

1 Introduction

This procedure describes how employees should raise concerns and how managers should respond, so they are dealt with in a fair and consistent manner (a separate procedure exists for teachers). In exceptional circumstances this procedure may be adapted. There are separate guides for managers, employees and investigating officers.

The policy outlines the following Guiding Principles for the Grievance Procedure:

- Inappropriate behaviour is never a joke or harmless fun. What matters is how it feels to the individual.
- All employees are required to treat each other with dignity and respect.
- Managers have a duty to ensure that all employees are treated with dignity and respect.
- All parties should seek to resolve grievances as soon as possible, within agreed timescales to ensure the process is smooth and efficient.
- Resolution sought by employees must be reasonable, achievable and within the powers of the manager to grant.
- All grievances will be treated seriously and investigated thoroughly. However there will be a balance between the need to preserve confidentiality and the need for informed discussion.
- All investigations will be carried out with sensitivity, discretion and confidentiality.
- Employees have the right to be represented by a single companion who is either a fellow worker or trade union official. In exceptional circumstances employees may in addition take along a family member/partner, solely in the capacity of providing emotional support.
- All grievances involving other employees will be investigated fairly and may result in disciplinary proceedings.
- Employees should raise concerns early on before invoking the next stage of this procedure.

2 The application of the procedure

Concerns which should be addressed through the Grievance Procedure

1. General work concerns - these can often be addressed within short time-scales and examples include:
 - Unfair allocation of work.
 - Unfair allocation of overtime.
 - Unfair allocation of holidays.
 - Inappropriate application of Council employment policy and/or procedures.
2. Complex or sensitive concerns - these may involve other employees and are likely to require detailed investigation by a Service representative. Examples include:
 - Bullying or harassment at work.
 - Unlawful discrimination, harassment or inequality in treatment on the basis of the protected characteristics of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, and sexual orientation.
 - Victimisation.

If an anonymous claim is received, efforts should be made to investigate and establish whether it is evidence of a genuine grievance. The objective should be to tackle any issues discovered, restore effective working and clear the air, if required. This may include making all relevant parties aware that a claim has been received, investigated, resolved or found unsubstantiated.

Concerns which should not be addressed through the Grievance Procedure

- Constructive or fair criticism by a manager of an employee's performance or behaviour at work. Where an employee's performance is causing concern it should be addressed through the Improving Performance Policy.
- "Whistle-blowing" under the Public Interest Disclosure Act 1998, should be raised using the Employee Code of Conduct.
- Grievances brought against the implementation of a collective agreement agreed at JNCF.
- Grievances brought against the implementation of a national agreement agreed at the Scottish Joint Council (SJC).
- Grievances in relation to powers which are outwith the authority of the Council to grant.
- Grievances in relation to statutory rights or tax concerns.

Councillors are not employees therefore concerns brought against them should be discussed with the Head of Service in the first instance. The Head of Service will meet the employee, normally within 5 working days of the employee notifying them of their concern. The Head of Service will be advised by the Chief Legal Officer and/or Head of Human Resources. They should advise the employee of their options, agree a way forward and document the discussion. Such concerns pursued within Fife Council will be handled within the spirit of the Grievance Policy and with reference to the Councillors' Code of Conduct.

3 Stages of the Grievance Procedure

STAGE ONE

Key Points

- The employee must state the resolution they would like to see as a result of Stage One.
- The majority of work grievances should be able to be addressed through Stage One.
- Mediation or any other support options can be discussed with HR.

Process

The line manager will arrange an early hearing to meet either with the person the employee feels is harassing them or with the person the employee believes has treated them unfairly. This should always be the first step towards resolution. This can be verbally or in writing. A Stage One Form is available if the employee would rather use it but this is optional. Instead the employee could write/send an email. The manager should ensure that both parties are given a copy of the Grievance Employee Guide.

A note of the hearing should be taken by and sent out by the manager, this does not need to be 'verbatim' but should capture the key points of the discussion. It is important that all parties are advised of the outcome and timescales.

Where an investigation is to be undertaken a letter should be sent to both parties, stating the intention to reconvene the hearing once the investigation report has been submitted.

If the employee is satisfied with the outcome of the early hearing, a written outcome and any action plan or statements should be communicated to all parties by the manager.

Representation

At the hearing, both parties have the right to representation by a Trade Union Representative or a work colleague.

