



Document name	Guidance for Grievance Managers
Responsible Team	Human Resources
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1. Purpose

This guidance is designed to provide Grievance Managers with support to carry out their role fairly and consistently.

2. Deciding if an investigation is necessary

Grievance Managers are responsible for determining whether an investigation is necessary, ensuring that workplace issues are handled fairly and consistently. Initially, they should consider whether informal action could resolve the issue, as many problems can be addressed without formal procedures. If informal action is not appropriate, the Grievance Manager should consider the need to commission and investigation.

3. Establishing a Terms of Reference (TOR)

The Terms of Reference (TOR) outlines the scope of the investigation. The Grievance Manager with support from HR, should complete the TOR template. A well-defined TOR helps:

- Ensure a timely and efficient investigation.
- Clarify the Investigating Officer's role and remit.
- Ensure all relevant facts are investigated responsibly.
- Guide the Investigating Officer to collect only relevant information.
- Minimise the impact on staff morale.
- Reduce disruption to the organisation's daily operations.

4. Key principles during an investigation

- **Timeliness and Progress Updates:** Ensure the investigation adheres to the agreed timeline, with progress updates from the Investigating Officer.
- **Stakeholder Communication:** Provide updates to key stakeholders about the investigation's progress and any delays.
- **Wellbeing Considerations:** Consider the health and wellbeing of all individuals involved, and ensure they have access to appropriate support during the process.
- **Adjusting the TOR if Necessary:** If additional details or issues arise that were not included in the original TOR, address them separately, either through informal or formal resolution, or by expanding the TOR.

5. Decision making at the end of an investigation

Once the investigation report is complete, the Investigating Officer will present their findings to the Grievance Manager, who is responsible for reviewing the report and deciding on the next steps. The decision should be based on a fair, thorough, and objective assessment of the evidence gathered.

- **Reviewing the Investigation Report:** The Grievance Manager should carefully review the report and, if necessary, meet with the Investigating Officer to discuss the findings. The Manager should ensure the report is free from bias.
- **Assessing the Evidence:** The Grievance Manager should evaluate whether the evidence substantiates the allegations. Are the witness testimonies and documents credible? Is the evidence sufficient to justify action?
- **Considering the Impact of the Issue:** Where relevant, reflect on how the issue has impacted the workplace, colleagues, or the organisation.
- **Seeking HR Advice:** Before making a final decision, the Grievance Manager should consult with HR to ensure the decision is appropriate and fair.
- **Determining Next Steps:** Based on the above considerations, the Grievance Manager can decide on the appropriate course of action