

# Brook Learning Trust

## Grievance Policy and Procedure



At Brook Learning Trust we bring together our unique academies in our belief in the power of education to change lives and communities. It is our steadfast purpose to challenge and defy the barriers that constrain the educational progress of any child. We set high aims for aspiration and secure collective responsibility for all our children's achievements. Our work is underpinned by the values of Integrity, Respect, Courage, Optimism, Excellence and Accountability.

### Part A – Policy

#### 1. Policy Statement

Brook Learning Trust (BLT) undertakes to promote positive working relationships and is committed to providing a working environment where employees are treated with dignity, fairness and respect.

The Trust expects all employees to comply with its Code of Conduct and treat colleagues and stakeholders equally with dignity and respect. The Trust recognises that occasionally an individual employee or group of employees may have a problem, concern or complaint regarding their working environment or working relationships.

It is expected that the majority of day to day concerns can be resolved through regular communication between line managers and employees. Where an employee raises a grievance it is preferable for this to be resolved informally between the individual and the Principal / line manager, or the person who the complaint is made against, as close to the point of origin, where possible.

Where a grievance cannot be resolved informally, it may be appropriate for the issue to be addressed formally, including allowing the right of appeal.

The Trust and academies encourage individuals to work towards a resolution and require all parties to engage in this process. Consideration will be given to the use of mediation as a means to achieve a lasting resolution to complaints.

The Trust and academies recognise the need to ensure grievances are addressed without undue delay and may undertake reasonable investigation to assist in the resolution of the grievance.

Complaints that are found to amount to misconduct on the part of an employee will be addressed under BLT's Disciplinary Policy and Procedure.

An employee who has raised a complaint in good faith will not be treated less favourably or suffer any detriment in their employment as a result of raising a complaint under this procedure.

Due consideration will be given to the support required by both parties when addressing concerns.

A grievance will be treated as confidential by all parties.

#### 2. Scope

The policy applies to all employees of the Trust.

The grievance policy should be used for work related issues such as concerns relating to an employee's own employment, working environment, working relationships and terms and conditions. It may also be used to raise concerns about the actions of another employee acting on the Trust's behalf.

This policy may be used by a group of employees who wish to raise a grievance about their employment where the circumstances are the same.

Employees are advised that any grievances raised must lie within the authority and control of the Trust or academies to resolve in the role of employer.

This procedure is not to be used in instances where other procedures apply, including:

- Dismissal or disciplinary matters
- Performance or capability matters
- Redundancy or restructure issues
- Pay decisions
- Complaints about harassment, bullying or whistleblowing.

### **Collective Grievances**

Where a group of employees take out a grievance regarding the same subject this will be heard using the process below i.e. through one grievance claim. It may be appropriate for the aggrieved employees to appoint one or two individuals to present the grievance. This could be a professional association or Trade union. Where important matters of principle arise during the grievance procedure nothing in that procedure would preclude these matters being referred to established joint consultative committees with the agreement of all parties.

### **3. Responsibilities of the Trust / Academies**

- To ensure employees are given the opportunity to explain their concern and the outcome sought
- To seek a means to resolve the grievance wherever possible whilst taking into account Trust and academy policies, procedures and rules
- Achieve the early resolution of grievances where possible and to allow employees to take their concerns to a further level of management where appropriate
- To ensure consistency and fairness of treatment.

### **4. Responsibilities of the Employee**

- To raise concerns at the earliest opportunity, to make every effort to raise / resolve matters informally, at an early stage and to consider mediation as a means of resolving concerns
- To engage with managers in seeking to resolve any grievance that has been raised – by attending meetings and / or participating in any investigation and providing evidence to support the complaint
- To act in a respectful and professional manner towards all parties
- To maintain confidentiality
- To raise grievances only in relation to legitimate concerns and not of a malicious / vexatious nature.

## **Part B – Procedure**

### **5. Definition**

A grievance is defined as: *'concerns, problems or complaints that employees raise with their employers'* (Acas Code of Practice and Grievance)

This may include a problem or concern that an employee or group of employees has about their work, working conditions, or relationships with and actions of their line manager or colleagues.

### **6. Timescales for Raising a Grievance**

A grievance should not be raised if the event, act or issue (or last series of events, acts or issues) complained of occurred more than three calendar months prior to an employee raising a complaint.

