

CONFLICT AND DISPUTE RESOLUTION POLICY

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Appendix documents are tools/guidance only and are not policy documents.

Appendix A - Formal grievance form

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CONFLICT AND DISPUTE RESOLUTION POLICY

1. INTRODUCTION

Conflict and disagreements at work are common events in the best of workplaces and should not be seen as unwelcome or as an indicator of an unhealthy culture. However, where conflict and disagreements are not addressed, this can lead to poor working relationships, reduction in performance and a negative impact on motivation and morale in the workplace.

It is the responsibility of all those who work for the IPCC to seek to resolve conflict and disputes as quickly as possible to avoid problems escalating. The IPCC promotes the use of informal avenues to conflict resolution, such as workplace mediation; however it also recognises that it is not always possible to resolve all conflict informally, which is why the formal grievance process is available.

This Conflict and Dispute Resolution Policy enables individuals to raise issues about their work, working environment (including Health and Safety at work), changes to working practices, harassment, working relationships or terms and conditions of employment. It can be used as a reference document to provide staff with further information around what informal conflict resolution tools are available at the IPCC. This policy also provides information to staff on how to raise a formal grievance.

A formal grievance may be necessary if informal resolution processes do not resolve the issue; or because the nature of the complaint is so serious that informal resolution is not an appropriate step. .

This policy is in line with the ACAS Code of Practice (2009) whereby the policy principles are set to provide staff and managers with informal resolution tools to attempt to resolve conflict; however if this fails or is not deemed appropriate for the conflict that arises, a formal grievance process is available to all IPCC staff.

This policy should not be used for making a protected disclosure as this would be covered by the Public Interest Disclosure Act, often known as "whistle-blowing". Whistleblowing is covered by IPCC's internal Whistleblowing Policy which can be found at

http://ihome.guardian.gov.uk/work/policies_and_procedures/pages/standards_and_quality.aspx

AIM OF THE POLICY

The aim of this policy is to set out the approaches that can be used to attempt to resolve conflict and disputes informally and where informal approaches have not been possible or have been unsuccessful, the policy goes on to detail how to raise a formal grievance and how the IPCC will deal with this.

The policy adheres to the principles of the ACAS guidance by dealing with employee problems or concerns about their working conditions, relationships and/or colleagues

The IPCC encourages all staff to resolve issues at the lowest possible level; this may include exploring informal resolution processes such as informal discussion, conflict coaching and/or mediation to attempt to resolve the complaint.

3 DEFINITIONS

- 3.1 Grievance: is a complaint that are raised with the employer by the employee in writing (letter, email etc) during their term of employment
- 3.2 Mediation: is a voluntary process whereby a third party who is independent aids the parties in dispute to discuss their concerns with the aim of reaching an agreement if possible. See Appendix I for more information on what mediation is.
- 3.3 Companion: is a workplace colleague or a trade union representative.
- 3.4 Informal Discussion: is a round table discussion with the parties to the complaint/conflict whereby resolution to the issue is attempted through a conversation which is led by one of the parties.
- 3.5 Conflict Coaching: support from an accredited coach to either staff or managers that assists the individual in resolving conflict informally for themselves.

4.0 RESOLVING CONFLICT AND DISPUTES: POLICY STATEMENT

- 4.1 In the first instance, the IPCC expects all staff to attempt to resolve matters informally where possible and practical.
- 4.2 All staff experiencing conflict should take part in an informal discussion with the relevant parties with the aim of resolving the conflict early on. Coaching support to address conflict informally is available from HR.
- 4.3 If informal discussions have not resolved the issue, the IPCC would expect that the next stage in the informal process is mediation unless the

matter is considered inappropriate for resolution through mediation.

- 4.4 Mediation can be used to attempt to resolve conflict among colleagues, without the need of a formal investigation. A formal investigation can often be difficult for all parties concerned, take some weeks to complete and may affect ongoing working relationships for those involved. Mediation can be used at any point during the grievance process; however it is most effective prior to a formal grievance investigation.
- 4.5 Whilst mediation can be used to address a wide variety of issues it is not suitable;
- as the first response to a conflict situation in most cases; employees should in the first instance seek to resolve the issues by talking to the other parties first before mediation is considered
 - when a decision regarding right or wrong is required
 - when the parties in dispute do not have the power to resolve the issues; e.g. terms and conditions of employment etc
 - when all parties do not agree to undertaking the mediation process
- 4.6 If the conflict or dispute cannot be dealt with informally, the formal grievance process should be used.

