



# G4S SECURE SOLUTIONS (TANZANIA) LIMITED



## Disciplinary and Grievance Policy and Procedures

---

Version number	2.0	Document type	Policy
Version date	20/02/2013	Document ID number	02DGPP/2013
Version expiry		Document classification	<b>INTERNAL USE ONLY</b>
Version status	Live document	Uncontrolled if printed or downloaded	
Approved by	Managing Director		



**Preface and document control**

This document is intended to provide information in respect of G4S policy, procedure, standards or guidance and will be periodically updated to reflect any changes due to business requirements or infrastructure. Neither all nor part of this document shall be reproduced or released for commercial purposes by a recipient without the express consent of the stated G4S document owner. This document **MUST** be reviewed and approved by the designated G4S approver(s) to ensure technical accuracy and business validity.

**Document owner and approver(s)**

<b>Owner</b>	Head of Human Resource
<b>Approver(s)</b>	Managing Director

**Version control**

Version	Version date	Document history
1.0	20/12/2015	1 <sup>st</sup> Formatted live document

**Internal distribution list**

Heads of Departments	
Human Resources Managers	
Human Resources Officers	
All employees	

**External distribution**

The document owner must approve any request for a copy of this document to be released to an external party. Consideration must be given to the content and classification of this document before authorisation is granted. The owner of this document must state the distribution format(s), copying permissions and procedures for document return or disposal.

<b>Version number</b>	2.0	<b>Document type</b>	Policy
<b>Version date</b>	20/02/2013	<b>Document ID number</b>	02DGPP/2013
<b>Version expiry</b>		<b>Document classification</b>	<b>INTERNAL USE ONLY</b>
<b>Version status</b>	Live document	<b>Uncontrolled if printed or downloaded</b>	
<b>Approved by</b>	Managing Director		



## INTRODUCTION

This Policy defines G4S's standards on discipline and grievances at work. Where possible managers and employees should seek to resolve such matters informally, however all G4S companies must have a documented policy for managing disciplinary and grievance processes where informal routes are unsuccessful or inappropriate.

The success of the company depends on the quality of the service delivered to customers, and that depends on the people employed in the Company. To ensure that we maintain high standards:

All employees are required to sign the confirmation of their understanding and compliance with the Code of Conduct

Managers need to be proactive in managing the capability and conduct of their employees

## PURPOSE

The policy is designed to ensure that good practice exists in all of our businesses in handling disciplinary and grievance issues, in accordance with local employment laws. They are necessary to ensure that issues are dealt with fairly and reasonably and to help foster a good employee relations climate.

## IMPORTANCE OF DISCIPLINARY AND GRIEVANCE PROCEDURES

### Disciplinary Procedures

- Employees know what is expected of them in terms of standards of performance or conduct and the likely consequences of continued failure to meet these standards

To identify obstacles to individuals achieving the required standards

- In conjunction with the Code of Conduct, to set the standards of capability and conduct required of all employees. Create an opportunity to agree to suitable goals and timescales for improvement in an individual's performance or conduct

To set out the steps to be taken in the event that these standards are not met

To provide a fair and consistent approach in dealing with such breaches, and ensures that disciplinary action is consistent with previous disciplinary actions in similar circumstances

To ensure that disciplinary action is appropriate to the nature of the offence

To provide employees with right to be heard, be accompanied at any formal disciplinary meeting, and have the right to appeal against a disciplinary decision

- To try to resolve matters of conduct or capability without recourse to legal mechanisms

#### Note

**Capability** refers to an employee's ability to carry out their assigned role in terms of knowledge and skills

**Conduct** refers to an employee's attitude and behaviour in terms of what is appropriate for the company employee

Version number	2.0	Document type	Policy
Version date	20/02/2013	Document ID number	02DGPP/2013
Version expiry		Document classification	<b>INTERNAL USE ONLY</b>
Version status	Live document	Uncontrolled if printed or downloaded	
Approved by	Managing Director		



### **Grievance Procedures**

- To provide individuals with a course of action should they have a complaint which they are unable to resolve through regular communication with their line manager
- Provide a framework for ensuring that all such complaints are treated fairly and in a consistent way
- Provide an opportunity for the employee to have their voice heard, and for the issue to be addressed promptly. This does not necessarily mean that the grievance will be settled in favour of the employee
- Ensure that any decisions regarding complaints are communicated clearly
- To try to resolve matters without recourse to legal mechanisms and reduce the risk of industrial unrest

## **DISCIPLINARY PROCEDURES**

### **1. FORMS OF DISCIPLINARY ACTION:**

Depending on the circumstances and seriousness of the offence in question, disciplinary action may take one or more of the following forms:

- Verbal reprimand or counselling;
- Written warning;
- Final warning;
- Demotion;
- Surcharge Procedure
- Dismissal.

