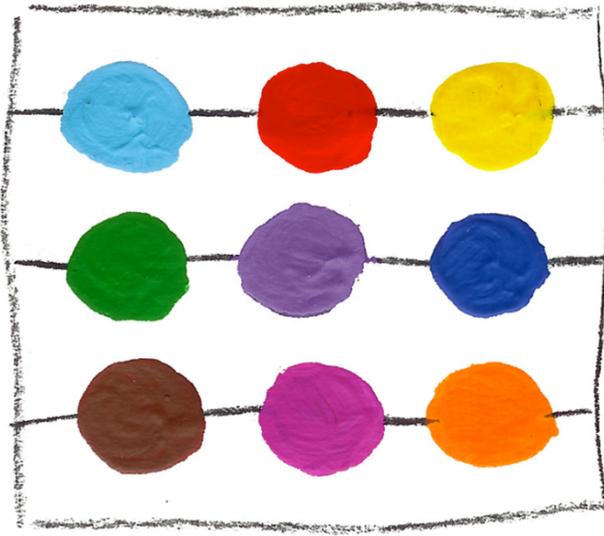


# Dignity at Work Policy



*Carrigaline Educate Together N.S.*

This document is intended to provide details of the main policies of Carrigaline Educate Together National School (CETNS). It is intended to help parents and guardians understand the environment and approach of the school. This document is regularly reviewed. All feedback is encouraged and welcome.

<b>Version</b>	<b>Description</b>	<b>Authors</b>
May/June 2015	First version of policy	Board of Management
May 2016	Amendments to include additional type of bullying	Board of Management
May 2019	Reviewed	Policy Committee

### **School Contact Details**

**Principal:** Mel Thornton

**Board of Management Chairperson:** Eric Hurley

**School Phone Number:** 021-4375616 or 087-7453659

**Address:** Carrigaline Educate Together National School  
Kilnagleary, Carrigaline, Co. Cork.

## **Dignity at Work: Building and Maintaining a Positive & Effective Work Environment**

### **Introductory Statement**

The policy was formulated having been identified in a Risk Assessment as an area that required clarification. It was devised by members of policy committee and proposed to the Board of Management for approval and ratification. The policy has been formulated in light of a number of background documents, including the *Health & Safety Authority's Code of Practice for Employers and Employees on the Prevention and Resolution of Bullying at Work (2007)* and the *Equality Authority's Code of Practice*, given legal effect in the Statutory Instrument entitled *Employment Equality Act 1998 (Code of Practice) (Harassment) Order 2012 (S.I. No. 208 of 2012)*. All staff were consulted by email in the process of devising this policy.

### **Rationale**

Carrigaline Educate Together N.S. is committed to protecting the dignity of all those who work within the school. In particular, we are committed to ensuring that our school is free from any form of bullying or harassment at work and that our work environment is conducive to providing a high quality education in an atmosphere of respect, safety and equality. Bullying behaviour or lack of respect for others' dignity, by its very nature, undermines and dilutes the quality of work and imposes psychological damage. As such, it is an issue which must be positively and firmly addressed through a range of school based measures and strategies through which all members of the school community are enabled to act effectively in dealing with this behaviour.

Both the school's management and its employees have responsibilities for creating and contributing to the maintenance of a work environment free from bullying and harassment. Employees also have an obligation to cooperate with the investigation of complaints of bullying or harassment in the school.

### **Vision**

Staff who work in Carrigaline Educate Together N.S. will be encouraged to reach their full potential mentally, physically, spiritually, emotionally and socially, in an atmosphere and environment in which they feel safe, valued and secure and in which respect for self and others is the norm. The staff of our school, conscious of their role in creating a positive working environment, will encourage the involvement of the wider school community in the achievement of these ends through a whole-school approach whereby every individual is involved in the development of a school environment where each person is respected and valued.

### **Relationship to the Characteristic Spirit of the School**

The Dignity at Work Policy reflects the overall ethos of the school which states: Carrigaline Educate Together N.S. is one of a number of equality-based schools throughout the country. The representative organisation for these schools is 'Educate Together'.