5 SCOPE OF THE POLICY

- 5.1 This policy applies to all employees. The Chief Executive, Directors and Commissioners are dealt with under the same principles set out within this procedure; see section 14. If agency staff have a grievance they should raise this in the first instance with their agency who will then liaise with the IPCC.
- 5.2 Any complaint should be brought as soon as practicable in all circumstances and in any case within 4 weeks of the event complained of. Should the complaint be brought beyond this point, employees should understand that they may not be able to proceed if those receiving the complaint consider that the delay has impeded a proper investigation being carried out (see section 13 – Timescales for further clarification)
- 5.3 This policy will not be appropriate for all circumstances and may not apply to the following situations:
- a) Collective disputes, which should be raised through the IPCC's joint trade union consultative arrangements which includes a disputes procedure.
 - b) Disciplinary or capability matters or any matters arising out of the

operation of these procedures. This includes raising matters which may be presented as a defence in a disciplinary hearing or at a management investigation. Appeals against disciplinary or capability sanctions, including dismissals should be made in accordance with the IPCC's Disciplinary or Capability Procedures.

- c) Appeals against job evaluation should be dealt with under the IPCC's job evaluation appeals procedure.
- d) Appeals against decisions and assessments made under the IPCC's performance and development review process, for which an appeals process exists.
- f) Compulsory termination on grounds of ill health; an appeal against this should be brought under the Capability procedure.

6.0 FRIVOLOUS, MALICIOUS OR VEXATIOUS COMPLAINTS

Misuse of the policy may result in action being taken under the disciplinary and dismissal procedure where it is determined at the end of the process after a proper investigation of the facts, that the complaint was raised with the intent of embarrassing or undermining another person.

7.0 RIGHT TO BE ACCOMPANIED

- 7.1 An employee shall be entitled to be accompanied by a companion at any stage of the formal grievance procedure. There is no right for employees to be accompanied by a companion at an informal stage of the process.
- 7.2 To exercise the right to be accompanied an employee must first make a reasonable request. What is reasonable will depend on the circumstances of each individual case. However, it would not normally be reasonable for employees to insist on being accompanied by a companion whose presence would prejudice the hearing, nor would it be reasonable for a worker to ask to be accompanied by a companion from a remote geographical location if someone suitable and willing was available on site.
- 7.3 The role of the companion is to advise the employee before and after the meeting. They can address the meeting and confer with the employee but not answer questions on behalf of the employee unless this is agreed by the management. They also cannot address the hearing if the employee does not wish it or prevent the employer from explaining their case.

8.0 DISCIPLINARY INVESTIGATIONS

In some circumstances, allegations made through a complaint are so serious that a disciplinary investigation may be necessary. If this occurs, line managers may in consultation with Human Resources adjourn the grievance process to ensure that the appropriate procedure is followed. All parties and their representatives will be consulted if this is proposed and informed of the decision.

9.0 CONFIDENTIALITY

Throughout the process of attempting to resolve conflict or a complaint, the parties must agree the level of confidentiality that will be applied.

10.0 INFORMAL RESOLUTION

10.1 The employee can raise the matter in person and informally with their line manager on a one to one basis. If the line manager is the subject of the grievance, then the informal discussion should take place between the employee and the line manager's manager. The manager should discuss the matter with the employee, with a view to seeking a resolution to the matter.

10.2 Where the subject of the concern is the behaviour of another employee, an informal discussion or mediation might be considered at this stage with a view to working through the problems in the working relationship. The manager should discuss this with the employee and seek advice from Human Resources on how this may be progressed.

10.3 Any member of staff, whether manager or not, can ask for assistance in the form of conflict coaching to help them approach the informal discussion or to intervene with parties in dispute. Access to a conflict coach will be through HR. See appendix J for more details.