### **2. CODE OF CONDUCT**

The following offences may lead to disciplinary action in the form of summary dismissal, suspension, demotion, written or final written warning. The list is as on Appendix 1.

### **3. DISCIPLINARY PROCEDURES:**

#### **Step 1 - Counselling**

An employee may be counselled where his work performance or conduct is considered to be unacceptable or if he/she fails to meet his/her terms and conditions of employment and the Company considers that further steps are unsuitable at this stage.

Counselling can always take place in an effort to persuade an employee to improve or positively adjust his/her behaviour.

<b>Version number</b>	2.0	<b>Document type</b>	Policy
<b>Version date</b>	20/02/2013	<b>Document ID number</b>	02DGPP/2013
<b>Version expiry</b>		<b>Document classification</b>	<b>INTERNAL USE ONLY</b>
<b>Version status</b>	Live document	<b>Uncontrolled if printed or downloaded</b>	
<b>Approved by</b>	Managing Director		



A counselling interview, which consists of the discussion of the problems that are experienced, should always take place in private between any person in a higher supervisory position and the employee.

The main points of the discussion should be recorded and placed on the employee's personal file for further reference.

A copy of such recording must be provided to the employee.

### **Verbal Warning**

A verbal warning will be given in circumstances where counselling is inappropriate or where counselling has taken place, but the employee's behaviour is still unsatisfactory.

The explanation and the verbal warning will be given in private on a personal basis.

The employee will also be counselled on the standard that is expected so that he/she can improve his/her behaviour.

Every verbal warning will be recorded and the original be given to the employee whilst a copy (upon which he/she has signed) must be placed on the employee's personal file.

A verbal warning will automatically expire after three (3) months, provided no further disciplinary action is taken within this period or an extended period has been recorded on the warning.

Further misconduct within the said three months will result in more serious action being taken.

### **Step 2 – Written Warning:**

The immediate supervisor of the employee concerned is responsible for the issuing of the first and second written warnings in liaison with the Human Resources Department.

The employee should receive a notification to attend a disciplinary meeting with time and date clearly stipulated. Also the line manager /Supervisor may proceed to issue a warning letter if the employee was extended with a show cause letter and an unsatisfactory written defence was received.

A written notification shall be given when attempts at correction (i.e. counselling) have failed, or where the offence committed is inadequate due to the fact that the offence is of a more serious nature.

The warning should be given in the presence of the HR officer, co-employee or a shop steward as the representative of the employee concerned.

The employee receiving the warning should sign the warning as acknowledgement of receipt only, but if he refuses to do so the procedure set-out must be followed.

A written warning will be automatically expire after six (6) months, provided no other disciplinary action is taken within the period.

If an employee does not agree with the warning, he/she may make use of the appeal proceeding set out in this code.

---

<b>Version number</b>	2.0	<b>Document type</b>	Policy
<b>Version date</b>	20/02/2013	<b>Document ID number</b>	02DGPP/2013
<b>Version expiry</b>		<b>Document classification</b>	<b>INTERNAL USE ONLY</b>
<b>Version status</b>	Live document	<b>Uncontrolled if printed or downloaded</b>	
<b>Approved by</b>	Managing Director		



---

**Step 3 - Final Written Warning**

A final written warning will be given in circumstances where a verbal and/or written warning is considered to be inappropriate or where a written warning has been issued, but the employee's behaviour is still unsatisfactory.

A final written warning will not be issued without an investigation has been done on all the facts.

A final written warning must only be given after completion of a formal hearing/enquiry.

