



Grievance
Appeal Meeting
Manager Checklist



CHECKLIST

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CHECKLIST

OVERVIEW

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

The 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.

STANDARDS

These standards have been developed to support the handling of appeal cases. Please observe them.

Professionalism

All cases will be dealt with using a high degree of professionalism. In practice this means we will always aim for fairness, reasonableness, consistency, impartiality, thoroughness and credibility.

Timeliness

All cases will be dealt with as quickly as possible, consistent with the need for thorough consideration and investigation.

Measurability

It will be essential to ensure cases conform to company standards, ethics and values. This will be achieved through:

- Evidence of reasonable timescales being met
- Correct processes followed as detailed in the Fact Sheet
- Improvement opportunities identified by managers hearing appeals
- Follow-up evidence of implementation of improvement opportunities as appropriate.

Documentation

High standards of documentation will be maintained covering:

- Rigorous examination of evidence
- Clear reasons for decisions
- Comprehensive reports containing all relevant factors
- All investigatory material included
- Papers presented in order of events.

Employee's rights

This includes evidence that employees fully understand their rights, including the right to have a work colleague/trade union representative at the appeal meeting.



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PREPARATION

- Read a copy of the **Grievance Policy and Procedure** and **Manager Fact Sheet**, and please contact [My HR Help](#).
 - Contact the employee and agree a date for the appeal meeting (within 5 working days of receiving the appeal).
 - Book a suitable meeting room that is convenient for all attendees.
 - Complete the Appeal Meeting Invite Letter and send to the employee along with the **Grievance Policy and Procedure**. Ensure that you provide the employee with a minimum of 3 working days' advance notice of the meeting. Remember to advise the colleague 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 documents relating to the original grievance, and investigate any points as required.
 - Ensure that notes are taken during the appeal 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
 - 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.
 - Prepare an outline of the questions you would like to ask.
 - You will need to adapt questions during the meeting depending on the answers given and you may need to probe further.
 - Consider any reasonable adjustments that may have been requested by the employee in relation to the meeting.
 - Ensure confirmation is gained from the employee who is appealing as to their availability to attend the appeal meeting and confirm if they will be accompanied.
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THE MEETING INTRODUCTION

- Introduction of people present and the roles they play
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- As the appeal 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 accurate records of meeting notes are taken.
 - Advise 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 appeal meeting has been rescheduled confirm with the employee that they acknowledge why this was the case.
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PURPOSE

- Confirm that the meeting is an opportunity for the employee to confirm the reasons for their appeal against the recent grievance outcome.
 - Confirm that the appeal process is an opportunity to consider the grounds of their appeal, e.g. to consider if the previous decision was fair, consider any new facts or evidence and judge the reasonableness of the procedure to date.
 - Confirm that once an outcome has been reached and communicated the colleague will receive the outcome in writing within 5 working days and that this decision will be final.
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QUESTIONING AND DISCUSSION

- Ask the employee to explain their reason for appealing and give them the right and time to state their case.
 - You should encourage the employee to talk freely with a view to fully establishing the facts.
 - Use open questions.
 - Ask questions to probe answers further.
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- Listen attentively.
 - 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 if they have anything further to add.
 - 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.
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SUMMING UP

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- Summarise the main points of the discussion
 - Re-cap on the following:
 - What complaint has been under consideration?
 - The employee's explanation for the appeal.
 - The evidence that has been considered.
 - Ensure that you take into account any mitigating circumstances.
 - Provide the opportunity for the employee to make a closing statement.
 - 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
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needed from.

- 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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- Review all the facts and circumstances and decide on the appropriate action as soon as you can. Please contact [My HR Help](#) to gain advice and consider the following:
 - Do you believe the individual's appeal is well founded?
 - Is that belief based on reasonable grounds and thorough investigation?
 - Do all the facts of the appeal 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 employee within the business area?
 - Complete an 'Appeal Summary 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 appeal and the reasons for this.
 - Not uphold the appeal and the reasons for this.
 - Partially uphold the appeal 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)
 - Explain that the appeals decision is final.
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NEXT STEPS: DOCUMENTATION AND RECORDS



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- Prepare the outcome letter and issue along with a copy of the 'Appeal Summary Report' within 5 working days of confirming the outcome.
 - Confirm the outcome with the line manager and grievance hearing manager.
 - Collate and file all original documents relating to the case in chronological order (e.g. appeal 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 appeal process on the [My HR Help](#) case management system.
 - Record the outcome of the appeal in [SuccessFactors](#)
 - 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.