10.4 Since this is an informal stage, the most common format will be a one to one discussion between the employee and manager. Although it is an informal stage, it is useful for a note to be taken by the manager confirming the discussion and if appropriate, any agreed future action. A copy of this note will be given to the employee and kept permanently in the employee's HR file.

10.5 If the matter cannot be resolved informally through discussion, the parties may wish to consider the process of mediation as a next step. If all parties agree to mediation, the mediation meeting will be organised by the HR department. HR will arrange for qualified mediators to make contact with the parties to talk them through the mediation process.

- 10.6 If the informal process is undertaken and fails to resolve the matter, the parties can continue to the 'formal stage'. However no information that was discussed during mediation can be brought to the grievance meeting as evidence as anything that is discussed in a mediation meeting is 'without prejudice' and is entirely confidential.

11.0 FORMAL GRIEVANCE PROCEDURE

11.1 Raising a grievance

An employee can formally raise a grievance in writing at any time. The Grievance Form in **Appendix A** can be used for this purpose if desired. A written grievance should specify the nature of the grievance and the outcome sought by the employee and be submitted to the employee's line manager. If the line manager is the subject of the grievance, then the paperwork should be directed to the line manager's manager. A manager must always notify Human Resources that a grievance has been raised.

11.2 Scheduling a meeting to discuss the grievance

- a) The manager dealing with the grievance shall acknowledge receipt of the grievance in writing as soon as possible (normally within 5 working days). The employee must be invited to attend a meeting to discuss the grievance, normally within 10 working days of the managers' receipt of the grievance.
- b) The acknowledgement/meeting invitation letter should be based on the sample letter in Appendix B. The letter must refer to the following:
- That the employee has a right to be accompanied to the meeting by a work colleague or trade union representative
 - Make the offer of an EAP (Employee Assistance Programme) management referral
 - Ask the employee to advise if the meeting arrangements are unsuitable
- c) The manager should also consider who should be present at the meeting. They may wish to be advised by Human Resources when hearing the grievance. If this is the case, the employee should also be informed of this in the letter.
- d) The manager should consider how any employee(s) who are named in a grievance case should be informed. This should be done confidentially, either by meeting in person, via e-mail or letter or via telephone. It is highly likely that this employee (s) will need to be interviewed. See **Appendix C and D** for a sample letter inviting a "respondent" or witness to a grievance meeting.

- e) In some cases, if the grievance is about another employee, the manager may decide to hear both parties together. Both sides must agree to this course of action in advance. In some instances (i.e. issues of employee conflict) it will be more appropriate to hear the employees separately in the first instance.
- f) The manager should ensure that a record of the meeting can be kept, using a note-taker and, if required, a tape-recorder. The employee must consent to a tape-recording of the meeting.

11.3 Inability to attend a set meeting date

Where the employee or chosen companion cannot attend the meeting on the date proposed, the employee can suggest another meeting date so long as it is reasonable and not more than 5 working days after the date originally proposed by the IPCC. This five day time limit can be extended by mutual agreement.

11.4 Holding the grievance meeting

At the meeting, the manager dealing with the grievance may wish to use the agenda points below as a guide:

Introduction

- a) Make introductions as necessary
- b) State what the purpose of the meeting is - ie. to hear the employee's concerns and gather information

Specify Grievance

- c) Invite the employee to re-state their grievance and describe the outcome that they are seeking.
- d) Ask the employee if there are any relevant witnesses to the alleged events/incidents?
- e) Ask the employee to provide any documentation that may be relevant to the events described.

Welfare

- f) Ask the employee about their working environment – consider if they are comfortable with their current desk/work location or if they prefer consideration to be given to interim arrangements. The employee or the line manager should consider and suggest interim arrangements.
- g) Ask the employee whether they wish the manager to make a management referral to the EAP on their behalf.

Confidentiality

- h) Discuss the levels of confidentiality that will apply to this process.

Document

- i) Adjourn the meeting if necessary to note what has been said and summarise events.
- j) Invite the employee back into the meeting, to summarise your understanding of what has been said.

Future Timescales

- k) Tell the employee what the next steps will be in relation to their grievance - i.e. further investigation; speaking to witnesses, making a decision, anticipated timeframes etc.
- l) Tell the employee that you may need to speak to them again at a later date.
- m) Tell the employee that if anticipated timescales change, they will be updated regarding new timeframes.