A final written warning shall be issued if two previous written warnings have failed to achieve the desired improvement in behaviour or performance or if the breach of discipline is sufficiently serious to warrant a final written warning (despite no previous warnings)

If an employee has a final written warning on his file, then any future warning will automatically result in a disciplinary hearing being convened to consider the continuation of that employee's services.

- Note that it is not compulsory to issue two warning letters prior to a final warning letter. A second warning letter prior to warning is usually contemplated only where a partial/temporary but improvement was observed after the first warning but the overall performance/ conduct trend is still dissatisfactory. The gravity of offence in some circumstance may lead direct final warning letter/ dismissal without prejudice to hearing processes.

**Suspensions:**

Pending the disciplinary hearing, an employee may be suspended, with a full pay, while the investigation processes are underway. In such course of action an employee will be served with a written notice explaining;

- The length of the suspension, including start and end dates ( if applicable)
- A description of the specific problem or offense
- Terms of suspension

**Step 4: Dismissal/Demotion with mutual consent**

Any offence committed within six (6) months of a final written warning or such extended period as has been recorded on such warning and/or any other offence that, due to its serious nature, may be dealt with as a dismissible offence.

In this regard it is imperative that a thorough disciplinary hearing/enquiry be held in accordance with the disciplinary code and procedures.

The employee may be suspended on full pay during the investigation of the offence until a finding is issued.

The employee should only be suspended where there are good and reasonable reasons justifying such suspension and it is imperative that the employee be notified that he/she may not visit his/her site of work or company premises during this period, unless it is to see the Human Resources

---

<b>Version number</b>	2.0	<b>Document type</b>	Policy
<b>Version date</b>	20/02/2013	<b>Document ID number</b>	02DGPP/2013
<b>Version expiry</b>		<b>Document classification</b>	<b>INTERNAL USE ONLY</b>
<b>Version status</b>	Live document	<b>Uncontrolled if printed or downloaded</b>	
<b>Approved by</b>	Managing Director		



Department for an official reason or as part of suspension terms (e.g. reporting to office after every 2 days).

Examples of such suspensions are (among others) the following:

- Breach of trust;
- Insubordination; and
- Where such suspension is in the interests of the employee and/or the company.

A dismissible will not be authorized without a disciplinary hearing/enquiry, unless circumstances exist in which the company cannot be reasonably expected to hold such disciplinary hearing.

**Other Dismissal Protocols**

No employee may be dismissed from the Company without the holding of a disciplinary hearing.

The person chairing the hearing should be an objective person who has not been involved in any way in the incident under investigation.

The Company may invite a suitable impartial person from within to conduct the hearing.

At least 48 hours prior to hearing, the employee shall be handed a written notice of hearing detailing the time, date, place of the hearing, the allegations and the rights of the employee.

The employee should be encouraged to bring a written statement to the allegations.

During the hearing, the employee will be presented with the evidence against him, all of which he may scrutinize and cross-examine himself or through his representative.

Where the services of an interpreter are required, such services shall be made available.

Minutes of the proceedings shall be kept, either by way of tape-recording or by way of comprehensive notes.

Termination of services of an employee following a disciplinary hearing shall be notified to the employee in writing.

Types of Formal Disciplinary Action and Disciplinary Authority

Type		Notes	Disciplinary Authority
	Oral Warning	Immediate Manager/Supervisor explains improvements needed and consequence of non-improvement	Line Manager/Supervisor /Head (No DC required)
	<b>1<sup>st</sup> and 2<sup>nd</sup> Written Warning</b>	If required improvement not made, final written warning will be issued by Immediate Manager/Supervisor	Line Manager/Supervisor /Head ( DC may be required given the circumstances)

<b>Version number</b>	2.0	<b>Document type</b>	Policy
<b>Version date</b>	20/02/2013	<b>Document ID number</b>	02DGPP/2013
<b>Version expiry</b>		<b>Document classification</b>	<b>INTERNAL USE ONLY</b>
<b>Version status</b>	Live document	<b>Uncontrolled if printed or downloaded</b>	
<b>Approved by</b>	Managing Director		