Should an employee wish to raise a complaint outside of this period they will need to demonstrate that:

- They have made reasonable attempts to resolve the matter informally outside of the grievance process
- They could not reasonably be expected to have known about the issue and have raised the complaint within three months of first becoming aware of it.

## 7. Authority to Act

The table below indicates the appropriate person for an employee to address a grievance to depending on the nature of the complaint.

Nature of Grievance	Informal	Formal	Appeal
Employee against colleague	Colleague who complaint is about or line manager / Principal	Line Manager / Principal	Principal or CEO
Employee against immediate line manager	Line manager / Principal or CEO for Trust staff	Principal or CEO for Trust staff	Employee Grievance panel (max 3 Trustees for Central Trust staff or 3 Academy Councillors for academy staff)
Employee against Principal	Principal or CEO	CEO	Employee Grievance panel (max 3 Trustees for Central Trust staff or 3 Academy Councillors for academy staff)
Employee against CEO	CEO or Chair of Trust Board	Chair of Trust Board or Employee Grievance panel (max 3 Trustees)	Appeals Panel – Chair of Trust Board will ask Clerk to assemble (max 3 Trustees)
Employee about his/her own employment	Line manager / Principal	Principal or CEO	Employee Grievance panel (max 3 Trustees for Central Trust staff or 3 Academy Councillors for academy staff)

In this procedure the manager considering the complaint is referred to as the 'Grievance Officer'.

Where the Executive Principal model is in place the Head of School may be delegated as the Grievance Officer.

### Informal Stage

Every effort should be made to informally resolve grievances before resorting to the formal stages of this procedure.

Grievances relating to an employee's own employment should initially be raised with the employee's line manager.

Grievances relating to colleagues should, wherever possible, be raised informally with the individual who the complaint is about in the first instance. If the employee feels uncomfortable doing this they should raise the issue with their line manager who may be able to facilitate a discussion between all parties regarding the concerns.

In exceptional circumstances where it is not deemed appropriate for a complaint to be addressed informally an employee may raise a formal grievance without first seeking to resolve the matter informally.

### Formal Stage

If it is not possible to resolve a grievance informally, an employee may raise the matter formally in writing, stating the basis for the grievance and resolution sought. The grievance should be raised with the employee's line manager (or the next level of management if the grievance issues involve

the line manager). In instances where the grievance is against the Principal – any formal grievance should be raised with the CEO of the Trust.

It should be noted that at the formal stage the Grievance Officer may be the same person who facilitated a discussion at the informal stage or may be another appropriate manager.

### Complaints raised by the Principal

Where the Principal has a grievance, the matter should be raised formally with the CEO of the Trust or in instances where the complaint is against the CEO, the matter should be raised with the Chair of the Trust Board.

### Grievance Appeals

Appeals should be heard by a manager who is more senior to that who considered the formal grievance. In instances where there is not a higher level of management within the academy structure – appeals may be heard by an Employee Grievance Panel or Appeals Panel comprising no more than three Trustees and / or Academy Councillors

### Right to Representation

Employees who raise or are the subject of a grievance have the right to be accompanied by a workplace colleague or a Trade Union representative at any formal meetings held as part of the procedure.

Should the employee feel representation may be beneficial during the informal stage of the process they should discuss this with the Grievance Officer. There is no statutory right to representation during the informal stage however this will not unreasonably be refused. The presence of a representative does not make the meeting formal

## 8. Timescales

Grievances will be addressed promptly and without due delay in achieving an outcome for all parties. Indicative timescales are set out below – however these may vary depending on the circumstances of the case:

<b>Informal Stage</b>	Informal grievance raised	Meeting held and outcome reached as soon as is practicable
	Formal Grievance raised	Within 5 working days following the outcome of the informal stage
<b>Formal stage</b>	Grievance meeting	Within 10 working days of receipt of formal complaint
	Written outcome of formal grievance meeting	As soon as practicable. Where written outcome is adjourned for reasons of investigation within 10 working days of the conclusion of any investigation*
	Lodging of Appeal	Appeal to be made within 5 working days of the receipt of the written outcome of formal grievance meeting
<b>Appeal</b>	Appeal meeting	Within 10 working days of receipt of written appeal
	Written Appeal outcome	Within 5 working days of the appeal meeting

For the purpose of this procedure working days will normally refer to the 195 days of the school year for teachers employed under the terms of the School Teachers' Pay and Conditions Document.