Resolutions

The Stage One Form asks the employee to state what resolution they seek. A resolution should be reasonable and within the remit of the Council to grant. While at times the outcome may differ to that hoped for by the employee, the outcome should always be based on balanced consideration of the facts relating to the concern.

Outcomes can include:

- Taking no action.
- Taking action to try and cease the unacceptable behaviour.
- Obtaining an apology from the individual/s subject to the grievance being raised - this is not an outcome that can be required from an individual

employee - although it can be recommended to the employee.

- Training and development for certain employees.
- Counselling for one or both parties.
- Preparing a plan of action for change, with review periods.
- Referring the matter for consideration under the disciplinary procedure.
- Moving an employee or employees to another workplace, post or Service.

This list is not definitive and the remedy decided on by the manager will suit the particular circumstances of the grievance.

Timescales

- The manager should arrange a hearing with the employee (and any other relevant people) normally within 10 working days of receiving the grievance.
- The manager should confirm to all parties, in writing, the outcome of the hearing, along with any other relevant documentation, normally within 10 working days.
- The written outcome and action plan should be reviewed normally within 3 months of the date of the hearing.
- If the employee decides to move on to Stage Two, the Stage Two Form should be submitted to a more senior manager normally within 10 working days of the date of the Stage One hearing.

Moving Forward

If the employee is not satisfied with the outcome, they may progress to Stage Two of the Grievance Procedure by completing the Stage Two Form. To do this at least one of the following criteria must be met and be relevant:

- Information provided by the employee was not taken into consideration **or**
- The findings of the hearing were not consistent or supported by the information provided.

The information should be outlined in the Stage Two Form, stating the resolution they would like to see.

The Stage Two Form should be submitted to a more senior manager who will then pass it to another manager at the same or more senior level for review (this manager will normally be outwith the Section/Service involved in the grievance). A decision will be made by the more senior manager within 5 working days. If this manager decides that Stage Two should proceed, the Form will be handed back to the manager hearing Stage Two.

When a Stage Two Form is received the Stage One manager should notify the other party involved that the person raising the grievance has elected to progress through the procedure.

Further Information

- DI07 Grievance Policy

- D187 Grievance Employee Guide
- D188 Grievance Manager Guide
- D189 Grievance Flowchart
- D177 Grievance Letters Pack
- D176 Grievance Forms
- D185 Grievance Investigating Officers Guide
- OH02 Employee Counselling Policy
- OH12 Employee Counselling Procedure

STAGE TWO

Key Points

- Certain criteria must be met before the Stage Two hearing can be held
- The employee must state the resolution they would like to see as a result of Stage Two
- Stage Two is an opportunity for a more senior manager to review the facts relating to the grievance
- A hearing will be held to help the manager reach a balanced judgement

Process

If the employee feels that their grievance has not been adequately addressed through Stage One and wishes the matter to be further reviewed, they must complete the Stage Two Form. It must be submitted to a more senior manager who will then pass it to another manager at the same or more senior level for review. This manager will normally be outwith the Section/Service involved in the grievance. If this manager decides that Stage Two should proceed, the Form will be handed back to the more senior manager.

The manager dealing with Stage Two should arrange a hearing with both parties and any other relevant people. The manager should ensure that both parties have already been given a copy of the Grievance Employee Guide.

A note of the meeting should be taken by and sent out by the manager, this does not need to be 'verbatim' but should capture the key points of the discussion. In exceptional circumstances, separate hearings can be held. The notes of any separate hearings should be communicated by the manager to the other party who was not in attendance.

The manager should review the facts of the grievance that have been highlighted, seek to understand them and make sure all relevant information has been gathered. A balanced judgement should then be made based on the facts. At the hearing the manager may:

- confirm agreement with the initial decision (taken after the Stage One hearing).
- discuss the facts of the grievance highlighted in more detail e.g. to clarify issues, request further information.
- make a request for information which results in the manager's decision to commission an independent investigation, or confirm the need for an independent investigation to be undertaken - this could be done at any stage.

The manager should confirm to all parties, in writing, the outcome of the Stage Two hearing, along with any other relevant documentation such as witness statements. The letter should be clear - detailing any decisions, rationale and follow-up actions.

It is important that all parties are advised of the outcome and timescales. Where an investigation is to be undertaken a letter should be sent to both parties, stating the intention to reconvene the hearing once the investigation report has been submitted.

Representation

At the Stage Two hearing employees have the right to representation by a Trade Union Representative or a work colleague.

