

Overview

What this Unit is about

This Unit is about initiating and following your organisation's grievance procedure in response to a concern, problem or complaint raised by a member of your team.

All employing organisations are required to have disciplinary and grievance procedures. As a minimum, these must meet the requirements laid down in relevant employment legislation. However, many organisations have developed more detailed and extensive grievance procedures to reflect their specific contexts and requirements.

This Unit describes the minimum standard of performance expected of managers when they are implementing grievance procedures in line with legal and organisational requirements. To meet this standard, managers need both sound technical knowledge of the procedures and well-developed cognitive and interpersonal skills.

Who is the Unit for?

The Unit is for line managers who have to deal with potential or actual grievances raised by members of their team. It is **not** designed for human resources specialists who are required to develop grievance procedures and provide specialist support to line managers who are implementing them.

Links to other Units

This Unit is linked to Unit **D14. Initiate and follow disciplinary procedure** in the overall suite of National Occupational Standards for Management and Leadership.

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Skills

Listed below are the main generic 'skills' that need to be applied in implementing grievance procedure. These skills are explicit/implicit in the detailed content of the Unit and are listed here as additional information.

- ◆ Acting assertively
- ◆ Assessing
- ◆ Communicating
- ◆ Decision-making
- ◆ Empathising
- ◆ Managing conflict
- ◆ Presenting information
- ◆ Questioning
- ◆ Reporting
- ◆ Researching

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Performance Criteria

*You must be able
to:*

- 1 Keep individuals fully informed about your organisation's current procedure for raising grievances.
- 2 Seek support from colleagues or human resources or legal specialists on any aspects of implementing grievance procedures about which you are unsure.
- 3 Identify potential grievances and take preventative measures to resolve issues where possible.
- 4 If an individual raises a concern, problem or complaint with you, seek to resolve the situation informally, if you consider that an informal approach is likely to resolve the situation effectively.
- 5 Follow your organisation's formal grievance procedure, if an individual raises a grievance with you in writing.
- 6 Keep full and accurate records throughout the grievance process and store these confidentially as long as, but no longer than, necessary.

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Behaviours

You will exhibit the following behaviours:

- 1 You listen actively, ask questions, clarify points and rephrase others' statements to check mutual understanding.
- 2 You present information clearly, concisely, accurately and in ways that promote understanding.
- 3 You keep people informed of plans and developments.
- 4 You comply with, and ensure others comply with, legal requirements, industry regulations, organisational policies and professional codes.
- 5 You act within the limits of your authority.
- 6 You consult with internal and/or external experts when necessary.
- 7 You show integrity, fairness and consistency in decision-making.
- 8 You keep confidential information secure.
- 9 You push for concrete information in an ambiguous situation.
- 10 You identify the implications or consequences of a situation.

Knowledge and Understanding

You need to know and understand:

General knowledge and understanding

- 1 The importance of fully informing individuals about your organisation's current procedure for raising grievances.
- 2 Informal approaches to dealing with concerns, problems or complaints raised with you, and when this type of approach is likely to resolve the situation effectively.
- 3 The importance of following your organisation's formal grievance procedure, and when to do so.
- 4 How to conduct a meeting with an individual to discuss their grievance.
- 5 How to investigate the grievance fully.
- 6 The importance of communicating clearly, concisely and objectively, and how to do so.
- 7 How to keep full and accurate records throughout the grievance process and store these confidentially as long as, but no longer than, necessary.

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Knowledge and Understanding

You need to know and understand:

Industry/sector specific knowledge and understanding

- 1 Industry/sector requirements for implementing grievance procedures.

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Knowledge and Understanding

You need to know and understand:

Context specific knowledge and understanding

- 1 Your organisation's procedure for dealing with grievances.
- 2 Sources of advice, guidance and support from colleagues, human resources or legal specialists.
- 3 Your organisation's policies and procedures for keeping full and accurate records.

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Evidence Requirements

PC	Evidence of Performance Criteria: ♦ possible examples of evidence	Behaviours	Knowledge and Understanding		
			General	Industry specific	Context specific
	Records of your actions in dealing with grievances				
PC1	♦ notes of briefings and meetings; e-mails and memos; handbooks, procedure manuals and other guidance which you have prepared for team members on grievances	1, 2	1,2, 3	1	1
PC2	♦ notes of meetings with individuals such as performance reviews, supervision meetings, 1 2 1s and of grievance investigations	1,2, 3, 4, 7, 8, 9, 10	1, 2, 3, 4, 5, 6, 7	1	1
PC3	♦ letters, memos, e-mails from, and notes of conversations with colleagues or managers regarding an individual's performance and behaviour	6, 8, 9, 10			2
PC4	♦ notes, records of grievances with which you have been involved	1,2, 3, 4, 5, 7, 8, 9, 10	1, 2, 3, 4, 5, 6, 7		1,3
PC5	♦ witness statements (from individuals involved in grievance procedure)	1, 2, 3, 4, 5, 6, 7, 8, 9, 10	1, 2, 3, 4, 5, 6, 7		1,3
PC6	♦ personal statement (your reflections on your role in initiating and following grievance procedures)	1,2, 3, 4, 5, 7, 8, 9, 10	1, 2, 3 4, 5, 6, 7		1,3