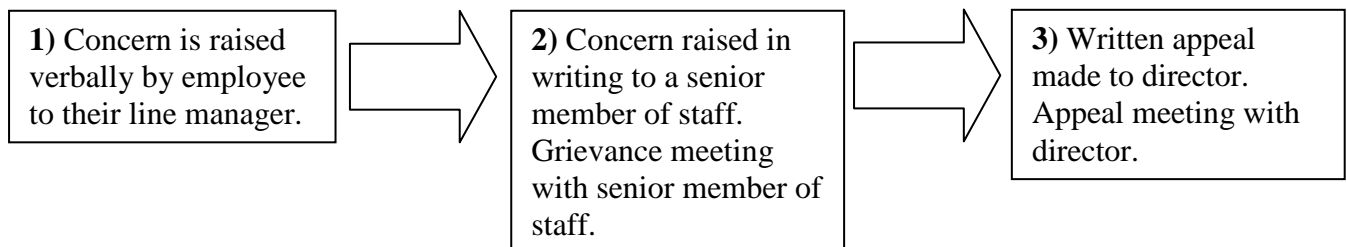


Complaints & Grievance Procedures

This document outlines the complaints and grievance procedures of Coaching Connection Ltd. The purpose of these procedures is to ensure any disputes between employees and Coaching Connection (or their clients) are dealt with consistently and as fairly as possible. They should provide the employee with the opportunity to express their concerns in a constructive manner.

Process outline:



Stage 1 The majority of complaints or grievances should begin at this stage. This stage is intended as an informal resolution of any issues in which an employee has a concern about the actions of Coaching Connection, its employees or clients. Any issues should be expressed clearly and calmly by the employee to their line manager. The employee should also immediately identify to the line manager that the conversation forms the initial stages of the complaints and grievance procedures. *The line manager should record the complaint or grievance including any advice they have provided or action taken to resolve the issue. This must then be passed to a senior member of staff.*

In cases where the employee is unable to share the concern with their line manager we advise they follow stage 1 with a senior member of staff rather than their line manager. Should the line manager feel unable to resolve the issue or the employee not be satisfied with the action taken, the matter should be escalated to stage 2.

Stage 2 Where stage 1 fails to resolve the issue, a more formal approach is required. This stage may be used as the initial stage of the process where the issue is more serious. The employee should raise their concern in writing to a senior member of staff. The senior member of staff either chair the grievance meeting themselves or will pass the complaint to someone they deem more suitable within the organisation.

The chair of the grievance meeting will contact the employee in order to arrange a formal grievance meeting which will provide the opportunity for the chair to discuss the matter in detail with the employee. The employee has the right to be accompanied at the meeting by another employee of Coaching Connection or relevant national governing body representative.

This meeting should be recorded wherever possible (with summary minutes to be typed up by the chair at a later date). Where recording is not possible, minutes must be taken then signed by both parties.

The chair will endeavour to communicate their decision, in writing, to the employee within 7 days of the meeting. In cases where further investigation is required by the chair, a delay in the decision is likely.

Stage 3 This stage can not be initiated without first following stage 2. Where an employee is not satisfied with the outcome of the grievance meeting, they may appeal the decision. The appeal must be made, in writing, to a director, within 48 hours of the decision of the grievance meeting.

Wherever possible the appeal meeting should be carried out by a member of staff more senior than the chair of the grievance meeting.

The procedures followed should be the same as the grievance meeting.

The decision of the chair of the appeal meeting is final. There is no further right of appeal.

Additional Notes

1. Where the employee wishes to be accompanied to a meeting, they must inform the chair of the meeting in writing. They must state the name and position of the individual accompanying them.
2. If Coaching Connection believes the impartiality, fairness or accountability of the process is improved, they may:
 - 2.1. request additional individuals to be present during meetings (including fact finding, grievance or appeal meetings).
 - 2.2. appoint one of its clients' employees/officials to chair meetings.
 - 2.3. involve a third party as a mediator.

The decision to do this must be weighed up against the employee's privacy.
3. Should a grievance complaint (including harassment) be made whilst disciplinary procedures are in process, the grievance procedure may be combined with the disciplinary procedures.
4. Evidence gathered in grievance procedure meetings (including fact finding investigations) may be used in subsequent disciplinary procedures, including those of other staff.