

## **CHIEF EXECUTIVES - MODEL CAPABILITY PROCEDURE**

### **Introduction**

1. As an organisation, the [ ] Probation Trust expects the highest standard of commitment to work and of job performance by its Chief Executive. In most circumstances the Trust Chair, to whom the Chief Executive reports, will be able to resolve any performance issues through existing informal and formal accountability discussions on behalf of the board in the normal course of the working relationship. However, from time to time there may be a need for a more formal procedure to be followed.

2. The objective of the Capability Procedure is to provide a fair and consistent means of handling such circumstances. It aims to support and encourage the Chief Executive to improve to the required standard and to maintain this improvement. It is designed to deal with those cases where, despite support, the Chief Executive remains lacking in some area of ability, skill, competence or knowledge and is consequently unable to carry out the role to an acceptable standard.

### **Principles underpinning the Capability Procedure**

3. The following principles will underpin any action taken under the Capability Procedure:

- The procedure will be applied fairly and consistently, taking account of the Trust's and the individual's needs.
- All circumstances will be considered carefully.
- Any extenuating circumstances will be given due consideration and handled sensitively.
- The Chief Executive will be given all reasonable guidance and assistance to enable her/him to meet the required standards of performance. S/he in turn will be expected to do all s/he can to meet the required performance standards.
- The Chief Executive will have the right of access to any evidence of poor performance.
- The Chair/Board Members will be advised by an appropriate representative of HR who will generally attend any formal meetings.
- At all formal stages of the procedure the Chief Executive will have the right to be accompanied by a Trade Union representative or workplace colleague if s/he so wishes.

- The Chief Executive will have the right of appeal against any formal warning issued under the Capability Procedure.
  - At each stage of the procedure, the Chief Executive will be made fully aware of all the factors being considered and the likely outcome.
4. Before instigating action under the Capability Procedure consideration must be given to whether the poor performance is due to:-
- a disability as defined by the Disability Discrimination Act 1995. In these circumstances it would not be appropriate to instigate action under the Capability Procedure unless and until all the reasonable adjustments considered necessary have been assessed and implemented.
  - an underlying medical problem in which case action should be taken in accordance with the appropriate procedure.
5. The Capability Procedure is not intended to cover cases of misconduct e.g. unprofessional conduct or the willful refusal to perform adequately. In cases where misconduct is an issue, this should be addressed under the Discipline Procedure.

### **Procedure**

6. The process should follow the principles and stages of the procedure that the Trust applies generally to its other employees, modified as appropriate by the paragraphs below.

### **Informal Stage**

7. Where appropriate, this is the preferred resolution. Before embarking on the formal procedure, the Chair (as line manager) and the Chief Executive may be able to address performance or capability issues through routine performance and development review meetings and through the provision of support, guidance, training, coaching etc.
8. However, if over time the Chair believes that there has been a serious deterioration of performance in the interim, or where it has not been possible to resolve any problem areas related to performance through informal discussions in the normal course of work, it may be necessary and appropriate to invoke the formal stages of the Capability Procedure.
9. Before doing this, the Chair must have exhausted the range of initial performance improvement measures and monitoring for dealing with unsatisfactory performance. The Chair may choose to consult with other board colleagues subject to the nature of the issue.

### **Stage 1 – Formal Capability Meeting**

10. The Chair and the Chief Executive will meet in order to:

- i. identify the problem/issues;
- ii. establish the reason(s) for this;
- iii. decide on the action required: this could include:
  - clarifying individual and organizational expectations, requirements of the post, objectives and standards;
  - providing more support and guidance;
  - undertaking additional training/coaching;
  - developing abilities and skills;
- iv. resource the action;
- v. set timescales for the action;
- vi. set timescales and procedures for monitoring and feedback by the Chair.

11. The Chair will confirm the agreed actions and timescale for review to the Chief Executive in writing together with the likely consequences of failing to meet the required standards and/or complying with the agreed action. The Chief Executive will be informed of the improvements required to meet the required standards and a written warning issued containing a statement of the likely outcome should s/he fail to meet such standards.

