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# Grievance Appeal Review and Outcome Assurance Training Course

29 March – 2 April 2027
Milan

# Grievance Appeal Review and Outcome Assurance Training Course

**Ref:** 2506_95065 **Date:** 29 March – 2 April 2027 **Location:** Milan **Fees:** 6200 GBP

Grievance Appeal Review and Outcome Assurance is a 1-week training course for HR and employee relations staff who decide or quality-check grievance appeals, and who leave with an appeal decision record that tests the first-stage findings, the evidence and the remedy for one case. Staff expectations of fair treatment, closer conduct scrutiny in financial services and the cost of tribunal claims make the appeal stage a lasting test of trust. The course is delivered by Jupiter Prime Training.

## Why Grievance Appeal Review and Outcome Assurance Matters Now

Three pressures shape appeal work today. Employees challenge first-stage outcomes more often and bring new messages and statements. Boards and conduct committees in banks, insurers and investment firms ask HR for evidence that people issues are closed fairly and consistently. An organisation that runs appeals well settles disputes early and learns from repeat themes; one that rubber-stamps them invites claims, attrition and speak-up concerns. The course draws on natural justice principles, the balance of probabilities test and proportionate remedy design.

## Who Gains Most from Grievance Appeal Review and Outcome Assurance

- Employee relations advisers responsible for preparing appeal files and briefing appeal managers
- HR business partners responsible for advising on remedies and closing cases with line managers
- Case quality reviewers responsible for sampling closed grievances and reporting outcome consistency
- Investigation officers responsible for re-interviewing parties when an appeal raises new evidence
- People risk analysts responsible for grievance trend reporting to conduct and people committees

Employee relations teams gain most when advisers and quality reviewers attend together and agree one standard for testing an appealed finding.

## Grievance Appeal Review and Outcome Assurance Capabilities

Participants learn to decide whether a first-stage grievance outcome stands, changes or is reheard, and to show why.

- Assess appeal grounds against procedure, evidence and remedy categories — appeal manager decisions
- Test first-stage interview notes and evidence for gaps and bias — rehearing choices
- Weigh new evidence using the balance of probabilities — revised findings
- Design proportionate remedies that restore working relationships — line managers and employees
- Communicate appeal outcomes in clear, reasoned letters — employees and legal advisers
- Build outcome assurance samples and theme reports — conduct and people committees

## Key Grievance Appeal Review and Outcome Assurance Terms

- Appeal ground — the specific reason an employee gives for challenging a grievance outcome, such as procedure, evidence or remedy.
- Rehearing — a fresh look at the whole complaint, rather than a review limited to the points raised on appeal.
- Balance of probabilities — the standard of proof asking whether an allegation is more likely than not to be true.
- Natural justice — the principles that each party knows the case, is heard, and faces an unbiased decision maker.
- Outcome assurance — sampling closed cases to check that findings and remedies are consistent and well reasoned.
- Remedy — the action taken after a grievance is upheld, from an apology to a team move or policy change.

## Grievance Appeal Review and Outcome Assurance Day by Day

## Day 1: The Appeal Stage in Context

- Grievance Policy Stages And Time Limits — Where Appeals Sit
- Natural Justice Principles — Independence Of The Appeal Manager
- Receiving And Logging Appeal Letters — Clarifying Grounds Early
- Review Versus Rehearing Models — Choosing The Right Depth
- Conflicts Of Interest Screening — Selecting Appeal Managers

## Day 2: Testing the First-Stage Investigation

- Interview Note Quality Checklist — Spotting Missing Questions
- Evidence Maps Of Emails, Chats And Recordings — Gaps In The File
- Witness Selection Review — Whether Key Voices Were Heard
- Findings Report Logic Test — Conclusions Supported By Facts
- Bias And Consistency Checks — Comparable Past Cases

## Day 3: Hearing the Appeal and Weighing Evidence

- Appeal Meeting Structure And Companion Rights — Fair Hearing Conduct
- Follow-Up Interviews On New Evidence — Reopening Specific Points
- Balance Of Probabilities Reasoning — Upholding Or Rejecting Allegations
- Credibility Factors For Conflicting Accounts — Choosing Between Versions
- Confidentiality And Data Handling — Sharing Evidence With Parties

## Day 4: Remedies, Letters and Outcome Assurance

- Remedy Options Matrix — Proportionate Response To Upheld Points
- Reasoned Outcome Letter Structure — Final Internal Decision
- Mediation And Return-To-Work Conversations — Repairing Relationships
- Closed-Case Sampling Method — Consistency Across Business Units
- Grievance Theme Dashboards — Reporting To Conduct Committees

## Day 5: Practising the Appeal Decision Record

- Bank Branch Bullying Appeal File Review — Applying Day Two
- Insurer Pay Equity Appeal Hearing Role-Play — Applying Day Three
- Remedy And Letter Drafting For A Partly Upheld Case — Applying Day Four
- Peer Calibration Of Appeal Outcomes — Shared Decision Standard
- Appeal Decision Record With Grounds, Findings And Remedy — Completed Case File

## Applying Grievance Appeal Review and Outcome Assurance After the Course

- Sample five recently closed grievances with the interview note checklist and report gaps to the employee relations lead.
- Draft a remedy options matrix for the organisation's grievance policy and agree it with HR business partners.

## Grievance Appeal Review and Outcome Assurance Questions FAQ

### What is Grievance Appeal Review and Outcome Assurance and why does it matter now?

It is the work of deciding grievance appeals fairly and checking that closed cases reach consistent, reasoned outcomes. Employees challenge decisions with more evidence, and boards want proof that people issues close fairly.

### Which roles gain most from Grievance Appeal Review and Outcome Assurance?

Employee relations advisers, HR business partners, case quality reviewers, investigation officers and people risk analysts gain most, because each prepares, decides or checks grievance outcomes.

## How does Grievance Appeal Review and Outcome Assurance differ from a first-stage grievance hearing course?

It starts where the first decision ends. Hearing courses cover intake and first meetings; this course tests those findings, weighs new evidence, sets remedies and samples closed cases for consistency.

## What do you bring back from Grievance Appeal Review and Outcome Assurance?

You bring back an appeal decision record for one case. It sets out the grounds, the evidence tested, the revised findings, the remedy and the reasoning given to the employee.

## Grievance Appeal Review and Outcome Assurance: The Way Forward

The appeal decision record first informs whether a first-stage grievance outcome stands, changes or needs a full rehearing. Employee relations advisers prepare it and appeal managers sign it off, with HR business partners carrying out the remedy. After its first use, revisit how far the remedy actually restored the working relationship three months on.