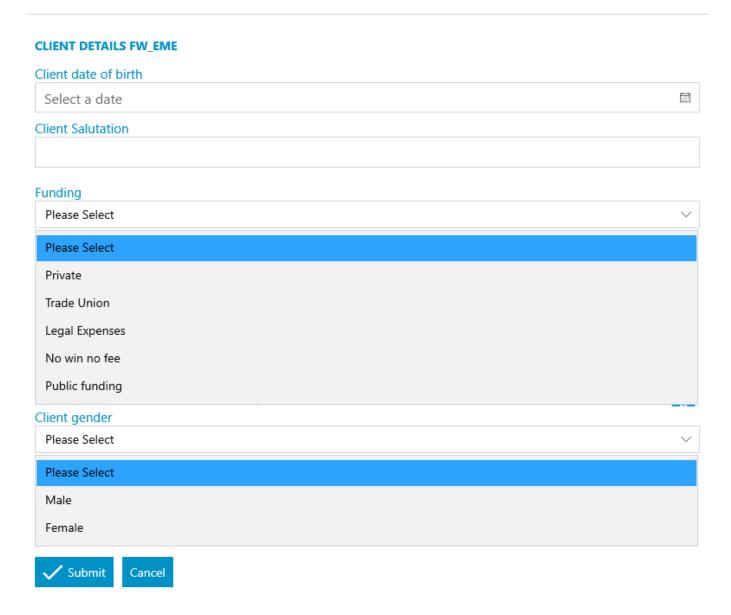
# Osprey Approach: Employment Grievance Employee

This help guide was last updated on Mar 23rd, 2023

The latest version is always online at https://support.ospreyapproach.com/?p=23158





EMPLOYER DETAILS FW_EME	
Employer Company Name	
Current Recipient	
Please Select	~
Please Select	
Dear Sirs	
Employer Contact 1	
Employer Contact 2	
Employer Contact 3	
Employer Contact 4	
Employer Contact 1 Title	
Employer Contact 1 Initials	
Employer Contact 1 Forename	
Foreland Contact A Company	
Employer Contact 1 Surname	
Employer Contact 1 Email	
Employer Contact 1 Tel	
Employer Contact 1 at Main Address?	
Please Select	~
Please Select	
Yes	
No	
Not applicable	
Employer Contact 1 Address	
Employer Contact 1 Address	

EMPLOYMENT DATES FW_EME	
Employment Start Date	
Select a date	
Employment Termination Date	
Select a date	1111
Date of Dismissal	
Select a date	
Years with Employer	
Date from which Time Limit Runs	
Select a date	
Limitation Date	
Select a date	
Date last paid	
Select a date	
Notice Period (Contract)	
Notice Period (Actual)	
don in the second	
✓ Submit Cancel	
ALLOCATE A CUSTOM QUESTIONNAIRE	
JOB DETAILS FW_EME	
Job Title	
Employment Status	
Hours per week	
•	
A Submit Consul	
✓ Submit Cancel	

## ALLOCATE A CUSTOM QUESTIONNAIRE CONTRACT OF EMPLOYMENT / POLICIES FW\_EME Does client have a Contract of Employment? Please Select Please Select Yes Nο Has client supplied Contract of Employment? Please Select Please Select Yes Nο Not applicable Do we need a chronology? Please Select Please Select Yes Nο Has client supplied a chronology? Please Select Please Select Yes Nο Does employer have written disciplinary procedure? Please Select Please Select Yes Nο Not Known Has client supplied company disciplinary procedure Please Select Please Select

Does employer have written grievance procedure?

