



Resolving Issues at Work Policy and Guidance
2016/17

School **BEDALE HIGH SCHOOL**
Headteacher **SIAN REES**

Named personnel with designated responsibility for this policy

Academic year	Designated Senior Person	Nominated Governor	Chair of Governors
2016/17	Siân Rees	Gerry Price	Gerry Price

Policy Review dates

Review Date	Changes made	By whom	Date Shared with staff

Date Ratified by Governors	Review Date
September 2016	September 2017

Resolving Issues at Work Policy and Procedure

(Covers Grievance, Harassment and Bullying)

STATUS: Updated May 2015

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Scope

This policy applies to all employees except those employed by locally managed schools. If schools wish to adopt this policy they will need to agree it through their normal processes.

The policy should be used for resolution of all issues at work except grading and collective disputes. Grading issues will be resolved through a separate procedure via the Resourcing and Reward team. Collective disputes will be managed through the Collective Disputes Procedure. This policy is compliant with ACAS Code of Practice and Statutory Legislation.

Conduct issues arising from any investigations should be resolved under the [Disciplinary policy](#).

Policy Statement

The objective of the Resolving Issues at Work Policy and Procedure is to settle all issues in the shortest time, with the least possible formality and appropriate levels of confidentiality, as close to the point of origin as possible.

Some issues likely to be dealt with through this policy include:

- Relationships at work (with colleagues/manager)
- [Equalities e.g. discrimination](#)
- [Harassment and bullying](#)
- Health and Safety
- Terms and conditions of employment

If an employee experiences issues as a result of proceedings under another policy, it should be dealt with under that procedure and not Resolving Issues at Work. However, if it is appropriate to raise issues under this procedure, this will not halt the other process.

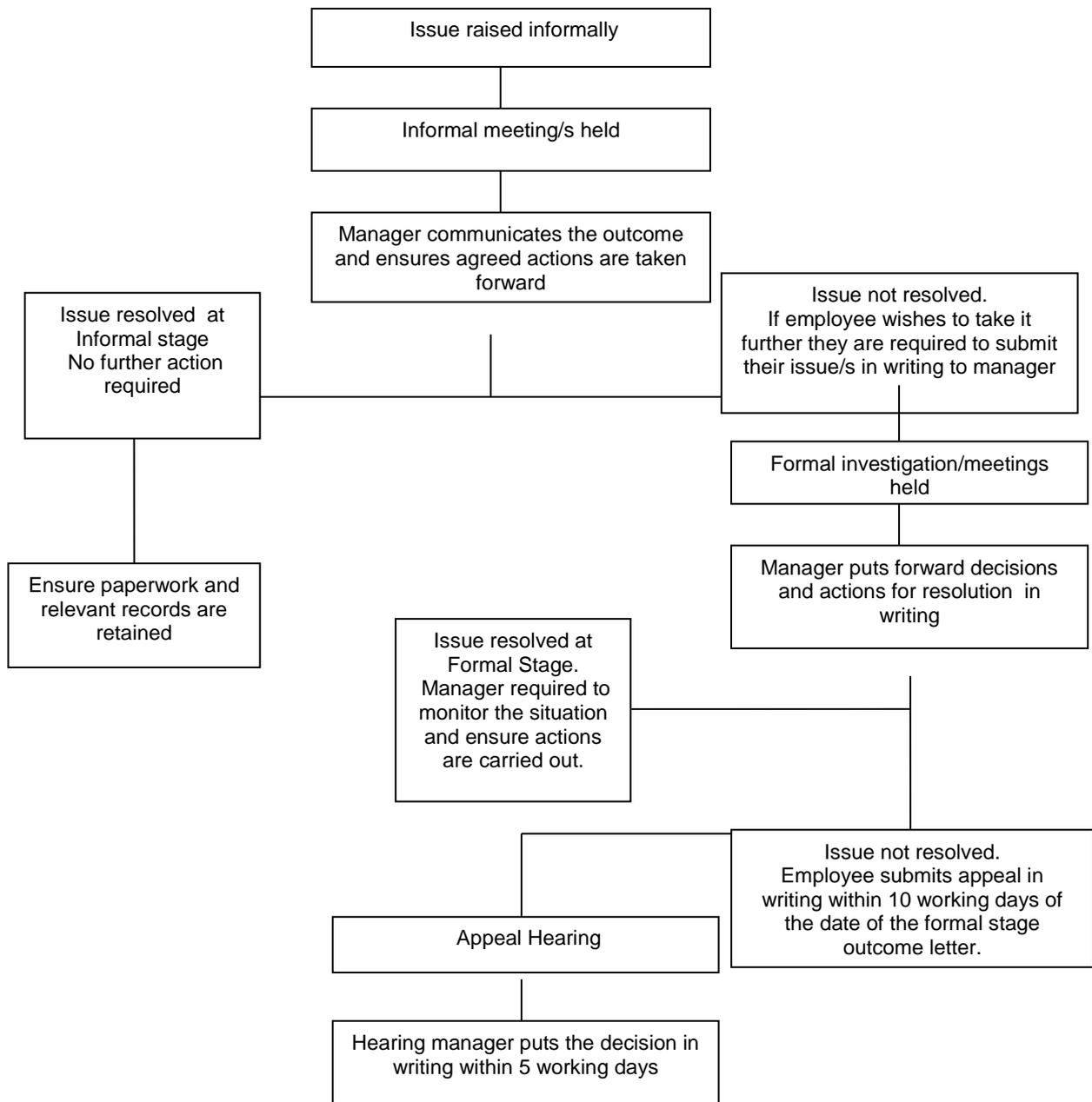
An employee who raises a grievance that is found to be vexatious may face disciplinary action. A vexatious grievance is one which is fabricated for personal gain and/or the purpose is to harm the subject of the complaint or cause undue delay to a process.