**DISCIPLINARY AND GRIEVANCE  
POLICY AND PROCEDURES  
G4S SECURE SOLUTION (TZ) LTD**

	<b>Suspension</b>	An employee is temporary expelled from work as a punishment or for a purpose of facilitating investigation process	Head of Department / whoever acting on the position, Managing Director / whoever acting on the position, Branch/ Regional Manager or whoever acting on the position (DC at Branch, Regional or Department level required)
	<b>Final Written Warning</b>	If required improvement not made, will lead to dismissal	
	<b>Final Comprehensive Warning Letter</b>	If employee convicted with further offence of <i>any</i> nature, could lead to dismissal.	
	<b>Dismissal</b>	The employment relationship is terminated. Legal action may follow if the dismissal was a result of gross negligence or wilful misconduct.	Managing Director /whoever acting on the position- for all Executive positions and their direct reports  Head of Human Resource or whoever acting on the position - For all positions below the direct reports to Executives ( below middle managers)  Branch/ Regional Manager or whoever acting on the position – For all subordinates within the area of jurisdiction.  (DC at Branch, Regional, Department or MT level is required)
	<b>Demotion</b>	This penalty may be most appropriate in situations whereby the <i>capability</i> for a particular role is the issue being addressed, i.e. where the Company recognizes that the employee is doing reasonable effort but does not possess the required skills for the post	Managing Director /whoever acting on the position  (DC at Branch, Regional, Department or MT level is required)
	<b>Legal Action</b>	Legal action is appropriate when an employee's actions contravene local law	Managing Director /whoever acting on the position (DC at Branch, Regional, Department or MT level is required)

<b>Version number</b>	2.0	<b>Document type</b>	Policy
<b>Version date</b>	20/02/2013	<b>Document ID number</b>	02DGPP/2013
<b>Version expiry</b>		<b>Document classification</b>	<b>INTERNAL USE ONLY</b>
<b>Version status</b>	Live document	<b>Uncontrolled if printed or downloaded</b>	
<b>Approved by</b>	Managing Director		





**4. APPEALS**

An employee shall have the right to appeal against any disciplinary action taken after the holding of the disciplinary hearing.

The person chairing the appeal hearing shall not be same as the person who chaired the initial hearing.

The employee wishing to lodge an appeal should do so in writing within 7 (seven) days of the outcome of the initial hearing. In his notice of appeal, he should clearly set out his grounds of appeal. The notice of appeal shall be lodged with the Human Resources Department with Department shall be responsible for identifying and recommending the person to chair the Appeal Proceedings.

An appeal hearing will be heard within 5 days of the appeal being lodged.

The appeal chairman shall listen to the grounds of appeal before referring back to the minutes of the initial hearing to ensure his/her impartiality.

Minutes of the appeal hearing shall also be kept and at the end of the hearing and once the chairman has made his decision, shall be forwarded to Head of HR for approval. All appeals made Executive employees shall be forwarded to the Regional HR Director who is responsible to identify and recommending the person to chair the Appeal Proceedings

**5. GUIDELINES FOR FULL DISCIPLINARY ENQUIRY**

**NB: The Chairperson should act only as a coordinator and not do the work of complainant – he should thus ask questions for the purposes of clarity only.**

The disciplinary hearing will be chaired by a Manager or appointed supervisor or officer of the Company who is not involved or has any interest in the case being investigated. Disciplinary Authority shall not be part of the Disciplinary committee (DC), but rather responsible to execute recommendations from the DC .

The employee shall be handed a written notice of such hearing at least forty-eight (48) hours prior to the hearing.

This notice must give full details of the date, time and place of the hearing together with the allegations brought before him.

The employee should be encouraged to bring a written statement concerning the allegations to the hearing:

**STEP 1:** Start the hearing by establishing whether the name and company number of the employee on the complainant form is correct.

**STEP 2:** Read out the charge and complaint, establish if it is understood.

---

<b>Version number</b>	2.0	<b>Document type</b>	Policy
<b>Version date</b>	20/02/2013	<b>Document ID number</b>	02DGPP/2013
<b>Version expiry</b>		<b>Document classification</b>	<b>INTERNAL USE ONLY</b>
<b>Version status</b>	Live document	<b>Uncontrolled if printed or downloaded</b>	
<b>Approved by</b>	Managing Director		