Resolutions

The Stage Two Form asks the employee to state what resolution they seek. A resolution should be reasonable and within the remit of the Council to grant. While at times the outcome may differ to that hoped for by the employee, the outcome should always be based on balanced consideration of the facts relating to the grievance. Outcomes can include:

- Taking no action.
- Taking action to try and cease the unacceptable behaviour.
- Obtaining an apology from the individual/s subject to the concern being raised - this is not an outcome that can be required from an individual employee - although it can be recommended to the employee.
- Training and development for certain employees.
- Counselling for one or both parties.
- Preparing a plan of action for change, with review periods.
- Referring the matter for consideration under the disciplinary procedure.
- Moving an employee or employees to another workplace, post or Service.

This list is not definitive and the remedy decided on by the manager will suit the particular circumstances of the grievance.

Timescales

- The Stage Two Form must be submitted to a more senior manager normally within 10 working days of receiving the letter that confirmed the outcome of the early meetings/discussions.
- When a Stage Two Form is received the manager should notify the other party involved normally within 10 working days of the receipt of the Form.
- The manager should arrange a hearing with the employee (and any other relevant people) normally within 10 working days of receiving the completed Stage Two Form and any relevant documentation.
- The manager should confirm the written outcome to all parties normally within 10 working days.
- The written outcome and any action plan should be reviewed normally within 3 months of the date of the hearing.

Moving Forward

If the employee is not satisfied with the outcome, they may progress on to Stage Three of the Grievance Procedure by completing the Stage Three Form. To do this at least one of the following criteria must be met and be relevant:

- Information provided by the employee was not taken into consideration **or**
- The findings of the hearing were not consistent or supported by the information provided.

The information should be outlined in the Stage Three Form, stating the resolution they would like to see.

The Stage Three Form should be submitted to a more senior manager who will then pass it to another manager at the same or more senior level for review (this manager will normally be outwith the Section/Service involved in the grievance). A decision will be made by the more senior manager within 5 working days. If this manager decides that Stage Three should proceed, the Form will be handed back to the senior manager.

When a Stage Three Form is received the Stage Two manager should notify the other party involved, that the person raising the grievance has elected to progress through the procedure.

Further Information

- D107 Grievance Policy
- D187 Grievance Employee Guide
- D188 Grievance Manager Guide
- D189 Grievance Flowchart
- D177 Grievance Letters Pack
- D176 Grievance Forms
- D185 Grievance Investigating Officers Guide
- OH02 Employee Counselling Policy
- OH12 Employee Counselling Procedure

STAGE THREE

Key Points

- Certain criteria must be met before the Stage Three hearing can be held
- The employee must state the resolution they would like to see as a result of Stage Three
- Stage Three is an opportunity for a more senior manager to review the facts relating to the concern
- A hearing will be held to help the manager reach a balanced judgement

Process

If an employee believes that their grievance has not been adequately addressed in Stage Two, the matter can be further reviewed in Stage Three. The Stage Three Form must be submitted to a more senior manager who will then pass it to another manager at the same or more senior level for review. This manager will normally be outwith the Section/Service involved in the grievance. If this manager decides that Stage Three should proceed, the Form will be handed back to the more senior manager.

HR will be involved in all Stage Three grievances and will attend all Stage Three hearings.

A note of the meeting should be taken and sent out by the manager, this does not need to be 'verbatim' but should capture the key points of the discussion.

The manager should notify the employee who the grievance has been raised against, of the move to Stage Three and organise a hearing with both parties. The manager should ensure that both parties have already been given a copy of the Grievance Employee Guide.

The manager should review the facts of the grievance highlighted, seek to understand them and make sure all relevant information has been gathered. A balanced judgement should then be made based on the facts. At the hearing the manager may:

- confirm the previous decision (taken at Stage Two).
- discuss the facts of the grievance highlighted and the investigation report in more detail e.g. to clarify issues, request further information.

The manager should confirm to all parties, in writing, the outcome of the hearing along with any other relevant documentation such as witness statements. The letter should be as clear as possible - detailing any decisions, rationale and follow-up actions.

In exceptional circumstances, separate hearings can be held. The notes of any separate hearings should be communicated by the manager to the other party who is not in attendance.

Representation

At the Stage Three hearing employees have the right to representation by a Trade Union Representative or a work colleague.

