

HRS 40b
Unclassified
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Schools' Model Grievance Policy Guidance

This Policy has been formally adopted by the Governing Body of

The Meadows School.....on...08/03/2023....

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1. 0 Introduction

1.1 This document sets out a framework for implementing the Schools' Model Grievance Policy and must be applied in conjunction with the Policy as it provides information and practical guidance around the Local Authority's approach to handling grievance matters.

Why have a Grievance Policy?

1.2 The Grievance Policy has been developed to help and encourage the informal resolution where possible of complaints and concerns submitted by employees and that they are properly considered as near as possible to their point of origin. It helps to encourage consistent and fair treatment, resolve grievance issues as quickly as possible and provide a clear framework for Schools to follow.

- 1.3 The Designated Person is the Headteacher; however the Governing Body may agree that the Deputy Headteacher or equivalent may also deal with the grievance at Formal Stage 1. If the matter concerns a Headteacher then the Designated Person is the Chair of Governors in which case further advice and guidance must be sought from the School's HR provider before any action is taken.

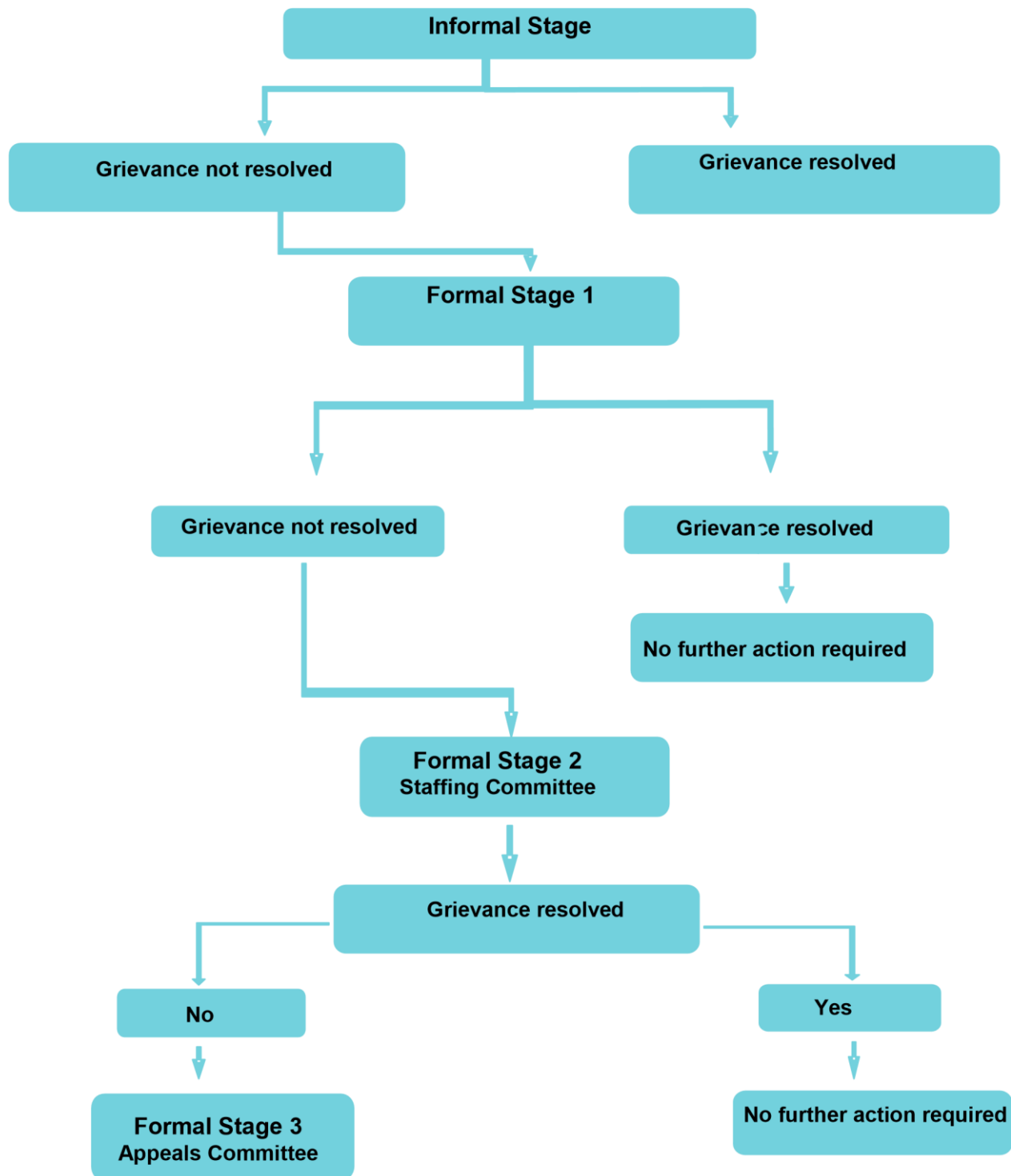
What is the Line Manager's (Informal Stage only) / Designated Person's role in ensuring that grievances are properly considered in a timely manner?