**DISCIPLINARY AND GRIEVANCE  
POLICY AND PROCEDURES  
G4S SECURE SOLUTION (TZ) LTD**

- STEP 3:** If there is a Representative, ensure that his name is recorded. If not, then ensure that the employee understands his right to representation and again give him the opportunity to have a Representative.
- STEP 4:** The complainant should be asked to explain the reason for his complaint/s.
- STEP 5:** Witnesses nominated by the complaint will be brought in singly to give their evidence which should be noted by the presiding officer. After giving their evidences the witnesses will be cross examined by the employee if he so wishes.
- STEP 6:** The employee should be asked to answer be complaint/s.
- STEP 7:** Witnesses nominated by the employee must also be brought in singly to give their evidence.
- Note 1: A witness may be asked, or may prefer, to make a written statement which must be attested by him. (Only in exceptional circumstances should such evidence be submitted in the absence of the witness).
- Note 2: After each witness has given evidence, the employee and his Representative, the presiding official of the inquiry may cross-examine the witness/es on their evidence.
- STEP 8:** Once the presiding official feels that he has heard sufficient evidence on both sides, he shall adjourn the hearing, stating that he will come back to all involved with a result as soon as possible. The complainant should not be involved in such decisions.
- STEP 9:** Having satisfied himself clearly of the innocence or guilt of the employee, the Chairman will inform the employee of his findings, within a reasonable period after the hearing.
- STEP 10:** If the complainant is found to be correct then the presiding official will request, from the Human Resources, the disciplinary record of the employee.
- STEP 11:** The presiding official will then recommend the committee's decision to the Relevant Authority the decision and penalty if any for Management's implementation.
- STEP 12:** In the case of dismissal, the presiding official shall accompany such documentation with written statements, highlighting the reasons for his recommendation.
- STEP 13:** Management will now inform the employee of the recommendation on the Disciplinary Committee and the penalty passed if any and in the case of the penalty the employee shall be informed that he may appeal against the penalty within 7 days.

<b>Version number</b>	2.0	<b>Document type</b>	Policy
<b>Version date</b>	20/02/2013	<b>Document ID number</b>	02DGPP/2013
<b>Version expiry</b>		<b>Document classification</b>	<b>INTERNAL USE ONLY</b>
<b>Version status</b>	Live document	<b>Uncontrolled if printed or downloaded</b>	
<b>Approved by</b>	Managing Director		



**DC levels and Composition**

<b>Committee Type</b>	<b>Branch/Regional level DC</b>	<b>Department-level DC</b>	<b>Management-level DC</b>
Voting Members	At least Two Members who can be either Supervisors/ Site Commanders or Managers	<ul style="list-style-type: none"> <li>Head of Department with at least one direct report, or; Head of department may appoint his/her two direct reports</li> </ul>	Three members of MT; If one of the available MT members will have strong interest in the case, MD shall appoint two HoD who shall have a voting power, also grant a casting vote to either Legal or HR person.
Relevant recommendations at Disposal of the DC	Warning letter, Final WL, Demotion, Dismissal	Warning letter, Final WL, Demotion, Dismissal	All including Legal Action
Professional Advisers	BM/ Regional Manager requested to seek advice from HR/Legal upfront or by phone. Live participation is not required but advisable	Representatives of HR / Legal to participate as Advisor and Secretary	One of Representative of HR/ Legal to participate as Advisor and Secretary (unless assume casting vote)
“Objects”	All Branch/ regional employees except the respective Authority ( DC for BM & Regional BM to be held at MT level)	All staff of the respective Department except H.o.D.	All staff members with exception of Executive Members

**6. SURCHARGE PROCEDURE**

This is a total or partial recovery of losses or damages to the property of the Company caused by the employee's act or omission or by reason of the employee's failure to take reasonable care or to discharge duties in a reasonable manner. Such cases can be handled directly by a line manager/head if the amount is less than TZS 500,000.00; or forwarded to appropriate disciplinary committee if exceed the amount mentioned herein, after a satisfactory investigation instituted by the respective line manager/ investigation unity.

A surcharge is applied to an employee in full or a proportionate amount, on account of misappropriation or misuse of company monies or property, or loss and damages caused under negligence. This penalty can only be applied if a Show Cause Letter has been submitted to an employee expressing the cause, amount and calculation of the debt. The employee will be given a fair opportunity to give his/her response and challenge the cause, amount or calculation.