12. At the end of the agreed timescale a meeting should be held between the Chair, advised as appropriate by HR, and the Chief Executive and any representative. Progress will be reviewed and the outcome of the discussion recorded in writing. If performance has improved during the review period but not to an adequate level, the level of improvement should still be acknowledged. Where the Chair considers however that the required improvement in performance has not been achieved or maintained, it will be necessary to move to Stage 2.

### **Stage 2 – Formal Capability Review Meeting**

13. If performance has not improved sufficiently in line with the requirements set in Stage 1, the Chair and the Chief Executive will meet again to evaluate the action(s) arising out of Stage 1 and reassess the agreed action plan and timescales. The Chair will make it clear to the Chief Executive that failure to improve performance within the revised timescale may lead to termination of appointment or some other action short of termination of appointment, and issue a formal written warning to that effect.

### **Stage 3 – Dismissal or other action short of dismissal**

14. If performance has not improved in line with the requirements set in Stage 2, the Board Secretary will convene a dismissal meeting, chaired by the Trust Chair, advised as appropriate by the Head of HR or appropriate external HR adviser, together with a member of the Trust Board.

15. At the end of the hearing, the Panel will consider its determination and notify the Chief Executive of its decision.

16. In appropriate circumstances, Stage 3 may provide exceptionally for a possible final cycle of support, monitoring and review. However, in most cases, it will have become apparent whether improvement is achievable and/or sustainable or

not. Any other reasonable alternatives must also have been considered prior to a decision to terminate the Chief Executive's employment including redeployment to a post in a lower pay band.

17. Depending on the circumstances, the options open to the Panel will be:

- to dismiss the Chief Executive;
- to take no further action on the basis that it considers the appropriate standard of performance to have been met;
- In exceptional circumstances, the decision may be to extend the final review period.

18. Once Stage 3 has been completed and the Chief Executive found not to be capable of achieving the performance required in the role, her/his employment will be terminated on the grounds of capability.

### **Right of Appeal against Dismissal**

19. If the Chief Executive wishes to exercise her/his right of appeal against dismissal, s/he should submit the appeal in writing, clearly stating the grounds for the appeal, to the Board Secretary within 10 working days of the date of the letter notifying the outcome of the discipline hearing.

20. The grounds of appeal may comprise one or more of the following:

1. The procedure was not followed and a material failure affected the decision.
2. The evidence did not support a finding of incapability.
3. The decision was too harsh taking into account the nature of the incapability, the mitigating circumstances and/or the Chief Executive's record of service.

21. The Board Secretary will convene an Appeals Panel comprising a minimum of two trust members who have had no previous involvement in the case. An independent third party chosen through ACAS to act in an advisory capacity will also be appointed to sit on the panel. The process should follow the procedure that the Trust applies generally to its other employees.

22. It is acknowledged that the principles of natural justice and good management practice must govern the conduct of any proceedings against a chief executive on the grounds of alleged inability to carry out her or his role. Thus, in those circumstances where it is not possible or practicable to convene a panel which satisfies the requirement of independence, the Appeals Panel should comprise: as chair, an independent person chosen through ACAS, a trade union nominee and a trust chair not previously involved in the process nominated by the Probation Association.

23. The Appeals Panel will notify the Chief Executive of its decision, and the reasons for the decision, in writing as soon as possible after the appeal hearing and, in any event, no later than five working days afterwards.

24. The decision of the Appeals Panel is final.

### **Right of Appeal against a warning**

25. If the Chief Executive believes that a warning under capability has been issued inappropriately and wishes to exercise her/his right of appeal, s/he should submit the appeal in writing, clearly stating the grounds for the appeal, to the Board Secretary within 10 working days of the date of the letter notifying the outcome of the discipline hearing. The Board Secretary will arrange an Appeals Hearing within 20 working days of receipt of the written appeal.