With agreement, meetings may take place at a time outside of an employee's normal working pattern.

\*Should an investigation be necessary, anticipated timescales for completing this will be communicated. Where additional time is required all parties will be advised.

All parties must take all reasonable steps to avoid delays, make every effort to attend the meetings required under this procedure and to provide any information requested by the Grievance Officer or Investigating Officer promptly.

If an employee exceeds the time limits stated without good reason the grievance will be considered as being out of time and no further action will be taken.

#### **9. Support and Conduct during the Process.**

The Trust and academies acknowledge that they have a duty of care towards all employees and consideration will be given to support or reasonable adjustments required by either party during the process.

Employees are advised that Trade Union representatives will be able to provide support and advice to their members. Employees who are not members of a Trade Union may access support via their identified workplace colleague. Employees may also wish to make use of the Trust's confidential Employee Assistance Programme.

Due respect will be given to the rights of both parties during the process. An objective and balanced approach will be adopted when addressing complaints. Both parties are entitled to a full and fair opportunity to submit their accounts with a view to reaching a solution.

Where both parties to the grievance are present at any meeting, the Grievance Officer should endeavour to facilitate respectful dialogue between the parties to assist in identifying a mutually agreeable outcome. Staff will be protected from intimidation, victimisation or discrimination for raising a complaint or for having a complaint raised against them. Any form of retaliation against a member of staff may be addressed as a misconduct issue.

#### **10. The Role of Mediation**

Mediation can often help resolve grievances. It is a voluntary process facilitated by an impartial third party which aims to assist parties in reaching resolution and agreement to a workplace dispute or conflict.

Mediation may be instigated at any stage in the procedure but is encouraged at an early stage as means to improve professional relationships and communication between parties.

During mediation any grievance process would usually be suspended. If at any point any party wishes to withdraw from mediation they may do so and this procedure may be resumed at the appropriate stage.

#### **11. Informal Action**

If an employee has a grievance this should, wherever possible, be raised at the earliest opportunity informally and verbally, in the first instance. An employee may also raise the matter in writing if preferred.

In addition to outlining the details of the concerns the employee should also clearly explain what action or outcome they are seeking.

The normal expectation is that the employee and the person who the complaint is against and / or Grievance Officer would arrange a confidential meeting as soon as possible. The purpose of this meeting is to explore the issues and the outcome sought by the employee with the aim of achieving a resolution or a way forward informally, that is mutually acceptable. All parties should reasonably agree to a joint meeting as a normal expectation as a means to seek a resolution to the complaint at this early stage.

Resolutions at an informal stage may include:

- Providing an apology where appropriate
- Agreeing how future communication may take place
- Agreeing future conduct which is acceptable to all parties
- Agreeing alternative work patterns / practices for either or both parties subject to operational / organisational requirements
- Exploring counselling or workplace mediation
- Agreeing further training, coaching or mentoring.

Any resolution should take into account Trust and academy policies, procedures and rules.

More than one discussion may be required to achieve a resolution and at the end of the meetings all parties should agree what actions will be taken to achieve an acceptable outcome and the timescales for these. Informal action may be concluded with a written record made detailing the date of the meetings, concerns discussed and outcomes agreed – and this should be shared with all parties.

## 12. Formal Action

Where it is not possible to resolve the matter informally the employee may wish to raise a formal grievance.

Where an informal resolution attempt has been unsuccessful, if the employee wishes to make a formal complaint, they must do so in writing within five working days of the conclusion of the informal process. All formal grievances should be raised in writing. The grievance notification form, attached as **Appendix A**, may be used for this purpose and the written notification should include details as follows:

- The name of the employee(s) who they are raising a grievance against, if appropriate
- The action or proposed action which has given rise to the grievance, with examples
- Dates, times and places of incidents
- The names of employees or other persons who are witnesses to the grievance
- Any informal action that the employee has already taken to try and deal with the grievance.

In all cases the employer should also clearly state what outcome / proposed action they are seeking by raising the grievance.

The employee should also submit any supporting documentation that is relevant to their complaint.

In most instances where a Grievance Officer was identified at the informal stage – this individual can continue to consider the complaint at the formal stage.

The Grievance Officer will provide the employee with written confirmation of receipt of the complaint and confirmation of who will progress the concern.

