



## Grievance (including Bullying & Harassment) Policy and Procedure

### 1. Introduction

- 1.1 A grievance in the workplace is any problem that a member of staff raises with their employer. This policy is designed to provide a clear, simple, and fair method of resolving any issues relating to bullying, grievance or harassment as quickly and effectively as possible, within a confidential framework and ideally informally within the line management structure, if necessary, through a formal procedure.
- 1.2 Chichester College Group (the Group) is committed to creating a workplace culture free from harassment, bullying, intimidation, and victimisation, where everyone is treated with dignity and respect. The Group will not tolerate the harassment or bullying of one member of the Group community by another, and such behaviour may constitute gross misconduct in accordance with the Disciplinary Policy and Procedure. Definitions of harassment, victimisation and bullying are detailed in Annex A.

### 2. Scope of this policy and procedure

- 2.1 This policy and procedure applies to anyone engaged to work at the Group, except for designated senior designated post-holders as defined in the Group's Instrument and Articles of Governance for whom other procedures apply.
- 2.2 Issues that may be raised under this procedure include, but are not restricted to, those relating to the application of terms and conditions, working arrangements, professional relationships, health and safety, bullying and harassment, and include activities outside the workplace, e.g. college trips and work-related activities outside the workplace.
- 2.3 Issues for which this procedure does not apply as they are outside the scope of the employer's control include, but are not restricted to:
- those relating to a requirement of law (e.g. income tax and National Insurance matters);
  - collective disputes between a union and an employer;
  - when the employment relationship has already ended the Complaints Policy applies;



- an attempt within 12 months of the completion of action under the grievance procedure, to restart the procedure in respect of the same or similar grievance, unless the issue hasn't been resolved as envisaged.

2.4 It should be noted that there may be instances where a member of staff dislikes or disagrees with a reasonable instruction given by his/her manager. Where a manager is legitimately carrying out his/her management responsibility in an appropriate and reasonable manner and in line with the Group's core values, this will not constitute bullying and/or harassment.

2.5 If a counter grievance is raised by the subject of the grievance (for example after receiving notification of the formal grievance), this will normally be dealt with as part of the same investigation to avoid a delay to the process. The original grievance should be investigated and the formal hearing held without delay. However, the chair of the formal hearing should not decide on the original grievance until the investigation and formal hearing have been completed in respect of the counter grievance. The Investigating Manager will then decide which considers the matters raised in both grievances.

In terms of the appeal hearing, both the individual who raised the original grievance and the individual who raised the counter grievance are entitled to separate hearings. However, a decision will not be taken on the original grievance until the appeal hearing has been completed in respect of the counter grievance. The appeal decision is final.

2.6 if there are reasonable grounds, once the investigation has concluded, to suspect that a member of staff may be raising a vexatious grievance, or claim of harassment or bullying, the Group will investigate the cause in accordance with the Disciplinary Policy and Procedure and may take appropriate action accordingly.

Where there is more than one individual grievance of a similar nature linked to related concerns, these can be combined into a collective grievance, see section 3.



### 3. Collective Grievances

- 3.1 If two or more members of staff have closely related grievances and they wish them to be addressed in the same grievance process, they can raise a grievance via a collective grievance procedure.
- 3.2 The staff raising the collective grievance must agree (without any pressure being exerted on staff members to join the collective process) to do this. Staff will be entitled to only one grievance hearing and (if applicable) one appeal hearing. The staff will be notified individually of the outcome at each stage of the process.
- 3.3 If the members of staff do not agree to this arrangement or if the grievances are not closely related, the Group will arrange to hear the grievances using the Group's Grievance Procedure on an individual basis.
- 3.4 If the members of staff are all members of the same trade union, a trade union representative or officer can raise the grievance on their behalf, but only if all parties agree for them to do so. Alternatively, the staff may agree to nominate one of them to act on behalf of everyone. This person would be known as the nominated representative.
- 3.5 If there is no nominated representative, staff will be entitled to address concerns individually at the grievance hearing. Collectively, staff would still have the right to be accompanied by a union representative.
- 3.6 The first stage of the Formal Grievance Procedure is for staff to put their complaint in writing. This written statement will form the basis of the subsequent hearing and any investigations, so it is important that staff set out clearly the nature of the grievance and indicate the outcome that they are seeking. If the grievance is unclear, they may be asked to clarify the complaint before any meeting takes place.
- 3.7 The complaint should be headed 'Formal Collective Grievance' and sent to the member of staff's line manager and copied to HR. If the complaint relates to the way in which staff are treated by their line manager, the complaint may be sent to the line manager's manager, as well as a copy to HR. The grievance can be submitted in one document but it should:



