need help to resolve a problem?

Let's sort it out together

Solving Problems at Work Staff Guide

Tesco

Usdaw Union of Shop, Distributive and Allied Workers

RP2K190
Tesco wants you to enjoy work, celebrate success and learn from experience, as described in our Values. However, we recognise that at some time or another you may need help in resolving a problem at work.

In most cases, you and your Manager will be able to resolve problems together and informally by listening, discussing the issues and exploring all the possible solutions to reach an agreement. It is important that this route is followed before any formal process (if appropriate) as this will in most cases resolve matters quickly. However, if it is not possible to resolve problems informally then you may consider using the formal process.

In addition to this, we are committed to protecting our people from discrimination, harassment or bullying (also referred to as Dignity at Work issues). Where these issues cannot be resolved informally, they can also be addressed formally through the Grievance Procedure.

This guide is to help inform you of our Grievance and Disciplinary processes, including representation, timeframes, how to raise your concerns, and your rights of appeal.

**Representation**

All employees have the right to be represented at all stages of discipline and grievance meetings. Our policy also provides for you to be accompanied at all investigatory meetings, if you wish. Representatives must be either a colleague and/or a recognised Union representative. Usdaw members have the right to be represented by an Usdaw representative or, if they choose, by a colleague. If the store does not have any Usdaw representatives, the Personnel Manager will arrange for Usdaw representation from another store.

Usdaw representatives have the right to be represented by the Area Organiser. The Personnel Manager will contact the Area Organiser to agree a convenient date.

The role of the recognised representative involves;

- Having reasonable time to help you prepare for meetings
- Reviewing any relevant documentation
- Representing and speaking on your behalf
- Giving support throughout the process
- Witnessing and taking notes of the procedure
- Access to legal advice via Usdaw

Your representative has the right to speak on your behalf, to put your case forward and to respond to any views expressed at the meeting. However, representatives are not entitled to answer questions that are directed at you.

You or your representative may call an adjournment to the meeting at any time, for example if you need to discuss any matter with your representative or need to clarify an issue or seek advice.

You are not entitled to be represented by family members (unless your family member also works for Tesco) or legal representatives within our procedures, with the exception of employees under 16 years old or those with a specific need for such a representative (e.g. for those with special needs or learning difficulties). In these circumstances and in addition to the recognised representative we will request the presence of a parent or guardian during the meetings to accompany and support you.

In instances where you need an interpreter to fully understand the procedures or investigations, you may ask for an additional person to accompany you to act purely as an interpreter, and where possible this should also be a Tesco employee. The interpreter’s role is in addition to the recognised representative and they are there to provide language support only.
In cases of Dignity at Work, and in addition to your representative, you may feel more comfortable having a person of the same race, sex, etc or someone who is familiar with your circumstances to accompany you. If this is the case, please speak to your Personnel Manager. This person’s role would also purely be to support you and not to speak on your behalf during your meeting.

**Confidentiality**

We all have an important duty to respect any information that is relevant to you and all of our employees. We should all therefore ensure that any information such as notes, statements, meetings, files etc are fully protected and handled responsibly. The trust of our staff is very important and therefore our Managers, Employees, Usdaw representatives and anyone else involved in any stage of any of these procedures must treat all matters discussed with the strictest confidence.

**Code of Business Conduct**

In October 2009 we launched a new Code of Business Conduct to every area of the business. The Code covers some of our most important individual responsibilities and obligations as we go about our work, and as a member of staff you must follow it. The Code can guide us when we face complicated or sensitive issues and is one of the ways we can put our Tesco Values into practice at work.

Following our policies and best practice, and always acting within the law, will help ensure that we do our best for our customers and for each other.

If you are unsure how to act or respond to a given situation, speak to your Manager in the first instance.

Whatever the situation, the best course of action is the open and transparent one. By making sure that the way we do our business and conduct ourselves is fair and ethical, we live the Tesco Values and can be proud of the company we work for.

If you would like to read the Code in full see the Tesco website; www.tescopl.com and search the Corporate Responsibility section and for a summary of the Code please refer to the Staff Handbook which can be obtained from your Personnel Manager.
Tesco recognises that from time to time you will want to raise issues or concerns. We aim to deal with issues promptly, without unreasonable delay and we should all aim to act reasonably and consistently.