Resolutions

A resolution should be reasonable and within the remit of the Council to grant. While at times the outcome may differ to that hoped for by the employee, the outcome should always be based on balanced consideration of the facts relating to the grievance. Outcomes can include:

- Taking no action.
- Taking action to try and cease the unacceptable behaviour.
- Obtaining an apology from the individual/s subject to the grievance being raised - this is not an outcome that can be required from an individual employee - although it can be recommended to the employee.
- Training and development for certain employees.
- Counselling for one or both parties.
- Preparing a plan of action for change, with review periods.
- Referring the matter for consideration under the disciplinary procedure.
- Moving an employee or employees to another workplace, post or Service.

This list is not definitive and the remedy decided on by the manager will suit the particular circumstances of the grievance.

Timescales

- The Stage Three Form must be submitted to a more senior manager normally within 10 working days of receiving the letter that confirmed the outcome of Stage Two.
- When a Stage Three Form is received the manager should notify the other party involved normally within 10 working days of the receipt of the form.
- Where there is a review of the decision to move onto Stage Three, the 10 day timescale does not normally start until the outcome of the review is known.
- The manager should arrange a hearing with the employees (and any other relevant people) normally within 10 working days of receiving the completed Stage Three Form.
- The manager should normally confirm the written outcome to all parties within 10 working days.
- The written outcome and any action plan should be reviewed normally within 3 months of the date of the hearing.

Moving Forward

If an employee who has had their grievance heard at Stage Two and Stage Three remains of the view that it has still not been adequately addressed, they may request a review of their concerns by the Appeals Sub-Committee.

To do this, at least one of the following criteria must be met, be evidenced and be relevant:

- Information provided by the employee was not taken into consideration **or**
- The findings of the hearing were not consistent or supported by the

information provided.

If the employee believes one or both of these criteria have been met then they should make a written request for a review by the Appeals Sub-Committee.

The request must be sent to the Executive Director, Finance and Corporate Services, specifying the grounds for appeal. The employee who the grievance has been raised against must be informed of the request and kept up to date with any developments and outcomes.

Further Information

- D107 Grievance Policy
- D187 Grievance Employee Guide
- D188 Grievance Manager Guide
- D189 Grievance Flowchart
- D177 Grievance Letters Pack
- D176 Grievance Forms
- D185 Grievance Investigating Officers Guide
- OH02 Employee Counselling Policy
- OH12 Employee Counselling Procedure

4 Sub Committee Appeal

Key Points

- Certain criteria must be met before the appeal hearing can be held.
- The decision of the Appeals Sub-Committee is final and binding on all parties.
- Councillors will hear the evidence from both parties in order to make a balanced judgement.

Process

A request must have been sent to the Executive Director, Finance and Corporate Services, specifying the grounds for appeal. The employee who the grievance has been raised against must also be informed of the request and kept up to date with any developments and outcomes.

A panel of Councillors will hear the appeal. At the appeal any earlier decisions will be reviewed.

The decision of the Councillors is final and is the end of the Grievance Procedure.

Timescales

- The request must be sent to the Executive Director, Finance and Corporate Services, within 10 working days of the outcome of Stage Three being communicated by the manager.
- The hearing will normally take place within 4 weeks of the request being submitted.
- The written outcome should be confirmed to all parties normally within 10 working days of the appeal.

Representation

At the Appeal hearing employees have the right to representation by a Trade Union Representative or a work colleague.

Further Information

- DI07 Grievance Policy
- DI87 Grievance Employee Guide
- DI88 Grievance Managers Guide
- DI89 Grievance Flowchart
- DI77 Grievance Letters Pack
- DI76 Grievance Forms
- DI85 Grievance Investigating Officers Guide
- OH02 Employee Counselling Policy
- OH12 Employee Counselling Procedure
- DI04 Appeals Policy and Procedure

5 General

a. Timescales

It is essential that employee issues are dealt with as soon as practicable as this minimises uncertainty for all concerned. If an investigation is needed, ensure that the Investigating Officer is available and has the capacity to complete the investigation within reasonable timescales.

Although the Procedure provides typical timescales, these should normally be regarded as **maximum** timescales in the majority of cases unless a substantial amount of investigation is required. Time limits can be extended if mutually agreed by discussion (manager and employee) to allow an appropriate investigation of a complex grievance. All parties should get an initial response within the time limit and all parties should be made aware of any delays and the reason for the delays. The process can be difficult for all concerned so communication is vital.