Educate Together aims to meet a growing need in Irish society for schools that recognise the developing

diversity of Irish life and the modern need for democratic management structures. In particular, Educate Together guarantees children and parents of all faiths and none equal respect in the operation and governing of education.

The schools operated by the member associations of Educate Together are fully recognised by the Irish Department of Education and Skills and work under the same regulations and funding structures as other national schools. However, they have a distinct ethos or governing spirit. This has been defined in the following terms:

- **Equality-based** i.e. all children having equal rights of access to the school, and children of all social, cultural and religious backgrounds being equally respected
- **Co-educational** and committed to encouraging all children to explore their full range of abilities and opportunities,
- **Child centred** in their approach to education
- **Democratically run** with active participation by parents in the daily life of the school, whilst positively affirming the professional role of the teachers (*Source: Educate Together Charter*)

Whilst the concepts of child-centeredness and co-educationalism are now widely accepted in Irish primary education, what distinguishes the Educate Together schools is their hard work in developing a culturally inclusive and democratic ethos. This has pioneered unique approaches to inclusion of minority opinions and faiths in the Irish context.

The schools have developed education programmes which open the eyes of children to the naturally positive contribution that social, religious and cultural diversity and difference of viewpoint and opinion make to society.

The other characteristic feature of these schools is that they are democratically organised and governed. This maximises the potential for building a genuine partnership between the professional, objective role of the teacher and the necessarily personal involvement of the parent in contributing to their children's education.

*Information taken from the Educate Together website [www.educatetogether.ie](http://www.educatetogether.ie)*

Carrigaline Educate Together N.S. makes the distinction between denominational education and moral/religious education. The ethical curriculum followed by the school is called the Learn Together Curriculum. It is comprised of four strands: Morality & Spirituality, Equality & Justice, Belief systems, Ethics & the environment.

Denominational instruction is facilitated by the school insofar as groups are permitted to use the school premises. This is organised by parents outside of school hours.

The Dignity at Work Policy recognises and endeavours to adopt the values that are set out in the ethos of the school for those at work in the school. It attempts to support and sustain a harmonious environment in which the potential of all staff is nurtured through the co-operation between staff, pupils, parents, board members and all other relevant parties.

## **Aims**

The Dignity at Work policy aims to:

- Create and maintain a positive working environment in Carrigaline Educate Together N.S. whereby the right of the individual to dignity at work is recognised and protected
- Provide awareness regarding the steps which individuals may take if they believe that they have been bullied, harassed, or sexually harassed

- Encourage the use of informal resolution methods and the use of mediation as often and as early as possible during disputes
- Ensure that all staff are aware of and committed to the principles outlined in this policy

## **Core Principles of the Policy**

This school is committed to a positive work environment where work is done in an atmosphere of respect, collaboration, openness and equality.

Adult bullying and harassment in the workplace are phenomena which this school will seek to prevent and will not tolerate. All employees have the right to be treated with dignity and respect. Management is committed to intervening in an appropriate manner - utilising one of the accepted Management/INTO/IMPACT procedures - to investigate and deal with allegations of bullying or harassment. The provisions of Circular 40/97 on *Assaults on Staff in Primary Schools* will be utilised as appropriate.

## **What is Workplace Bullying and Harassment?**

The Board of Management adopts the definition of adult bullying as set out by the 2001 Task Force on the Prevention of Workplace Bullying:

*"Workplace Bullying is repeated inappropriate behaviour, direct or indirect, whether verbal, physical or otherwise, conducted by one or more persons against another or others, at the place of work and/or in the course of employment, which could reasonably be regarded as undermining the individual's right to dignity at work. An isolated incident of the behaviour described in this definition may be an affront to dignity at work but, as a once off incident, is not considered to be bullying".*

Harassment is covered by Employment Equality legislation and is based on a person's standing within one of the nine categories (or grounds) specified in that legislation (gender, marital status, family status, religious beliefs, sexual orientation, disability, age, race, membership of the traveller community). Harassment is defined in law as "unwanted conduct" related to one or more of the discriminatory grounds which "has the purpose or effect of violating a person's dignity and creating an intimidating, hostile, degrading, humiliating or offensive environment for the person."