26. The Appeals Panel, which has the right to uphold or dismiss the Chief Executive's appeal against the issuing of a warning, will comprise [two] Board members who have not been previously involved in the case. This process should follow the procedure the Trust applies generally to its other employees.

27. The Appeals Panel will notify the Chief Executive of its decision, and the reasons for the decision, in writing as soon as possible after the appeal hearing and, in any event, no later than five working days afterwards.

28. The decision of the Appeals Panel is final.

### **General**

29. The Trust Chief Executive is normally designated by the NOMS Chief Executive Officer as the Accountable Officer. Given that this designation may be withdrawn if the CEO concludes that the appointee is no longer a fit person to carry out those responsibilities or that it is otherwise in the public interest that the designation be withdrawn, s/he should be notified through the relevant DOM of the outcome of the capability process and any subsequent appeal against dismissal.

### **Records and Confidentiality**

30. On the conclusion of the formal capability procedure (at any stage) all the original paperwork will be passed to the Head of HR who will retain the papers under secure and confidential cover for a period of two years, after which they will be destroyed.

### **Review**

31. The procedure and its operation will be reviewed at two yearly intervals.

January 2011

## CHIEF EXECUTIVES – MODEL DISCIPLINE PROCEDURE

### Introduction

1. The purpose of the Disciplinary Procedure is to ensure that any allegations of misconduct are dealt with and investigated fairly and thoroughly and that any disciplinary action is administered consistently, fairly and appropriately. The use of the formal disciplinary process should not be considered as the first option, however. In some circumstances it may be more appropriate to seek to resolve the difficulties informally at an early stage.

2. Thus, where an allegation is made relating to the conduct of the Chief Executive or there is some other issue relating to the Chief Executive which requires investigation, the Chair, in conjunction with [two] other board members (hereafter referred to as the Discipline Panel), should consider what action needs to be taken. Where appropriate and necessary, the panel should appoint an Investigating Officer to conduct an investigation as expeditiously as possible. The investigation report should be submitted to the Discipline Panel for consideration of next steps and whether the formal procedure should be invoked. This process should then follow the principles and stages of the procedure that the Trust applies generally to its other employees, modified as appropriate by the paragraphs below.

### Suspension

3. In serious cases e.g. because the remaining presence of the Chief Executive could be a serious risk to the resources, information or reputation of the Trust, the Discipline Panel may consider it necessary to suspend the Chief Executive on full pay whilst the matter is being investigated. Such a suspension should only take place after careful consideration and should be for as short a period as possible.

4. Where suspension has to be implemented as a matter of urgency the decision to suspend may exceptionally be taken by the Chair alone. The Panel, advised by the Head of HR or an appropriate external HR adviser, should also agree or authorise any protocols necessary to manage the suspension and the investigation.

5. The suspension, which will be for as short a time as possible, will normally be with pay but may exceptionally be without pay. Should the Chief Executive be suspended on no pay and later exonerated, her/his pay reinstated for the period of suspension on nil pay.

6. The Chief Executive will be told at the earliest opportunity if the investigation indicates that there are no grounds for formal disciplinary action and, if suspended, given a date to return to work. The Chair may still think it appropriate to give an informal warning about future conduct.

7. Any suspension should be carried out in accordance with the locally agreed Trust procedure and in line with the ACAS Code of Practice and guidance on employment best practice. The NOMS Chief Executive Officer (CEO) must however be informed via the relevant Director of Offender Management.

### **Right to be accompanied**

8. Other than in circumstances where there is an urgent requirement to suspend the Chief Executive, s/he will be entitled to be accompanied at any formal stage of this procedure.

### **Timescale**

9. It is in the interests of all parties that proceedings be conducted as quickly as possible. It is recognised that it would be inappropriate to impose timescales that could in practical terms be difficult to achieve.