If the employee does not submit their form for the next stage within the agreed time limit of 10 working days, the issue will be deemed to be resolved or, withdrawn. A working day means Monday - Friday excluding public holidays.

b. Written Outcome

A note of the outcome of the hearing should be taken at all stages of the procedure, even at the first hearing. This is to allow a written outcome of the hearing to be shared amongst relevant parties and details to be recorded within letters. Notes do not need to be 'verbatim' but should capture the key points of the discussion.

Where matters have progressed to Stage Two or Stage Three of the process, the manager should ensure that a written outcome of the hearing is sent to all parties present.

A written record of the grievance to date, including independent reports and the reasons for past decisions at Stage Two, or Stage Three review, are required by Fife Council for the purposes of fulfilling its statutory duties to monitor and publish data under the Equality Act 2010.

Managers should refer to CC55 Contents of Personnel Files for guidance on which documents to retain on file as well as the appropriate length of time.

c. Sickness

Where the employee is well enough, the investigation should continue even though the employee may not be able to attend work, particularly if concluding a grievance will help bring about their return. This relates to both the employee who has raised a grievance and the employee who has had the grievance raised against them, as well as any key witnesses. Each grievance will be different so managers should contact HR for guidance.

d. Support for Employees

In addition to appropriate management support, the Council's employee counselling service provides a useful service to those involved in any aspect of the process. It gives the opportunity to talk through the grievance with someone who is not involved.

This service can be accessed through a management referral. If you think this would be useful, discuss with your line manager. Refer to the Employee Counselling Policy and Guidelines for details.

Consideration needs to be given to employees who have a disability e.g. visual or hearing impairment; or for whom English is not their first language. Managers should find out if special arrangements are needed for investigations, hearings, or variations to the normal companion or representative.

Under the Equality Act 2010 employers are required to make reasonable adjustments which may include assisting employees to put together a written grievance if they are unable to do so themselves because of a disability.

Similar consideration should be given to ensuring that the needs of young people, under the age of 18, who are likely to be involved in a formal process for the first time, are addressed.

e. Witnesses

Witnesses may be suggested by either the employee raising the grievance or the person the grievance was raised against.

Where a witness may have information important for the investigation, they will be contacted and asked to provide an honest and objective account of the events. Information provided will be recorded in a summarised format and referred to as their 'statement'. The witness will be asked to sign a copy of their statement to confirm that it is a true reflection of what was said and return it within five working days.

Witnesses should be made aware that their statement, or at least elements of their statement, may be referred to during the investigation and any subsequent formal hearings. Statements will be made available to both the employee raising the grievance and the person the grievance was raised against. Where a key witness is sick, the investigation should continue even if the witness may not be able to attend work, particularly if concluding a grievance will help bring out the return of an employee.

f. Investigation

Normally, a request for an independent investigation will arise during Stage Two of the Grievance Procedure where the manager feels that the grievance(s) raised by the employee merit a wider investigation. However, an investigation may be requested at any stage of the Grievance Procedure. The need for such an investigation varies but is normally for reasons of complexity, scale or sensitivity.

Even if the grievance is regarding employees from more than one Service, the expectation is that, as employees of Fife Council, all employees will comply with requests to participate to help solve the concern as soon as possible.

g. Support During Investigation

During an investigation an employee has the right to be represented by a fellow worker or Trade Union official not involved in the grievance. This role is solely to provide advice and support as a companion.

h. Grievances Arising During Disciplinary Proceedings

Sometimes an employee may raise a grievance about the behaviour of a manager during the course of a disciplinary case, or about a fellow employee who has made an accusation of misconduct. Where this happens the employee should inform the Nominated Officer for the disciplinary process. An exception may be where the grievance is about the Nominated Officer.

For more specific advice please contact HR.

i. Representation

The person representing the employee may be the employee's union representative or someone else allowed by the policy such as a fellow employee.

Under the Employment Relations Act 1999, the representative can address the hearing to put the employee's case, sum up that case, and respond on the employee's behalf to any view expressed at the hearing. The representative may confer with the employee during the hearing. The representative will be able to address the hearing both at the beginning and end of the hearing.

The representative may not answer questions on the employee's behalf. He or she may not address the hearing if the employee does not wish them to do so. The representative may not prevent a manager from explaining his or her thoughts or prevent any other person making his or her contribution.

It is appropriate to reschedule a hearing once in order to allow the chosen representative to attend. This should not be allowed to delay the action unreasonably.