It is recognised that bullying and harassment complaints may arise among work colleagues but may also arise in relation to visitors to the school. In either case, the commitment to a positive workplace, where dignity at work is respected, prevails.

## **Creating a Positive Work Environment**

It is agreed that all staff work to make this school a good place to work. A good place to work has a positive work environment characterised by:

- A supportive atmosphere
- Good and open communication (e.g. through opportunities at regular staff meetings, use of school emails, whiteboard noticeboard)
- Appropriate interpersonal behaviour
- Collaboration
- Open discussion and resolution of conflict
- Recognition, feedback and affirmation as appropriate
- Fair treatment of all staff (including fair systems of selection and promotion in line with agreed procedures)

Every person has a responsibility to play his/her part in contributing to a positive work environment. In this regard, a person who is a witness or bystander has a clear responsibility to raise concerns about dignity at work and threats to this, in an appropriate and timely manner.

The Safety Statement - as mandated under the Safety, Health and Welfare at Work Act 2005 – will also include a commitment to a positive work environment, in light of the Employer’s obligations as outlined at Section 8 of that Act, including the duty to manage work activities in such a way as to prevent “*improper conduct or behaviour*” likely to put health and safety at risk.

It is agreed that the adoption of this policy in our school will be accompanied by a number of steps to examine our work environment and, as necessary, to agree changes which reflect a commitment to dignity at work. These steps will be initiated by Management, and be repeated by way of review at appropriate intervals.

The actions to be undertaken may generally be described as Identification, Assessment, Implementing Strategies and Monitoring.

### **Adult Bullying as a Problem**

Our school recognises that Adult Bullying and Harassment are problems where they occur in any workplace.

Bullying behaviour generally amounts to psychological abuse which causes serious pain and suffering. Studies have shown that any person may become a target, irrespective of their personality, identity or ability. In addition to its unacceptable effects on persons who are its targets, workplace bullying and harassment is extremely detrimental to organisational effectiveness.

Bullying may include behaviours such as:

- Verbal abuse/insults, undermining remarks
- Excessive monitoring of work
- Withholding work-related information
- Exclusion with negative consequences.
- Identity-based bullying e.g. homophobic and transphobic

Such behaviours need not and should not be part of a workplace. This policy aims to ensure that a positive environment prevents such behaviours from occurring. Where bullying or harassment does occur or is alleged to have occurred, there are means of tackling it through the agreed procedure.

### **What happens if there is an allegation of bullying or harassment?**

Without prejudice to an individual’s right to take such advice or steps as they themselves may decide, the Board of Management will take seriously any allegations of workplace bullying or harassment.

Supportive and effective procedures, in accordance with nationally-agreed practice, are in place in this school. These procedures to address and investigate allegations will focus on the earliest possible resolution, will proceed as necessary from informal to formal stages and will have a stress on reasonable confidentiality. Complaints by employees or other persons in the workplace of bullying or harassment at work will be treated with fairness, sensitivity and respect for all parties concerned. Any person accused of bullying or harassment will be afforded natural justice and treated with fairness and sensitivity.

## **Summary**

Management has a duty of care towards employees. Similarly, employees have a duty of care towards one another. This policy seeks to set out principles and practices to support the exercise of that duty in our school.

Just as inappropriate and undermining behaviour among work colleagues is taken seriously, so is such behaviour when perpetrated against an employee of this school by any other person.

Together we are committed to building and maintaining a work environment where respectful, open and equal relationships are the norm.

In summary, we are committed to having a good place to work.