### **Penalties**

10. Serious breaches of discipline, which would be regarded as grounds for summary dismissal are set out at Appendix A attached. Where the decision is to take action short of dismissal, the penalties available to the Panel will be as for any other employee (these may be found at [insert name of local procedure and location]).

### **Right of Appeal against Dismissal**

11. If the Chief Executive wishes to exercise her/his right of appeal, s/he should submit the appeal in writing, clearly stating the grounds for the appeal, to the Board Secretary within 10 working days of the date of the letter notifying the outcome of the discipline hearing.

12. The Board Secretary will convene an Appeals Panel comprising a minimum of two trust members who have had no previous involvement in the case. An independent third party chosen through ACAS to act in an advisory capacity will also be appointed to sit on the panel. The process should follow the procedure that the Trust applies generally to its other employees.

13. It is acknowledged that the principles of natural justice and good management practice must govern the conduct of any proceedings against a chief executive on the grounds of alleged misconduct. Thus, in those circumstances where it is not possible or practicable to convene a panel which satisfies the requirement of independence, the Appeals Panel should comprise: as chair, an independent person chosen through ACAS, a trade union nominee and a trust chair not previously involved in the process nominated by the Probation Association.

14. The Appeals Panel will notify the Chief Executive of its decision, and the reasons for the decision, in writing as soon as possible after the appeal hearing and, in any event, no later than five working days afterwards.



15. The decision of the Appeals Panel is final.

### **Right of Appeal against action short of dismissal**

16. If the Chief Executive wishes to exercise her/his right of appeal, s/he should submit the appeal in writing, clearly stating the grounds for the appeal, to the Board Secretary within 10 working days of the date of the letter notifying the outcome of the discipline hearing. The Board Secretary will arrange an Appeals Hearing within 20 working days of receipt of the written appeal.

17. The Appeals Panel, which has the right to uphold or dismiss the Chief Executive's appeal against the finding and/or uphold or decrease the disciplinary penalty, will comprise [two] Board members who have not had any previous involvement in the case. The appeal hearing will take the form of a review of the case and the decision that was taken by the Discipline Panel: *it is not a rehearing*. This process should follow the procedure that the Trust applies generally to its other employees.

18. The Appeals Panel will notify the Chief Executive of its decision, and the reasons for the decision, in writing as soon as possible after the appeal hearing and, in any event, no later than five working days afterwards.

19. The decision of the Appeals Panel is final.

### **General**

20. The Trust Chief Executive is normally designated by the NOMS Chief Executive Officer as the Accountable Officer. Given that this designation may be withdrawn if the CEO concludes that the appointee is no longer a fit person to carry out those responsibilities or that it is otherwise in the public interest that the designation be withdrawn, s/he should be notified through the relevant DOM of the outcome of the discipline hearing and any subsequent appeal.

21. Allegations and complaints that are directed at the Chief Executive but are actually complaints about a particular service delivery issue should be dealt with through a general complaints procedure. If the matter is a grievance from a member of staff in respect of, for example, a decision made by the Chief Executive, it may be appropriate to deal with it first through the Trust's grievance procedure. Clearly, if the matter were a serious complaint against the Chief Executive's behaviour such as sexual or racial harassment, the matter would be one suitable for an investigation under the disciplinary procedure.

### **Records and Confidentiality**

22. On the conclusion of the formal disciplinary procedure (at any stage) all the original paperwork will be passed to the Head of HR who will retain the papers under secure and confidential cover for a period of two years, after which they will be destroyed.

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## **Review**

23. The procedure and its operation will be reviewed at two yearly intervals.

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## **Disciplinary Rules**

### **SERIOUS BREACHES OF DISCIPLINE**

1. Serious breaches of discipline are those which are considered so grave that it is justified in no longer tolerating the continued appointment of the Chief Executive and would be regarded, subject to any mitigating circumstances, as grounds for dismissal with or without notice and without previous warning. Serious breaches of discipline can, in some circumstances, include acts committed outside working hours as well as those committed at work.