The representative should not be somebody who is directly involved in the grievance leading to the hearing.

In exceptional circumstances employees may in addition take along a family member/partner, solely in the capacity of providing emotional support.

j. Protection from Victimisation

Employees should be able to raise grievances without fear of victimisation. The Council will seek to ensure that prompt action is taken against those who victimise an employee because they raised such a concern.

k. Casual Workers / Supply Staff

Due to the short term nature of casual and supply work, under the Grievance Policy managers do not have access to all policies and procedures to handle a grievance raised by them.

This Grievance Procedure does not apply to casual and supply workers, although they remain entitled to receive fair treatment and not to be subjected to harassment, bullying or victimisation. Should such grievances arise in relation to employment concerns about casual and supply work, there is a modified procedure (attached as Appendix 1).

There will be circumstances where an employee of Fife Council who has a temporary or permanent post also undertakes casual work. Where such an

employee has a grievance related to their casual work the modified procedure will be followed.

I. Disciplinary Action

There may be occasions when a grievance investigated under the Grievance Policy is recommended for consideration under the Council's Disciplinary Policy. Examples include:

- Evidence of a serious offence best addressed under the Disciplinary Policy.
- The employee's grievance is groundless and was made maliciously.
- Employees involved have breached their duty to maintain confidentiality.
- An employee has victimised others involved in investigations.

Where recommendations have been made to progress to the Discipline Policy, it will lie with the line manager, normally in discussion with HR, to decide the most appropriate way forward. The grievance should be considered under the Disciplinary Policy at whatever part of the procedure it becomes evident that there is evidence of bullying.

m. Discrimination Grievances

As described in the Equality of Opportunity Policy, employees who have a grievance involving discrimination or harassment can contact Human Resources for further advice.

n. Grievances raised by more than one Employee

Where there are several employees involved in raising the same or similar grievances, as a policy principle attendance at meeting/hearings will normally be restricted to no more than three members of the group.

o. Incidents relating to the same grievance

Where a grievance has been raised and either:

- not progressed within the time limits by the employee
- withdrawn, or
- not resolved to the satisfaction of the employee even at the completion of the process,

then the employee cannot start the process again in relation to the same grievance(s).

The purpose of the 3 month review is to check everything is on track and prevent failure of the action plan. If everything is not on track then a further review period should be set.

Should a similar concern occur after more than 12 months it will normally be handled as a new grievance.

p. Councillors

Councillors should not be involved in any stage of the procedure apart from the Appeals Sub-Committee

6 Further information

- DI07 Grievance Policy
- DI87 Grievance Employee Guide
- DI88 Grievance Manager Guide
- DI89 Grievance Flowchart
- DI85 Investigating Officers How To Guide
- DI76 Grievance Forms
- DI77 Grievance Letters Pack
- OH02 Employee Counselling Policy
- OH12 Employee Counselling Procedure
- CC01 Employee Code of Conduct
- OD12 How We Work Matters Framework

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Appendix 1



Modified Grievance

P r o c e d u r e

Scope

The Modified Grievance Procedure should be used to address grievances raised by casual or supply workers. These are workers who are used on an ad hoc basis, where there is no mutuality of obligation between the Council and the worker. There is therefore no requirement for the Council to offer employment to these workers or for them to accept an offer of employment.

There may be occasions where an employee, who has a temporary or permanent post with the Council, also undertakes casual or supply work. Where such an employee wants to raise a concern related to their casual/supply work, the Modified Procedure should be followed.

Procedure

Step 1

The casual worker raises a grievance with their manager either verbally or in writing.

Step 2

Where appropriate the manager considers the grievance, taking into account any documentation or information provided by the casual worker.

Step 3

The manager convenes a hearing with the casual worker and, where appropriate, the person the grievance is against.

Step 4

The manager hears the views of all those concerned and reaches a conclusion on the merits of the grievance.

Step 5

The manager, where possible, advises those in attendance of the outcome.

Step 6

The manager confirms the outcome of the hearing in writing to all parties concerned.

Step 7

If the casual worker feels that their grievance has not been adequately addressed, they can request an appeal of the outcome (to a more senior manager).

Key Points

- Both parties have the right to be represented at the hearing by a colleague or a trade union representative
- A written outcome of the hearing should be taken and issued to the concerned parties
- It would be advisable to follow the timescales given throughout the Grievance Procedure

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