Where reference is made to the Manager - in schools, this could mean the Head Teacher, line manager, Head of Department, School Business Manager or a governor.

Schools please note – There is a separate procedure for dealing with complaints made by parents and members of the public.

Issues involving elected members - The same principles of the policy apply, but the Assistant Chief Executive Business Support would need to be informed at an early stage.

FLOWCHART FOR DEALING WITH ISSUES



Procedure

1. Informal Stage

- 1.1 Where an issue arises the employee(s) should firstly speak to the person concerned.
- 1.2 Where this does not work, or the employee(s) feels unable to do this, the employee(s) should speak to their own manager who will support them in trying to resolve the situation informally. If the issue is related to their line manager, then the employee(s) should speak to their manager's manager (see table 1 in guidance document for issues relating to senior postholders).
- 1.3 Normally employees will not be accompanied when trying to resolve an issue informally. Many issues can be raised and settled quickly between the employee(s), related staff and their line manager(s). However, if an employee wishes to be accompanied by a work colleague or recognised Trade Union/Professional Association representative at the informal stage then they can be.
- 1.4 Managers do not need to keep minutes of informal meetings but a note of the outcome should be recorded and retained on file.
- 1.5 Where an employee(s) does not feel that an issue has been resolved, satisfactorily, informally, then they may choose to raise the issue formally.

2. Formal Stage

- 2.1 Where attempts to resolve the matter informally do not address the issue, it may be appropriate to raise it formally under this procedure.
- 2.2 Firstly the employee(s) needs to put their issue/s in writing to a nominated officer who is not the subject of the complaint; usually their line manager or an officer of appropriate seniority, who will then formally investigate and focus on resolving the issues raised.

An [employee's pro forma](#) is available in the toolkit, Appendix B. The written complaint will need to include:

- what the issue is;
- the parties involved;
- what has been done to try and resolve the issue informally;
- why this has not worked;
- What they see as a solution to the situation.

The manager (or nominated officer) will then arrange to meet with the individual(s) concerned without unreasonable delay upon receipt of the letter/form from the employee(s). In the case of a Collective Grievance, the group will usually nominate one or two representatives from the group to present their issues. At the meeting the

employee(s) will explain their issue(s) and how they think the issue should be resolved. The manager (or nominated officer) will then fully investigate the issue(s) as soon as possible. This may involve a number of meetings with different people (including witnesses), to establish the facts and involve gathering together relevant documents. The employee(s) has the right to be accompanied by a work colleague or recognised Trade Union/Professional Association representative at these meetings.

One outcome may include facilitation from an independent third party to help rebuild the working relationship (see guidance document).

- 2.3 If an employee becomes ill at a time when required to attend a Resolving Issues at Work meeting, in normal circumstances, the meeting will be postponed. An explanation and supporting medical evidence may be sought.

Where it is apparent that the sickness absence will be for a prolonged period, the employee should be referred to the Occupational Health Adviser to enquire if the employee is fit or when they are likely to be fit to take part in the Resolving Issues at Work process. [SEE ATTENDANCE MANAGEMENT POLICY](#)

In the event of longer term sickness absence, where an employee is not fit to take part in the Resolving Issues at Work process, aspects of the process that can be completed in the employee's absence, such as interviewing other members of staff and gathering relevant documents can continue. The employee's absence will be managed under the attendance management policy. Any formal meeting to be held with the employee under the Resolving Issues at Work procedure will normally be postponed until either they deem themselves or Occupational Health deems them (whichever is sooner) fit to take part in that process (see guidance document for one example of where it may be appropriate to depart from the normal procedure in this respect).

Having sought medical advice through the Occupational Health Service, where an employee is deemed fit to take part in the Resolving Issues at Work process, the Resolving Issues at Work procedure should continue.

- 2.4 Having fully investigated and considered the issues raised, the manager may decide that a further meeting, with the employee(s)/group representative(s) who have raised the complaint, would be beneficial to discuss their decisions and actions for resolution. The manager should present any findings and, where appropriate, intended actions arising out of the investigation, to the employee in writing (Appendix E) and this may be accompanied by a report (Appendix D) to fully explain the process and outcome. These proposed actions and outcomes should be saved on the employee's e-file.

