



TRUST IN LEARNING (ACADEMIES) DIGNITY AT WORK POLICY AND PROCEDURE



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Date	Page	Change	Purpose of Change
January 2018			New Policy

1. INTRODUCTION

As part of its overall commitment to equality for a diverse workforce, the Trust will actively promote a working environment that supports the right of each individual to be treated with consideration, dignity and respect. Everyone is responsible for contributing to a working environment in which dignity of others is respected, where differences in others and their contributions are valued and everyone is treated with politeness, courtesy and respect.

The Trust recognises it has legal and ethical responsibilities to ensure that employees are not subject to inappropriate behaviour that will not only affect their performance but also their health and wellbeing. All employees have a responsibility to challenge bullying, harassment or unfair treatment of any kind that they witness and to bring it to the attention of relevant managers, Human Resources or trade union representatives ensuring that this type of behaviour will not be tolerated.

The Trust views bullying, harassment or unfair treatment, as wholly unacceptable behaviour. Those who are found to have bullied or harassed others in any way, may be subject to action under the Disciplinary Policy and may be dismissed from their employment with the Trust if gross misconduct is proven. Furthermore, acts or omissions which amount to bullying and/or harassment are potentially unlawful. All claims of harassment or bullying either at the place of work or during out of hours work activities will be dealt with fairly, seriously, in confidence and as expeditiously as is possible and reasonable in the circumstances.

Legitimate, justifiable and appropriately conducted monitoring of an employee's behaviour or work (for example target setting or regular performance reviews) does not constitute bullying or harassment.

Employees who maliciously accuse others of bullying or harassment ought to be aware that they themselves may be subject to action in accordance with the Trust's Disciplinary Policy. Such behaviour, if established, may constitute gross misconduct.

The Trust aims to:

- Promote dignity at work
- Prevent acts of discrimination, exclusion, unfair treatment or demeaning behaviour
- Provide formal and informal mechanisms for complaints to be addressed
- Communicate the support mechanisms available to staff.

2. SCOPE OF POLICY

This policy applies to all employees of Trust in Learning (Academies).

3. EQUALITY & DIVERSITY STATEMENT

It is the policy of Trust in Learning (Academies) to provide a Dignity at Work Policy that ensures appropriate and equitable responses to claims of harassment bullying or victimisation in an efficient and fair manner. This document takes into account current employment legislation and equality and diversity legislation:

- Equality Act 2010
- Rehabilitation of Offenders Act 1974
- Employment Rights Act 1996
- Human Rights Act 1998
- Part-time Workers Directive 1999
- Health & Safety at Work Act 1974
- Employment Act 2008
- EU Directives and Legislation

Managers have a particular responsibility to ensure their management practices do not discriminate in the provision of their service or in the employment of staff.

4. DEFINITIONS

Examples and definitions of what may be considered bullying and harassment are provided below for guidance. For practical purposes those making a complaint usually define what they mean by bullying or harassment – something has happened to them that is unwelcome, unwarranted and causes a detrimental effect.

Bullying

Bullying may be characterised as offensive, intimidating, malicious or insulting behaviour, an abuse or misuse of power through means intended to undermine, humiliate, denigrate or injure the recipient. Bullying need not be face-to-face, it may be written communications, e-mail and text or by telephone (this is not an exhaustive list)

Harassment

Harassment can be described as any unwanted behaviour or conduct (physical, verbal or non-verbal), which the employee finds intimidating, upsetting, embarrassing, humiliating or offensive. The key is that the actions or comments are viewed as demeaning and unacceptable to the recipient. It may be related to age, sex, sexual orientation, gender identity, marital status, race, disability, medical status, political, trade union or other opinion or belief, religion, nationality, colour, ethnic origin, language, domestic circumstances, social origin, birth or any other personal characteristic of the person.

Inappropriate Behaviour

The following list, which is not exhaustive, are examples of unacceptable behaviour, which will be taken seriously by the Academy:

- Criticising a colleague in front of others
- Spreading malicious rumours / making malicious allegations
- Withholding information deliberately
- Exclusion from professional or social work related activities
- Ridiculing or demeaning someone – picking on them or setting them up to fail
- Overbearing supervision or other misuse of power or position
- Unwelcome sexual advances ranging from touching, inappropriate language to serious assault

- Visual display of posters, graffiti, obscene gestures which an individual may consider obscene
- Setting impossible (or unreasonable) targets, giving a person an unreasonable workload, and/or constantly changing the work remit without telling the person (or without good reason), in order to undermine, intimidate or threaten them
- Shouting at or behaving aggressively towards staff
- Sending inappropriate 'text' messages or emails
- Overt intimidation or threats
- Making threats regarding employment or giving disciplinary warnings without listening to explanations or following procedure
- Cyberbullying - using mobile phones, instant messaging, e-mail, chat rooms or social networking sites such as Facebook and Twitter to harass, threaten or intimidate someone.