## Success Criteria

Our Dignity at Work Policy will be seen to be working well when:

- We receive positive feedback from staff members
- A positive working environment is identified and maintained in Carrigaline Educate Together NS. whereby the right of the individual to dignity at work is recognised and protected
- Procedures/steps which individuals may take if they believe that they have been bullied, harassed, or sexually harassed are carried out in accordance with national best practice guidelines
- The use of informal resolution methods and the use of mediation as often and as early as possible during disputes is evident in practice
- In the event that a case of bullying or harassment is identified, procedures are followed and the case has a successful outcome
- All staff are made aware of and committed to the principles set out in this policy

## Roles and Responsibility

All staff of the school, under the positive and supportive leadership of the Board of Management and Principal, have both a role and a responsibility in successfully implementing this policy.

The policy will be monitored and evaluated on an ongoing basis by the policy committee through feedback from members of the school community.

## Implementation Date

This policy was implemented June 2015. It was reviewed in April 2019.

## Timetable for Review

This policy is to be reviewed during the school year 2023/2024

## Ratification and Communication

The amended policy will be communicated to members of the Board of Management prior to the meeting of the BOM on April 1<sup>st</sup> 2019. Parents will be made aware in the next school communication that the policy is available for viewing by appointment in the school and on the school website.

*Date of ratification:* \_\_\_\_\_

*Signed:* \_\_\_\_\_  
CHAIRPERSON OF BOM

*Date:* \_\_\_\_\_

### *GRIEVANCE PROCEDURE*

The following procedure for handling grievances in schools has been agreed between the INTO and the principal management bodies.

The purpose of this procedure is to provide a mechanism for the resolution of a grievance which a teacher in a national school, including a principal teacher, has against:

1. the board of management in respect of the exercise of any of its responsibilities for the governance of the school; or
2. the chairperson of the board in an individual capacity; or
3. the principal teacher in respect of his/her duties and responsibilities for the organisation, conduct and day to day activities of the school.

The grievance procedure shall generally relate to breaches of school rules, policies, procedures or practices. The grievance procedure shall not deal with curricular matters.

If a grievance, which concerns a matter covered by the Employment Equality Act (1998) or other relevant legislation, is referred to the Director of Equality Investigations or the Labour Court, this procedure shall not be used. Such a referral would serve to terminate the grievance procedure.

#### **Stage 1: The principal**

1. The aggrieved teacher shall give notice in writing to the principal that the grievance procedure is being invoked.
2. The teacher shall discuss the grievance with the principal teacher with a view to resolving it.
3. If the grievance is not resolved within ten school days, the teacher shall be entitled to invoke stage 2, within a further ten school days.

#### **Stage 2: The chairperson**

1. The aggrieved teacher shall give notice in writing to the principal and chairperson of the board of management that stage 2 of the grievance procedure is being invoked.
2. The teacher shall discuss the grievance with the chairperson of the board with a view to resolving it.
3. The chairperson shall immediately take such steps as she/he considers appropriate to have the grievance resolved informally.
4. If the grievance is not resolved within ten school days the teacher shall be entitled to invoke stage 3, within a further ten school days.

#### **Stage 3: The board of management**

1. The aggrieved teacher shall give notice in writing to the chairperson of the board of management that stage 3 of the grievance procedure is being invoked.
2. The teacher shall make a written submission which shall include the details of the grievance(s) and the redress being sought. The submission shall be presented to the chairperson for consideration by the board of management.