- 2.5 On occasion, conduct issues may arise from investigations carried out under the Resolving Issues at Work policy. These issues should be addressed via the Disciplinary policy, with the allegation(s) made clear to the appropriate employee(s) and a separate investigation carried out under the Disciplinary policy. It may be appropriate to use witness statements gathered during the Resolving Issues at Work procedure on these occasions, and

witnesses will need to provide consent for this, prior to their use. Alternatively, witnesses may be re-interviewed where appropriate.

- 2.6 If the issue is resolved at this formal stage the nominated officer who has led the investigation (usually the line manager) should monitor the situation to ensure that the actions are carried out.
- 2.7 If the employee(s) who raised the issue does not accept the decision they will be given the right of appeal to an independent panel. (For information on right of appeal in schools see table 1 of the guidance document).

3. Formal Appeal Stage

- 3.1 In order to submit an appeal, the employee(s) must be clear of the grounds of the appeal, which may include:
- The facts of the case and/or
 - Procedural points and/or
 - Through new evidence emerging
- 3.2 The employee's appeal letter must be sent to the manager (or nominated officer) who dealt with the issue at the formal stage and must:
- Summarise what's happened to date.
 - State why they are not able to accept the manager's (or nominated officer's) decision at the formal stage.
 - State what they feel the solution to the issue should be and why.
- 3.3 The employee(s) is required to submit their written appeal no later than 10 working days of the date of the letter informing them of the decision at the formal stage.
- 3.4 At this point arrangements will be made for the appeal hearing to take place, including the collation of documentation required.
This will include:
- a copied set of all the previous relevant letters /pro-formas/information
 - any action plan agreed
 - the employee's written case for appeal
- 3.5 All documentation should be sent to the appeal panel at least five working days before the appeal hearing takes place.
- 3.6 For the appeal hearing refer to appeal hearing guidance.

4. Addressing issues once employment has ended

- 4.1 There is no legal requirement for an employer to deal with grievances which are first raised after the employment has ended. However, depending on the nature of the

issue(s) raised it may be felt appropriate to investigate them and make a response. It is therefore important to seek advice from HRSST, when an issue / complaint is received in writing after the employment has ended. In the majority of cases, issues raised after employees have left will be handled in writing by both parties.

- 4.2 Complaints that are raised in resignation letters/emails or through Exit Interviews should be followed up as soon as possible, as these have been raised prior to the employment ending. As with other complaints, the process would normally begin at the informal stage.

Collective Disputes Policy & Procedure

STATUS: Updated May 2015

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Definition

A collective dispute normally relates to conditions of service and matters arising from conditions of service which affect the general relations between employees and/or recognised unions/professional associations and NYCC/ Schools.

This Procedure applies to collective disputes only; individual and collective grievances should be dealt with under the Resolving Issues at Work Policy & Procedure. This policy applies to all employees except those employed by schools. If schools wish to adopt this policy they will need to agree it through their normal processes.

Policy Statement

The objective of the Collective Disputes Policy & Procedure is to settle all issues in the shortest time, with the least possible formality and appropriate levels of confidentiality, as close to the point of origin as possible. There is an onus on all parties to achieve this.

Introduction

This procedure does not affect either the existing arrangements for staff consultation and negotiation, which will continue to function at the workplace level, or the arrangements for discussion at National or Regional level of matters of common interest between employee representatives and Local Authorities generally.

This procedure is not applicable in the case of disputes which are dealt with under any specific legislative provisions, or which are covered by national level negotiations (e.g. national pay or terms and conditions).

Reference to the Regional or National Joint Councils or to the Advisory Conciliation and Arbitration Service (ACAS) of any dispute essentially local in origin or nature would be made only as a last resort. Normally, neither the County Council nor unions/professional associations involved in a dispute will take action to implement decisions relating to the dispute until the conciliation procedure had been fully exhausted.