Closure

- n) Advise the employee they will be informed of an outcome in person (if possible) and in writing, and they will have a right to appeal the finding.
- o) Adjourn the meeting

11.5 After the grievance meeting

- If the meeting is recorded a copy of the recording should be given to the employee. Notes of the grievance meeting should be kept and a copy given to the employee. The employee may suggest amendments or comments. Where these are not accepted by the manager hearing the grievance, they should be retained with the notes of the meeting as a separate document.
- The manager may need to seek advice from Human Resources on how to proceed.
- Further investigation may be necessary, including interviewing relevant witnesses and examining documents/e-mails. The terms of this investigation should be determined by the manager hearing the grievance, after consideration of the employee's concerns.
- The manager may also wish to meet with the employee bringing the grievance again to clarify certain facts.

11.6 Further investigation

If the substance of the employee's grievance is complex, a substantial investigation may be required. In this event the manager may delegate the investigation to another independent person. See **Appendix H** for an

investigation template and guidelines.

On completion of the investigation a report should be provided to the manager who will base their decision on the investigation findings. This report will be submitted to relevant parties if requested, subject to confidentiality agreements. All paperwork will be stored securely by Human Resources in the HR file of the person who raised the grievance.

11.7 Communicating the grievance outcome

- Where possible the outcome of the grievance should be communicated by the manager within 10 working days of the grievance meeting. If this timescale is not possible, the employee should be informed of the likely timescale for conclusion of the process.
- The communication should ideally take place in person and must be followed with a letter re-confirming the outcome. If it is not possible to communicate in person, written notification will suffice. **Appendix E** provides a sample letter template for this purpose. This letter must state that the employee has a right to appeal the outcome, in line with the IPCC grievance procedure and a copy of this procedure should be enclosed with the letter.

11.8 A record of the grievance meetings held and all correspondence including the grievance report must be provided to Human Resources by the manager. Copies of meeting records may be given to the employee, however, some content of the records may need to be withheld in order to maintain confidentiality of witnesses. The grievance process is confidential and should not be disclosed or referred to in subsequent people management processes. The outcomes of grievances may be relevant to subsequent disciplinary proceedings

12 APPEALING AGAINST THE OUTCOME OF A GRIEVANCE

12.1 Lodging an appeal

If the employee is dissatisfied with the outcome of the grievance, they should lodge an appeal in writing to HR within 10 working days of the outcome being communicated to them. The employee should state the grounds for their appeal within this letter.

12.2 Scheduling a meeting to discuss the appeal

- a) Human Resources will nominate a senior manager from another

region/directorate (wherever possible) to hear the appeal. The individual hearing the appeal or HR will send an acknowledgement letter of the receipt of the appeal (as enclosed in Appendix F) as soon as possible - within 5 working days of the appeal being lodged. This must be followed by an invitation to the employee to attend an appeal hearing, within 10 working days of the submission of the appeal.

- b) The invitation letter sent by the manager may be based on the sample letter in Appendix F. The letter must refer to the following:
 - That the employee has a right to be accompanied to the meeting by a work colleague or trade union representative
 - That the Appeal Outcome will be final
- c) The remainder of the process as outlined in Section 5.2 should be followed in conjunction with points below:

12.3 At the appeal meeting

In addition to the points listed in Section 10.4 the manager must also:

- Clarify to the employee that the purpose of the appeal is NOT to re-investigate the original grievance but to review the previous process, and consider any new evidence/concerns that may not have been available at the original hearing.
- The agenda points previously listed in Section 10.4 may be used as a guide
- Tell the employee that they will be informed of an outcome in person and in writing, and that the decision made at this stage is final.

12.4 After the appeal meeting

Follow the process set out in 10.5 however the sample letter in **Appendix F** should be used as a basis to communicate written notification of the outcome.

13 TIME FRAMES

- 13.1 Any formal grievance against the Commission or any of its employees should be brought as soon as is practicable in all circumstances, and in any case within four weeks of the event complained of. Should the grievance be brought beyond that point, employees should understand that they may not be able to proceed if those receiving the complaint consider that the delay has impeded a proper investigation being carried out.

