

INDIVIDUAL GRIEVANCE PROCEDURE

1. Introduction.

It is the organisation's aim to ensure that its employees are given the opportunity to raise and have resolved grievances relating to their employment. It is anticipated that most routine issues and complaints will be settled quickly through constructive informal discussions with management. However, a formal procedure is necessary to meet those circumstances which cannot promptly be resolved through informal discussion.

2. Aim.

The aim of this procedure is to provide staff who have a problem or concern about their work with a mechanism for raising and having those concerns dealt with fairly and without undue delay.

3. Scope.

Issues which may give rise to a grievance include:

- . Pay, terms and conditions of employment
- . health and safety
- . new working practices
- . working environment
- . organisational change
- . equal opportunities (to include discrimination issues) This list is not exhaustive.

(Separate procedures exist for dealing with grievances on particular issues e.g. bullying and harassment, code of discipline, Whistleblowing policy etc and for handling collective disputes).

4. Guiding Principles.

The following principles will underpin the procedure:

- . Employees will be treated with fairness and equity.
- . The procedure will be easily understood and clearly define the roles and responsibilities within it.
- . All appropriate employees will be trained in the operation of the procedure.
- . Issues should be settled as near to the point of origin as possible.
- . Issues should be dealt with promptly.
- . Clearly defined stages and timescales will be adhered to.
- . The procedure will be legally compliant.
- . The procedure and process will be transparent.
- . All grievances must be submitted in writing.
- . All grievances will be thoroughly and fairly investigated/considered.
- . Outcomes of grievance hearings will be given in writing.
- . The record of the grievance and the investigation will remain confidential.
- . The procedure will be open to all employees.
- . Employees will have the right to be represented at hearings by a trade union representative/official or employee of their choice.

5. Informal Discussions (not part of the Formal Procedure).

Any employee who has a grievance concerning their employment should, where practicable, discuss the issue informally in the first instance with their designated supervisor. Both parties should make genuine attempts to find a mutually acceptable solution to the problem during these informal discussions to avoid the need to invoke the formal procedure.

However, if the matter cannot be satisfactorily resolved at this stage, the following procedure will apply.

Admin Note: Should an employee intend to proceed to the formal process, they are encouraged to seek guidance/advice from their representative or Trade Union who will assist with the completion of the relevant pro-forma.

6. Formal Procedure.

Stage 1:

The employee should raise the matter in writing with their designated supervisor where practicable. A meeting to discuss the matter should be set up within 3 working days. The employee should be advised of the right to representation at the meeting. The employee should be advised of the outcome of the meeting within 3 working days of the meeting taking place. Where more than one meeting is required these should take place over a period covering no more than 10 working days and the outcome notified within 3 working days of the final meeting.

* HR Manager should be sent a copy of the grievance for information and monitoring purposes.

Stage 2:

If the matter is not resolved to the satisfaction of the employee, the employee should request, in writing, (within 7 working days of receipt of decision) a meeting with the nominated officer who will convene a meeting within 10 working days of the request.

Having carried out any investigation deemed necessary, a decision will be given within 3 working days of the meeting taking place. Where more than one meeting is required these should take place over a period covering no more than 10 working days and the outcome notified within 3 working days of the final meeting.

* HR Officers will attend the Stage 2 meeting(s) in an advisory capacity.

Stage 3:

If the matter is not resolved to the satisfaction of the employee, the employee should request in writing (within 10 working days of receipt of the decision) to the HR Manager that a Stage 3 meeting be convened.

This stage of the process will be heard by a panel of 2 Senior Managers. A meeting of this Panel will normally be convened within 15 working days of receipt of the request being received by the HR Manager. The Panel will be advised by an HR Officer.

The Panel will act on behalf of the Company and will have the power to consider and reach decisions on grievances raised by any individual employee.

The Panel will notify the employee of the outcome of the grievance in writing within 3 working days of the meeting taking place.

The decision of this Panel will be final.

Directors or equivalent:

A two stage procedure will apply:

Grievances raised by Directors, or equivalent, will be heard at Stage 1 by the Director of Finance and at Stage 2 by the Chief Executive

Chief Executive:

All grievances raised by the Chief Executive will be considered by specially convened sub Committee of the Board of Glasgow Life.

7. Status Quo.

In the event of any difference arising which cannot immediately be resolved, whatever practice, agreement or working conditions existed prior to the difference shall continue to operate pending a settlement or until the procedure has been exhausted.

Both parties accept the Status Quo clause imposes obligations on both Management and the Trade Unions to take no precipitative action whilst the issue is still under consideration and the procedure has not been exhausted.

8. Timescales.

It is in the best interests of all that grievances are dealt with as promptly as possible. The timescales set within this procedure should be strictly adhered to unless exceptional circumstances prevail when the parties should mutually agree to vary the timescale.

Adherence to the timescales will be part of the monitoring process detailed at paragraph 12.

9. Keeping Records.

Written records will be kept and shared during the grievance process. These will include:

- . the nature of the grievance raised;
- . a copy of the written grievance;
- . the response given;
- . action taken and reasons for it;
- . whether the grievance progressed through the procedure.

Pro Forma to be used when submitting a grievance attached at Appendix 1

10. Where a Grievance is raised during a Disciplinary case.

In the course of the disciplinary process, an employee may raise a grievance that is related to the case. If this happens, management should consider suspending the disciplinary procedure for a short period while the grievance is dealt with. Depending on the nature of the grievance, consideration should be given to bringing in another manager to deal with the disciplinary process.

11. Modified Procedure for Ex-Employees.

Wherever possible a grievance should be raised before an employee leaves employment. However, where an employee has already left employment and the grievance procedure has not been commenced or completed the following modified procedure will apply if both parties agree in writing that it should be used.

Step 1:

Statement of Grievance

The employee should set out in writing:

- i) the grievance; and
- ii) the basis for it

The employee should send the statement to the Chief Executive (copied to HR Manager) as soon as possible after leaving employment.

Step 2:

Response

The Chief Executive or nominated officer will set out their response in writing and respond to the employee with a copy to the HR Manager.

12. Monitoring.

Data on grievances and timescales within which they were dealt with will be collected and collated on a quarterly basis and a report submitted to the Chief Executive and the JCF for consideration and comment.

13. Review.

This procedure will be the subject of a joint review a period of 12 months from date of implementation to assess the fairness and effectiveness of operation.

The term 'working days' used within this procedure covers the period Monday to Friday.