- Identify each member of staff who wish to raise the grievance (by signing to this effect);
- identify any nominated trade union representatives/officers or colleagues who will represent any staff (where appropriate);
- state that the members of staff have all voluntarily consented to use the collective grievance procedure, and
- confirm that the members of staff understand that the grievance will give each of them the right to only one collective grievance meeting, one identical outcome and (if applicable), one appeal meeting and one identical appeal outcome.

3.8 The Formal Grievance procedure follows the steps outlined in Section 6.

3.9 Issues must be raised at the earliest opportunity to support resolution at the lowest level. Therefore, issues should normally be raised within 3 months of the event taking place. There may be occasions where an issue is raised following a pattern of behaviour over a period of time, so in exceptional circumstances issues raised after 3 months may be dealt with under this policy and procedure, where there is evidence to support the delay.

3.10 Complaints arising from action being taken under another Group procedure (e.g. Disciplinary, Capability, Sickness Absence Management) will normally be dealt with as part of that procedure, depending on the nature of the complaint.

3.11 All evidence linked to an investigation may be made available to appropriate parties. However, the confidential nature of the information will always be considered prior to disclosure.

3.12 At all formal stages of the procedure, staff who have raised the grievance, or who have had a grievance raised against them, may be accompanied by a workplace colleague or a Trade Union representative / officer. When formal meetings are confirmed it is the member of staff's responsibility to notify their chosen representative of the arrangements, and to notify Human Resources (HR) of the name of the person accompanying them. Where the chosen companion cannot attend on the date proposed, the member of staff may ask the Group to agree to an alternative time and date, normally within five working days of the scheduled date. Where a specific Trade Union representative / officer is not available this will not delay the process, and it is the member of staff's responsibility to seek an alternative.



- 3.13 There is no right to legal representation at any stage of this procedure and the sound recording of any meetings or discussions that take place at any stage of the procedure is expressly forbidden, unless there is written consent by all parties.

#### **4. Responsibilities**

##### **4.1 Staff**

- 4.1.1 Every member of staff has a responsibility to create and maintain a working environment free from bullying and harassment, in keeping with the Group's Core Values, Staff Code of Conduct, and the Equality, Diversity & Inclusion policy.
- 4.1.2 Staff are accountable for their behaviour and actions and must respect the way in which their behaviour may affect others. All staff have a personal responsibility to work towards resolving issues informally in line with this policy and procedure, with the aim of restoring a positive conflict free working environment.

##### **4.2 Managers**

- 4.2.1 All levels of manager have a responsibility to ensure that issues regarding grievances, including concerns of bullying and harassment, are dealt with swiftly, ideally within 10 working days, thoroughly and sensitively to avoid unnecessary escalation of issues and to minimise any stress/anxiety for all parties concerned. All parties will be kept informed if this timescale cannot be met and a revised timescale will be communicated.
- 4.2.2 Managers should ensure that there is a supportive working environment and make sure that staff understand expected standards of behaviour.

##### **4.3 Investigating Manager**

- 4.3.1 The role of the Investigating Manager / Chair of the Grievance panel is to hear the grievance and undertake an investigation into the matters raised (if applicable). The Group will allow reasonable time for this to be carried out.



#### **4.4 Human Resources**

4.4.1 The role of HR is to support managers and staff in addressing concerns raised regarding bullying, grievance and harassment swiftly and appropriately through strategies such as supportive intervention, facilitation, training and support for investigating managers.

4.4.2 HR will provide guidance to managers and staff in the interpretation and application of this policy and procedure as and when required, including advice to managers by attendance at the formal grievance meeting, and any meetings with anyone against whom an allegation is made. This may include asking questions relating to points of clarity to support the investigation process however the role of HR is not to lead the investigation process.

#### **4.5 Workplace colleagues/Trade Union representatives/officers**

4.5.1 Agree to:

- Make every effort to attend arranged meetings, though there is no duty on a workplace colleague to accept a request to accompany a member of staff;
- maintain confidentiality of all information of which they become aware;
- offer appropriate support e.g. note taking, requesting breaks/adjournments with the permission of the member of staff raising the grievance, speak for them at the meeting or hearing; however, they cannot answer questions put to the member of staff, or prevent anyone else at the meeting from explaining their side of things.