Grievances tend to fall into one of the following categories:

- Terms and Conditions – issues around the contract of employment
- Dignity at Work – issues covering bullying, harassment or discrimination
- Health and Safety – issues around the health, safety and welfare of employees, customers and visitors
- General – issues not covered by any of the above categories

The aim throughout is always to agree the most appropriate steps to address the concerns raised, and conduct a thorough investigation to establish the facts and the basis of the complaint. This should be done within a reasonable timeframe to allow for the most thorough investigation possible. This would be no more than 14 days from when the grievance is received, unless both parties mutually agree an extension, or if it is reasonable to extend this timeframe to allow further investigation. This should be done without undue delay.

All parties will work together to resolve grievances in the spirit of our Partnership with Usdaw and in the interests of maintaining good employee relations. Normal working and Terms and Conditions will be maintained during this process.

**Informal Resolution**

Tesco and Usdaw are committed to finding effective solutions to your problems at the earliest opportunity.

It is in everyone’s interests to resolve problems before they can develop into major difficulties. Therefore, for most issues, you should raise your concern in the first instance with your Line Manager who will do all he/she can to support you in identifying the most appropriate solution to the problem as quickly as is practical. This should be no longer than 14 days unless both parties have agreed to extend this period.

For reference purposes only, a record of the discussion along with any next steps agreed should be placed in your Personnel file to accurately reflect the discussions.

**Formal Procedure**

If the issue cannot be resolved informally, or if the issue/incident is too serious to be resolved informally, then the Grievance Procedure can be used as the formal way to refer the problem to the most appropriate level of management. To do this, you should put your concerns in writing clearly setting out the nature of your grievance. It is also helpful if you can include what outcome you hope to achieve. This can be either a letter or a grievance form which is available from your Personnel Manager, Area Personnel Manager or Usdaw representative.

If your grievance is against your Line Manager, then you should discuss this with your Personnel Manager.

In certain circumstances it may not be possible to meet within the timescales identified. In this situation, we will identify another date with you for the grievance to be heard as near as possible to the original timescales.

Please note; For Health and Safety Stage 2 grievances, if the Manager and individual agree the matter can be referred to the Store Forum. This may be a more effective way of resolving the problem.
Collective Grievances

Where a grievance is raised on behalf of two or more employees which is identical, to help facilitate a sensible way of dealing with the collective concern, and where each individual agrees, this can be addressed as one grievance hearing. If you and your colleagues are members of Usdaw, your Usdaw representative can raise the grievance on your behalf. Alternatively, you can agree for one of you to represent the collective group. Each individual’s name should be listed on the grievance form or letter and we would notify the outcome of each stage to each individual.

Whilst we would always look to follow our normal time frames, due to the number of people involved, it may be necessary to extend the timeframes, and we would always agree these with you.

Mediation

In the vast majority of cases, Usdaw Representatives will help to facilitate a resolution. However, there may be times when both parties agree that independent mediation may help. Mediation is a voluntary process and is available to all staff.

Dignity at Work Grievances

Tesco is committed to its Values of ‘treat people how we like to be treated’ and ‘trust and respect each other’.

We will do all we can to protect you from discrimination (on the grounds of race, religion, sex, age, disability or sexual preference) and from bullying and harassment by anyone that you come into contact with in the course of your work. This includes your colleagues, managers, contractors, customers and suppliers.

The actions described above will be considered unacceptable behaviour. All Dignity at Work complaints will be dealt with sensitively and confidentially, either informally or through our formal Grievance Procedure, with particular emphasis on seeking to reach the most appropriate resolution.

If the person involved is a Tesco employee, proven acts of discrimination, harassment or bullying will result in disciplinary action, which may result in their dismissal from the company.

If the person involved is a contractor or supplier, when the matter is reported Tesco will refer it to the Company concerned to use their own investigatory and disciplinary policies and procedures, and we will support any investigation where needed.

If the person involved is a customer, the decision maker at the relevant stage will decide on the most appropriate action to take, and this may include informing the customer that their behaviour is unacceptable and unwelcome and can include excluding the customer from the store.

The aim is always to conduct a thorough investigation and to agree the most appropriate solution to help address the concerns identified.