Yes

Nο

Not Known

0.00

EMPLOYMENT FINANCIAL DETAILS FW_EME	
Gross Salary (annual)	
0.00	×
Grass Salany (monthly)	
Gross Salary (monthly) 0.00	
0.00	
Gross Salary (weekly)	
0.00	
Net Salary (annual)	
0.00	
Net Salary (monthly)	
0.00	
Net Salary (weekly)	
0.00	
Payment Period	
Please Select	~
Please Select	
Weekly	
Monthly	
Other	
London Weighting?	
Please Select	~
Please Select	
Yes	
No	
Not applicable	
London Weighting Amount	
0.00	
Bonus?	
Please Select	~
Please Select	
Yes	
No	
Bonus Amount	

Please Select

Yes

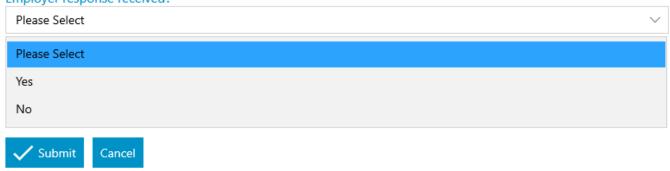
# TYPE OF CLAIM FW\_EME Unfair dismissal Please Select Please Select Yes No Discrimination - Age Please Select Please Select Yes No Discrimination - Disability Please Select Please Select Yes No Discrimination - Gender Reassignment Please Select Please Select Yes Nο Discrimination - Marriage / Civil Partnership Please Select Please Select Yes No Discrimination - Pregnancy / Maternity Please Select Please Select Yes No Discrimination - Race Please Select

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Employer Contact 1 Forename	
Foreland Contact A Company	
Employer Contact 1 Surname	
Employer Contact 1 Email	
Employer Contact 1 Tel	
Employer Contact 1 at Main Address?	
Please Select	~
Please Select	
Yes	
No	
Not applicable	
Employer Contact 1 Address	
Employer Contact 1 Address	

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Employer Contact 1 Email	
Employer Contact 1 Tel	
Employer Contact 1 at Main Address?	
Please Select	~
Please Select	
Yes	
No	
Not applicable	
Employer Contact 1 Address	
Employer Contact 1 Address	

### EMPLOYER RESPONSE FW\_EME

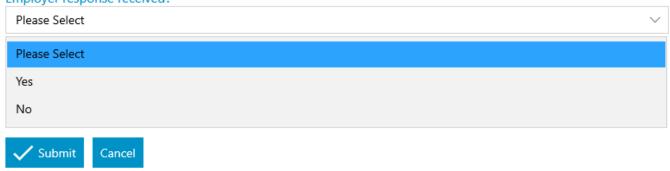
Employer response received?