13.2 Reasons why a grievance may not be investigated beyond the time limit might include:

- (a) a witness having left the IPCC with there being no realistic prospect of gaining their assistance
- (b) concerns that recollections might have faded,
- (c) changed circumstances rendering it no longer appropriate for the investigation to proceed.
- (d) the interests of justice generally are not served by the matter now proceeding.

This list of reasons is illustrative rather than exhaustive.

Any request to bring a grievance beyond the four weeks time limit should be supported by a statement explaining why it has not been possible to bring the grievance forward previously.

14.0 SENIOR EMPLOYEES AND COMMISSIONERS

Directors should raise any issue of concern with their immediate line manager (or if their grievance concerns their line manager), with the Chair. If formal procedures are followed and an appeal is made against the outcome of the grievance, the Chair will hear the grievance appeal or convene a panel to do so.

Commissioners should raise any grievance with the Deputy Chair or if the grievance is about the Deputy Chair with the Chair. The Chair may take the advice of the Chief Executive or the sponsor department.

Appendix A - NOTIFICATION OF FORMAL GRIEVANCE

To lodge a formal grievance, please complete this form and submit it to your Manager. Submitting this form will commence the Formal Grievance process as outlined in the Grievance procedure.

To Name: Position Title: Team & Directorate:	From Name: Position Title: Team & Directorate:.....
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Description of grievance
Please provide a detailed description of your grievance (continue on a separate sheet if necessary)

Utilisation of informal processes
Please provide details of informal processes you have utilised in attempt to resolve this grievance

Outcome Sought
Please provide an indication of the outcome you are seeking through lodging this grievance

Signed Signature Date
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Appendix C

Sample letter inviting a respondent to a grievance meeting

Private and Confidential

Dear

[OPTIONAL] Further to my earlier notification to you regarding the ----- grievance, I am writing to request your attendance at an informal fact finding meeting to be held on [date] at [time] in [location].

This meeting has been arranged because you have been named as an alleged participant in [issue raised by employee].

Please note that this meeting is confidential and should not be discussed with anyone outside this process

You can be accompanied by a Trade Union Representative or work colleague if you wish. If your companion is unable to attend this meeting, please propose a new meeting date (within 5 working days of the original date), to me as soon as possible.

[OPTIONAL:] As well as myself, I have asked that [HR Advisor] also be present at this meeting to advise on procedure.

Please also note that the Employee Assistance Programme is available for your use at any time. I have enclosed a copy of the brochure for your information.

I have enclosed a copy of the grievance procedure for your reference.

Yours sincerely

Manager

Encls

Grievance policy and procedure
EAP brochure

Appendix D

Sample letter inviting a witness to a grievance meeting

Private and Confidential

Dear

OPTIONAL [Further to my earlier notification to you regarding the ----- grievance], I am writing to request your attendance at an informal fact finding meeting to be held on [date] at [time] in [location].

This meeting has been arranged because you have been named as an alleged witness to [issue raised by employee].

Please note that this meeting is confidential and care should be taken when discussing this with anyone outside this process.

This is an informal meeting but you are welcome to be accompanied by a Trade Union Representative or work colleague if you wish. If your companion is unable to attend this meeting, please propose a new meeting date (within 5 working days of the original date), to me as soon as possible.

[OPTIONAL:] As well as myself, I have asked that [HR Advisor] also be present at this meeting to advise on procedure.

Please also note that the Employee Assistance Programme is available for your use at any time. I have enclosed a copy of the brochure for your information.

I have enclosed a copy of the grievance procedure for your reference.

Yours sincerely

Manager

Encls

Grievance policy and procedure
EAP brochure

Appendix F

Sample letter inviting employee to an appeal meeting

Private and Confidential

Dear

I am writing to acknowledge receipt of your letter, dated-----, lodging an appeal against the grievance outcome given to you on [date].

In line with the Appeal stage of the Grievance Procedure, I would like to arrange a meeting to take place on [date] at [time] in [location] to discuss the grounds for your appeal. If you would prefer to meet at another neutral location, please advise me as soon as possible of your suggested venue.

You have the right to be accompanied at this meeting by a Trade Union Representative or work colleague. If either you or they are unable to attend this meeting due to unforeseen circumstances, please propose a new meeting date (within 5 working days of the original date) to me as soon as possible.