Dignity at Work - Informal Resolution

If you feel bullied, harassed or discriminated against you should in the first instance try to make it clear to the person concerned that this behaviour is unacceptable and unwelcome and ask them to stop. If you find this difficult, a Line Manager, Personnel Manager or an Usdaw representative may be able to help by talking to the person on your behalf. The normal informal grievance process will be followed.
Dignity at Work - Formal Procedure

If an informal solution cannot be reached, you can approach your Personnel Manager to raise a grievance formally. (If the complaint is against the Personnel Manager, then you should approach your Store Manager or Departmental Head).

The Personnel Manager will then act quickly and sensitively to investigate the complaint in order to enable the relevant Manager to reach a conclusion as rapidly as possible. At no time will the complainant and person against whom the allegation has been made be interviewed jointly. The relevant Manager and Personnel Manager will then report back to everyone involved.

Where the initial investigation shows sufficient grounds for concern, the Manager investigating the grievance may consider reasonable changes including the following options; moving the hours, department or the store of the people involved or in some circumstances consider suspending the person on full pay while the matter is fully investigated. It must be made clear that this is in no way a disciplinary measure and care must be taken to avoid unnecessary distress to the parties involved.

Where an investigation results in disciplinary action being taken against the person proven to be carrying out the discrimination / bullying / harassment, the Disciplinary Procedure will be used at the appropriate stage.

The Manager that carries out the disciplinary action will not be the same as the Manager that carried out the investigation (normally the Personnel Manager). Please note that any resulting disciplinary action taken is a confidential matter and will not be shared with any other party.

In the event of a complaint against the Store Manager, the Personnel Manager should contact their Group Personnel Manager.

Any deliberate, malicious or irresponsible allegations of bullying, discrimination or harassment will be treated as a disciplinary offence, and any person acting in this way may face disciplinary action.
Tesco wants to encourage you to maintain the required standards of conduct (behaviour) and capability (job performance), to meet our Values and deliver Every Little Helps for customers and colleagues.

Where your performance or conduct has fallen below the required standard for either of these reasons, your Line Manager will informally work together with you to identify ways for you to address the issue. The formal Disciplinary Procedure will only be used when the informal process has been exhausted.

The aim throughout is always to carry out a thorough investigation and agree the most appropriate steps to address the concerns identified. This should be done within a reasonable timeframe to allow for the most thorough investigation possible. This would be no more than 14 days unless both parties mutually agree an extension, or if it is reasonable to extend this timeframe to allow further investigation. This should be done without undue delay.

**Conduct**
This refers to your behaviour or actions. When this falls below the standard expected by Tesco because it is unreasonable, unacceptable, goes against a policy, does not comply with the Code of Business Conduct or is not within the bounds of reasonable behaviour expected of people, it is called misconduct.

**Capability**
This refers to your ability to do your job. When a lack of skill, intellectual or physical capacity prevents you from performing your job to the required standard, you may be considered incapable of fulfilling your role.

**Conduct versus Capability**
Sometimes it can be difficult to distinguish between what is misconduct and what is incapability. For example, if a job is not done correctly, is it because you are purposely not performing (misconduct) or is it because you are not capable of performing (incapability).

In this situation, the difference is the level of control that you have over your own actions:

- if you could perform better but will not, it would be considered misconduct
- if you cannot perform better no matter how hard you try, it would be considered incapability

**Informal Procedure**
In the first instance, your Line Manager will discuss the decline in the required standard of conduct or capability with you informally. Tesco and Usdaw expect that the majority of issues will be resolved informally.

Your Manager will work with you to understand why there has been a decline in your capability or conduct. They will then work with you so that together you can identify what can be done to bring your performance or conduct back to the required level and he/she will give you as much coaching and support as possible.

The required improvement and assessment process should be explained to you as well as the period of time over which you should be able to achieve the required standard/improvement. During the informal process, any timescales, next steps and outcomes will be agreed with you.

For reference purposes only, a record of the discussion along with any next steps and mutually agreed timescales should be placed in your Personnel file to accurately reflect the discussion.

**Formal Procedure**
If the issues cannot be resolved informally or through the next steps and agreed timescales, or if the situation becomes too serious, the Disciplinary Procedure will be the formal way for your Manager to raise the concern
with you. This is to help you take the necessary corrective measures to improve your conduct or capability, not to punish you.