- to communicate effectively with employees and enable and encourage them to raise issues of concern which may impact on their work in an appropriate manner.
- to seek to resolve grievances at the Informal Stage before allowing the grievance to proceed to the Formal Stage.
- to properly investigate or where this is inappropriate due to the complexity and/or range of issues, arrange for the School to appoint an Investigating Officer to investigate the concerns raised by the employee.
- where appropriate, acknowledge receipt of the grievance and confirm a date for a meeting within the time limits specified in the Schools' Model Grievance Policy. In the event of a delay it will be necessary to mutually agree an extended time limit as referred to in paragraphs 5.11 and 5.12 of the School's Model Grievance Policy.
- to ensure that all grievance meetings are held in private and without interruption and that grievance matters are treated with sensitivity and confidentiality unless it becomes apparent the grievance cannot be resolved without discussing the issues with other parties.
- to adopt a fair and consistent approach when dealing with grievance matters.
- to maintain written records including how the grievance is raised and how it was dealt with.

Issues for a Line Manager / Designated Person to consider before deciding to deal with the grievance:

- is the grievance within time?
- is the grievance within scope of the Grievance Policy i.e. do any of the exceptions or exclusions apply?
- does the matter relate to harassment, bullying or discrimination and if so has the alleged harasser/bully been approached and told to stop the unwanted behaviour prior to entering the Informal Stage?
- is the employee raising the grievance still employed at the School?

□ Grievance Flowchart



2.0 Exceptions and Exclusions

2.1 The Schools' Model Grievance Policy should **not** be used:

- 2.1.1 in relation to any issue for which a specific Policy or Procedure already exists, or to appeal against the outcome of a Policy or Procedure that has an integral mechanism for dealing with appeals.
- 2.1.2 for any matter relating to an employee's grade, rate of remuneration or other term or condition of service which is regulated by a collective agreement except where the grievance relates to the interpretation or the application of a particular provision to an individual employee and there is no existing specific Policy or Procedure or mechanism for dealing with appeals to which that grievance relates.
- 2.1.3 where the grievance is part of a collective dispute, which should be referred to the Director of Children's Services in the first instance.
- 2.1.4 for income tax or social security matters.
- 2.1.5 for issues concerning the rules of Pension Schemes.
- 2.2 There are other exclusions which would render the School's Grievance Policy unsuitable for raising a grievance and these include:
- where employees or trade union representatives have raised a grievance on behalf of a colleague as this is the responsibility of the individual employee. Grievances will only be accepted where they are raised by the individual directly affected by the issue.
 - where it is lodged out of time - a grievance must be lodged within 3 months of the incident to which it relates unless there are exceptional circumstances it will not be considered. In cases of harassment, bullying or discrimination incidents may also be referred to which were prior to the 3 months to identify a pattern of behaviour over the last 6 months.

3.0 General Points

3.1 Timescales

- 3.1.1 It is in all parties' interests to resolve grievances as quickly as possible. Where specific timescales are given in the Policy they can be altered by mutual agreement for operational or availability reasons.
- 3.1.2 All parties will deal with issues promptly and not unreasonably delay meetings/hearings, decisions or confirmation of those decisions. It is also recognised that a grievance involving complex issues may necessitate local agreement on longer time limits. Where no such agreement has been reached and the prescribed time limit has not been adhered to the employee(s) or their nominated representative shall be entitled to proceed to the next stage in the process.
- 3.1.3 It is vital therefore that employees and their nominated representative (if the grievance is at the Formal Stage) are kept informed and any potential delays are raised at the earliest opportunity.