#### **5. Support for staff**

5.1 The Group recognises that a grievance procedure may be a stressful and upsetting experience for all parties involved so will seek to provide the most appropriate support available, which may be from the line manager and/or HR in the first instance. If it is not appropriate to speak to their line manager (for example, if the line manager is the subject of the grievance), the member of staff may raise the matter with their line manager's manager. Consideration will also be given to supporting staff in restoring and maintaining respectful working relationships once the issues have been addressed.



5.2 Support is available through a variety of services. Please refer to the Staff Wellbeing page on CCG online; the Staff Wellbeing Hub on MetNet and through the recognised Trade Unions.

5.3 In line with the Equality Diversity & Inclusion approach the Group will make any reasonable adjustments to ensure that staff are able to participate fully.

## **6 The Grievance procedure**

### **6.1 Stage 1 – Informal**

6.1.1 If a member of staff is unhappy about the way they have been treated, or about any aspect of their work, they should discuss this with their line manager in the first instance, who will attempt to resolve the situation on an informal basis. If the member of staff feels unable to approach their line manager directly, or if the line manager is the subject of the grievance, the member of staff should seek the advice of HR.

6.1.2 Where attempts to resolve the matter informally do not work, it may be appropriate for the member of staff to raise a formal grievance under this procedure. If the matter is very serious, or in other circumstances where the member of staff does not wish to raise the matter informally, the staff may proceed straight to the formal stage of the procedure.

6.1.3 A meeting will be arranged with the line manager (or the Manager's Manager) together with HR, to discuss ways of resolving the issues. The member of staff may choose to be accompanied by a union representative or work colleague in which case, an HR representative would also attend. Notes should be taken of the meeting capturing the key issues and outcome of each element. If a way forward is agreed, HR will write to the member of staff to confirm what was agreed, and how any changes will be implemented. If the parties are unable to resolve the issues at this stage, then the member of staff can progress the matter to a formal grievance and the process is detailed under section 6.2.

6.1.4 Any agreed outcomes at the informal stage should be noted and shared by both parties.

6.1.5 Where a complainant decides not to proceed with the complaint the manager or an HR representative should find out the reasons why the complainant does not want to proceed. They should attempt to allay any fears he or she may have whilst pointing out that taking



some form of action, at least informally, may be the only way the problem may be resolved, but remembering that the ultimate choice is theirs. Depending on the seriousness of the complaint, for example risk to the individual or continuous bullying/harassment, even if staff decide to take no action, the matter may still have to be reported/investigated.

6.1.6 It may be appropriate for the matter to be dealt with by way of facilitation or mediation, depending on the nature of the grievance. Mediation will be used only where all parties involved in the grievance agree. See Annex E.

## **6.2 Stage 2 - formal**

6.2.1 Where a grievance cannot be resolved informally, the member of staff should submit their grievance, ideally in writing using the form at Annex D, to Human Resources, giving full information of the complaint including dates, events, witnesses, supporting documentation etc.

6.2.2 After the complaint is received Human Resources will review the content of the grievance to confirm it is within the scope for a grievance (see section 2), or whether it would be better dealt with under a different Group procedure. If appropriate, Human Resources will then appoint a trained manager as Investigating Manager, who has had no previous involvement in the situation, to investigate the grievance further. Where the complaint includes elements of bullying and/or harassment, up to two managers may be appointed as Investigating Managers on a case by case basis. Full details of the grievance will be shared with the manager(s) appointed to investigate.

6.2.3 If the grievance relates directly to another member of staff, that individual will be informed by their line manager, with support from HR, of the complaint and the procedure being followed while the investigation is being carried out. The member of staff named in the grievance will be given every opportunity to respond to the complaint, will be allowed to be accompanied at an investigation interview, and will be provided evidence relevant to the investigation.

6.2.4 To support all individuals, temporary working arrangements will be considered, including moving one or other party to a different team or location, and potentially even suspension of one or both parties if there are sufficient grounds to do so. This will be carried out in





accordance with the formal Suspension Procedure.