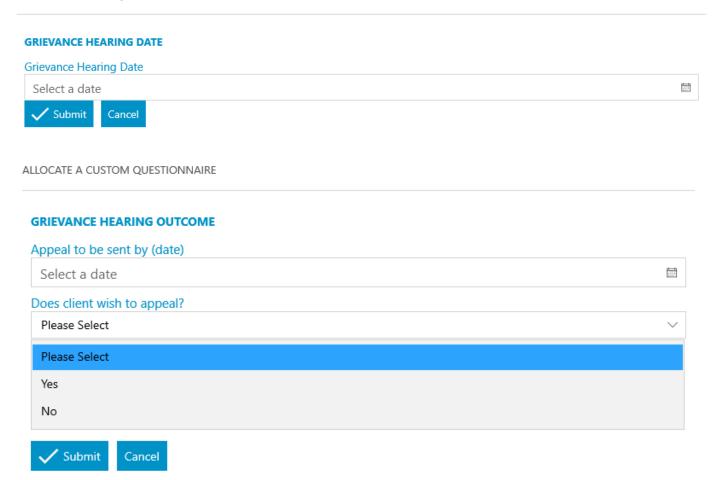
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Yes	
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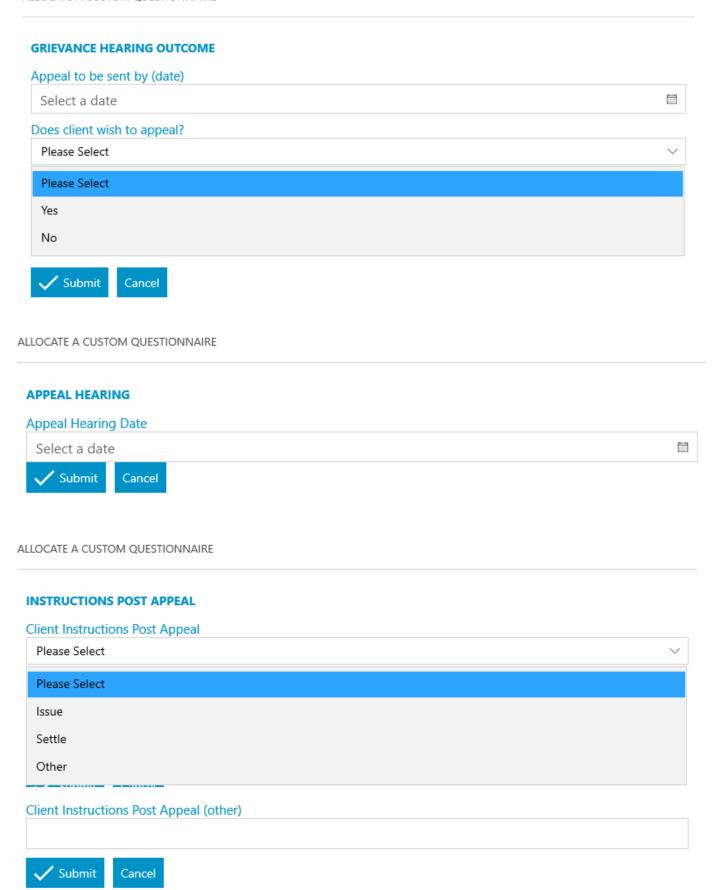
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Employer Contact 1 Tel	
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No	
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Please Select	~
Please Select	
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No	
Not applicable	
Employer Contact 1 Address	
Employer Contact 1 Address	









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client\_no }/{ MERGEFIELD matter\_no }

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Dear { MERGEFIELD FW\_EMPCONT\_1\_FW\_EMPCONT1\_TTL } { MERGEFIELD
FW\_EMPCONT\_1\_FW\_EMPCONT1\_SN }

Re: { MERGEFIELD MATTER\_MATTER\_DESCRIPTION }

Yours sincerely







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Dear { MERGEFIELD FW\_EMP\_WITDET\_2\_FWWIT4TITLE } { MERGEFIELD
FW\_EMP\_WITDET\_2\_FWWIT4SURNAME }

Re: { MERGEFIELD LINKNAME\_FORENAME\_1 } { MERGEFIELD LINKNAME\_SURNAME\_1 }

Yours sincerely



# **APPROVAL (GRIEV)**



Our Ref:	{ MERGEFIELD MATTER_FEE_EARNER_ID }/{ MERGEFIELD client_no }/{ MERGEFIELD matter_no }
Your Ref:	
{ SET LETT MERGEFOR	ER{ DATE \@ "d MMMM yyyy" } }{ref LETTER \@ "d MMMM yyyy" \ \* RMAT }
MERGEFIE	ELD LINKNAME_TITLE_1
Dear { MER	GEFIELD LINKNAME_TITLE_1
Re: { MER	GEFIELD MATTER MATTER DESCRIPTION }
Yours since	rely
	ELD CALCULATION_FEE_EARNER_DESCRIPTION } ELD PRACTICEINFO_PRACTICE_NAME\*UPPER }







Our Ref: { MERGEFIELD MATTER\_FEE\_EARNER\_ID }/{ MERGEFIELD

client\_no }/{ MERGEFIELD matter\_no }

Your Ref:

{ SET LETTER{ DATE \@ "d MMMM yyyy" } }{ref LETTER \@ "d MMMM yyyy" \ \\* MERGEFORMAT }