3. The normal rules of due process shall apply to the exchange of documentation, (c/f section b, pgs 12 - 13) and accordingly, the chairperson shall copy the submission to the person against whom the grievance is being taken.
4. Where the grievance involves the principal teacher, she/he shall be requested by the chairperson to prepare a written response to the submission. The written response shall address all of the points made in the aggrieved teachers' submission and shall be furnished to the aggrieved teacher(s) within 10 school days of the date of the written submission. Similarly, where the grievance is against the chairperson of the board of management or the board itself, the aggrieved teacher shall be entitled to a written response from the chairperson or the board, as the case may be. Such response shall also be furnished within 10 school days.
5. The chairperson shall invite the aggrieved teacher to be in attendance at a hearing of the board, which shall be held within ten school days of the date of the written response. The hearing shall afford each party to the grievance an opportunity to hear at first hand, what the other party has to say and also to question and/or respond to the other party.
6. In circumstances, where the grievance is against the principal teacher, he/she shall attend at the board hearing in an individual capacity and not as a member of the board of management. Similarly, where the grievance is against the chairperson of the board of management (in an individual capacity) he/she shall also attend at the board hearing in an individual capacity and an acting chairperson shall be appointed. Further, the principal teacher or the chairperson, as the case may be, shall withdraw from the board's deliberations and decision making on the matter.
7. Where appropriate, the parties shall be entitled to bring witnesses. The same principles of due process apply to hearing witnesses.
8. The board shall try to resolve the grievance by conciliation and if the grievance is resolved the matter is concluded. If the board is unable to resolve the grievance by conciliation it shall make a decision on the matter, except as provided under paragraph 9 below.
9. In cases where the grievance is against the board itself, the board shall hear the grievance as outlined above, shall try to resolve the matter by conciliation, but failing resolution, the matter may proceed to stage 4 in accordance with the provisions of paragraph 11 below .
10. The chairperson shall convey the outcome in writing to the parties within 5 school days of the hearing specified at stage 3 / paragraph 5 above.
11. The teacher shall have the right to invoke stage 4 of the procedure:
  - if the board fails to give a hearing to the aggrieved teacher;
  - if the chairperson fails to convey the outcome of the hearing within the specified period;
  - or if the teacher is unwilling to accept the outcome of stage 3.

#### **Stage 4: An independent tribunal**

1. The teacher who wishes to proceed with an appeal to stage 4 shall give notice of same, by letter, to the chairperson of the board of management, within ten school days of receiving the written outcome of stage 3 (or at the end of the period specified in stage 3 / no. 5, if the board fails to arrange a hearing). The date of that letter shall be referred to as the "date of appeal" and the teacher may include, in the letter, any additional arguments he/she wishes to put forward.

2. On receipt of the letter of appeal, the chairperson of the board of management shall notify the patron (or a designated representative of the patron) and the General Secretary of the INTO (or a designated representative of the INTO) and invite these parties:
  - to select an agreed independent person to act as chairperson of a tribunal;
  - each to appoint a person who is not associated with the school to serve on the tribunal;
  - to arrange a meeting of the tribunal within 15 school days of the date of appeal.
3. The chairperson of the board of management shall also furnish each member of the tribunal, prior to its first meeting:
  - with a report on the proceedings at each of the previous stages;
  - and with:
    - a copy of the aggrieved teacher's letter of appeal;
    - a copy of the aggrieved teacher's submission;
    - a copy of any written response;
    - any other relevant documentation.
4. The tribunal shall arrange a hearing(s) for the parties and shall ensure that the normal rules of due process and fair procedures apply (c/f section b, pgs 12 - 13), which include:
  - that the parties shall be given reasonable notice of the hearing by the tribunal. When notifying parties of the date of the hearing(s), the tribunal should indicate to the parties concerned that in the event of failure to appear, without reasonable cause, the tribunal may proceed to decide the case if considered appropriate;
  - that each party shall be afforded an opportunity to access and respond to relevant documentation, including the letter of appeal;
  - that the parties shall have an opportunity to hear at first hand, what each has to say and also to question or respond to the other party through the chairperson of the tribunal;
  - that witnesses may attend as appropriate; that the tribunal itself, shall be entitled to question each party or seek further information;
  - that where appropriate, the tribunal shall afford each party an opportunity to provide further information, on the clear understanding, that the other party shall have an opportunity to access and respond to same; and
  - that if necessary, the tribunal shall agree to adjournments.
5. The tribunal shall be considered a domestic forum and accordingly, neither management nor the INTO intends that there would be legal representation at any hearings.
6. The tribunal shall be empowered to conciliate with a view to reaching a friendly settlement.
7. Failing such a settlement the tribunal shall determine the issue by unanimous or majority vote.
8. The tribunal's decision shall be conveyed in writing by the chairperson of the tribunal to all the parties and shall be final and binding.