- 6.2.5 A grievance investigation meeting will be arranged to discuss and consider the grievance, in accordance with Annex B. The member of staff will be given a fair opportunity to discuss their grievance by the Investigating Manager(s), although the procedure is not an opportunity to raise issues unrelated to the grievance.
- 6.2.6 Staff should ensure that they attend the meeting at the specified time. If the member of staff is unable to attend because of circumstances beyond their control, they should inform Human Resources as soon as possible. Failure to attend without explanation, or if it appears that insufficient attempts to attend have been made, may lead to the meeting taking place in the absence of the member of staff.
- 6.2.7 If appropriate, further meetings with the Investigating Manager(s) will take place, to investigate the issues raised. The member of staff raising the grievance will not be able to interview or ask questions directly of the witnesses. It is the role of the Investigating Manager(s) to ask questions on their behalf.
- 6.2.8 Staff will be informed of the outcome of their grievance, ideally verbally and then confirmed in writing. They will also be advised of any recommendations which affect them that the Group proposes to take forward as a result of the complaint whether upheld, partially upheld or not upheld. Any actions identified in the outcomes will have clear deadlines which will be monitored by the appropriate person.
- 6.2.9 Where the grievance is about another member of staff, that individual will also be informed of any aspect of the outcome which affects them and the reason for it. In such cases, the member of staff who raised the grievance will be informed of who else will be told the recommendations and what type of information they will be given.
- 6.2.10 In accordance with para 6.2.9 a letter outlining the outcome of the grievance whether upheld, partially upheld or not upheld will be sent to the individual/s who are the subject of the grievance.



### **6.3 Stage 3 - appeal**

- 6.3.1 If the member of staff is not satisfied with the outcome of the grievance, they have the right of appeal. The intention to appeal should be submitted in writing within 5 working days of receipt of the written decision. The detailed reason for the appeal, or an explanation of the perceived inadequacies of the previous decision, together with a suggested recommendation as to how the grievance can be resolved must be submitted prior to the appeal hearing.
- 6.3.2 An appeal hearing will be chaired by a more senior manager than the Investigating Manager(s), wherever possible. Appeals will be held in accordance with Annex C.
- 6.3.3 The Chair will consider the grounds that have been put forward and assess whether or not the conclusion reached from the original grievance meeting/investigation was appropriate. The appeal is not a rehearing of the original grievance, but rather a consideration of the specific areas of dissatisfaction in relation to the original grievance. The manager conducting the appeal may, therefore, confine discussion to those specific areas, rather than reconsider the whole matter afresh.
- 6.3.4 Written confirmation of the appeal decision will be sent to the member of staff, normally within 5 working days, stating the grounds for the decision. The decision from the appeal hearing is final.
- 6.3.5 Where the grievance is about another member of staff, that individual will be informed that the initial outcome has been appealed and the timeframe for the appeal and be provided with appropriate support. Once the appeal has been heard, the individual will be informed of any aspect of the outcome which affects them and the reasons for it.

## **7. Status of this policy and procedure**

- 7.1 The operation of this policy will be kept under review by the Director of Human Resources. It may be reviewed and varied from time to time by Resources Committee. It has been equality impact assessed to ensure that it does not adversely affect staff.

Review date: October 2022

Date for next review: October 2025



## Annex A: Grievance policy definitions

**Bullying** is defined by ACAS as “*any unwanted behaviour that makes someone feel intimidated, degraded, humiliated or offended*”.

Chichester College Group embraces the importance of staff wellbeing, staff engagement and work-life balance and recognises that bullying can create serious problems for the Group and members of staff alike. People affected by bullying often feel the matter appears trivial or they may have difficulty in describing it. Examples of bullying may include, but are not limited to:

- persistent unnecessary criticism
- shouting at colleagues in public or private
- deliberate isolation by ignoring or excluding a person
- withholding information or removing areas of responsibility without justification
- spreading malicious rumours or making inappropriate personal comments
- undermining a person’s self-respect by condescending or threatening treatment that humiliates or intimidates the individual
- cyber bullying (e.g. via social media, messaging, email or written communications)
- picking on one person when there is a common problem
- setting unrealistic targets or excessive or unfair workloads, or
- setting an individual up to fail (e.g. by giving inadequate instructions or unreasonable deadlines)
- gaslighting

**Gaslighting** is not a legal term but is described as *a form of psychological manipulation in which the abuser attempts to sow self-doubt and confusion in their victim’s mind. Typically, gaslighters are seeking to gain power and control over the other person, by distorting reality and forcing them to question their own judgment and intuition.*

**Harassment** is defined by reference to the definition in the Equality Act 2010, as “*unwanted conduct relating to a relevant protected characteristic, which has the purpose or effect of violating an individual’s dignity or creating an intimidating, hostile, degrading, humiliating or offensive environment for that individual*”.