**Disciplinary Stages** *(A separate process applies for our Supporting your Attendance process)*

The stages described below would normally be followed in sequence, however if the offence is sufficiently serious, disciplinary action can be taken at any of the stages, however you can appeal against any action taken.

Where more than one disciplinary warning is issued it may be that they are considered to be linked, where they are all matters of conduct or all matters of capability. This means that you will not have multiple verbal warnings and instead go from verbal to first written for unrelated matters, if they are both issues of conduct or both issues of capability.

If, following a full investigation of the facts and discussions, there are insufficient grounds for disciplinary action, the case will be dismissed.

Copies of any meeting notes should be given to you once the investigation is complete, and prior to any disciplinary meeting. This is to help you review your case and prepare for your disciplinary meeting. Your Union representative will be able to support you with this. In certain circumstances it may be necessary to protect a witness by withholding their identity if we feel that there is a real risk of serious repercussions against the individual. However, this is quite rare and your Personnel Manager should take advice prior to taking the decision to do this.

The various disciplinary stages are described in more detail below:

**Stage 1 - Verbal Warning**

If, despite informal discussions and guidance, your conduct or performance does not meet the required standard, you will normally be given a formal verbal warning.

A verbal warning remains live on your record for a period of 8 weeks after which the documentation will be disregarded for disciplinary purposes.

**Stage 2 – First Written Warning**

If, despite a verbal warning, your conduct or performance has not improved or still does not meet the required standard, you may then receive a first written warning. If the offence is more serious, you may move straight to a first written warning. A first written warning remains live on your record for a period of 13 weeks after which the documentation will be disregarded for disciplinary purposes.

**Stage 3 - Final Written Warning**

If there is still no improvement in conduct or performance or the required standard has still not been met, then you may receive a final written warning. If the offence is more serious, you may move straight to a final written warning. A final written warning will remain live on your record for a period of 26 weeks after which the documentation will be disregarded for disciplinary purposes.

**Stage 4 – Suspension/Demotion/Dismissal**

If there is still no improvement in conduct or performance, or the required standard has still not been met, you may be dismissed. If the offence is so serious in itself, for example gross misconduct, you may be dismissed.

In exceptional circumstances, the Disciplinary Manager may instead decide that a demotion or an unpaid disciplinary suspension of no more than 5 days is more appropriate.

Where an unpaid disciplinary suspension is issued, it will remain live on your record for a period of 52 weeks after which the documentation will be disregarded for disciplinary purposes.
Time Limits for Warnings

Exceptionally, there may be circumstances where the misconduct is so serious, for example Dignity at Work issues, that it cannot realistically be disregarded for future reference. In these circumstances, it is important for us to be aware of any history of this type of behaviour. This helps us to establish whether you were aware that it was unacceptable, and may be taken into consideration with regard to any future disciplinary process.

Attendance

Our attendance policies encourage our Managers and staff to be flexible around the problems that can stop people coming to work. In stores this is our ‘Supporting your Attendance’ policy.

It is about acknowledging and celebrating full attendance, supporting people when they need it and ensuring we are firm but fair with unacceptable levels of attendance.

We want people to attend work as any unplanned absence puts extra pressure on everyone else in the department or store.

For Stores; Full details of the SYA process and the disciplinary procedure used as part of this process can be found in the Supporting Your Attendance store guide.

Details of Disciplinary Action

On conclusion of a disciplinary procedure, you will be given confirmation in writing of:

- The stage of the disciplinary action i.e. verbal, first written etc..
- The reason for the disciplinary action
- The required improvements in conduct or performance and a timescale for those improvements
- The next stage of the procedure should the required improvement not happen
- Your right of appeal and who this should be sent to

In the case of Dismissal/Suspension/Demotion you will be advised of the reasons for the action and the exact terms of your dismissal, demotion or disciplinary suspension as applicable.

