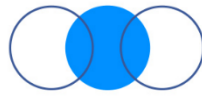


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Prepared by: Stuart Hanson	Approved by: Dorian R Ramirez	Page 1 of 3



GRIEVANCE & DISCIPLINARY PROCEDURES

GRIEVANCE PROCEDURES

Satisfactory working relationships are best achieved when people feel that their problems and views are heard and discussed frankly and freely in a friendly and open atmosphere. Direct Mediation Services, through the conduct of its senior staff, encourages such an atmosphere for the benefit of all staff and for the benefit of clients, guests, employees, contractors, volunteers, visitors and others.

If a problem arises that can be resolved by discussion with your immediate manager, and is sufficiently serious to be termed a grievance, it should be referred to the Managing Partner. If it is still unresolved it may then be referred to the directors.

DISCIPLINARY PROCEDURE

The four stages below will be followed where it is necessary to take disciplinary action leading to dismissal, other than for Gross Misconduct.

First Stage – Verbal Warning

The verbal warning will be given formally at an interview between the member of staff and their immediate manager. The member of staff will be given an opportunity to explain their position. No written record need to be kept of the interview, other than a record of the fact that such an interview took place and the date of it.

Second Stage – Verbal Warning confirmed in Writing

As in the First Stage, but the member of staff may request the presence of a colleague or one other person. The Managing Partner or an appointed person from the Senior Management Team, will explain the grounds for dissatisfaction and set a time limit in which specific measurable improvement aims must be made. The Managing Partner must explain in writing that failure to rectify these grounds could lead to dismissal. Confirmation of this warning, if warranted, will be given in writing, and a copy will be retained in the business's files. Such a warning will be effective for six months unless rescinded earlier, or superseded by Third Stage action.

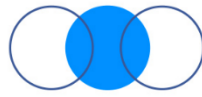
Third Stage – Written Warning

As the Second Stage, except that the warning, if warranted, will be effective for up to 12 months unless rescinded earlier or a Letter of Dismissal is issued.

Fourth Stage – Letter of Dismissal, if Warranted

As for the Third Stage. The decision to dismiss a member of staff may only be taken by the Managing Partner after consultations with the directors. The minutes of this meeting will be recorded in full, explaining the decision-making process.

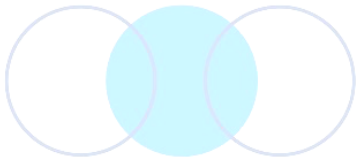
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Gross Misconduct – *Instant Dismissal*

Listed below are examples of serious offences that will result in instant dismissal without notice or pay in lieu of notice. This list is not exhaustive, and is intended to illustrate the nature of serious offences.

1. Theft from business, or from clients, contractors, volunteers, or other employees.
2. Drunkenness, fighting or threatening behaviour on the business's premises, or while on business.
3. Fraud, other dishonesty or false use of any business's documents.
4. Refusal to obey a reasonable lawful order.
5. Introducing, possessing or using illegal drugs on the business's premises or while on business.
6. Reckless or intentional disregard of the business's health and safety instructions and written non-discrimination policy.



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