3.1.4 A summary highlighting the key actions and timescales is highlighted at Annex 1.

3.2 An Employee's Right to Representation

3.2.1 At all Formal Stages the employee must be informed of their right to be accompanied by a work colleague or a trade union representative.

3.2.2 Employees attending investigation interviews can be supported by a trade union representative or a work colleague. However it is not appropriate for the representative to be someone who might have a conflict of interest or who may be called as a witness.

3.2.3 Representatives do have the right to put forward representations on behalf of the employee and/or sum up the case, should the employee wish them to do so. However, the representative cannot answer questions put to the employee. The employee must answer any questions that are directed at them.

3.2.4 Representatives can bring additional and/or mitigating circumstances to the attention of the Designated Person or the Investigating Officer.

3.3 Mediation

3.3.1 Depending on the nature of the grievance it may be appropriate for the matter to be dealt with by mediation. This involves the appointment of a third party mediator who is independent and will discuss the issues raised with the key parties and seek to facilitate a resolution. Mediation will be used only where all parties involved in the grievance mutually agree to this as a means to resolve the issues.

3.3.2 Mediation is therefore a voluntary process and the mediator is not there to judge, to say who is right and who is wrong or to tell those involved in the mediation what they should do. It may be helpful to consider mediation as a means to resolve the issue/s at any stage during the grievance process.

3.4 Grievance Investigation: there are two types of investigation which if used will cover most cases:

3.4.1 *Simple, fact finding investigation*: the line manager/Designated Person may need to verify certain facts, request copies of documents etc and this simple fact find can be carried out to enable a quick resolution of the grievance.

3.4.2 *Full investigation*: it may be necessary for the School to appoint an Investigating Officer to investigate a grievance if it is particularly complex and/or covers a range of issues. The Investigating Officer should be an independent person who has not been implicated or involved in the case.

3.4.3 The role of the Investigating Officer is to review documentation, meeting with the complainant, the respondent and any potential witnesses to establish if there is evidence to support or rule out the allegations.

3.4.4 The Investigating Officer will produce a report of their findings including an evaluation of the evidence obtained.

3.4.5 The Investigating Officer must:

- be suitably competent or experienced
- establish clearly what they need to investigate
- keep in mind the original allegation(s)
- collect evidence such as witness statements
- ensure any evidence collected is stored in a confidential place and filed in order of events
- ensure that reasonable time is planned to carry out the investigation □ be impartial throughout

3.4.6 The investigation should be conducted as soon as possible. The Investigating Officer does not have a decision making role, although they may wish to suggest practical solutions.

3.4.7 Once the investigation report has been received by the Designated Person, s/he will reconvene the grievance meeting. At this meeting, they may ask further questions before moving on to discuss the outcomes.

3.5 Grievance Outcomes

3.5.1 Employees can sometimes have unrealistic expectations and it is important therefore to not only establish the desired outcome but also encourage them to be realistic depending on the nature and circumstances of their grievance.

3.5.2 Having heard all the information and considered the employee's points and responses, a decision will be made based on the information presented in relation to each point made. This may or may not include additional information received through an investigation as necessary.

3.5.3 The possible outcomes which can include other practical considerations and/or implications are as follows:

- the grievance is upheld in full, or
- the grievance is rejected, or
- the grievance is partially upheld i.e. there is agreement with some of the employee's concerns, but not others. The outcome to partially uphold a grievance is not to be used where a decision cannot be reached.

4.0 Decision Makers

4.1 For all intents and purposes the key decision maker will be the Headteacher (unless a grievance is raised against the Headteacher in which case it will be a nominated Governor usually the Chair of Governors) although additional authority may be delegated as below:

- A Deputy Headteacher or equivalent may be able to deal with a grievance at Formal Stage 1 but only if agreed by the Governing Body. This must be clearly minuted in the amended School Policy.

4.2 A Line Manager may deal with a grievance at the Informal Stage. This does not require delegated authority but is explicit within the Schools' Model Grievance Policy as the Line Manager is usually in the best position to deal with the matter without delay.

4.3 Should the employee be dissatisfied with the outcome of the decision taken by the Line Manager at the Informal Stage, then their request to escalate their grievance to Formal Stage 1 will be heard by the Headteacher/Chair of Governors.