## 13. Formal Grievance Meeting

The Grievance Officer will arrange a confidential meeting with the employee raising the grievance within ten working days of receipt of the formal grievance.

An employee may be accompanied to a formal grievance meeting by a workplace colleague or Trade Union representative.

The purpose of the grievance meeting is to:

- Provide an employee with the opportunity to explain their grievance in full and consider / clarify the details of the complaint
- Gather any evidence that the employee wishes to submit in support of their complaint
- Identify any witnesses to the grievance
- Explore and consider the outcome that the employee is seeking
- Determine what further action might be necessary before an outcome can be determined
- Explore other means of resolving the complaint which may be considered as an alternative to undertaking an investigation e.g. a joint meeting, mediation.

It should be noted that no new complaints can be added after this meeting unless agreement is given by the Grievance Officer.

If appropriate the meeting may be adjourned by the Grievance Officer to:

- Consider the information presented, allow for deliberations and make their decision
- Undertake a simple fact finding exercise themselves – this may include speaking to witnesses and reviewing necessary documents
- Commission a formal investigation and appoint an Investigating Officer
- Identify other resolutions as outlined at the informal stage
- Arrange a joint meeting between the parties or allow time for mediation
- Consider whether any other further action might be appropriate.

It may be that a combination of these actions are appropriate in certain circumstances.

Where it is not possible to provide an outcome to the grievance during an initial meeting, the Grievance Officer will confirm in writing the action that is proposed to progress the complaint and the anticipated timescale for completion.

#### 14. **Formal Investigation**

Consideration should be given to undertaking as much investigation as is reasonable and appropriate in order to gain a full understanding of the circumstances surrounding the grievance.

In some instances it may be necessary for the Grievance Officer to commission a formal investigation led by an Investigating Officer. However it should be noted that this will not take place as a matter of course. In many instances an informal fact finding exercise will be sufficient.

Should a formal investigation be undertaken a formal interview will take place with the employee who has raised concerns.

The employee who the complaint has been made against will be notified in writing of the nature of the concern and be invited to a formal interview and given full and fair opportunity to respond, explain conduct and mitigating circumstances. The employee should be advised that should the complaint be upheld, formal disciplinary action could be taken.

Where the complaint relates to an employee's own employment, working environment or terms and conditions, the Investigating Officer will interview the responsible manager as part of the investigation.

Both parties may be accompanied to an investigation meeting by a workplace colleague or Trade Union representative.

The Investigating Officer may also conduct a formal interview with other employees identified as witnesses to the complaint and these witnesses should be advised that they may be called to present information at a subsequent hearing.

A written report will be produced of the investigation findings. Should it identify issues of employee misconduct this will be addressed under the Trust's Disciplinary Procedure.

The investigation findings will inform the Grievance Officer's response to the grievance.

It may not be appropriate or useful in resolving the grievance to share the full investigation report with the parties to the grievance. In such circumstances a summary document or anonymised text may be made available as the Grievance Officer considering the complaint deems appropriate.

Should the matter subsequently be considered under the Trust's Disciplinary Procedure the investigation report may be shared as evidence for this process.

## 15. **Communicating the Outcome of the Formal Grievance**

The Grievance Officer may be able to determine the outcome of the grievance or agree actions to address the complaint raised and resolve the grievance during the course of the initial formal grievance meeting. Where this is not possible the formal grievance meeting will be reconvened at the earliest opportunity following the completion of any investigation or agreed actions to allow the outcome to be communicated.

The outcome communication meeting will be arranged without undue delay and where possible within ten working days of the conclusion of any investigation or other follow up action where this is necessary.

The Grievance Officer may determine the following outcomes:

- The grievance is upheld in full, or
- The grievance is upheld in part, or
- The grievance is rejected.

Communication should also include the reasons for the decision and any recommendations such as training and mediation to resolve the situation. Any resolution should take into account Trust and academy policies, procedures and rules.

The Grievance Officer should also advise the employee of the right of appeal against the decision.

Where possible the employee will be advised verbally of the outcome at the conclusion of the meeting or following any deliberations that may be necessary. In all instances the employee will be notified in writing usually within five working days of the date following the meeting or the decision being reached. The written outcome will include reasons for the decision, a summary of facts considered, any recommendations or agreed actions and the right of appeal.

It should be noted that where a complaint was against another employee and the grievance is upheld – the employee who raised the grievance does not have the right to know what future formal / informal disciplinary or management actions may be taken against the individual.