Different individuals may have a different view of what is and what is not acceptable. The key will be how the recipient of the behaviour or conduct (or lack of conduct, as the case may be) views the action rather than whether or not the act was malicious.

It is vital to distinguish between a manager who is firm but fair and a manager who bullies and harasses staff. A firm but fair manager:

- is consistent and fair, but isn't aggressive
- is determined to achieve the best results but is not unreasonable and inflexible
- insists on high standards of service and behaviour
- asks for people's views, listens and gives feedback, but doesn't assume they are
- always right
- tackles issues of sickness or performance with individuals consistently and in line
- with policy

Please note that one off disagreements / arguments / incidents with colleagues or managers do not generally constitute bullying or harassment. These types of incident should be dealt with internally within the department and where appropriate will be referred to the Grievance or Disciplinary Policy.

5. IMPACT OF BULLYING & HARASSMENT IN THE WORKPLACE

Bullying or harassment can have an extremely damaging effect on individuals, which undermines confidence and causes stress and other emotional problems, thus putting a strain on personal life. The effects on the organisation include:

- Poor morale and poor employee relations
- Poor performance
- High absence levels
- Increased staff turnover

If conflict remains unresolved, it can lead to an atmosphere of hostility and cause an increase in stress in the workplace. The key to dealing with bullying and harassment complaints is early identification and where possible informal intervention.

6. MANAGER RESPONSIBILITIES

- Ensure that employees are aware of the Dignity at Work Policy
- Create an environment and culture where everyone is treated with dignity and respect
- Set examples and standards of good behaviour
- Recognise destructive behaviour and take action where it occurs
- Promote a good communication culture
- Work to find solutions to support staff who feel they are being bullied, harassed or treated inappropriately.
- Deal with complaints fairly, thoroughly, quickly and sensitively, respecting the feelings of all concerned
- Maintain confidentiality in regard to these matters
- Seek Human Resources guidance when necessary

7. EMPLOYEE RESPONSIBILITIES

- Comply with the Dignity at Work Policy
- Show common courtesy, dignity and respect to colleagues
- Be aware of own behaviour and avoid behaviour that makes anyone feel uncomfortable, degraded, upset or victimised
- Be prepared to change behaviour if it is brought to the employee's attention that they are perceived in a negative way by others
- Co-operate with informal and formal procedures within the policy
- Report any untoward behaviour witnessed to a manager / Human Resources

Employees who are subject to bullying or harassment should specifically:

- If appropriate, try to resolve the issue first by using the informal procedure before commencing with formal action
- Make notes or keep a diary note of the date, time and what actually happened
- Note what was inappropriate in their opinion and how the incident made them feel
- Note any action they took, including whether they reported it to a manager;
- Include the names of any witnesses or people present at the time of an incident;
- Keep documentary evidence such as e-mails, memos, and any correspondence relating to the incidents – these may be used as supporting evidence if a formal complaint becomes necessary;
- Seek medical advice if the issue has made them feel unwell;
- Seek advice from Human Resources, their manager (or another manager) and/or a trade union representative;

8. HUMAN RESOURCES RESPONSIBILITIES

- To assist managers with the fair and consistent application of the policy
- To provide advice to employees and managers concerning individual issues
- To provide training for managers on the application of the policy
- Co-ordinate any remedial action necessary as a result of a complaint
- Monitor complaints of bullying and harassment.

9. MONITORING THE USE OF EMAIL AND INTERNET/OTHER TELECOMMUNICATIONS USE

In order to detect unacceptable behaviour, as well as to protect against liability for the wrongdoings of employees, it may be necessary for the Trust to monitor the use of electronic communication systems/other telecommunications to establish whether there is reason to believe that such behaviour has taken place.