Examples:

- a) Commission of a criminal offence that is likely to adversely affect the performance of the terms of appointment and/or the relationship between the Trust and the Chief Executive.
- b) Failure to disclose a material conviction or a criminal offence.
- c) Theft, misappropriation or unauthorised possession of, or malicious damage to property belonging to the Trust, its employees, visitors to the Trust's premises or those in connection in respect of whom the Trust has responsibilities.
- d) Serious breach of confidentiality.
- e) Serious misuse of the Trust's computers (including e-mail and Internet) and other facilities; and serious misuse of computer held data (breach of Data Protection Act).
- f) Serious misuse of an official position as a Chief Executive for private advantage.
- g) Soliciting or acceptance of any bribe or gift of money or kind except:
  - i) small personal gifts, when to refuse would have detrimental effect on the Chief Executive's professional relationships. In such a situation, however, the Chief Executive must report the gift to her or his Trust Chair.
  - ii) small gifts of only token value either given on the conclusion of a courtesy visit (e.g. from a supplier) or as trade advertisements to a number of people (e.g. calendars, diaries etc).
- h) Wilful non-compliance with health and safety regulations and policies where such action could endanger life or cause serious injury.
- i) Fighting and physical assault at work.

- j) Sexual misconduct and other inappropriate relationships with a service user in respect of whom the Chief Executive has an official responsibility.
- k) Fraudulent certification or falsification of any expenses claim.
- l) Fraudulent falsification or unauthorised removal or destruction of any official record or document.
- m) Falsification of qualifications which are a stated requirement of appointment or which result in financial gain.
- n) Being under the influence of drink and or drugs (other than those that have been medically prescribed) and as a consequence being unfit for duties which the Chief Executive is or will be required to perform or which he or she may reasonably foresee having to perform.
- o) Unauthorised use of Trust vehicles.
- p) Wilful unlawful discrimination against or harassment of any employee or potential employee or a person in respect of whom the Trust has responsibilities on the grounds of gender, marital status, race, religion/belief, sexual orientation, disability, age or any other attribute.
- q) Withdrawal of the designation of Accountable Officer for the Probation Trust, in the event that the Departmental Accounting Officer concludes that the Chief Executive is no longer a fit person to carry out the responsibilities of an Accountable Officer, or it is otherwise in the public's interest that the designation be withdrawn.
- r) Serious breach of the standard of conduct expected of a Chief Executive in the probation service for England and Wales as defined in the Code of Conduct for Chief Executives.

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## CHIEF EXECUTIVES - MODEL GRIEVANCE PROCEDURE

### Introduction

1. In any organisation staff may have problems or concerns directly related, for example, to their employment, their work or working environment which they wish to raise and have addressed. This applies equally to the Chief Executive. It is expected that most questions will be dealt with satisfactorily in the course of the normal working relationship between the Chief Executive and the Chair of the Trust but there may be occasions when informal resolution has not proved possible.

2. The purpose of this Grievance Procedure is to provide a framework to enable the Chief Executive to raise a grievance and for this to be dealt with fairly, confidentially and promptly, without fear of recrimination or damage to the constructive working relationship which is essential between the Chief Executive and the Chair.

3. The aim of any Grievance Procedure is to settle grievances as near as possible to the point of origin. The Chair will ensure that the Chief Executive is fully aware of the steps available to her/him under the procedure and how a grievance should be raised.

4. The term 'grievance' is used to describe circumstances where the Chief Executive wishes to raise a matter of concern relating to her/his employment. It might relate to a perceived unfair, inappropriate or improper application or interpretation of the Trust's policy or terms and conditions of service, concerns about working conditions, new or changed working practices, or health and safety issues.