The relevant protected characteristics under the Equality Act 2010 are age; disability; gender reassignment; race, including colour, nationality, ethnic or national origin; religion or belief; sex; sexual orientation; being married or in a civil partnership; being pregnant or on maternity leave. Harassment applies to all protected characteristics except for pregnancy and maternity as it could be direct or indirect discrimination.

Harassment can take many forms, which may include, but are not limited to:

- Unnecessary or unwanted physical conduct ranging from touching to serious sexual or physical assault.
- Verbal conduct such as sexist, racist or homophobic comments or innuendo, derogatory remarks about protected characteristics, comments of a personal nature, suggestive remarks, inappropriate jokes or language.
- Display, storage or circulation of offensive material (including information held on computer).

**Victimisation** occurs when a member of staff is treated badly because they have made or supported a complaint or raised a grievance under the Equality Act; or because they are suspected of doing so.

Behaviour which constitutes bullying and/or harassment may occur on a single occasion; it may be sporadic or it may take the form of a continuing process. It does not necessarily occur face to face as it may occur, for example, through social media, written communications, visual images, by email or by telephone.

Bullying and/or harassment is not dependent on an intention to cause distress or hurt but is assessed by the impact the behaviour has on the recipient (even if it is not directed at that individual); provided that it is reasonable in the circumstances to consider that the conduct in question constitutes bullying or harassment. As a result, it is possible that behaviour that is acceptable to some members of staff will cause embarrassment, distress or anxiety to others.

Members of staff may complain of behaviour that they find offensive even if it is not directed at them, and the complainant need not possess the relevant characteristic themselves. Members of staff are also protected from harassment because of perception and association. Unlawful direct or indirect discrimination on the grounds of the protected characteristics will not be tolerated in any form.



## **Annex B: Conduct of a grievance investigation meeting**

1. The Investigating Manager(s) (IM) chairing the meeting will introduce all parties before explaining the procedure to be followed, including note taking and confidentiality.
2. The member of staff, or their companion, will present their case and any additional evidence related to the complaint. Discussions should also include how the problem could be resolved.
3. The IM(s) may ask questions of the member of staff or their companion. HR will provide guidance to managers and staff in the interpretation and application of this policy and procedure as and when required, including advice to managers by attendance at the formal grievance meeting, and any meetings with anyone against whom an allegation is made. This may include asking questions relating to points of clarity to support the investigation process however the role of HR is not to lead the investigation process. HR, if present, may also ask questions for points of clarity, if appropriate
4. The member of staff, or their companion, may ask questions of the IM(s).
5. The member of staff, or their companion, will have the opportunity to make a final statement summarising the issues concerned.
6. The IM(s) will make a final statement summarising the issues concerned and the requested outcome of the grievance and a likely timeframe for the outcome to be available.
7. Notes taken at the meeting will be sent to the member of staff for verification and accuracy checking.
8. Evidence presented will be further investigated by the IM(s), within a reasonable timeframe and the member of staff will be advised, ideally verbally and then confirmed in writing, of the decision reached and their right of appeal.
9. The format above is intended to provide general guidelines for the conduct of the meeting. In particular circumstances, the IM(s) can apply reasonable discretion to vary the format to suit the individual nature of the case.



### **Annex C: Conduct of a grievance appeal hearing**

1. The manager chairing the appeal hearing will introduce all parties before explaining the procedure to be followed.
2. The member of staff, or their companion, will present their case and the reasons for the appeal. The member of staff may call witnesses, but not the member of staff that they have raised the grievance about, and present any new evidence related to the grievance.
3. The management representative (who was the Investigating Manager for the original grievance) may ask questions of the member of staff, their companion or witnesses and comment on any new evidence presented.
4. The Chair and HR representative may ask questions of the member of staff, their companion or witnesses.
5. The member of staff, or their companion, may re-examine their own witnesses on any matter referred to in their examination by the management representative or Chair of the meeting.
6. The management representative will present their case and may call witnesses.
7. The member of staff, or their companion, may ask questions of the management representative or witnesses.
8. The Chair and HR representative may ask questions of the management representative or witnesses.
9. The management representative may re-examine their own witnesses on any matter referred to in their examination by the member of staff, or their companion, or Chair, or HR representative.
10. The member of staff, or their companion, will have the opportunity to make a final statement summarising the issues concerned.