{ MERGEFIELD FW\_EMPLOYER\_FW\_EMPR\_CO\_NM }
{ MERGEFIELD FW\_EMPLOYER\_FW\_EMPR\_MN\_ADR }

**Dear Sirs** 

Re: { MERGEFIELD LINKNAME\_FORENAME\_1 } { MERGEFIELD LINKNAME\_SURNAME\_1 }

Yours faithfully







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Yours sincerely







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Re: { MERGEFIELD MATTER\_MATTER\_DESCRIPTION }

Yours sincerely







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Re: { MERGEFIELD LINKNAME\_FORENAME\_1 } { MERGEFIELD LINKNAME\_SURNAME\_1 }

Yours sincerely







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client\_no }/{ MERGEFIELD matter\_no }

Your Ref:

{ SET LETTER{ DATE \@ "d MMMM yyyy" } }{ref LETTER \@ "d MMMM yyyy" \ \\* MERGEFORMAT }

{ MERGEFIELD LINKNAME\_TITLE\_1 } { MERGEFIELD LINKNAME\_INITIALS\_1 } {
MERGEFIELD LINKNAME\_SURNAME\_1 }
{ MERGEFIELD CALCULATION\_ADDRESS }

Dear { MERGEFIELD LINKNAME\_TITLE\_1 } { MERGEFIELD LINKNAME\_SURNAME\_1 }

Re: { MERGEFIELD MATTER\_MATTER\_DESCRIPTION }

Yours sincerely







Our Ref:	{ MERGEFIELD MATTER_FEE_EARNER_ID }/{ MERGEFIELD client_no }/{ MERGEFIELD matter_no }
Your Ref:	
{ SET LETT MERGEFOR	ER{ DATE \@ "d MMMM yyyy" } }{ref LETTER \@ "d MMMM yyyy" \ \* RMAT }
MERGEFIE	ELD LINKNAME_TITLE_1
Dear { MER	GEFIELD LINKNAME_TITLE_1
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Yours since	rely
	ELD CALCULATION_FEE_EARNER_DESCRIPTION } ELD PRACTICEINFO_PRACTICE_NAME\*UPPER }







T: 0330 060 4940

Our Ref: { MERGEFIELD MATTER\_FEE\_EARNER\_ID }/{ MERGEFIELD

client\_no }/{ MERGEFIELD matter\_no }

Your Ref:

{ SET LETTER{ DATE  $\@$  "d MMMM yyyy" } }{ref LETTER  $\@$  "d MMMM yyyy" \ \\* MERGEFORMAT }

{ MERGEFIELD FW\_EMPLOYER\_FW\_EMPR\_CO\_NM } { MERGEFIELD FW EMPLOYER FW EMPR MN ADR }

**Dear Sirs** 

## Re: { MERGEFIELD LINKNAME\_FORENAME\_1 } { MERGEFIELD LINKNAME\_SURNAME\_1 }

We have been instructed by our client { MERGEFIELD LINKNAME\_TITLE\_1 } { MERGEFIELD LINKNAME\_FORENAME\_1 } { MERGEFIELD LINKNAME\_SURNAME\_1 }. We have set out our client's position in his/her grievance/open letter.

Brief details of the strength of your case.

It is clear, from the manner in which our client has been treated that our client continuing employment with the Company is untenable for both parties.

We have advised our client that if he/she was to pursue a claim in the Employment Tribunal, he/she would be successful. No doubt you are aware that the limits for unfair dismissal award are £88,519.00 and the awards for discrimination are unlimited.

If the situation is not resolved amicably, our client will be left with no option but to file such claims in the Employment Tribunal.

- 1. His contractual notice; { MERGEFIELD FW\_EMP\_TRMS\_DTS\_FW\_NOTICE\_CNTR }
- 2. (?) months' gross pay; £
- 3. accrued but untaken holiday pay; { MERGEFIELD FW\_EMP\_CLM\_DET\_FW\_HOL\_PAY\_AMT \# £#,##.00}
- 4. Injury to feeling of { MERGEFIELD FW\_EMP\_CLM\_DET\_FW\_INJ\_FLGS\_AMT \# £#,##.00}

Our client has made an offer very early in order to try and resolve matters amicably and in the interest of all parties concerned. Our client is disappointed with the way he/she has been treated but would like a resolution.