Appropriate information will be made available about the investigation and grievance outcome to the employee who the complaint is against along with any relevant recommendations to support the ongoing relationship between the parties.

## 16. **Grievance Appeal Meeting**

Where an employee feels that their grievance has not been satisfactorily resolved they may appeal against the outcome.

Appeals should be made in writing to the Grievance Officer, within five working days of receipt of the written outcome of the formal grievance meeting. The letter of appeal should clearly state the specific grounds on which the employee is making the appeal and why they are dissatisfied with the decision. A copy of the original written grievance form / letter and any supporting documentation should also be submitted.

An appeal meeting will be arranged without undue delay and where possible within ten working days of receipt of the written appeal.

The appeal meeting will be heard by an Appeal Officer – a more senior manager than the original Grievance Officer. Where there is no more senior manager the appeal may be heard by an Employee Grievance Panel or Appeals Panel consisting of a maximum of three Trustees / and or Academy Councillors. Those considering the appeal will not have had involvement in the grievance at the earlier stages.

An employee may be accompanied to an appeal meeting by a workplace colleague or Trade Union representative. At the appeal meeting the Appeal Officer or Panel will review:

- The original grievance outcome decision
- The employee's reasons for raising an appeal
- Any new evidence or information presented by the employee directly relevant to the initial grievance.

The Grievance Officer who considered the complaint at the earlier stage may be called as a witness to the appeal meeting.

Based on the information presented, the Appeal Officer or Panel may determine the following outcomes:

- The original grievance decision is upheld in full, or
- The original grievance decision is upheld in part, or
- The original grievance decision is overturned.

In addition to the above the Appeal Officer or Panel may recommend that further action such as mediation or training be considered to resolve the situation.

Where possible the employee will be advised verbally of the outcome at the conclusion of the meeting or following any deliberations that may be necessary. In all instances the employee will be advised verbally of the outcome in writing usually within five working days of the date of the meeting or the decision being reached. This will include:

- The outcome and reason for the decision
- A summary of the facts that the Appeal Officer or Panel considered in coming to the decision
- Any recommendations or agreed actions for the parties to take.

Where the grievance is against another employee they will be notified of the appeal outcome. This may be in writing or at a meeting.

Appropriate information will be made available about the appeal outcome to the employee who the complaint is against along with any relevant recommendations to support the ongoing relationship between the parties.

The outcome of the appeal is final and there is no further right of appeal.

## **17. Supporting Documents**

Any documents or relevant information that would assist in the exploration or resolution of the grievance should be shared by the employee as soon as is practical in advance of the formal grievance meeting. Any information which the employee wishes to submit as part of their appeal should be received no later than three working days prior to the hearing.

## **18. Involvement of Other Parties / Witnesses**

In certain instances it may be appropriate to allow other parties / witnesses to attend a formal grievance or appeal meeting where their contribution may assist in understanding the issues being raised. However in most cases this will not be necessary as information will be gathered during any fact finding or investigation process.

Should an employee wish to request that another party attends the grievance or appeal meeting they should advise the Grievance Officer who will consider each request on a case by case basis.

## **19. Non Attendance at Formal Grievance and Appeal Meetings**

Employees are expected to attend and participate in all meetings. Where an employee or their representative is unavailable to attend they should inform the Grievance Officer / Appeal Officer / Panel at the earliest opportunity.

If an employee's representative is unavailable the formal grievance meeting / appeal may be deferred up to five working days from the date of the original hearing.

The Grievance Officer / Appeal Officer will give due consideration to any other request for postponement taking into account the individual circumstances and the reason for non-attendance.

Should an employee or representative fail to attend a rescheduled meeting or fail to make written representations, the Grievance / Appeal Officer may decide that the meeting may proceed in their absence and a decision made based on the available information.

Other than in exceptional circumstances only one postponement will be granted. Thereafter the meeting will proceed whether or not all parties attend.

#### **20. Action Pending the Outcome of a Grievance**

Exceptionally, if circumstances warrant, action may be taken to alleviate the circumstances which have given rise to the complaint pending the outcome of the formal grievance process.

Any change would be temporary pending the outcome of the grievance process and may include alteration to working arrangements or line management responsibilities subject to consideration of the operational needs of the academy.