Please note that any expenses involved in stage 4 will be shared by the parties who nominate the tribunal provided that prior sanction for same has been obtained from INTO and the relevant management body.

#### **Notes**

1. Until such time as the dispute is resolved or determined the aggrieved teacher shall continue to carry out the legitimate instructions of the principal teacher or the board of management as the case may be.
  2. The grievance procedure shall also apply where two or more teachers share a grievance .
  3. Where a principal teacher, or a principal teacher and one or more other teachers, share a grievance, stages 2, 3 and 4 of the procedure shall apply.
  4. Where the grievance is against an individual chairperson or the board of management itself, stages 2, 3 and 4 of the procedure shall apply.
  5. Where there is a single manager as opposed to a board of management, stages 1, 2 and 4 only shall apply. In these circumstances the aggrieved teacher shall supply a written submission at stage 4, and the normal procedures of due process will apply to the exchange of documentation and the right of response.
  6. An aggrieved teacher(s) may be represented at stages 3 and 4 by the INTO staff representative or by a branch or district committee member or by a teacher colleague.
  7. Attention is also drawn to paragraph 15 of the Constitution of Boards and Rules of Procedure, particularly with regard to disclosure of interest.
  8. Where the aggrieved teacher is a member of a religious order, the INTO will consult her/his representative association before nominating a member of the independent tribunal envisaged in stage 4.
  9. A school day is a day on which the school is in operation.
  10. Any difficulty arising out of the implementation of this procedure shall be referred for resolution to the parties to this agreement.
-

*(Taken from*

*<https://www.into.ie/ROI/InfoforTeachers/StaffRelations/ProceduretoAddressStaffDifficulties/>)*

## Procedure to Address Staff Difficulties

### **Stage 1: Informally address matters between the parties**

It is open to an individual teacher/group of teachers/entire staff to raise the matter of internal working relations in the school, particularly, where staff relations difficulties exist.

For the purpose of this procedure the teacher(s) who raises the matter shall be termed party A. Party A should raise the matter with the teacher(s) it considers to be the source of the difficulty or who is contributing to the difficulty and this may include the principal teacher, ie for the purpose of this procedure, party B.

The manner by which party A decides to raise matters, will to a large extent depend on the issues identified by the party, previous experience and the existing procedure in the school for raising matters. In general, the following steps should be taken:

Party A should identify the areas where staff relations difficulties exist or if applicable, where relations can be improved; party A should raise matters at the earliest opportunity directly with party B; party B should make every effort to respond in a constructive manner to the issues raised by party A; the onus is now on both parties to engage constructively to sort out matters and it would be expected that the parties would be prepared to reach solutions and if appropriate, move their position in order to resolve matters at the earliest opportunity; both parties should agree realistic time frames which should not be later than 20 school days by which time a framework for resolution of issues should be agreed; the outcome of the discussions should be recorded by the parties in a mutually agreeable manner; by agreement the 20 school day period may be extended and the parties should take specific note of the new time frames.

Please note that if resolution is not achieved and the principal teacher is one of the parties at stage 1, then, where a party wishes to continue, the procedure should, after completion of stage 1, move directly to stage 3 or stage 4.