It is strictly prohibited to send or forward emails containing fraudulent, harassing, embarrassing, sexually explicit, profane, obscene, intimidating, defamatory, or otherwise unlawful or inappropriate information that would be offensive to colleagues or recipients which have been displayed or stored on the Trust or schools computing systems. This also applies to other forms of electronic communication such as bulletin boards, newsgroups, chat groups and social networks where the Trust or Schools could be brought into disrepute.

Users who encounter or receive emails with this content should report it.



PROCEDURE

1. General Principles

At any stage of the procedure, those involved in attempting a resolution or in investigating a complaint must act in accordance with good practice and certain principles:

A. Natural Justice

Any person against whom a complaint has been made has the right to know the nature and sufficient details of the complaint in order to respond. It is important that no decision is taken until the complaint has been investigated and the person against who the complaint has been made has had the opportunity to respond.

B. Representation

Both the complainant and the person against whom the complaint has been made may be accompanied to meetings and supported by a trade union representative or a work colleague.

C. Confidentiality

In order to safeguard individuals, confidentiality must be very strictly respected and information limited to those who have a need to know (and only to the extent necessary) for the purposes of the operation of these procedures and for maintenance of good order in the Trust. The Trust reserves the right to seek advice from or involve appropriate external authorities if it believes that it is under an obligation to do so. Any breach of confidentiality may result in disciplinary action being instigated.

D. Support

During and following the conclusion of a report and investigation it is important that support is given by the School to both parties and, if appropriate, other staff in the workplace to try and resume a working relationship and to encourage a dignity at work ethos.

E. Timescales

A complainant should make a complaint in a timely fashion (normally immediately after the incident or at the latest within three months of the most recent incident or occurrence of the behaviour). If there is good reason, this timeframe could be extended for example where a complainant does not feel able to make a complaint without initial support or counselling. Once a complaint is made it must be investigated promptly. While it is important that an investigation is thorough, a long-drawn out investigation is not in the interest of either party. However, there may be cases in which the investigation of a complaint is unavoidably delayed. In these circumstances every effort will be made to keep all parties informed of progress.

F. Conflict of interest

A conflict of interest can be defined as a set of circumstances that creates a risk that professional judgement or actions regarding one interest will be unduly influenced by another interest. Within the Trust a formal investigation will not normally be undertaken or an appeal heard by someone in the same department as the individual/s concerned. Concerns over conflicts of interest will be decided on a case-by-case basis.

G. Records

A note will be taken at meetings and will be sent to those present. Notes will not be verbatim but should nevertheless be accurate. The staff member interviewed will have an opportunity to comment on his/her notes. The School and all those involved in this process must observe the data protection principles. The Human Resources Department should be consulted about filing and retention of all notes and documents.

H. Malicious or vexatious complaints

A complaint may be considered to be malicious or vexatious if it is made in bad faith, if deliberately false allegations are made as a form of bullying against a colleague or manager, or where there are a series of frivolous and clearly unfounded allegations.

I. Overlapping procedures

If a complaint falls across more than one Trust procedure, the Trust will deal with the matter as flexibly, fairly and proportionately as possible. It may be appropriate for there to be either parallel or sequential investigations to avoid duplication or conflicting decisions. The complainant should be informed of the outcome of any discussion. In the event that it is not possible to reach a decision by discussion, the matter should be referred to the Director of Human Resources, whose decision will be final.

2. Initial Action

2.1 In the first instance, unacceptable behaviour should be dealt with informally, where appropriate, as this is often the most effective method for resolving issues raised under the Dignity at Work Policy. The Trust has support measures in place to help facilitate this. If informal action has been unsuccessful or if the alleged behaviour is deemed by the Head teacher, in consultation with the relevant HR Manager/Adviser, to be sufficiently serious, it may warrant an immediate formal investigation.

2.2 The Head Teacher should make every effort to protect the rights of both parties and make it clear that at this stage the complaint has not been substantiated and no decision has been taken as to culpability.

2.3 Where (because of particular circumstances) it would be inappropriate for the Head Teacher to take part in the process, the matter should be referred to the Director of Human Resources who will ask other appropriate senior persons within the Trust, to initiate action.

2.4 Members of staff who feel that they have been or are being subjected to unacceptable behaviour, or are accused of unacceptable behaviour, are advised to seek advice and support.

2.5 Staff can obtain advice from their Manager, local Business Manager, or the HR Manager/Adviser assigned to their School, who may be able to support them in finding an informal resolution.

