



Grievance  
Formal Meeting  
Manager Checklist



# CHECKLIST

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## CHECKLIST

As an accompaniment to the Grievance Policy and Procedure, managers hearing a formal grievance should use this checklist to guide them through the grievance meeting.

The below checklist is for guidance purposes only, as it is recognised that the manager will need to determine how best to manage such a meeting based on the individual circumstances of the case.

Please ensure that all discussions during this process are fair, appropriate and above reproach.

### PREPARATION

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- Read a copy of the **Grievance Policy and Procedure** and **Manager Fact Sheet**, and contact [My HR Help](#).
- Contact the complainant and agree a date for the grievance meeting (normally within 5 working days of receiving the grievance).
- Book a suitable meeting room that is convenient for all attendees.
- Complete the grievance meeting invite letter and send along with the **Grievance Policy and Procedure** to the employee allowing them 3 working days' advance notice of the meeting. Remember to advise the employee of their right to be accompanied at the meeting by their trade union representative or a work colleague.  
This letter should not be sent an employee's office location. The letter should be sent to either the employee's home address or email address (something that should be agreed with the employee).
- Review all available documents relating to the grievance and investigate any points as required.
- Prepare questions to ask, i.e. Explain what happened", "Has anything like this happened before?", "Who else witnessed the incident?", "How did it make you feel?", "How did it affect your work?" Use the **5 'Ws'** as guidance:
  - **What** – happened or was said?
  - **Why** – did it happen?
  - **When** – the date & time
  - **Where** – did it happen?
  - **Who** – was involved? Or were the witnesses?

You will need to adapt questions prepared depending on the answers given during the meeting and you may require further probing.

- Ensure that notes are taken during the grievance meeting. If you are using a note-taker ensure they understand their role and the complainant is aware that a note taker will be attending the meeting.
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- When taking notes:
    - ensure that the following is recorded: date, time meeting commences, people present, times' of any adjournments and how long the adjournment was for,
    - they must be full, detailed, legible notes that form a complete record of the conversations relevant to the complaint and investigations. These notes might be referred to at an employment tribunal.
  - Consider any reasonable adjustments that may have been requested by the employee in relation to the meeting
  - Ensure confirmation is gained from the employee as to their availability to attend the grievance meeting and confirm if they will be accompanied.
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### THE MEETING

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- Introduction of people present and the roles they play
    - As the grievance hearing manager you are conducting the meeting.
    - If the complainant has a representative explain that they will be able to address the meeting in order to put the complainant's case forward, sum up the case and confer with the complainant, but should not answer questions on the complainant's behalf.
    - If the complainant does not have a representative, remind the employee they have the right to be accompanied by a representative (work colleague or trade union).
    - If the complainant chooses to proceed without representation then clearly detail this in the notes of the meeting.
    - Advise that the note-taker will take notes and may ask questions to clarify points.
  - Request that people speak at a reasonable pace to ensure an accurate record of meeting is taken.
  - Advise that an adjournment can be requested during the meeting at any time by people present.
  - Request that all attendees turn off any electronic devices to avoid unnecessary interruptions during the meeting and advise that Post Office expressly prohibits the recording of the meeting.
  - If the grievance meeting has been rescheduled confirm with the employee that they acknowledge why this was the case.
  - Confirm with the employee that they understand that the meeting is a formal grievance meeting which will be conducted in line with the company's Grievance Policy and Procedure.
  - Explain the purpose of the meeting is to listen to the employee's grievance, all the facts and circumstances surrounding the complaint and to consider what and if any actions should be considered to resolve the grievance.
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- Summarise your understanding of the grievance and ask the employee to confirm if this is correct.
  - Give the employee the right and the time to state their case.
  - Ask the employee if they have any documentary evidence to support their complaint and probe to explore its validity.
  - Ask the employee what outcome they are looking for, or how they see the issue being resolved.
  - Ask questions, listen carefully to the responses and ensure that you have all the information you require.
  - It may be appropriate for you or the employee to adjourn and reconvene the meeting after a short break to consider discussions or questions. Ensure times of the adjournment are recorded and how long they were for.
  - When all aspects have been discussed, ask if the employee has anything further to add.
  - Summarise the main points of the discussion.
  - You must keep control of the meeting. If the situation gets out of hand, adjourn the meeting and allow time for people to calm down.
  - Ensure everyone understands what is going to happen.
    - Notes will be typed up for them to read, amend if necessary, sign and send back within 3 working days of receiving them. If there is nothing returned after 3 days you will assume they are uncontested. If the employee asks for an extension, depending on the circumstances it may be reasonable to allow additional time to review the minutes.
    - You may need to conduct investigation meetings with witnesses
    - You may need to speak to them again to gain clarification on points that have come up during the investigation.
  - Inform the employee as to when they will expect to receive an outcome. You may wish to advise that the meeting will be reconvened at a later date once your investigation has been completed or you have completed your full review and considered the outcome.
  - Close the meeting and remind the employee that the meeting is confidential and should not be discussed with anyone else.
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### **FOLLOWING THE MEETING**