[OPTIONAL] As well as myself, I have also asked the HR Advisor (name) to be present at this meeting, in order to assist with procedural advice.

In order that I can consider the matter fully, I would be grateful if you could either send me any relevant papers and background material or submit this information at the meeting. Please note that my findings in relation to this appeal will be final.

I have enclosed a copy of the grievance procedure for your information.

Yours sincerely

Senior Manager/Director

Encls: Grievance policy and procedure

Appendix G

Suggested letter to employee - Outcome of appeal hearing

Private and Confidential

Outcome of appeal hearing

I am writing to confirm the outcome of the Appeal Hearing which was held on [date]. Your original grievance hearing concerned [insert details] and found [insert details]. The grounds for your appeal were/was/were {insert details}.

After full consideration of the facts, my conclusions are [insert details].

I have therefore decided to uphold your appeal because [insert details]

OR

Turn down your appeal for the following reasons [insert details].

This now completes the final stage of the IPCC's grievance procedure. This decision is final and there is no further right of appeal.

I have attached notes of our meeting for your information.

Yours sincerely

Senior Manager/Director

Appendix H – Investigation guidelines and template

1. The manager responsible for hearing the grievance is responsible for a number of actions as detailed below and may choose whether or not they will personally undertake the role of 'Investigator' referred to below. In either case, the **grievance tracking template** over page can be used as a guide to ensure relevant information is captured and easily accessed. The template is split into sections to be completed by the Manager and the Investigator (noting that this can be the same person).
2. The **'Manager'** within the investigation process refers to the individual responsible for hearing the grievance and has the following responsibilities:
 - Co-ordination of the investigation process (which may involve appointing an internal or external investigator (s) depending on resources available or undertaking the investigation directly as referred to under 'Investigator' role below)
 - Defining the objectives of the investigation at the outset and briefing the investigator (s) and setting out timeframes for reporting updates etc
 - Assessing the wider business impact and risk analysis caused by the investigation and making this known to relevant parties
 - Seeking HR advice and consider whether suspension is appropriate/required.
 - Drafting and sending letters to aggrieved employee/respondent as referred to in Grievance Procedure.
 - Notifying 'respondent' they are subject of a grievance
 - Liaising with witnesses/respondent/aggrieved employee to let them know they will be interviewed and answering any questions.
 - Notifying aggrieved employee and respondent of the progress of the Investigation.
 - Reviewing the investigation report after it is completed and reaching an outcome on the grievance (including considering whether disciplinary action is required)
 - Communicating the grievance decision to the aggrieved employee (and respondent)
 - Keeping full documentation for the personnel file.
3. The **'Investigator'** within the grievance investigation process has the following responsibilities:
 - Undertaking the investigation within the objectives/parameters set by the Manager.
 - Treating the investigation as a matter of urgency. Delay will compromise its value and fairness.
 - Keeping the manager updated of progress of investigation at intervals agreed with the manager.
 - Arranging interview times directly with those to be interviewed
 - Interviewing the aggrieved employee, the respondent and relevant witnesses.

- Be prepared to interview individuals several times to cover issues raised by other witnesses as the investigation progresses.
- Ensure there are contemporaneous written records of investigatory interviews. For the purposes of presenting the evidence either:
 - formalise the note of the interview and gain the interviewee's written agreement to the notes, or
 - reduce the notes of the meeting to a statement and gain the interviewee's signature.

In either case retain the written record of the meeting.
- Seeking the witnesses' agreement to full disclosure of the statement/notes to the other party(ies). If the witness will not agree to this, consider whether an anonymised statement and/or editing would overcome the witness' concerns.
- Obtaining all the relevant documentation including e-mails, paperwork etc that are relevant to the investigation
- Collating this information together into a written report
- Beware of drawing conclusions or expressing own opinions in report (seek agreement from the Manager as to whether conclusions/opinions are required)
- Presenting report and findings to the Manager and if required, present the management case at a disciplinary hearing.