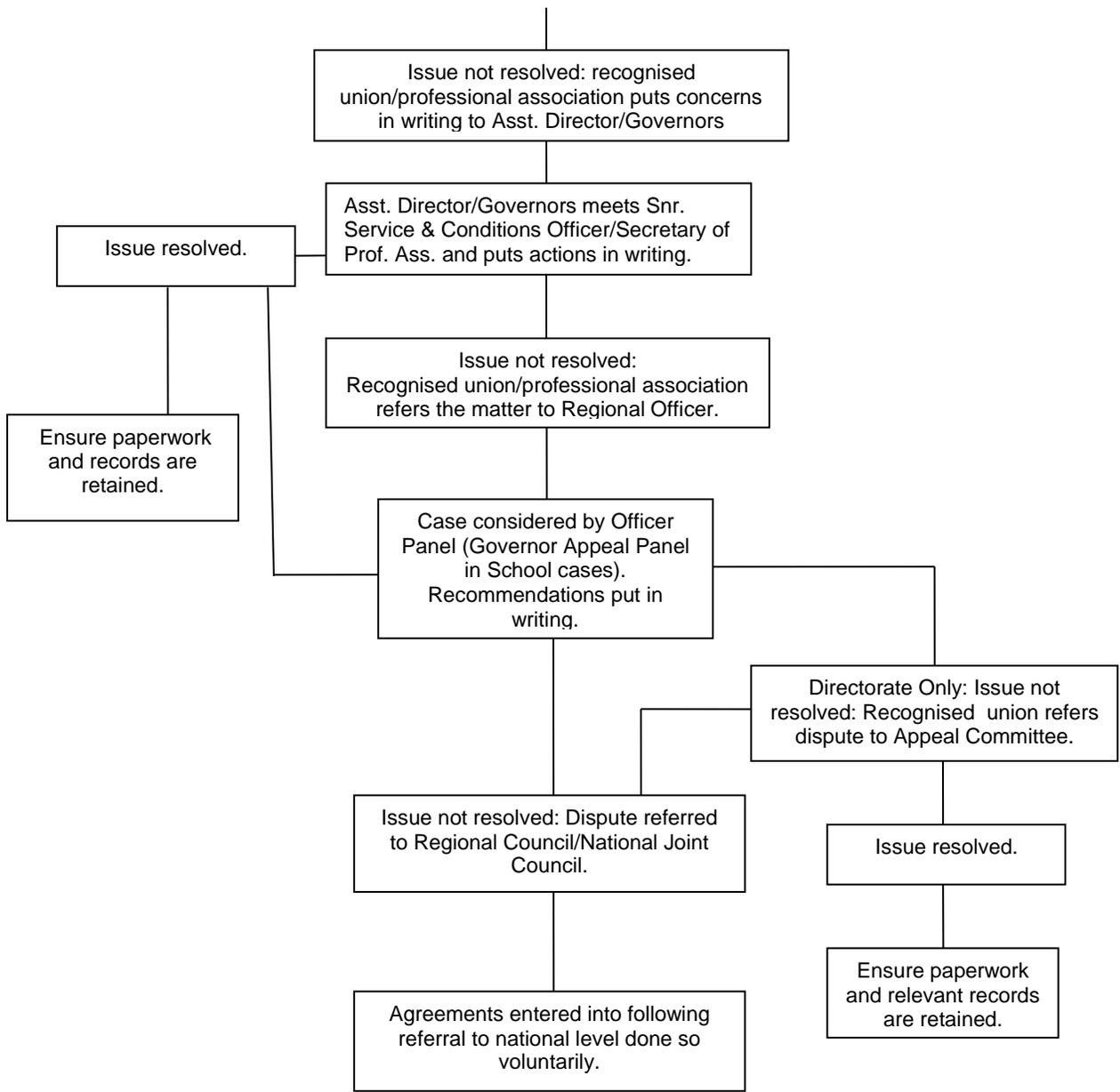
Consultative procedures at a local level

To reduce the possibility of disputes arising, matters can be referred for discussion at the regular meetings held between representatives of recognised unions and professional associations and representatives of NYCC/Schools as appropriate. The consultation and negotiation process is likely to involve one or more meetings and can draw on relevant advisers from across the Local Authority who can contribute to resolving issues as they arise.

Conciliation procedures at a local level

Every effort should be made to settle potential or actual disputes informally through discussion, or when this cannot be achieved, at the local level, by following procedures outlined below.

FLOWCHART FOR DEALING WITH ISSUES



Procedure

1. If the issue in dispute involves departure from a locally negotiated agreement to which other recognised unions/professional associations are parties, before approaches are made by the organisation concerned to NYCC/School, there should be discussions with other recognised unions who are party to the agreement in question.
2. Every attempt should be made to settle the dispute as close to its point of origin. Where an issue has not been resolved through consultation and negotiation at the local level, the recognised union/professional associations' concerns should be put in writing to the appropriate Assistant Director or in the case of a school, to the Clerk to Governors, for referral to a Governor Panel. The matter in dispute should be described in sufficient detail and it must be clear as to the outcome the union/professional association is seeking to achieve.
3. The Assistant Director/Governors will call a formal meeting with the Senior Service Conditions Officer/Secretary of professional associations to fully discuss and explore the matter in dispute. The meeting can be facilitated by independent LA advisers who have not been involved at an earlier stage. The outcomes of this meeting will be put in writing by the Assistant Director/Governors.
4. If the dispute is not resolved, the recognised union/professional association will refer the matter to their Regional Officer, who will formally inform the Assistant Director/Governors, of the on-going dispute, without unreasonable delay.
5. At this stage, an Officer Panel of at least 2 members of appropriate seniority, or in the case of a School, a Governor Appeal Panel, will consider the case from both sides. The Panel will be advised by an appropriate independent LA officer. Each party to the dispute will nominate up to 2 representatives to present their views to the panel. The panel will consider the matter and advise on how best to resolve the dispute, if possible. The recommendation should be put in writing to both parties without unreasonable delay.
6. For Directorate disputes only: In the event that a recognised union finds the decision of the Officer Panel unacceptable, they may refer the dispute to the appropriate Appeal Committee of the County Council.
7. In the event of the recommendation of the panel not being acceptable to either party, the matter should be dealt with through the Regional Council or National Joint Council procedures. A dispute would not be referred to the national level unless both parties agree or, in the case of a dispute with teaching associations, if it was claimed by either party that it was a national issue. It must also be evident that all reasonable efforts had been made to settle the matter locally.
8. In the case of teachers, National Conditions of Service, state the national conciliator will determine their procedures and should initiate proceedings within 2 weeks of a dispute being referred.
9. Any agreement entered into by either or both parties following referral to the national level, is done so on a voluntary basis.