4.4 Should the employee be dissatisfied with the outcome of the decision taken by the Headteacher/Chair of Governors at Formal Stage 1, then their formal request to escalate their grievance to Formal Stage 2 will be heard by the Staffing Committee.

4.5 Should the employee remain dissatisfied with the outcome of the decision taken by the Chair of the Staffing Committee at Formal Stage 2, then their formal request to escalate their grievance to Formal Stage 3 will be heard by the Appeals Committee. The decision of the Appeals Committee is final and exhausts the internal process.

5.0 The Informal Stage

5.1 Grievances should always be raised informally and in writing at the earliest opportunity with an employee's direct line manager, where appropriate. Many workplace problems can be resolved at a local level and in an informal manner. Raising an informal grievance does not mean that it is not important, rather that open and honest dialogue may be a more direct and appropriate route to solve a concern before it escalates further. Employees should feel encouraged to bring their concerns to their line manager without fear of reprisal or censure.

5.2 The Meeting at Informal Stage

5.2.1 A meeting should be held with the line manager. The main purpose of the meeting is to explain this is the first stage of the process, allow the employee

to explain the background to their grievance, how they believe it can be resolved and for the manager to establish the background and attempt to remove the cause of dissatisfaction as close to the point of origin as possible.

5.2.2 Depending on the issues and circumstances the outcome of the meeting may include one or more of the following:

- an agreement on changes to resolve the grievance
- a revised understanding of the situation and agreement to move forward positively
- an agreement to a further informal meeting (possibly involving others named in the grievance as appropriate) with a view to resolving the situation
- an agreement that the use of mediation could resolve the situation (subject to the agreement of all parties involved in the grievance) and that a mediator should be appointed
- an agreement that the grievance is more complex than anticipated and/or covers a range of issues requiring further investigation
- grievance outcomes being set out as specified in paragraph 3.5.3 above

5.2.3 The line manager will be responsible for ensuring that any actions arising from the grievance at the Informal Stage are carried out.

5.2.4 It is good practice depending on the issues raised to take notes of this meeting outlining the issues discussed and the outcomes from the meeting.

6.0 The Formal Stages 1/2/3 - Points to Note

6.1 The School's Model Grievance Policy emphasises that a formal grievance should only be raised where attempts to resolve an issue informally have been unsuccessful. A formal grievance will be accepted only where it can be evidenced that an employee has fully engaged and co-operated in attempts to resolve their grievance informally.

6.2 The Designated Person/appointed Chair must have had no previous involvement in the case.

6.3 The Designated Person/Chair of the meeting at the previous Formal Stage will present the management case and explain the reasons for their decision.

6.4 The employee will be given at least 5 working days' notice of the meeting. If the employee is unable, for good reason, to attend the meeting on the date proposed, the Designated Person/Chair may reschedule the meeting. A meeting can normally only be rescheduled once and a new date must be agreed within 5 working days of the original date. The actual meeting date need not be within those 5 days but should be as soon as possible subject to the availability of those involved in this process particularly Governors.

6.5 The Designated Person/Chair should follow the formal grievance meeting process as specified including the relevant timescales. In addition the Designated Person/Chair should:

- arrange the meeting at a reasonable time for everyone involved
- allow sufficient time
- organise a private place so there are no interruptions
- write to the employee inviting them to the meeting, including copies of any documentation
- advise the employee of their right to be accompanied by a trade union representative or work colleague
- consider or respond to any special requirements raised by the employee such as an interpreter if English isn't their first language, or a sign language interpreter for an employee with a hearing impairment
- ensure that all parties have enough time to prepare
- arrange a note taker

6.6 The Designated Person/Chair during the meeting should consider the following points:

- adjournments may be called to deal with confrontations, distractions, gaining more evidence and considering any points
- all parties are obliged to adhere to the Chair's rulings throughout the course of the meeting
- if any party makes personal comments about those involved in the meeting, the Chair may inform them to stop and rule the comments inadmissible

6.7 The Designated Person/Chair should not risk making a hasty decision which may be difficult to justify as reasonable later in the process. Therefore, the Designated Person/Chair should consider the following before making a decision:

- has all the evidence been heard?
- has any additional information required been obtained?
- has there been enough time to deliberate?

6.8 It is important to ensure that prior/during or after any meeting that documentation is filed and stored confidentially. If at a later date, the employee's grievance is escalated to an Employment Tribunal, the School needs to be able to show that it has used a fair process to reach a justified decision.