2.6 If requested, the HR Business Manager/Adviser will be able to meet and discuss the matter confidentially with the complainant and/or the person against whom the complaint has been made, explain the Trust procedures and agree the best approach to try and resolve the problem so that a constructive way of working in the future can be agreed. They may also be able to provide further support to resolve the matter informally (for instance facilitating a meeting between the parties).

2.7 The HR Business Manager/Adviser may advise, for example, that the individuals discuss the matter with a member of SLT, if both parties agree.

2.8 Employees may also wish to discuss the matter confidentially with a colleague. Additionally, a member of staff may wish to seek support from a trade union representative.

3. Informal Direct Approach

3.1 A member of staff who feels that s/he is being subjected to inappropriate or unacceptable behaviour, for example bullying or harassment, should if possible approach the other party informally, in a constructive manner, at the earliest opportunity, explain that they perceive their behaviour to be unacceptable and that they would like them to alter this. The approach may be made in person or in writing. The staff member should give specific examples of the unwanted behaviour, and explain why this has made them feel uncomfortable. In many cases this may resolve the issue without any further action being taken and it may be possible to agree a constructive way of working in the future.

3.2 The complainant may seek support in formulating what s/he wants to say, either in writing or verbally to the other person, from their line manager, Business manager or their HR Business Manager/Adviser.

4. Informal Approach with Support

4.1 The complainant may be unable or reluctant to approach the other party on their own. If so, the complainant may obtain advice or ask for support from a colleague, their Manager, Business Manager or Human Resource Manager attached to the School, to ask for help in achieving an informal resolution of the problem.

4.2 The Manager (or other individual from whom help has been requested) may meet separately with the complainant and the person about whom the complaint has been made to discuss the situation. The Manager will establish the circumstances, the impact that the complainant considers the situation has had on him/her, any steps already taken to address it, and the response of the person about whom the complaint has been made. The complainant is encouraged to keep a record of any examples of the unacceptable behaviour that can support their complaint during the course of these discussions.

4.3 The Manager will then seek to agree a course of action with the complainant. Wherever possible, resolution will be sought through informal means. This will usually involve a meeting between the complainant and the person about whom the complaint has been made, which may be facilitated by the complainant's Manager and, if appropriate, the HR Manager/Adviser. The spirit of such a meeting should not be one of accusation, but of attempting to raise awareness, increase understanding of and demonstrate why distress may have occurred as well as exploring how such incidents might be avoided in the future. If a successful resolution is achieved, the HR Manager/Adviser assigned to the school may keep a confidential record and inform the Head teacher if s/he considers this appropriate. The complainant and person complained about will be advised of such an eventuality.

4.4 Where mediation is considered to be appropriate and where both parties agree to participate, the Manager, HR Manager/Adviser or the parties themselves may seek support for this via the Trusts Director of Human Resources

5 Formal Procedures

5.1 If the situation is not resolved by the informal process or the matter is particularly serious, the complainant may decide to make a formal complaint to his/her Head Teacher

5.2 The Head Teacher is accountable for the management of the School and references will be made to this role throughout the procedure. However, the Head Teacher may delegate responsibility for appropriate action to a Senior Member of Leadership (who may or may not be a member of the school concerned). Where (because of particular circumstances) it would be inappropriate for the Head teacher to take part in the process, the matter should be referred to the Director of Human Resources who will ask another appropriate senior person, to initiate action.

5.3 The Head Teacher will generally instigate a formal investigation. However, if they consider at this stage that an informal resolution may still be feasible and appropriate, s/he will discuss this option with the complainant. There may be circumstances in which a complainant is not willing, or able, to make a formal complaint but where the Head Teacher considers that the implications for the complainant or others actually or potentially affected are so serious as to warrant an investigation being taken forward. In this case the Head Teacher, having taken advice from the Director of Human Resources, may initiate a formal investigation, or informally look into the matter, and make a decision on further action on the basis of such evidence as is available.