Gross Misconduct

The following is a non-exhaustive list of serious breaches of Tesco rules and standards that are likely to constitute gross misconduct:

- Deliberate refusal to carry out a reasonable management instruction
- Posting offensive and/or inappropriate material on any social networking sites
- Deliberate disregard or abuse of a Tesco procedure, for example: misuse of your Privilegescard, falsification of Tesco or any statutory documents, clocking someone else in or out, refusal to comply with the right of search procedure
- A serious breach of the Code of Business Conduct (if you are unaware of what this means, please see the Handbook or speak to your Manager)
- A serious breach of our Group Bribery and Corruption policy and procedure
- An act of discrimination, harassment or bullying
- A serious and/or deliberate breach of Health and Safety procedures, including smoking in a non-smoking area
- Any serious act outside work that brings Tesco into disrepute or affects internal relationships
- Physical or serious verbal abuse of other employees, managers or customers
- Deliberate damage to Tesco or other employees’ name or property.
- Theft of Tesco or other employees' or customers’ property
- Conviction of any legal offence considered damaging to Tesco or its employees
At all stages of the Disciplinary Procedure, you can appeal against the disciplinary action.

**Grounds for appeal**

If you feel that the disciplinary action that has been taken against you is unfair, you may appeal on the following grounds:

- The penalty was too harsh
- The penalty was inconsistent with action taken in previous, similar cases
- The investigation was not complete
- You were not given a fair hearing
- New evidence needs to be considered

**What you need to do**

- Discuss the outcome of the meeting with your Usdaw representative/colleague and identify the grounds for appeal
- Note the timeframes for lodging your appeal.
- Prepare a case with your Union representative/colleague
- Put your appeal in writing, including your grounds of appeal. If you prefer, you can complete an appeal form which is available from either your Personnel Manager/Area Personnel Manager or your Usdaw representative.
- Attach a supporting sheet to the form giving as much detail as possible about your grounds for the appeal - this will help the Appeals Manager to consider the case prior to the meeting

The following tables detail the disciplinary and appeals procedure for each store format.

- Incapacity whilst on duty brought on by alcohol or by illegal drugs and dealing in such drugs
- Serious breach of confidence (subject to the Public Interest (Disclosure) Act 1998) e.g. passing on confidential company information
- Serious negligence which causes unacceptable loss, damage or injury
- Unauthorised entry to computer records
- Any other action, which on a common sense basis is considered a serious breach of acceptable behaviour.
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<thead>
<tr>
<th>Stage</th>
<th>Customer Assistants and Team Leaders</th>
<th>Representative</th>
<th>Section and Line Managers</th>
<th>Representative</th>
<th>Store Managers</th>
<th>Representative</th>
</tr>
</thead>
<tbody>
<tr>
<td>Warning issued by</td>
<td>Deputy Manager and Area Personnel Manager</td>
<td>Usdaw rep or colleague</td>
<td>Express Operations Manager and Area Personnel Manager</td>
<td>Usdaw rep or colleague</td>
<td>Express Area Manager and Area Personnel Manager</td>
<td>Sata rep or colleague</td>
</tr>
<tr>
<td>Appeal heard by</td>
<td>Store Manager and Area Personnel Manager</td>
<td>Store Manager</td>
<td>Express Operations Manager and Area Personnel Manager</td>
<td>Store Manager</td>
<td>Express Area Manager and Area Personnel Manager</td>
<td>Sata rep or colleague</td>
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</table>

**Stage 2 – First Written Warning**

| Warning issued by | Deputy Manager and Area Personnel Manager | Usdaw rep or colleague | Express Operations Manager and Area Personnel Manager | Usdaw rep or colleague | Express Area Manager and Area Personnel Manager | Sata rep or colleague |
| Appeal heard by | Store Manager | Store Manager | Express Operations Manager and Area Personnel Manager | Store Manager | Express Area Manager and Area Personnel Manager | Sata rep or colleague |

**Stage 3 – Final Written Warning**

| Warning issued by | Store Manager | Usdaw rep or colleague | Express Operations Manager and Area Personnel Manager | Usdaw rep or colleague | Express Area Manager and Area Personnel Manager | Sata rep or colleague |
| Appeal heard by | Express Operations Manager and Area Personnel Manager | Store Manager | Express Operations Manager and Area Personnel Manager | Store Manager | Express Area Manager and Area Personnel Manager | Sata rep or colleague |