6.9 An Employment Tribunal would want to establish the following when considering a case:

- that the employee informed the School about the nature of the grievance

- there was a meeting with the employee to discuss the grievance
- that the employee was made aware of their right to be accompanied at any Formal Stage
- a decision was made on an appropriate course of action and this was communicated to the employee
- the employee had the opportunity to take the grievance further if it was not resolved to their satisfaction
- the grievance was considered without unreasonable delay

6.10 Therefore, the Designated Person/Chair should be prepared to overturn a previous decision if it was not soundly based. If the previous decision is overturned the Designated Person/Chair should consider whether there are any implications for the School and if any further action is required.

Formal Stage 1 (Headteacher/Chair of Governors)

6.11 If the employee considers that the grievance has not been resolved at the Informal Stage, s/he may request formal consideration of his/her grievance by the Designated Person i.e. the Headteacher. If the grievance relates to action specifically taken by the Headteacher or a Governor, formal consideration will be given to the matter by the Chair of Governors.

6.12 The request must be made in writing and must specify the grievance within 3 months of the incident to which it relates. In cases of harassment, bullying or discrimination incidents may also be referred that occurred prior to the 3 months to identify a pattern of behaviour over the last 6 months.

6.13 The purpose of the meeting is to allow the employee to explain the background to their grievance, how they believe it can be resolved and for the Headteacher/Chair of Governors to establish the background and attempt to remove the cause of dissatisfaction as close to the point of origin as possible.

6.14 The Meeting at Formal Stage 1

- a) Within 7 working days of receipt of such a formal request, the Headteacher/Chair of Governors will arrange a meeting with the employee and their nominated representative as appropriate.
- b) The employee (and/or representative) may make oral representations to the Headteacher/Chair of Governors.
- c) The Headteacher/Chair of Governors may receive oral representations from other parties where they deem this to be appropriate.
- d) The Headteacher/Chair of Governors will inform the employee in writing of the outcome and any recommendations made.
- e) The letter should set out the appeals process should the employee remain dissatisfied with the outcome.

Formal Stage 2 (Staffing Committee)

- 6.15 If on completion of Stage 1, the employee is dissatisfied with the outcome of the decision taken by the Headteacher/Chair of Governors, s/he may within 7 working days of the date of the written notification of the outcome at Stage 1, request a hearing before the Staffing Committee of the Governing Body appointed for this purpose.
- a) The employee must put in writing his/her reason for being dissatisfied with the decision taken by the Headteacher/Chair of Governors.
 - b) If such a request is made, the Headteacher/Chair of Governors will arrange a meeting of the Staffing Committee within 15 working days of receipt of the request.
 - c) The Headteacher/Chair of Governors and the employee (and/or representative as appropriate) may make oral representations to the Staffing Committee. The Committee may receive oral representations from other parties where they deem this to be appropriate.
 - d) Before the Staffing Committee considers their decision, the Headteacher/Chair of Governors and the employee (and/or representative as appropriate) should withdraw.
 - e) The Staffing Committee of the Governing Body should consider the Headteacher's/Chair of Governor's written decision, statement from the employee and any oral representations made before coming to a decision.
 - f) The Staffing Committee should consider the grievance and inform both parties in writing of the outcome and of any recommendations made within 10 working days.
 - g) This letter must include the right of appeal should the employee remain dissatisfied with the outcome.
 - h) Where delegated authority has been provided to the Deputy Headteacher or equivalent by the Governing Body and they dealt with the grievance at Formal Stage 1 then references to the Headteacher/Chair of Governors above should be adjusted accordingly.

Formal Stage 3 (Appeals Committee)

- 6.16 If on completion of Stage 2, the employee remains dissatisfied with the outcome of the decision taken by the Chair of the Staffing Committee, s/he may within 10 working days of the date of the written notification of the outcome at Stage 2, request a hearing before the Appeals Committee of the Governing Body appointed for this purpose.