If a surcharge is implemented, the following conditions apply:

<b>Version number</b>	2.0	<b>Document type</b>	Policy
<b>Version date</b>	20/02/2013	<b>Document ID number</b>	02DGPP/2013
<b>Version expiry</b>		<b>Document classification</b>	<b>INTERNAL USE ONLY</b>
<b>Version status</b>	Live document	<b>Uncontrolled if printed or downloaded</b>	
<b>Approved by</b>	Managing Director		



- (i). The surcharge may only be implemented in monthly installments that shall not exceed one quarter of the employee's monthly remuneration.
- (ii). On termination or completion of the employment contract, any outstanding surcharges will be settled from the employee's final payment
- (iii). The employee will sign an agreement to pay any surcharges outstanding on termination or completion of the contract and this agreement remains in force after the separation of the employee until the full surcharge is paid.

#### **Criminal Proceedings**

- Where a breach of discipline is alleged to constitute a criminal offence, the disciplinary proceedings will be instituted and finalized prior to handling the case to the respective authority. If under any circumstance the case is reported to police prior internal DC processes, the case must be finalized before the court proceedings commence.
- In case breach of discipline which also constitutes a criminal offence already in court proceedings i.e. police, no disciplinary proceedings shall proceed against the employee , until after the conclusion of the criminal proceedings and if disciplinary proceedings have been instituted.
- Where criminal proceedings have been instituted and concluded and the employee is convicted of the criminal offence, which also constitutes a disciplinary breach on the side of the Company, the conviction shall be adopted and the employee shall be deemed to have been found guilty of disciplinary charge.
- Where the employee has been acquitted of a criminal charge, the acquittal shall not normally be a bar to disciplinary proceedings being instituted or continued except where the Disciplinary Authority is satisfied that on the evidence tendered before the court the employee did not commit the disciplinary breach.

---

<b>Version number</b>	2.0	<b>Document type</b>	Policy
<b>Version date</b>	20/02/2013	<b>Document ID number</b>	02DGPP/2013
<b>Version expiry</b>		<b>Document classification</b>	<b>INTERNAL USE ONLY</b>
<b>Version status</b>	Live document	<b>Uncontrolled if printed or downloaded</b>	
<b>Approved by</b>	Managing Director		



## **Grievance Procedure**

A grievance is a complaint by an employee against the Company regarding the employee's working conditions or the Company's failure to comply with the employee's contractual agreement.

### **1. Informal Procedure**

The first step is to encourage the parties involved to try to resolve the complaint informally, except in the case of harassment. The manager should investigate the grievance which may involve meeting the employee so that they can be clear about the nature of the complaint.

The manager is responsible for:

- Clarifying whether there is an issue to be addressed
- Advising the employee of the steps that have been, or will be taken to resolve the issue
- Providing a note of the grievance, discussion and outcome for their own records, with a copy to be filed on the employee's personal file

### **2. Formal Procedure**

#### **(i). Written Notification of a Grievance**

If the issue is not resolved informally, the employee has the opportunity to raise a formal grievance with the Company. The employee presents the grievance in writing to their Manager within 30 days of the employee becoming aware of the grievance/event. This document needs to clearly state the nature of the complaint and the grievance must relate directly and personally to the employee's own employment. The employee may not necessarily use the term 'grievance' in the letter. However, this does not prevent the letter being a grievance. The manager is responsible for investigating the complaint and holding a meeting with the employee within 5 days of receiving the grievance.

#### **(ii). Grievance Meeting**

The purpose of this meeting is to discuss the complaint with the aim of identifying all relevant issues such that the Manager is able to make a decision in relation to the grievance either at the end of the meeting or shortly afterwards. The Company may offer the employee the opportunity to be accompanied to this meeting by a colleague.

The manager is then responsible for:

- Making a decision in relation to the complaint
- Notifying the employee of the decision within 5 days of the meeting
- Advising the employee of the appeals procedure, to whom the appeal should be addressed and the time limit for receiving the appeal
- Providing a letter to the employee confirming their decision. This letter should be signed by the employee to confirm that it is an accurate record of the meeting and the signed copy placed on the employee's personal file.
- The investigating manager may also hold a meeting with the person who the complaint is against.