Relations between Teachers' Organisations and Local Authorities

The procedure set out above provides a structure for recognised unions and professional associations to raise matters with individual schools. The same principles and approach will be applied where professional associations have a dispute with the LA.

Industrial Action

In the event of the findings or advice of the national conciliator not being acceptable to one or other of the parties, no action, either to implement the decision of the Authority/ School on the one hand, or to take industrial action by the employees, should be taken without giving reasonable notice of their intentions.

Resolving Issues at Work Managers' Guidance

(Covers Grievance, Harassment and Bullying)

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Title	Resolving Issues at Work (Guidance)
Number of pages	6
Date of issue	
Revisions / updates	May 2015
Due review date	TBC
Reference	Managingstaffintheworkplace/RIAW/guidance/May 15

1. Introduction

The focus of this policy is to encourage employees to resolve issues at work as close to the source of the problem as possible. It aims to encourage people to talk about their issues openly with the person/s concerned, where possible, in order to seek an early solution and a way forward.

Both parties must:

- Co-operate and engage in the process
- Take responsibility for and be committed to seeking a solution to the situation
- Deal with matters in a timely manner
- Not use this procedure for allegations of a vexatious nature

1.1 The majority of work place issues will be dealt with informally through normal day-to-day supervision and it is important to recognise that managers exercise judgement as part of their daily responsibilities. However, where this is not possible or appropriate this policy provides a method for resolving issues in the workplace. It should be noted that where this process is entered into the eventual outcome may not always be what the individual/s expected but will always aim to seek a viable solution to the matter. However, there will be a requirement for all parties concerned to cooperate. It is the manager's responsibility to ensure that decisions are implemented and actions take place accordingly and it is the employee's responsibility to fully cooperate with this.

1.2 All parties involved in the Resolving Issues at Work process, may find the situation difficult and emotionally challenging.

It may be helpful to share details of the staff care network with all parties at the start of the process and to keep all parties informed of progress in a timely manner, throughout the process.

1.3 Some issues likely to be dealt with through this policy include:

- Relationships at work (with colleagues/manager)
- [Equalities, e.g. discrimination](#)
- Harassment and bullying

What are bullying and harassment?

Extract from ACAS Advice leaflet - Bullying and harassment at work: Guidance for employees 'These terms are used interchangeably by most people, and many definitions include bullying as a form of harassment. Harassment, in general terms is unwanted conduct affecting the dignity of men and women in the workplace. It may be related to age, sex, race, disability, religion, sexual orientation, nationality or any personal characteristic of the individual, and may be persistent or an isolated incident. The key is that the actions or comments are viewed as demeaning and unacceptable to the recipient. Bullying may be characterised as offensive, intimidating, malicious or insulting behaviour, an abuse or misuse of power through means intended to undermine, humiliate, denigrate or injure the recipient. Bullying or harassment may be by an individual against an individual (perhaps by someone in a position of authority such as a manager or supervisor) or involve groups of people. It may be obvious or it may be insidious. Whatever form it takes, it is unwarranted and unwelcome to the individual'.

- Health and Safety (please also refer to the [Health and Safety Policy](#) for issues relating to health and safety)

- Terms and conditions of employment (i.e. how they have been applied or interpreted)

1.4 All issues will be treated confidentially as far as reasonably possible. Any notes or statements taken as part of this process will be treated confidentially and in accordance with Data Protection requirements. However, those involved in this process should be aware that such documentation may be used in any further proceedings.

All documents related to this procedure should be kept on the employee e-file, by the line manager/nominated officer.

