meeting once for up to seven calendar days from the original date of the meeting to allow more time for preparation and/or due to the availability of their companion.

Please note - if the employee is unwilling or unable to attend a rescheduled meeting, the appointed manager will use the available information to make their decision and confirm this in writing to the employee.

Document Title: Grievance Resolution Policy

4 Duties and Responsibilities of Individuals and Groups

4.1 Chief Executive

The Chief Executive is ultimately responsible for the implementation of this document.

4.2 Ward Managers, Matrons and Managers for Non Clinical Services

All Ward Managers, Matrons and Managers for Non Clinical Services must ensure that employees within their area are aware of this document; able to implement the document and that any superseded documents are destroyed.

4.3 Manager's

Manager's will:

- Be a role model of the Trust's STAR values at all times.
- Consider all fairness at work and related concerns fairly and consistently.
- Ensure an approachable and open culture is promoted.
- Have open and honest discussions with employees about fairness at work concerns as they arise, in order to reach a resolution as early as possible.
- Recognise that employees may find being managed under this policy stressful and ensure it is applied fairly with empathy, compassion and respect for individual circumstances.
- Ensure employees understand their rights and responsibilities under this policy.
- Ensure appropriate support is offered to employees when applying this policy.

4.4 Employees

Employees will:

- Take time to understand the purpose and content of this policy throughout their employment as needed.
- Be a role model of the Trust's STAR values at all times.
- Deliver patient care to a high standard raising any issues preventing this to the appropriate person in a timely manner.
- Represent the Trust appropriately and ensure that a professional approach is taken with patients and colleagues at all times.
- Proactively engage with any support identified through Occupational Health.
- Provide truthful information.

4.5 Human Resources

Human Resources will:

- Provide guidance and advice to employees at all levels within the Trust.
- Ensure this policy is applied in a fair and consistent manner.
- Review the effectiveness of the policy and procedures.
- Provide solution focused advice, taking into account relevant employment legislation.
- Where appropriate ensure meetings under this policy are conducted without unreasonable delay.

Note: This document is electronically controlled. The master copy of the latest approved version is maintained by the owner department. If this document is downloaded from a website or printed, it becomes uncontrolled.

Document Title: Grievance Resolution Policy

4.6 Occupational Health Service

Occupational Health Service will:

- Offer confidential and sensitive support through Occupational Health and Staff Support to employees where appropriate during or after a grievance.
- Advise employees and managers on any appropriate adjustments in the workplace to support conduct including rehabilitation, redeployment, retraining, changes to role or working pattern, in order to enable line management to make appropriate decisions.
- Offer all employees an appointment within seven to ten working days of receipt of a Manager Referral.
- Send the employee a copy of the Occupational Health report within 48 hours of them attending their appointment. With the employee's consent, the manager and HR will also receive the report within 48 hours of the appointment, unless the client has requested to see the report prior to release to the manager, which is their right under the Access to Medical Reports Act 1988 (Ref 9). This may mean a maximum five working day wait for the manager receiving the report.
- Provide quality reports in response to all questions submitted in management referrals.

4.7 Trade Unions

Trade Unions will:

- Provide support and guidance to subscribing Trust trade union members.
- Represent subscribing Trust trade union members.
- Work in partnership with the Trust to support an open and honest culture.
- Support the review of the effectiveness of the policy.

4.8 Document Author and Document Implementation Lead

The document Author and the document Implementation Lead are responsible for identifying the need for a change in this document as a result of becoming aware of changes in practice, changes to statutory requirements, revised professional or clinical standards and local/national directives, and resubmitting the document for approval and republication if changes are required.

4.9 Target Audience – As indicated on the Cover Page of this Document

The target audience has the responsibility to ensure their compliance with this document by:

- Ensuring any training required is attended and kept up to date.
- Ensuring any competencies required are maintained.
- Co-operating with the development and implementation of policies as part of their normal duties and responsibilities.
- Take all reasonable steps to attend meetings that they are invited to either informally or formally.

Document Title: Grievance Resolution Policy

5 Further Reading, Consultation and Glossary

5.1 References, Further Reading and Links to Other Policies

The following is a list of other policies, procedural documents or guidance documents (internal or external) which employees must refer to for further details:

Ref. No.	Document Title	Document Location
1	Bullying and Harassment Policy	Tdrive
2	Freedom to Speak Up Policy	Tdrive
3	Conduct Management Policy	Tdrive
4	Improving Performance Policy	Tdrive
5	Absence Management (sickness) Policy	Tdrive
6	The Equality Act (2010)	www.legislation.gov.uk
7	The Advisory, Conciliation and Arbitration Service	http://www.acas.org.uk
8	Mediation	http://www.acas.org.uk
9	Access to Medical Reports Act 1988	www.legislation.gov.uk