5.4 The formal procedure incorporates a number of possible routes and outcomes. This is necessary in order to balance the rights and needs of both parties. The intention is to facilitate a non-confrontational approach to resolution, while ensuring that there is a clear formal route should it be necessary. The procedure is set out below

6 Formal Written Complaint

6.1 A formal complaint should be in writing in a timely fashion (normally immediately after the incident or at the latest within three months of the most recent incident or occurrence of the behaviour). If there is good reason, this timeframe could be extended for example where a complainant does not feel able to make a complaint without initial support or counselling. Complaints should contain enough detail to allow an investigation to be initiated. The written complaint should include the following information:

- Details of any informal resolution that has been attempted;
- Any evidence supporting the allegations made, e.g. emails;
- Names of any employees who may be approached to provide evidence of the alleged unacceptable behaviour

The Complaints Form at Appendix 1 should be used.

6.2 The complaint should be addressed to the complainant's Head Teacher, or, if that is not possible, the Director of Human Resources.

6.3 The complainant may seek the support of, a trade union representative or a colleague in preparing the formal complaint. On receiving the formal complaint, the Head Teacher may arrange a meeting with the complainant to clarify the grounds of the complaint and how the complainant thinks it should be solved, and explain what will happen next. If, following the meeting, it is considered appropriate; an investigation will be initiated by appointing an independent investigator.

6.4 The Head Teacher will also meet with the person against whom the complaint has been made and will provide him/her with a copy of the complaint. The Head Teacher will explain that an investigation into the allegations will

be carried out, which will include an interview with the person against whom the complaint has been made and any relevant witnesses, and consideration of any evidence that may be presented.

6.5 The person against whom the complaint has been made may also seek the support of a, trade union representative or colleague.

6.6 There may be circumstances in which an aggrieved party is not willing, or able, to make a formal complaint but the head Teacher considers that the implications for the aggrieved person or others actually or potentially affected are serious. This may include cases where other parties, but not the aggrieved party, have made a complaint. In this case, the head Teacher will consult the Director of Human Resources, and may initiate an investigation and make a decision on further action on the basis of such evidence as is available.

7. Right to be accompanied to Meetings

7.1 Both the complainant and the person against whom the complaint has been made may be accompanied to any meeting by a companion, who should be either a trade union representative or a work colleague. The companion will be required to maintain appropriate confidentiality.

7.2 The companion will be allowed to address the meeting, to put and sum up the member of staff's case, respond on behalf of the member of staff to any views expressed at the meeting and confer with the member of staff during the meeting. The companion does not, however, have the right to answer questions on the member of staff's behalf, address the hearing if the member of staff does not wish it or prevent the employer from explaining their case.

8. Investigation

8.1 The investigation should not be carried out by the person who will assess and decide the outcome.

8.2 Guidance on investigations is available from the school's HR Manager/Adviser.

8.3 The investigator will normally be appointed within 5 working days of receipt of the complaint and will be supported by an HR Business Manager/Adviser. Arrangements for the investigation will normally commence within three working days of the appointment of the investigator and the investigation should be concluded as soon as is reasonably practicable. It is recommended that up to 5 working days' notice is given to attend an investigation meeting. The HR Business Manager/Adviser will agree with the parties at the beginning of the process the appropriate method and timing of regular updates during the case.

9 Investigatory Process

9.1 The investigator will meet with the complainant in order to confirm the details of the complaint. The investigator will also, where reasonably practicable, request witness statements from and/or interview any relevant witnesses nominated by the complainant if they feel it is appropriate.

9.2 The investigator will meet the person against whom the complaint has been made to hear his/her response to the complaint.

9.3 The investigator will also, where reasonably practicable, request witness statements from and/or interview any relevant individuals nominated by the person against whom the complaint has been made.

9.4 The investigator will normally be supported at the investigatory meetings by the HR Manager/Adviser and a note taker at each meeting.

9.5 Any person interviewed during the investigation will be sent a copy of the note of the meeting and asked if they agree it is a factually accurate note of their interview. Any factual comments must be received by the investigator within five working days of the interviewee receiving the meeting notes. Where there is disagreement as to the contents of the note, both versions will be sent to the Head Teacher.

9.6 The two parties to the complaint will receive copies of all relevant documents which may include interview notes, written statements or other evidence. At the conclusion of the investigation, the investigator will write a report for the Head Teacher, detailing the facts as established and saying whether, in their opinion, there is a case to answer. It will then be the responsibility of the Head Teacher, with the support of Human Resources, to decide what action to take.