2. Table 1: Resolving issues involving senior members of staff

Nature of Issue	Action required
Schools	
Where an employee(s) has an issue against the Head Teacher	Member of staff to raise the issue with the Chair of Governors. Chair of Governors to ensure that the resolving issues at work procedure is followed, as appropriate. Appeal would be to a panel of Governors.
Where an employee(s) (including a Head Teacher) has an issue against a Governor or the Governing Body	Member of staff (or Head Teacher) to raise the issue with the Chair of Governors. Chair of Governors to ensure that the resolving issues at work procedure is followed. If the issue progresses to the formal stage then the Chair of Governors will make a formal written report to the appropriate Committee of Governors and will inform the employee in writing of the outcome. LA advice should initially be sought. Appeal would be to a separate panel of Governors.
Where an employee(s) (including a Head Teacher) has an issue against the Chair of Governors	Member of staff to raise the issue with the Vice Chair of Governors. Vice Chair of Governors to ensure that the resolving issues at work procedure is followed. If the issue progresses to the formal stage then the Vice Chair of Governors will make a formal written report to the appropriate Committee of Governors and will inform the employee in writing of the outcome. LA advice should initially be sought. Appeal would be to a separate panel of Governors.
Non Schools	
Where an employee(s) has an issue with a Head of Service level post holder	The member of staff should raise the issue with their line manager (or, where not appropriate, their line manager's manager). Another Head of Service will be nominated and will ensure that the Resolving Issues at Work procedure is followed. Appeal would be heard by a Corporate Director.
Where an employee(s) has an issue with a Corporate Director level post holder	The member of staff should raise with their line manager (or, where not appropriate, their line manager's manager). Another Corporate Director or Assistant Corporate Director will be nominated and will ensure that the Resolving Issues at Work procedure is followed. An appeal would be heard by the Chief Executive.
Where an employee(s) has an issue with the Chief Executive or an elected Member	The Assistant Chief Executive Business Support would need to be informed at an early stage and

3. Case Law – Point to Note:

Case law has resulted in the need for employers to be aware that they must respond, in writing; to all complaints (including email) even when the person has not stated that it is a grievance/complaint. Please seek advice from HRSST where you are unsure.



Case law on handling disputes (grievances / complaints) in the workplace suggests that employers need to take particular care in establishing whether or not a complaint has been lodged and therefore requires investigation under the Resolving Issues at Work Policy and Procedure. Employers will need to analyse any written communication, which may amount to a complaint, very carefully.

For example - A letter can amount to a complaint / grievance where:

- The letter of complaint is sent to someone other than the person stated in the Resolving Issues at Work procedure (RIAW)
- The complaint is only briefly referred to and in no detail, as long as in the context of the case, the employer can be expected to understand that the complaint is being raised.
- The letter fulfils more than one purpose / function
- The complaint is in a letter of resignation even if there is only a passing reference to it
- The letter does not mention or suggest the word grievance / complaint, or refer to the RIAW procedure
- The complaint is contained in a solicitors letter before action or in a without prejudice correspondence
- Subject to particular facts, the complaint is contained in a letter which states that a complaint / grievance will be formulated at some point in the future.

It is therefore important that managers consider complaints received, whether from, or on behalf of an employee very carefully. Please seek advice from the HRSST as appropriate.

4. Advice / Support

At any step of the procedure advice / support can be sought from:

- HRSST
- Recognised Trade Union/Professional Association representatives
- Health Assured

4.1 Independent Facilitation

Facilitation (also known as mediation) is optional and involves a neutral, independent, third party who is completely impartial, pulling the parties together to move an issue to a satisfactory conclusion for all. The process aims to resolve situations where other workplace interventions have failed.

It is not a requirement of this policy that facilitation will be used in every situation, nor is it a required stage in the procedure. Normally, the individuals concerned would be expected to resolve the issue between themselves informally, or with the help of the manager through the Resolving Issues at Work Procedure.

4.2 How to access the service

NYCC has a number of trained facilitators that can be booked via Health Assured 0800 030 5182.

Referral and booking must be made by the manager, as the department/school of the employee that has raised the issue, will be required to pay for this service.

Whilst facilitation does incur a cost, managers are advised to balance this against the direct and indirect costs of a protracted employee relations issue in their service. Often facilitation is a cost effective option, delivering satisfactory outcomes for all parties involved.

4.3 The principles of facilitation are:

- Collaborative problem solving to reach a solution acceptable to all.
- Focus on the future, emphasise a positive working relationship in the future, rather than apportioning blame for the past.
- A belief that communication is often the key to workplace disputes.
- The parties must be in agreement to use this method of conflict resolution

4.4 The process of facilitation

Facilitation is both confidential and privileged, which means that anything said during facilitation, cannot be relied upon in subsequent legal proceedings. Representation is not appropriate during facilitation, as it is up to the parties concerned, to have a full, frank and honest discussion without the distraction of other parties being present. There will be no written record of the meeting. The facilitator will however:

- Write to the parties concerned, setting out what they have agreed to, and will require them to sign this and return it to the facilitator.
- A copy of this will then be sent to the manager of the employee(s) who made the original complaint.
- The manager is then responsible for bringing both parties together again, to discuss the agreed outcome and how this will be put in place.
- The facilitators note should be kept on the employee's e-file, in line with Mediation UK practice.
- Where one of the parties refuses to continue to participate in facilitation, the manager will then put forward their final decisions and actions for resolution.

The role of the facilitator is to help people in dispute, to find a mutually acceptable solution through developing options for resolution. Whilst the facilitator owns and manages this process, the solution and agreement rests with the parties concerned who with the help of the facilitator, will come up with their own solutions to move forward.