<b>Version number</b>	2.0	<b>Document type</b>	Policy
<b>Version date</b>	20/02/2013	<b>Document ID number</b>	02DGPP/2013
<b>Version expiry</b>		<b>Document classification</b>	<b>INTERNAL USE ONLY</b>
<b>Version status</b>	Live document	<b>Uncontrolled if printed or downloaded</b>	
<b>Approved by</b>	Managing Director		



**(iii). Appeals Procedure**

The employee has the right to appeal a decision. Such an appeal must be in writing and received by HR department no later than 7 days after the original meeting.

The role of the senior manager hearing the appeal is to hear any new evidence, provide an independent view of the situation, and to review the original decision. The senior manager is responsible for:

- Hearing the appeal
- Making a decision in relation to the appeal
- Advising the employee in writing of the outcome of the appeal
- Providing a letter to the employee confirming their decision. This letter should be signed by the employee to confirm that it is an accurate record of the meeting and the signed copy placed on the employee's personal file.

The Head of HR/ HR Department is responsible for scheduling an appeals meeting to be held by a manager more senior than the manager who held the original meeting

**3. HR Guidance**

HR's role is to ensure that grievances are addressed consistently across the Company. Due to the confidential nature of such issues, Managers are not aware of decisions made by their counterparts in other parts of the Company. HR is therefore responsible for guiding Managers to ensure that similar issues are addressed in similar ways with comparable decisions. It may also be appropriate for HR to keep in contact with the employee and the manager after the decision has been made to make sure that the decision continues to be acceptable to both parties

**4. Holding Meetings**

➤ When holding a grievance meeting:

- Introduce everyone and explain why they are there
- Explain that the meeting is to consider the complaint raised by the employee
- Explain that the content of the meeting is confidential
- Explain that a decision regarding the complaint will be made after the meeting and notified to the employee in writing
- Explain how the meeting will be conducted, for example, who will speak first
- Give the employee the opportunity to describe the exact nature of the complaint and state the reasons for the grievance
- Ensure that the manager gets all the facts relating to the complaint and takes note of any special circumstances
- Allow the employee to see any statements made by witnesses, if they have not already seen them
- Ask the employee if they have any suggestions regarding potential solutions to the problem

<b>Version number</b>	2.0	<b>Document type</b>	Policy
<b>Version date</b>	20/02/2013	<b>Document ID number</b>	02DGPP/2013
<b>Version expiry</b>		<b>Document classification</b>	<b>INTERNAL USE ONLY</b>
<b>Version status</b>	Live document	<b>Uncontrolled if printed or downloaded</b>	
<b>Approved by</b>	Managing Director		



- Summarise the main points made by both parties and highlight any issues that need to be investigated further
- Take a break to consider the decision
- Meet again to let the employee know of the decision and ensure that they are clear about what will happen next
- When holding a meeting with the person who the complaint is against:
  - Explain the nature of the complaint
  - Find out this person's view of the situation
  - Find out if they have any suggestions that may solve the problem
  - Explain what will happen next
- When holding a grievance appeal meeting:
  - Ensure that all relevant documents and facts are available for the meeting
  - Inform any witnesses or managers who may need to attend
  - Arrange for another manager to observe the meeting to ensure that an appropriate process is followed

**Meetings should be stopped if:**

- It becomes clear during the meeting that the issue has been resolved satisfactorily and that no action should be taken
- The employee is too distressed to continue or further investigation outside the meeting seems necessary

**Documentation**

Managers are responsible for maintaining records of any action taken in response to the informal grievance procedure. However, it is mandatory for a copy of these records to be kept in the HR Department to ensure a consistent approach towards the employee and across departments.

The HR Department is responsible for:

- Maintaining records in relation to any formal grievances raised
- Storing any documentary evidence in relation to a formal grievance
- Gathering any appeals documentation

---

<b>Version number</b>	2.0	<b>Document type</b>	Policy
<b>Version date</b>	20/02/2013	<b>Document ID number</b>	02DGPP/2013
<b>Version expiry</b>		<b>Document classification</b>	<b>INTERNAL USE ONLY</b>
<b>Version status</b>	Live document	<b>Uncontrolled if printed or downloaded</b>	
<b>Approved by</b>	Managing Director		