11. The management representative will have the opportunity to make a final statement summarising the issues concerned.
12. The appeal hearing will be adjourned for the Chair to consider the evidence and to decide whether to uphold, amend or reject the appeal. All parties, except the Chair and HR representative, will be asked to withdraw.
13. If further investigation is required, this will take place at this stage, and all parties will be advised.
14. Wherever possible, the appeal hearing will be re-convened for all parties to hear the decision.
15. Written confirmation of the appeal decision will be sent to the member of staff stating the grounds for the decision and confirming that there is no further right of appeal.
16. The format above is intended to provide general guidelines for the conduct of the grievance appeal hearing. In particular circumstances, the Chair of the appeal hearing can apply reasonable discretion to vary the format to suit the individual nature of the case being deliberated.



### Annex D: Notice of Grievance

Name:

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Area/location:

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I wish to raise a formal grievance in accordance with the provisions of Chichester College Group's Grievance (including Bullying & Harassment) Policy & Procedure.

The details, including dates, events and supporting documentation, are as follows: (continue on a separate sheet if necessary)

Attached documents are:

My preferred outcome is:

Witnesses who may be interviewed:

I have discussed my grievance informally: Yes / No (please delete)

If yes, please provide the name of the person  
it was discussed with:

Signed:

Date:





## **Annex E**

### **Mediation frequently asked questions**

#### **What is mediation?**

Mediation is a completely voluntary and confidential way of resolving workplace disputes between people.

It is a platform for restoring or repairing relationships between people at work.

#### **How can mediation help me?**

Mediation can help you resolve your disagreement so that you can get on with 'normal' life again.

When you are involved in conflict, talking to the person you are in disagreement with can seem impossible. Mediation can re-establish those channels of communication.

#### **What does the mediator do?**

The mediator will be an ACAS accredited workplace mediator, who is impartial and will work with you to help you find your own solutions and reach an agreement that will sort out your problems or improve the situation.

The mediator will support both parties but will not take sides or judge who is right or wrong.

#### **How does the mediation process work?**

The mediator will contact the parties involved, initially to confirm that they are willing to go to mediation in order to find a solution. Remember, mediation is voluntary and will only be effective if all parties are willing to volunteer to take part. Mediation will not take place if one or more of the parties is unwilling to take part.

Once the mediator has established that all parties are willing to progress with mediation, they will start by meeting with those involved individually. This meeting is to find out how individuals are feeling about the situation and what effects it is having. They will help you to start thinking about what you want, what the other person might want, and how things might be improved.

The mediator won't take sides or judge who is right or wrong. As the aim is to repair working relationships, they will help you focus on the future not the past. Both sides can talk to the mediator



openly because they won't pass on anything you say without your agreement. Once you have had the individual meeting, if everyone is in agreement then the next stage will be a joint meeting. During the joint meeting, each person will have a chance to explain how they are feeling without being interrupted, and to listen to the other person without interrupting. The mediator will ask questions, help you look at the situation realistically and help you come up with ways to improve things. The mediator will not offer you solutions, this must come from the parties who are in dispute.

### **Do I need to do anything in advance?**

The mediator may ask you to write down the following in order to help them understand the issue:

- The problem you want the mediator to help with
- A short list of the main things that have happened

### **What if I don't want to be in the same room as the person I am in dispute with?**

It is important to remember that mediation provides a safe and confidential environment. The mediator is there to ensure fairness and appropriate behaviour is key to sorting out conflict. The mediator will agree some ground rules with both sides about how everyone will behave prior to the joint meeting. The meeting can be suspended at any time at the request of the mediator or either party if things become uncomfortable.

### **Do I have to agree to mediation if the College has asked me to take part?**

No, mediation is voluntary. However, remember it is a very effective way of resolving conflict.

### **What might an outcome be?**

The aim is for the parties to come up with their own solution. You may decide this is a verbal agreement or you may want to write it down.

### **Is the outcome binding?**

You and the person you are in dispute with will be asked to agree to stick to what you finally agree.



**If we make an agreement will the mediator make sure we are sticking to it?**

No, the mediator will have no further involvement once the mediation process ends. It is up to you and the person you made the agreement with to stick to it.

**What happens if no agreement can be reached?**

You can still use relevant workplace policies. However, anything that was discussed during mediation will remain strictly confidential. The mediator will not give evidence regarding the content of the mediation.