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- Type up the notes and share with the complainant for comment within 3 working days of the meeting. Provide the employee 3 working days from receipt of the minutes to agree or provide any amends.
  - Arrange to speak/meet with any people you feel additional information is needed from.
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- Share any evidence you have collated during the investigation with the complainant for them to make comment before you reach a final decision (only necessary to share evidence they will not have seen). Provide 3 working days for them to provide comment.
  - Review case documentation and evidence collated to support any decision making.
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### MAKE A DECISION

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- Once you have all the information you need to make a decision. Please contact [My HR Help](#) to gain advice and consider the following:
    - Do you believe the employee's grievance is well founded?
    - Is that belief based on reasonable grounds and thorough investigation?
    - Do all the facts of the grievance back this up?
    - Is there a company policy or collective agreement that applies?
    - What action can be taken to resolve this matter?
    - Is the decision you are making consistent with the treatment of other employees within your business area?
  - If required complete a '[Grievance Investigation Report](#)' to confirm findings and recommendations.
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### COMMUNICATE THE DECISION

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- Confirm the grounds of your decision and the findings of your investigation to the employee.
  - Confirm if you will:
    - Uphold the grievance and the reasons for this.
    - Not uphold the grievance and the reasons for this.
    - Partially uphold the grievance and the reason for this.
  - Confirm any recommendations that you have made.  
Please note that confirmation of action against other colleagues cannot be disclosed (i.e. if another employee has been referred for a case to be investigated as per the conduct code you are unable to confirm the outcome of the disciplinary to the complainant)
  - Inform the employee that if they do not agree with the outcome of the grievance they have the right to appeal, which they must do so within 5 days of receiving the outcome letter. If they wish to appeal they must notify you first and follow this up by completing and submitting the appeal form within [SuccessFactors](#).
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### NEXT STEPS: DOCUMENTATION AND RECORDING

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- Prepare the outcome letter and issue along with a copy of the investigation report within 5 working days of confirming the outcome.
  - Confirm the outcome with the line manager.
  - Collate and file all original documents relating to the case in chronological order (e.g. grievance form, invitation and outcome letters, witness statements, meeting notes etc.). The file should be marked 'Private & Confidential' and kept in the employee's personnel file.
  - Ensure you upload copies of all evidence collated as part of the grievance process on the [My HR Help](#) case management system.
  - Ensure any stated actions/recommendations are carried out.
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### TIPS

- When organising rooms for meetings ensure that they are private and big enough for all attendees.
- Try and put the employee at ease.
- Listen actively to what the employee has to say.
- Try to distinguish between facts and opinions.
- Avoid emotional reactions.
- Keep the employee focused on the issues but try to avoid interrupting them.
- Avoid expressing criticism or disapproval, or being judgmental.
- Always confirm your understanding of points made and summarise key points for clarity.
- Avoid making any decisions until you have all the facts.