#### **21. Support Following the Conclusion of the Process**

All parties are expected to work together in a professional and constructive manner following the conclusion of the process. However it is recognised that ongoing support may be required to re-build damaged working relationships.

Consideration should be given to any measures that may assist with re-building working relationships and prevent a recurrence of the situation that gave rise to the original complaint. This may include mediation and it is expected that all parties should reasonably agree to a joint informal meeting to discuss future ways of working.

#### **22. Concurrent Management Action**

Employees are advised that reasonable management action to address concerns relating to employment matters should not automatically be perceived in itself as a reason to raise a grievance.

In the event that an employee raises a grievance in the course of a disciplinary or capability process, both processes may continue concurrently.

However, each case will be considered on its merits to ensure that the Trust / academy is acting reasonably.

#### **23. Absence During the Process.**

In instances where the absence of either party arises following a grievance, the academy will seek early advice from Occupational Health on how to support the employee in the management of the absence.

In cases of absence from work of one of the parties, consideration will be given as to how best to progress the grievance. The Grievance Officer may, at their discretion, decide to proceed with the process in an employee's absence but in these circumstances alternative arrangements will be discussed with the employee including providing a written statement for a Trade Union representative or workplace colleague to attend meetings on their behalf.

#### **24. Anonymous Allegations**

Employees are encouraged to put their name to any grievance complaint.

Where an employee is concerned about being identified the academy may explore appropriate measures to reassure and safeguard the employee during the process. The academy cannot guarantee that anonymous allegations will be considered or formally investigated. This is in

accordance with the principles of natural justice where an individual has a right to know who has made a complaint in order to be able to respond fully.

**25. Malicious / Vexatious Allegations**

Where a complaint is unsubstantiated and found to be of a vexatious or malicious intent, this may be examined in accordance with the Trust's Disciplinary Procedure.

**26. Record Keeping**

Accurate and contemporaneous records will be kept throughout the process. A copy of any outcome letters should be retained on the employee's personnel file.

All records will be treated as confidential and processed in accordance the General Data Protection Regulation 2018 (GDPR) and The Data Protection Act 2018.

**27. Confidentiality**

A grievance must be treated by all parties involved in the process as a confidential matter. Discussion with other parties is not acceptable as confidentiality will ensure that the matter can be dealt with as close to the source as possible and will assist in ensuring that if any action is taken, or recommendations made, there is a stronger likelihood of a successful outcome. Failure to respect the confidentiality of the process may be regarded as a disciplinary matter.

**POLICY REVIEW AND RATIFICATION**

Policy reviewed every two years and ratified by the BLT Board in May

This review by HR Manager: May 2019

Summary of amendments to this iteration:

- Separation of Policy and procedure
- Reduction of stages from 6 to 3
- Detailed outline of roles, responsibilities and time frames of each stage
- Responsibilities of academies and employees defined
- Notification of grievance form template included to support employees in outlining complaints and desired outcomes
- Reference to support, conduct and the role of mediation throughout the process
- Examples of resolutions included.

Ratified by BLT Board May 2019

Next review May 2021

# Appendix A: Grievance Notification Form



Employee Name:	Employee Job Title:
Place of Work:	Date Grievance raised:
Trade Union Representative/ Workplace Colleague	Name: Email: Contact Tel No:
If your grievance is against an individual please provide name their name and job title	Name: Job Title

**Summary of grievance:** *Set out the details of your grievance (providing as much detail as possible, particularly dates, times, locations and the identities of those involved). You may attach additional sheets or supporting documents if required.*

**Individuals involved in the alleged incident / grievance:** *Provide here the names and contact details of any people involved in your grievance including witnesses*

**Informal action to resolve the issue:** *Please provide details of any action that you have already taken to try to resolve your grievance and why this did not work.*

**Outcome requested:** *Please set out what outcome you are seeking from your grievance, and why and how you believe this will resolve the issue.*

**Declaration:** *I confirm that the above statements are true to the best of my knowledge, information and belief.*

**Signature:**

**Name:**

**Date:**

**For Completion by the Grievance Officer:**

<b>Date form received:</b>	
<b>Date of grievance meeting:</b>	
<b>Date investigation commissioned if applicable:</b>	
<b>Date of outcome meeting:</b>	
<b>Date employee notified of outcome in writing:</b>	
<b>Date appeal received:</b>	
<b>Date employee advised of written appeal outcome:</b>	