- a) The employee must put in writing his/her reason for being dissatisfied with the decision taken by the Chair of the Staffing Committee.
- b) If such a request is made, the Chair of the Staffing Committee will arrange a meeting of the Appeals Committee within 15 working days of receipt of the request and prepare a written response for presentation to the Appeals Committee.
- c) The Chair of Staffing Committee and the employee (and/or representative as appropriate) may make oral representations to the Appeals Committee. The Appeals Committee may receive oral representations from other parties where they deem this to be appropriate.
- d) Before the Appeals Committee considers their decision, the Chair of the Staffing Committee and the employee (and/or representative) should withdraw.
- e) The Appeals Committee of the Governing Body should consider the Chair of the Staffing Committee's written response, any written statements and any oral representations made to them before coming to a decision.
- f) The Appeals Committee should consider the grievance and inform both parties in writing of the outcome and of any recommendations made within 10 working days.
- g) The decision of the Appeals Committee is final and exhausts the internal process.

7.0 Additional General Points

7.1 Grievance against a Headteacher

7.1.1 In cases where allegations are made against the Headteacher, the role normally undertaken by them will be carried out by a nominated Governor (usually the Chair of Governors) who will follow the process set out for dealing with a grievance at Formal Stage 1, Section 6 and paragraphs 6.14 a) to e).

7.1.2 In such cases, the employee should work with their nominated Governor to find a resolution where appropriate and possible. Further advice and guidance must be sought from the School's HR provider before any action is taken.

7.2 Collective Grievances

7.2.1 A collective grievance is that which is common to more than one employee. This will be dealt with as a single/individual grievance and must have exhausted the process at the Informal Stage first.

7.2.2 Employees wishing to pursue a collective grievance should all be named in the notification of grievance and by voluntary agreement may nominate individual members of the group to represent their interests throughout the process.

7.2.3 The line manager/Designated Person will invite nominated individuals of the group to a meeting to discuss the grievance and how they believe it can be resolved.

7.3 Complaints of harassment, bullying or discrimination

7.3.1 Sandwell MBC recognises that any person could be affected by unfair treatment including harassment, discrimination, bullying or victimisation and is committed to achieving an environment free from harassment. The Equality Act 2010 defines harassment as 'unwanted conduct related to a relevant protected characteristic, which has the purpose or effect of violating an individual's dignity or creating an intimidating, hostile, degrading, humiliating or offensive environment for that individual.'

7.3.2 The harassment could be on the grounds of the protected characteristics as outlined in the Equality Act 2010, which are: race, sex, sexual orientation, gender reassignment, disability, religion or belief, age, marriage and civil partnership, pregnancy and maternity or some other cause.

7.3.3 Bullying is not specifically defined in law but ACAS (2014) gives the following definition '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.'

7.3.4 Bullying and harassment may be persistent or an isolated incident.

Examples include (list not exhaustive):

- unwanted physical contact
- unwelcome remarks about a person's age, dress, appearance, race or marital status, jokes at personal expense, offensive language, gossip, slander
- posters, graffiti, obscene gestures, flags, bunting and emblems
- isolation or non-cooperation and exclusion from social activities
- coercion for sexual favours
- personal insults or insulting someone by word or behaviour
- shouting at staff
- overbearing supervision or a misuse of power

7.3.5 If an employee feels they are being harassed/bullied the alleged harasser/bully must be approached and told to stop the unwanted behaviour prior to entering the Informal Stage. If an employee feels they are unable to approach the alleged/harasser themselves they can ask for support from a trade union representative, work colleague or line manager who can approach the alleged harasser/bully on behalf of the employee.

7.4 Grievance resulting in disciplinary proceedings

7.4.1 It should be noted that in response to a grievance and/or any subsequent investigation, if the decision is made to begin disciplinary proceedings:

- this will be dealt with under the Schools' Model Disciplinary Policy and, therefore, the employee who lodged the original grievance does not have any further right of appeal under the School's Model Grievance Policy.
- the employee could, however in the appropriate circumstances, appeal under the Schools' Model Grievance Policy if the decision was taken not to treat their complaint as a disciplinary matter.

7.5 Grievance overlapping with a disciplinary case

7.5.1 If a grievance is received from an employee where the School has taken (or has indicated that it is considering taking) disciplinary action against the complainant then the complainant should be referred to the Schools' Model Disciplinary Policy. It may be decided it is more appropriate to present the grievance as part of his/her case during the disciplinary process.

7.5.2 However, if the complainant has an unrelated grievance, the Disciplinary Policy and Grievance Policy could run concurrently but each case should be considered on its individual merits.