**Stage 4 – Suspension (without pay) Demotion Dismissal**

| Warning issued by | Store Manager | Usdaw rep or colleague | Express Operations Manager and Area Personnel Manager | Usdaw rep or colleague | Express Area Manager and Area Personnel Manager | Store Director and Group Personnel Manager |
| Appeal heard by | Express Area Manager and Area Personnel Manager | Express Area Manager and Area Personnel Manager | Express Area Manager and Area Personnel Manager | Area Organiser or colleague | Store Director and Group Personnel Manager | Area Organiser or colleague |
## Express – Who hears Grievances and timeframes (In calendar days)

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<tr>
<th>General and Health &amp; Safety</th>
<th>Grievance heard by</th>
<th>Grievance heard within</th>
<th>Outcome notified within</th>
<th>Request referral to next stage within</th>
<th>Representative</th>
</tr>
</thead>
<tbody>
<tr>
<td>Stage 1</td>
<td>Deputy Manager</td>
<td>7 days</td>
<td>7 days</td>
<td>7 days</td>
<td>Usdaw rep or colleague</td>
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<tr>
<td>Stage 2</td>
<td>Store Manager</td>
<td>7 days</td>
<td>7 days</td>
<td>7 days</td>
<td>Usdaw rep or colleague</td>
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Note; For Health & Safety grievances, the Regional Trading Law & Technical Manager may be consulted.

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<tr>
<td>Stage 1</td>
<td>Area Personnel Manager</td>
<td>7 days</td>
<td>7 days</td>
<td>7 days</td>
<td>Usdaw rep or colleague</td>
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<tr>
<td>Stage 2</td>
<td>Group Personnel Manager</td>
<td>14 days</td>
<td>7 days</td>
<td>7 days</td>
<td>Area Organiser or colleague</td>
</tr>
<tr>
<td>Stage 3 (only for Dignity at Work)</td>
<td>Format Personnel Manager</td>
<td>28 days</td>
<td>7 days</td>
<td>7 days</td>
<td>Divisional Officer or colleague</td>
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</tbody>
</table>

Guidelines;
If a grievance has been raised with a Manager informally but not resolved, then we should appoint a different Manager to hear it formally.

If a grievance has been raised against an Area Personnel Manager, we should appoint an APM from a different area to hear it.
<table>
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<tr>
<th>Stage 1 - Verbal Warning</th>
<th>Customer Assistants and Team Leaders</th>
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<th>Deputy/Line Managers</th>
<th>Store Managers</th>
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<tbody>
<tr>
<td>Warning issued by</td>
<td>Your Line Manager</td>
<td>Usdaw rep or colleague</td>
<td>Your Line Manager and your Personnel Manager</td>
<td>Your SOM and Group Personnel Manager</td>
<td>Usdaw rep or colleague</td>
</tr>
<tr>
<td>Appeal heard by</td>
<td></td>
<td>Your Line Manager and your Personnel Manager</td>
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<tr>
<td>Appeal heard by</td>
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<td>For small and medium stores this would be your Store Manager and in larger stores it would be your Deputy Manager</td>
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<td>For small and medium stores this would be your SOM and in larger stores it would be your Store Manager and your Personnel Manager</td>
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<th>Stage 4 – Suspension (without pay) Demotion Dismissal</th>
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<td>Your Line Manager (or Deputy in a large store)</td>
<td>7 days</td>
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<td>7 days</td>
<td>Usdaw rep or colleague</td>
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<tr>
<td><strong>Stage 2</strong></td>
<td>Your Line Manager’s Manager (or Store Manager in a large store)</td>
<td>7 days</td>
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<td>Usdaw rep or colleague</td>
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Dignity at Work Guidelines;
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If a grievance has been raised against a Store Manager, then the following would apply;
Stage 1 – heard by Group PM. Stage 2 – heard by Format PM. Stage 3 – heard by a different Format PM.
### SUPERSTORES & EXTRAS - DISCIPLINARY AND APPEALS PROCESS