5. The procedure is not intended to deal with issues which are more appropriately dealt with in separate procedures including:

- harassment/bullying
- disputes which are appropriately dealt with through the established employment relations machinery
- where the Chief Executive makes a protected disclosure within the meaning of the Public Interest Disclosure Act 1998

### Process

6. Any matter of grievance should be raised initially informally with the Chair as soon as possible and, other than in exceptional circumstances, within five working days (where reasonably possible and subject to the Chair's availability) of the Chief Executive becoming aware of the matter giving rise to the grievance. Both the Chief Executive and the Chair should seek to reach agreement on how the grievance can be resolved. Only if this fails should the formal stages of the Grievance Procedure be invoked.

7. Should the grievance not be able to be resolved informally, at each stage of the formal procedure the Chief Executive may be accompanied by either a Trade Union Representative or a workplace colleague. The Chair will be accompanied and advised by an appropriate representative of HR.

8. The purpose of a Grievance Procedure is to enable prompt action to be taken to resolve a grievance and to enable action to be taken, where appropriate, to remedy the cause of the grievance. Its purpose is not intended to establish guilt or innocence but to achieve a resolution of a problem. The Chair is expected to deal reasonably and quickly with the Chief Executive's concern and the Chief Executive is expected to continue to work normally and with full co-operation while a grievance is being progressed.

9. Timescales have been fixed to ensure that grievances are dealt with quickly. These may be extended if agreed by both parties.

## **STAGES OF THE GRIEVANCE PROCEDURE**

### 10. Informal Stage

- (i) The Chief Executive should discuss her/his grievance with the Chair in the first instance.
- (ii) At this informal stage both parties should seek to agree how the grievance can be resolved. If appropriate, consideration should also be given to conciliation or mediation, including the involvement of external facilitators.
- (iii) If the grievance is resolved, the Chair and the Chief Executive should agree a written note of the outcome.
- (iv) If the grievance is not resolved informally and the Chief Executive wishes to pursue the matter further, the formal procedure described below must be followed.

### 11. Formal Stage 1

- (i) In the first instance and after having raised the matter informally, the Chief Executive should raise the grievance with the Chair in writing on Form GP1/CE and submit it, together with any relevant documentation, within 10 working days of the informal process coming to an end.
- (ii) The Chair, on receipt of the grievance, may be able to implement action to resolve the grievance immediately in which case the Chief Executive will be advised accordingly. If not, the Chair will arrange a meeting with the Chief Executive to discuss the matter formally within five working days of receipt of the grievance.
- (iii) The Chair will make such enquiries as s/he thinks necessary and, if appropriate, will discuss the matter with [e.g. Director of HR] and will reply to the grievance in writing within 10 working days of the meeting.



12. Formal Stage 2

(i) If the Chief Executive remains dissatisfied after Stage 1 has been completed and wishes to pursue the matter further, s/he should write to the Chief Executive of the Probation Association within five working days of receipt of the decision at Stage 1. The Chief Executive should forward the completed form GP1/CE, together with any relevant documentation and set out clearly in writing all the reasons why s/he believes the matter to be unresolved and what remedy is sought.

(ii) The Probation Association will nominate an independent and demonstrably impartial Chair, supported by an HR Adviser as appropriate, who will seek to resolve the grievance. If the nominated Chair is unable to resolve the grievance to the satisfaction of the individual immediately, s/he should arrange to meet the Chief Executive within 10 working days of receipt of the documentation.

(iii) After that meeting, the independent Chair will decide upon the action to be taken, if any, and should inform the local Chair and Chief Executive in writing within five working days of the meeting.

(iv) On completion of Stage 2, the Grievance Procedure is concluded.

**RECORDS AND CONFIDENTIALITY**

13. The grievance procedure is confidential to those involved.

14. On the conclusion of the grievance (at any stage) all the original paperwork should be passed to the [HR Director/Board Secretary] who will retain the papers under secure and confidential cover for period of [one/two] years, after which they will be destroyed.

