**Video Title:** We Are Going to Have to Conduct a Formal Grievance Procedure. What Do   
We have to Do?

**Video URL:** <https://www.youtube.com/watch?v=goL-Yur5SNQ>

**Run Time:** 3:03

**Source:** Law Donut/YouTube

**Close Caption Available:** Yes

The grievance procedure is described on pages 183-185 of the textbook. This video focuses on the early stages of the grievance process. A formal meeting must be held as soon as possible after you (the manager) receive a grievance. The Acas on the disciplinary and grievance procedure recommends that the meeting be held within five working days. The manager who will conduct the meeting, or you and your employee and any companion, should make every effort to attend the meeting. Before the meeting, research where similar grievances have been raised in the past and how they will be dealt with to ensure consistency. You also need to consider administrative arrangements, such as the need for an interpreter or accommodations for physically disabled people.

You may want to investigate the facts behind the grievance or adjourn the meeting to carry out the investigation. If the grievance concerns another employee, the investigation will usually start with a discussion with that other employee about the issues raised. If the discussion does not resolve the issues, you may wish to involve an independent mediator. Be careful that any discussion with the employee being complained about does not inadvertently turn into a disciplinary meeting. In a disciplinary meeting the employee has the right to be accompanied by another person.

Grievances should be kept as confidential as possible. During the meeting, your employee should have an opportunity to explain his or her grievance and suggest how the grievance should be resolved. The meeting with the employee is not a disciplinary hearing. Instead the aim is to reach a solution through discussion and dialogue. The employee should also feel that he or she has had a proper opportunity to get the grievance off the chest. Close the meeting by summarizing the points made, and telling the employee what he or she can reasonably expect the decision given any time limits in your procedure.

The suggested procedure for small organization in the Acas guide suggests that a decision should be reached in 24 hours. Resist the urge to give your decision during the meeting which could give the impression that you had made up your mind beforehand, or that you are making a snap judgment. After you have decided on the action you need to take, if any action is needed, tell the employee in writing as soon as possible. Your letter should tell the employee that he or she can appeal if that person is not happy with the action you are proposing, and how that action will be taken, monitored, and reviewed.

If you are not proposing to take any action, explain the reasons why and ask an employee not connected to the case to keep a record of the meeting. The employee will also act as a witness to what is said.

*Questions for Discussion and Review*

1. What do you see as the role of the person who accompanies the employee with a grievance to the meeting?

2. Imagine that you are the immediate manager of an employee who brings forth a grievance. Give an example of a grievance that you think you could probably resolve in the first meeting.

3. Imagine that you are the immediate manager of an employee who brings forth a grievance. Give an example of a grievance that you think you could probably not resolve in the first meeting.

4. It may be proper to keep the grievance confidential and conduct an investigation. But what would you do if the grievance is about another employee threatening to go on a shooting rampage, or other life-threatening action?

5. In what way is the grievance procedure related to conflict resolution?