<table>
<thead>
<tr>
<th>Stage 1 – Verbal Warning</th>
<th>Stage 2 – First Written Warning</th>
<th>Stage 3 – Final Written Warning</th>
<th>Stage 4 – Suspension (without pay) / Demotion / Dismissal</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Customer Assistants and Team Leaders</strong></td>
<td><strong>Managers</strong></td>
<td><strong>Store Managers</strong></td>
<td><strong>Representatives</strong></td>
</tr>
<tr>
<td>Usdaw rep or colleague</td>
<td>Your Line Manager</td>
<td>Store Manager and Personnel Manager</td>
<td>Area Organiser or colleague</td>
</tr>
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<td>Area Organiser or colleague</td>
</tr>
</tbody>
</table>

Guidelines: For Line/Section Managers whose Manager is the Store Manager, the Senior Team or Deputy Manager will carry out the stages up to dismissal.
Superstores and Extra Stores – Who hears Grievances and timeframes (In calendar days)

<table>
<thead>
<tr>
<th>General and Health &amp; Safety</th>
<th>Grievance heard by</th>
<th>Grievance heard within</th>
<th>Outcome notified within</th>
<th>Request referral to next stage within</th>
<th>Representative</th>
</tr>
</thead>
<tbody>
<tr>
<td>Stage 1</td>
<td>Your Line Manager</td>
<td>7 days</td>
<td>7 days</td>
<td>7 days</td>
<td>Usdaw rep or colleague</td>
</tr>
<tr>
<td>Stage 2</td>
<td>Your Line Manager’s Manager</td>
<td>7 days</td>
<td>7 days</td>
<td>7 days</td>
<td>Usdaw rep or colleague</td>
</tr>
</tbody>
</table>

Guidelines; For Health & Safety grievances, the Regional Trading Law & Technical Manager may be consulted. If your Line Manager is the Store Manager, Stage 2 will be heard by a different Store Manager. If you are a Section/Line Manager Stage 1 would be heard by a Senior Team Manager and Stage 2 would be heard by your Store Manager.

<table>
<thead>
<tr>
<th>Dignity at Work and Terms and Conditions</th>
<th>Grievance heard by</th>
<th>Grievance heard within</th>
<th>Outcome notified within</th>
<th>Request referral to next stage within</th>
<th>Representative</th>
</tr>
</thead>
<tbody>
<tr>
<td>Stage 1</td>
<td>Personnel Manager</td>
<td>7 days</td>
<td>7 days</td>
<td>7 days</td>
<td>Usdaw rep or colleague</td>
</tr>
<tr>
<td>Stage 2</td>
<td>Group Personnel Manager</td>
<td>14 days</td>
<td>7 days</td>
<td>7 days</td>
<td>Area Organiser or colleague</td>
</tr>
<tr>
<td>Stage 3 (only for Dignity at Work)</td>
<td>Format Personnel Manager</td>
<td>28 days</td>
<td>7 days</td>
<td>7 days</td>
<td>Divisional Officer or colleague</td>
</tr>
</tbody>
</table>

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### Timescales for Lodging and Hearing Appeals (In calendar days)

<table>
<thead>
<tr>
<th>Stage 1</th>
<th>Appeal Lodged</th>
<th>Appeal Heard</th>
<th>Outcome Notified</th>
</tr>
</thead>
<tbody>
<tr>
<td>Verbal Warning</td>
<td>Within 7 days of receiving the warning</td>
<td>Within 7 days of receiving the appeal form</td>
<td>Within 7 days of hearing the appeal</td>
</tr>
<tr>
<td>Stage 2</td>
<td>First Written warning</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Within 7 days of receiving the warning</td>
<td>Within 7 days of receiving the appeal form</td>
<td>Within 7 days of hearing the appeal</td>
</tr>
<tr>
<td>Stage 3</td>
<td>Final Written Warning</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Within 7 days of receiving the warning</td>
<td>Within 14 days of receiving the appeal form</td>
<td>Within 7 days of hearing the appeal</td>
</tr>
<tr>
<td>Stage 4</td>
<td>Suspension (without pay) Demotion Dismissal</td>
<td>Within 7 days of receiving the disciplinary action</td>
<td>Within 21 days of receiving the appeal form</td>
</tr>
</tbody>
</table>

Guidelines; in certain circumstances it may be necessary to extend the timescales, however this will be done by joint agreement and a date will be set as near as possible to the original timeframe.

There may be limited situations when further investigation/consideration is required and in these circumstances an adjournment may be jointly agreed and a date set for the re-convened meeting.