### **Stage 2: Role of the principal teacher**

Where it has not been possible to resolve matters informally and directly between the parties and where the principal teacher is not a party to the conflict, the principal should be consulted by both parties as follows:

- the principal teacher should be briefed by each party on the discussions which have occurred at the informal stage;
- as part of effective leadership, the principal teacher has a role in promoting positive working relations and accordingly should hear the parties and seek to mediate and resolve the staff relations difficulty;
- the principal should act in a fair and impartial manner and may exercise judgement and make decisions which he/she considers necessary to resolve matters;
- the onus is on both parties, facilitated by the principal teacher, to engage constructively to resolve matters and it is expected that the parties would be prepared

to reach solutions and, if appropriate, move their position in order to resolve matters at the earliest opportunity;

- where the principal teacher deems it prudent and appropriate, he/she may raise the matter at a staff meeting and seek to initiate a framework through full staff dialogue, to resolve matters. In these circumstances, it is recommended, that where possible, a neutral member of staff or a member of staff acceptable to both parties, should be selected to chair the staff meeting;
- the outcome of the discussions should be recorded by the parties including the principal teacher in a mutually agreeable manner;
- 20 school days are provided to resolve matters at stage 2 and the parties should note the time frames which should only be extended by agreement.

Please note that where resolution is not achieved at stages 1 or 2, it is open to the parties to move to stage 3 or to go directly to stage 4.

### **Stage 3: External intervention**

Where resolution has not been achieved at either stage 1 or stage 2, the parties and/or the principal teacher may request the board of management to appoint a mediator, agreeable to the parties.

Prior to entering a mediation process, each of the members of staff concerned, will be required to supply the following background information for the attention of the mediator only:

- a written account of the issues involved;
- a written account of the initiatives taken to date to resolve matters, detailing any progress made, together with a general outline of the sequence of dates. Where the principal teacher has been involved at stage 2, he/she should also supply an account;
- a list of the outstanding issues and the resolutions sought by the parties; and
- a written and signed undertaking, to the effect, that he/she:
  - will constructively participate in the mediation process;
  - will be flexible in order to achieve resolution; and
  - will abide by and act on the recommendations of the mediator.

The mediator shall:

- review all of the documentation;
- arrange to meet with the parties;
- decide on whether it is possible to achieve a framework for resolution in light of the attitudes of the parties; and
- where the mediator decides to proceed, he/she shall, following the mediation process, draft a conclusion.

The conclusion of the mediator shall solely state whether mediation has either achieved or failed to achieve a framework for resolution. The conclusion of the mediator shall be available to the parties and to the board of management.

In addition, if a framework for resolution is agreed between the parties, then a copy of same may be appended to the conclusion.

As a rule, the mediator shall complete his/her work within 20 school days.

A joint INTO/management panel of mediators will be established for the purpose of facilitating independent mediation.

Please note that any expenses involved at this stage will be shared by the parties, ie INTO and the relevant management body, provided that prior sanction for same has been obtained from those parties.

#### **Stage 4: Formally address matters with the board of management**

Where it has not been possible to agree a framework for resolution at previous stages, the matter should be referred, by the parties, to the board of management for investigation. The referral should be in writing. In addition, the conclusion of the mediator may indicate that the matter should be referred to the board of management and in this regard, the mediator's conclusion may itself constitute a referral. Once a board of management has received a written referral to investigate a staff relations difficulty, it should, generally, proceed as follows:

- the board may enquire into the background of the difficulties including obtaining details on the sequence of initiatives taken at previous stages;
- the board or the chairperson of the board may meet the teachers individually or collectively and may also request written submissions from the parties, having regard also to the principles of due process;
- the board may request the principal teacher to furnish a written submission;
- the board may afford the parties an opportunity to present their case orally at a board meeting, in each other's presence;
- following oral presentations the board of management may designate the chairperson to meet with the parties again, separately or jointly, if further clarification is required or to work towards resolution;
- the board of management may convene a number of meetings in order to achieve resolution; the board of management shall act in a fair and impartial manner in order to achieve resolution;
- the board is entitled to reach conclusions and to request the parties to agree a framework for resolution in which the parties will fully and constructively participate;
- where the parties fail to voluntarily agree a framework for resolution, following a request by the board of management, the board itself is entitled to decide on an appropriate framework for resolution and may, if considered necessary, direct the parties to participate in same;
- the board of management should complete its investigation within 20 school days of receipt of the written referral;
- the steps taken at stage 4 should be recorded, reviewed and monitored and the record should be available to the parties.