Grievance tracking template

1. Overall grievance details (Manager to complete)	
Manager dealing with the grievance	
Name of aggrieved employee	
Date grievance received	
Date acknowledgement sent	
Date met with aggrieved employee (and detail any delays/postponements and rationale for this)	
Name of respondent (s)	
Date respondent (s) notified (if applicable)	
2. Specifics of grievance (Manager to complete)	
Defined grievance issues	
Outcome sought	
3. Welfare considerations (to be discussed at initial meeting with aggrieved employee) (Manager to complete)	
Did aggrieved employee request EAP management referral?	
If applicable - Aggrieved employee's feelings re separation of parties pending fuller investigation?	
Agreed timeframes for updates/contact etc	
Name of employee's companion	

4. Operational considerations (Manager to complete)			
If applicable - Practicalities of separation of parties and any action to be taken			
If applicable - Consideration of suspension of 'respondent'			
If agreed, name of individual who authorised this and will continue to review suspension			
If agreed, timeframes for review of suspension			
If agreed, date 'respondent' notified of suspension			
5. Organisational risk assessment (Manager to complete)			
As a result of the grievance being lodged, detail of any foreseeable risk or impact on the business on achievement of business objectives/workload/staffing shortages/internal or external relations etc.			
Risk	Action to be taken	Responsibility for action	Update/notes
6. Grievance investigation (Manager to complete)			
Detail objectives/parameters of investigation			
Named individual to undertake detailed investigation of grievance			
Date manager dealing with grievance met with 'investigator' to commission investigation - agreed actions & timeframes			
Dates update meetings held		b	
Detail of any new matters arising through course of investigation and actions being taken (n.b. if objectives/parameters of investigation change this must be documented)			

7. Investigation specifics (Investigator to complete)

Interview information

Employee	Date of interview	Explain any delays in interview date originally scheduled	Date employee signed meeting notes (provide detail of reasons if an employee will not sign these)	Dates of any follow up meetings /discussions with employee

Other relevant documentation collected

Date of completion of investigation report (when final was submitted to Manager of Investigation)

8. Investigation outcomes (Manager to complete)

What is the outcome of the investigation?

Is there reasonable substance to the case?

Y/N

Has evidence been found to support allegations?

Y/N

Is disciplinary action possibly warranted for anyone involved in the grievance?

Y/N

If so, who and why?

9. Grievance outcome (Manager to complete)

Synopsis of grievance outcome

Date outcome communicated to relevant parties

Date outcome letters sent to relevant parties

Appendix I WHAT IS MEDIATION?

Mediation:

- is a voluntary and confidential process in which two or more parties in dispute work with an impartial, independent mediator to facilitate discussion in an open, honest and respectful manner with a view to the parties finding their own resolution to the dispute
- is an informal process resulting in the feeling of less formality which would be present by following formal procedures such as the IPCC Grievance Procedure.
- can be used for a variety of issues such as breakdowns in working relationships, personality clashes, disagreements, bullying etc
- is entirely confidential. Only the mediating parties and the mediators will be aware of the full details of the dispute
- allows for the parties in conflict to speak openly and honestly in a setting without fear of reprisal, as the discussions that take place are 'without prejudice' and cannot be relied upon or repeated later in any other formal setting
- allows the parties in conflict to take control in resolving their own disputes without involving the organisation.

Access to mediation is through the HR department. All mediators used by IPCC, whether IPCC staff members or external practitioners will be externally qualified and accredited.

Appendix J WHAT IS CONFLICT COACHING?

Conflict coaching is a form of one-to-one support for individuals who are experiencing conflict in the workplace. The purpose of this coaching is to assist individuals in addressing conflict situations informally, whether they are experiencing conflict themselves or are seeing others in conflict.

Individuals experiencing conflict often find it difficult to openly discuss conflict in the workplace. Coaching can help individuals in conflict in reviewing how they are dealing with the situation and identify effective approaches for responding to conflict.

Entering into a coaching relationship is voluntary, confidential and impartial. It is available to all participants in conflict and does not make judgements as to fault.

Conflict coaching will normally consist of a maximum of three one-to-one sessions with the coach, either in person or by telephone. The coaching is limited to three sessions to ensure that the individual is focused on changing the situation rather than simply sharing the pressure of the problem.

All coaches are externally qualified and accredited in coaching and/or dispute resolution, whether they are IPCC employees or external practitioners.