7.6 Malicious or Vexatious Grievances

7.6.1 Employees who submit a grievance will not be placed at a disadvantage for exercising or seeking to exercise this right. However, grievances should be submitted in good faith and not be malicious or vexatious and, if there are sufficient concerns this may be case, the matter will be investigated and could result in the individual submitting the grievance being subject to disciplinary action.

7.7 Grievance Process for Former Employees

7.7.1 There may be circumstances where an employee raises an issue but sufficient time may not be available to provide proper consideration before they leave employment or an employment complaint is received following their resignation. On receipt of this grievance or written complaint, advice should be sought from the School's HR provider. It may be appropriate in some circumstances to invite the former employee to a meeting to discuss the issue/s further or to issue a written response covering the points raised.

7.7.2 A grievance will only be considered if lodged within 3 months of the incident to which it relates or if lodged within 3 months of the employee leaving the Council and unless there are exceptional circumstances it will not be considered. In cases of harassment, bullying or discrimination incidents may also be referred to that occurred prior to the 3 months to identify a pattern of behaviour over the last 6 months.

8.0 Records

8.1 In order that comprehensive records are maintained, copies of all minutes and correspondence arising out of the operation of this procedure shall be retained on the employee's personal file.

9.0 Confidentiality

9.1 All investigations and any subsequent disciplinary/appeal hearings will be dealt with in the strictest of confidence. The employee and any other individuals involved in this process (including witnesses) must adhere to this.

9.2 Any documents relating to grievance proceedings must be kept secure at all times.

9.3 All matters will remain confidential in accordance with the Data Protection Act 1998 at any stage except in circumstances where there is a legal obligation to disclose such information.

1 –

Annex Summary of Actions and Timescales

STAGE	WHO	ACTION AND TIMESCALE	PARA. REFERENCE IN POLICY
Informal	Employee to raise	Line Manager to hear without delay	7.1 and 7.3
Formal Stage 1	Employee	If still dissatisfied to raise formally with Headteacher / Chair of Governors	8.1
	Headteacher/Chair of Governors	To arrange meeting within 7 working days	8.4
	Headteacher/Chair of Governors	Inform employee in writing of outcome and any recommendations	8.5
Formal Stage 2	Employee	If still dissatisfied employee to raise with Headteacher or Chair of Governors within 7 working days of written notification of outcome at Stage 1	9.1
	Headteacher or Chair of Governors	To arrange Staffing Committee within 15 working days of receipt of request	9.3
	Staffing Committee	Inform employee in writing of outcome and any recommendations within 10 working days	9.7
Formal Stage 3	Employee	If still dissatisfied employee to raise with Chair of Staffing Committee within 10 working days of written notification of outcome at Stage 2	10.1
	Chair of Staffing Committee	To arrange Appeals Committee within 15 working days of receipt of request	10.3

	Chair of Appeals Committee	Inform employee in writing of outcome and any recommendations within 10 working days	10.7

Annex Schedule of Designated Persons (Schools)

General Principles

- If the employee continues to be dissatisfied with the outcome at the previous stage the escalation process is as set out below.
- *Where a matter concerns the Headteacher substitute “Headteacher” for nominated Governor usually the Chair of Governors.
- ^Amend as per the delegations agreed by the Governing Body (this delegation must be formally minuted)

Informal Stage	Formal Stage 1	Formal Stage 2	Formal Stage 3
Line Manager	*Headteacher <i>[and the Designated Person where the authority has been delegated to the ^Deputy Headteacher or equivalent]</i>	The appropriate Committee of the Governing Body usually Staffing Committee	Appeals Committee of the Governing Body

Annex Schedule of Designated Persons (Unattached Teachers)

General Principles

- The pay bands identified in the table below represent the **minimum** level of supervisor/manager with the authority to action the appropriate Stage of the Policy.
- Action can only be taken by a supervisor/manager who is at least one pay band (or equivalent) above the employee being taken through the policy.
- Appeals at any stage of any Policy may only be carried out by a supervisor/manager at an equivalent or higher grade to the supervisor/manager taking the action.
- The Final Appeal at Formal Stage 3 must be heard by a Band I or above and these would be expected to be 4th tier managers.

Informal Stage	Formal Stage 1	Formal Stage 2	Formal Stage 3
Band E	Band F	Band F	Band I