9.7 In carrying out the investigation, the investigator will need to ensure that the rights of both parties to fair treatment are observed. The principles of natural justice require that any person against whom the complaint has been made has the right to know the nature and details of the complaint, and to respond to the complaint. In some exceptional circumstances, however, names/identities may be kept confidential and not disclosed to a party. If any party or a witness has any concerns about details or identity being disclosed, s/he should notify the investigator (giving full reasons, and evidence where possible, for his/her concerns) and the investigator will discuss the matter with the Human Resources Department.

9.8 The time scale of the investigation may vary according to the particular complaint but should always be completed as quickly as practicable.

10. Action by the Head Teacher

10.1 Once the Head Teacher has reviewed the report, s/he will invite the complainant and the person about whom the complaint has been made to individual meetings if appropriate.

10.2 The Head Teacher will send both the complainant and the person about whom the complaint has been made, a copy of the report and any other relevant documents in advance of the meetings.

10.3 During their separate meetings the complainant and the person about whom the complaint has been made will have the opportunity to discuss the report with the Head Teacher

10.4 Following the meetings and having carefully considered the investigation report, the accompanying paperwork and any comments on the report provided by the complainant and the person complained about, the Head Teacher will decide what action s/he may take to resolve the issue.

10.5 The Head Teacher will give both parties written confirmation of the outcome of the process as soon as is reasonably possible.

11. Action where there is no case to answer

11.1 In the light of the findings of the investigation, the complainant's Head Teacher will decide what action is appropriate.

11.2 If the investigator's report concludes that there is no case to answer and the Head Teacher supports this view, the case will be closed; although steps may need to be taken to restore reasonable working relationships between the parties (this may include referral to Mediation if the parties agree or a facilitated meeting). Advice can be obtained from the relevant HR Business Manager/Adviser.

11.3 If the Head Teacher concludes that there is no case to answer, and no further action is taken, no documentation regarding the complaint will be put on the personnel file of either the complainant or the person about whom the complaint has been made.

11.4 If the complainant does not accept the outcome, they may appeal under the Trusts Appeal Procedure

11.5 If the Head Teacher has grounds to believe, or on considering the investigator's report, finds that the complaint was malicious or vexatious, s/he may instigate disciplinary action against the complainant, in consultation with the Human Resources Department. No disciplinary action will be taken against a complainant where a complaint is mistaken or otherwise ill-founded but not malicious or vexatious.

12. Action where there is a case to answer

12.1 If the Head Teacher decides to uphold the complaint, s/he may, as appropriate:

- Instigate a disciplinary hearing under the relevant procedure against the person against whom the complaint has been made (or request that that person's Head Teacher do so), in consultation with the Human Resources Department. Ordinarily the investigation report drafted under this procedure will be used by a Disciplinary Panel.
- Initiate steps to attempt a resolution of the issues, including consideration of a referral to Mediation, if both parties agree. If a successful resolution is achieved the case will be closed, but the situation will be monitored by the Head Teacher or their deputy for an appropriate period.
- Alternative Management Actions could also include, redeployment

12.2 Should action be taken against a party as a result of an investigation, the Head Teacher, while respecting confidentiality, will inform the other party of the fact that appropriate action has been taken.

12.3 Where an individual other than the Head Teacher has considered and made a decision regarding a Dignity at Work complaint, the Head of Institution will be informed of the outcome.

13. Action throughout the Case

In all cases the Head Teacher, in consultation with the HR Department and, will ensure the staff member(s) are kept up to date with progress and provided with any further information that has been agreed by both parties to be shared.

14. Appeal Process

Any Appeal will be heard under the Trust's Appeal Policy

APPENDIX 1
STRICTLY PRIVATE AND CONFIDENTIAL
DIGNITY AT WORK COMPLAINT FORM

Please complete this form if you wish to submit a complaint of bullying or harassment. You should ensure that you have tried to resolve the matter informally before entering the formal stages of the process.

Name:.....

Job Title:.....Department

Contact Details:.....

Details of Whom Complaint Made About:

Name:.....

Job Title:.....Department

Details of Complaint:

Include all relevant details, including dates, details of witnesses or documentary evidence and the outcome of any informal meetings. (Please continue on separate sheet if necessary)

Please state below the desired outcome/resolution you would like to achieve.

Have you contacted your Trade Union Representative? Y / N

Would you consider mediation to resolve the issue? Y / N

Signed (Employee)Date:

Received by: Date:

Please send form to the appropriate manager indicated in Section 4 of the procedure. If in doubt send to the Director of Human Resources (Trust House, Teyfant Road, Bristol BS13 0RG)