Note:

EXCEPTIONS TO CONFIDENTIALITY

- Where there is a concern that there is a likelihood of serious physical or emotional harm to the individual or others
- Where there may be a breach in the law
- Where a court made a legal order (subpoena)
- A release form signed by the individual has been obtained specifying to whom the information is to be released.

5. Sickness during the RIAW procedure

Where an absence has been prolonged and the RIAW procedure is a significant factor in that absence (preventing an employee from returning to work), the Attendance Management Procedure will be followed according to normal procedure. However, at the point that, under the Attendance Management Policy, a case proceeds to an Attendance Management panel, it may be appropriate to consider the RIAW issues as part of the formal Attendance Management hearing.

6. Representation

Employees have the right to be accompanied at the formal stage of the process by a work colleague or recognised Trade Union/Professional Association representative. However, if an employee requests to be accompanied by a work colleague or recognised Trade Union/Professional Association representative at the informal stage, then this should be permitted. Managers are advised to discuss the case with an HR Adviser, by contacting HRSST, if the employee's request to be accompanied at the informal stage, is likely to delay the process.

Guidance for managers

Support for staff with issues of internet harassment and cyber bullying from customers, clients or the general public

Background

The internet has provided a new mechanism by which customers, clients and/or members of the general public can harass and / or bully members of staff as a result of their work activities.

Bullying can be defined as persistent, offensive, abusive, intimidating, malicious or insulting behaviour. It could also be the abuse of power, with unfair demands on staff or belittling of someone either in public or private. It can make the recipient feel upset, threatened, humiliated or vulnerable, undermine self-confidence and cause them to suffer stress.

Harassment is unwanted behaviour, which may consist of offensive actions, comments, looks, actions, suggestions or physical contact, which makes a person feel intimidated, embarrassed or distressed. It can mean that a person's dignity is violated or can create an intimidating, hostile, degrading, humiliating or offensive environment.

This guidance is designed for incidents that fall outside the Resolving Issues at Work policy in that the perpetrators may not be employed by the Council.

Action to take if a member of staff reports an incident to a manager

If a member of staff reports concerns to a manager, the manager should:

- Record the details of the incident(s)
- Advise the member of staff to keep a record of the incidents, including keeping copies of material(s) received.
- Advise the member of staff not to respond to any further contacts and not to try to retaliate.
- Support the member of staff to determine if they want to make a complaint to the police or if they feel the matter can be resolved within the organisation.
- Offer support through Occupational Health Services and/or the Health Assured.
- Advise the individual neither to open future emails nor to look at sites where they believe information about themselves to be posted.
- Determine whether a colleague could open their post and / or emails on a temporary basis.
- Agree a time to review the incidents of bullying and harassment to monitor any improvements.

Name of member of staff

Date of meeting

Summary of concerns

Summary of actions recommended

Does the employee believe they know who is harassing them? Yes/ No

Has the matter been reported to the police? Yes / No

Review date

(Copy of form to be given to individual and copy placed on personal file)

Internet harassment, stalking and cyber bullying employee guide

From customer, clients or the general public

The following advice on dealing with internet harassment, stalking and cyber bullying has been issued as part of the social media guidance. If you feel threatened by an incident of internet harassment, you should consider the following actions.

1. Assess the seriousness of the harassment. Is it aimed at you as an individual or the council? There is a significant difference between a disagreement and a threat. A threat of any kind should not be ignored; however, unkind words may be impolite but not a threat.
2. Record all comments, emails and activity that involve internet harassment. This can be accomplished by print screen captures, which can be used as evidence. Make sure that you keep a hard copy of all records as the content of internet sites often change.
3. Change your passwords, including email and web site accounts. Internet harassment is sometimes the prelude to hacking and identity theft. Use a strong password, with a minimum of 8 characters including alphanumeric and special characters. An example of special characters would be £,\$,?,&
4. Report any work-related internet harassment to your line manager immediately.
5. End all communication with the harasser to avoid aggravating incidents of internet harassment. Do not reply with idle or real threats of legal or other actions. Keep your personal and work online activities separate.
6. Treat cases of internet harassment with measured caution. Try to remain calm. Most cases do not go beyond words, but internet harassment can escalate easily and can be as illogical as road rage.

**RESOLVING ISSUES AT WORK
APPENDIX B**

Employee pro-forma to outline issues and help discussions

Name.....Contact Number.....

Job Title.....

Department / School

Please outline your issue/s with regard to:

- 1 What is causing you concern?
- 2 Who has been involved in this?
- 3 What action have you taken to resolve it?
- 4 Why has this not worked?

Please outline how you think this situation can be resolved.

You may attach additional information.

Employee signature.....

Date.....

Please send completed form to your line manager

**RESOLVING ISSUES AT WORK
APPENDIX C**

Record of meeting

Employee's name.....

Date meeting held.....Venue.....

Name of Manager / Head Teacher

Main points of discussion

Decisions

Employee signature.....date.....

Managers signature.....date.....