15. The [HR Director/Board Secretary] will maintain a central secure record of all grievances raised to include:

- the completed EO monitoring form
- a brief summary of the grievance (including dates)
- the outcome

**Review**

16. The procedure and its operation will be reviewed at two yearly intervals.

**Grievance Procedure – Stage 1**

*Sections 1 and 2 should be completed by the Chief Executive and forwarded to the Chair. Any supporting paperwork should be attached.*

1. Details of the Grievance

(Please include full details of the grievance; include attempts at informal resolution and the outcome and remedy sought)

Form submitted to:

On:

Signed:

Date:

**Sections 2, 3 and 4 to be completed by the Chair**

2. Action taken

(to include date of meeting, record of meeting, advice sought etc as appropriate)

3. Was the grievance resolved? YES/NO

If 'NO', complete Section 4 below with reasons why the complainant remains dissatisfied

If 'YES', return the completed form GP/CE1 to the Chief Executive to complete Section 5.

4. Reasons for Chief Executive remaining dissatisfied at Stage 1

Signed:

Date:

Returned to the Chief Executive on (date):

*If the grievance remains unresolved, the complainant should forward form GP1/CE, together with any other additional comments in writing, to the Chief Executive, Probation Association within five working days of receipt of the completed GP1.*

5. Resolution at Stage 1

I am satisfied that my grievance has been resolved

and/or

I no longer wish to pursue my grievance

Signed:

Date:

*If the grievance was resolved or the Chief Executive no longer wishes to pursue it, the complainant should forward the original paperwork to the [Director of HR/Board Secretary] for retention.*

**Grievance Procedure – Stage 2**

*This form is to be completed by the relevant independent Chair nominated by the Probation Association, normally within five working days of the Stage 2 meeting and a copy sent to the Chief Executive raising the Stage 2 grievance. All original paperwork should be forwarded under confidential cover to the [        ] Trust's [Director of HR/Board Secretary] for retention.*

1. Name of Chief Executive

Name:

Trust:

Full or Part Time:

2. Stage 2 Grounds

3. Action Taken

*(to include date of appeal meeting, note of the meeting, advice sought and any other relevant information as appropriate)*

4. Was the grievance resolved?

YES/NO

If 'YES', please complete Section 5 below

If 'NO', complete Section 6 below

5. Resolution at Stage 2

If the grievance was resolved, detail below the reasons why, and actions to be taken as appropriate

*The person responsible for dealing with Stage 2 must ensure that any decisions and actions arising as a result are communicated to and implemented by the appropriate individuals.*

6. Final Decision

*If the grievance was not resolved, detail below the final decision*



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Completed Form GP2 returned to complainant on:

Copy of GP2 and all original paperwork forwarded to the [Director of HR/Board Secretary] on:

Signed:

Date:

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### GRIEVANCE PROCEDURE - EQUAL OPPORTUNITIES MONITORING FORM

Please complete the form below and attach it to Form GP1/CE:

The following information will be used for EO monitoring purposes. It will be treated as confidential and detached from other paperwork associated with your grievance.

1. Job Title
2. Male/Female (please delete as appropriate)
3. Marital status:
4. Date of birth:
5. How would you describe your ethnic origin (please tick the appropriate box):

<b>Asian or Asian British</b>		<b>Mixed</b>	
Indian	<input type="checkbox"/>	White and Black Caribbean	<input type="checkbox"/>
Pakistani	<input type="checkbox"/>	White and Black African	<input type="checkbox"/>
Bangladeshi	<input type="checkbox"/>	White and Asian	<input type="checkbox"/>
Any other Asian background	<input type="checkbox"/>	Any other mixed background	<input type="checkbox"/>
<b>Black or Black British</b>		<b>White</b>	
Caribbean	<input type="checkbox"/>	British	<input type="checkbox"/>
African	<input type="checkbox"/>	Irish	<input type="checkbox"/>
Any other Black background	<input type="checkbox"/>	Any other White background	<input type="checkbox"/>
<b>Chinese or Other ethnic group</b>			
Chinese	<input type="checkbox"/>		
Any other	<input type="checkbox"/>	Prefer not to say	<input type="checkbox"/>

6. Do you consider yourself disabled? YES/NO\*

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