5.2 Consultation Process

The following is a list of consultees in formulating this document and the date that they approved the document:

Job Title / Department	Date Consultee Agreed Document Contents
Head of Service - Sterile Services	14.8.18
HR Business Partner – Planned Care	28.6.18
Staff Support	16.8.18
Occupational Health	16.8.18
SAU Ward Manager	14.8.18
Head of Learning & Development	14.8.18

6 Equality Impact Assessment

An Equality Impact Assessment (EIA) has been completed for this document and can be found at Appendix

Appendix A - STAGE 1: Initial Screening For Equality Impact Assessment

At this stage, the following questions need to be considered:			
1	What is the name of the policy, strategy or project? Grievance Resolution Policy		
2.	Briefly describe the aim of the policy, strategy, and project. What needs or duty is it designed to meet? This policy is designed to provide employees with a reasonable and prompt opportunity to obtain redress of any concern / grievance		
3.	Is there any evidence or reason to believe that the policy, strategy or project could have an adverse or negative impact on any of the nine protected characteristics (as per Appendix A)?		No
4.	Is there evidence or other reason to believe that anyone with one or more of the nine protected characteristics have different needs and experiences that this policy is likely to assist i.e. there might be a <i>relative</i> adverse effect on other groups?		No
5.	Has prior consultation taken place with organisations or groups of persons with one or more of the nine protected characteristics of which has indicated a pre-existing problem which this policy, strategy, service redesign or project is likely to address?		No

Signed by the manager undertaking the assessment	A.Kirk
Date completed	26.9.18
Job Title	HR Advisor

On completion of Stage 1 required if you have answered YES to one or more of questions 3, 4 and 5 above you need to complete a [STAGE 2 - Full Equality Impact Assessment](#)

Equality Impact Assessment

Are we Treating Everyone Equally?

Define the document. What is the document about? What outcomes are expected?

Consider if your document/proposal affects any persons (Patients, Employees, Carers, Visitors, Volunteers and Members) with protected characteristics? Back up your considerations by local or national data, service information, audits, complaints and compliments, Friends & Family Test results, Staff Survey, etc.

If an adverse impact is identified what can be done to change this? Are there any barriers? Focus on outcomes and improvements. Plan and create actions that will mitigate against any identified inequalities.

If the document upon assessment is identified as having a positive impact, how can this be shared to maximise the benefits universally?

Our Vision

Working together with our partners in health and social care, we will deliver accessible, personalised and integrated services for local people whether at home, in the community or in hospital empowering people to lead independent and healthier lives.



Trust Equality and Diversity Objectives

Better health outcomes for all	Improved patient access & experience	Empowered engaged & included staff	Inclusive leadership at all levels
--------------------------------	--------------------------------------	------------------------------------	------------------------------------

Note: This document is electronically controlled. The master copy of the latest approved version is maintained by the owner department. If this document is downloaded from a website or printed, it becomes uncontrolled.

Appendix C - Formal Grievance Notification Form

Formal Grievance Notification Form	
Name	
Job Title	
Work Base	
Line Manager's Name and Job Title	
Contact Information	Home Address: Home Number: Mobile Number: Preferred method of communication:
Type of Concern Please circle	<ul style="list-style-type: none"> • Terms and Condition of Employment • Health and Safety • Work Relations • Bullying and Harassment • New working practices/organisational changes • Discrimination • Other. Please define: <div style="border: 1px solid orange; height: 20px; width: 100%; margin-top: 5px;"></div>
Have you attempted to resolve your concern informally in the first instance in line with the Grievance Resolution Policy? Please state who with and why you feel it has not been resolved	Yes / No (Please circle or delete)
Please give full details of the reason or reasons for your concern with as much detail as possible including dates, names of witnesses, examples, etc.	

Note: This document is electronically controlled. The master copy of the latest approved version is maintained by the owner department. If this document is not the latest version, it is uncontrolled.

Document Title: Grievance Resolution Policy

<p>How can the impact of an investigation into this issue be minimised?</p> <p><i>N.B. Occupational Health and Staff Support Services are available for all employees to utilise.</i></p>	
<p>Please set out how you would like to see your complaint dealt with, and why and how you believe that this will resolve the issue.</p>	
<p>What is your preferred venue for a meeting to discuss your grievance?</p>	
<p>Please indicate your availability to meet and the name of your companion (work colleague or Trade Union Representative) if applicable.</p>	N.B. Include dates of any pending annual leave.
<p>Declaration: I confirm that the above statements are true to the best of my knowledge, information and belief. I understand that making any false, malicious or untrue allegations may result in disciplinary action being taken against me by GWH:</p>	<p>Signature _____</p> <p>Date _____</p>
<p>Date grievance received</p>	