RESOLVING ISSUES AT WORK APPENDIX D

Report Format

RESOLVING ISSUES AT WORK REPORT

CONTENTS	Section
Introduction Background Grievance Findings Conclusions Recommendations Appendix A – Timeline of events Appendix B – Letter of Grievance Appendix C – Letters	

1.0 INTRODUCTION

- 1.1 The purpose of the report is to present the findings of the investigation into grievances raised by
- 1.2 The grievance is being investigated in line with the formal section of the Resolving Issues at Work procedure.
- 1.3 Investigating officers that have been appointed to investigate the grievance are:
- 1.4 As part of the investigation I have met with the following members of staff:

2.0 BACKGROUND

- 2.1 EMPLOYEE submitted their concerns in a letter dated (DATE).

2.2 Below is a summary of EMPLOYEE's concerns:

-
-

3.0 FINDINGS

3.1 When analysing the findings we have presented the information in terms of areas of concern:

-
-
-

4.0 CONCLUSION

Based on the evidence presented, we have been able to form the following conclusions:

-
-

5.0 RECOMMENDATIONS

Based on the evidence presented, we have been able to form the following recommendations:

- E.G. Action Plan
- Mediation
- Training
- Regular Meetings
- Potential disciplinary investigation required (seek HR Advice)

RESOLVING ISSUES AT WORK APPENDIX E

Letter 1

To be used to confirm outcome

Date

Your ref:

Our ref:

Tel: 01609

Fax: 01609

Contact:

E-mail: @northyorks.gov.uk

Web: www.northyorks.gov.uk

Dear

Resolving Issues at Work – Agreed Outcome

Further to the issues raised by you under North Yorkshire County Council's Resolving Issues at Work Policy and Procedure and the resulting investigation, I am writing to confirm the (agreed) outcome as follows:

- It was agreed by both parties that the attached Action Plan would be implemented and reviewed at xxxxxx intervals to ensure the situation is regularly monitored.

OR

- I propose that both parties review the attached Action Plan to be implemented and reviewed at xxxxxxxx intervals to ensure the situation is regularly monitored.

OR

- It was agreed that (details of solution agreed)

OR

- I propose that (details of proposed solution)

A copy of this agreed solution will be retained on your personal file for reference.

OR

I would ask that you review the proposal and confirm your acceptance of this solution. Following this a copy will be retained on your personal file for reference.

I must advise you that you do have a right of appeal against the outcome under this procedure. If you wish to raise an appeal you must do so in writing to me within 10 working days of the date of this letter. Your appeal must include a summary of what has happened, why you feel you are unable to accept the decision and what you feel the solution should be and why.

Yours sincerely

Manager

Cc Personal file

**RESOLVING ISSUES AT WORK
APPENDIX F
Letter 2**

To be used for invitation to Appeal Hearing

Your ref:

Our ref:

Tel: 01609

Fax: 01609

Contact:

E-mail: @northyorks.gov.uk

Web: www.northyorks.gov.uk

Date

Dear

Resolving Issues at Work - Appeal Hearing

I have received your request for an Appeal Hearing regarding an employment matter that has not been resolved. The Appeal hearing will take place on _____ at _____

The Appeal Panel members will be:

Name of Manager/s

Name of Human Resource Advisor

You may be represented by a trade union/professional association representative or work colleague, if you wish.

All previous papers together with your statement of case have been submitted to the panel.

Please confirm in writing whether or not you are able to attend and who will be representing you. If you have questions in relation to this letter, please do not hesitate to contact me on the above number.

Yours sincerely

Manager

cc Human Resources Representative

**RESOLVING ISSUES AT WORK
APPENDIX G
Letter 3**

To be sent to all parties where the appeal decisions are not available immediately after the appeal hearing.

Your ref:

Our ref:

Tel: 01609

Fax: 01609

Contact:

E-mail: @northyorks.gov.uk

Web: www.northyorks.gov.uk

Date

Dear

Resolving Issues at Work Appeal Outcome - delay in reaching decision

Further to the appeal hearing on _____ I am writing to let you know that the decision is under consideration and will be notified to you as soon as possible.

I apologise for this delay and will contact you as soon as possible to inform you of the outcome, in writing.

Yours sincerely

Chair of the Appeal Panel

**RESOLVING ISSUES AT WORK
APPENDIX H
Letter 4**

To be used to inform outcome of Appeal Hearing

Your ref:

Our ref:

Tel: 01609

Fax: 01609

Contact:

E-mail: @northyorks.gov.uk

Web: www.northyorks.gov.uk

Date

Dear

Resolving Issues at Work – Outcome of Appeal Hearing

Following the appeal hearing held on I am writing to confirm the decision of the panel.

After careful consideration of the issues put forward at the hearing the decision is as follows:
(*State decision*)

I must advise you that this decision is final, and that all parties must adhere to it as part of their duty to follow reasonable management instructions.

A copy of this letter will be sent to your manager and (*name of the other party*). Your manager will be responsible for ensuring the above measures are put in place.

Yours sincerely

Chair of the Appeal Panel

cc Personal File