We look forward to hearing from you.

Yours faithfully







T: 0330 060 4940

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Dear { MERGEFIELD FW\_EMPCONT\_1\_FW\_EMPCONT1\_TTL } { MERGEFIELD
FW EMPCONT 1 FW EMPCONT1 SN }

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If the situation is not resolved amicably, our client will be left with no option but to file such claims in the Employment Tribunal.

Our client has advised us that he/she would be prepared to sign a Settlement Agreement provided he/she receives the following:

1.	His	contractual	notice;	{	MERGEFIELD
	FW_EMP_	_TRMS_DTS_FW_N	NOTICE_CNTR }		

2. (?) months' gross pay; £

3.	accrued	but	untaken	holiday	pay;	{	MERGEFIELD
	FW EMP	<b>CLM DET</b>	FW HOL	PAY AMT \# £	£#,##.00 <b>}</b>		

4. Injury to feeling of { MERGEFIELD FW\_EMP\_CLM\_DET\_FW\_INJ\_FLGS\_AMT \# £#,##.00}

Further, our client would want an agreed reference and a contribution to his/her legal fees of £{ MERGEFIELD FW\_EMP\_SETT\_AG\_FW\_CONTRIB\_AMT }. This would of course increase if matters are not resolved quickly.

Our client has made an offer very early in order to try and resolve matters amicably and in the interest of all parties concerned. Our client is disappointed with the way he/she has been treated but would like a resolution.

We look forward to hearing from you.

Yours sincerely







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{ MERGEFIELD FW\_EMPLOYER\_FW\_EMPR\_MN\_ADR }

**Dear Sirs** 

Re: { MERGEFIELD LINKNAME\_FORENAME\_1 } { MERGEFIELD LINKNAME\_SURNAME\_1 }

Yours faithfully





Our Ref: { MERGEFIELD MATTER\_FEE\_EARNER\_ID }/{ MERGEFIELD

client\_no }/{ MERGEFIELD matter\_no }

Your Ref:

{ SET LETTER{ DATE \@ "d MMMM yyyy" } }{ref LETTER \@ "d MMMM yyyy" \ \\* MERGEFORMAT }

{ MERGEFIELD FW\_EMPCONT\_1\_FW\_EMPCONT1\_TTL } { MERGEFIELD FW\_EMPCONT\_1\_FW\_EMP\_CONT1\_IN } { MERGEFIELD FW\_EMPCONT\_1\_FW\_EMPCONT1\_SN }

Dear { MERGEFIELD FW\_EMPCONT\_1\_FW\_EMPCONT1\_TTL } { MERGEFIELD
FW\_EMPCONT\_1\_FW\_EMPCONT1\_SN }

Re: { MERGEFIELD MATTER\_MATTER\_DESCRIPTION }

Yours sincerely





Our Ref: { MERGEFIELD MATTER\_FEE\_EARNER\_ID }/{ MERGEFIELD

client\_no }/{ MERGEFIELD matter\_no }

Your Ref:

{ SET LETTER{ DATE \@ "d MMMM yyyy" } }{ref LETTER \@ "d MMMM yyyy" \ \\* MERGEFORMAT }

{ MERGEFIELD FW\_EMPCONT\_1\_FW\_EMPCONT2\_TTL } { MERGEFIELD FW\_EMPCONT\_1\_FW\_EMPCONT2\_IN } { MERGEFIELD FW\_EMPCONT\_1\_FW\_EMPCONT2\_SN } { MERGEFIELD FW EMPCONT 1 FW EMPCONT2 ADD }

Dear { MERGEFIELD FW\_EMPCONT\_1\_FW\_EMPCONT2\_TTL } { MERGEFIELD
FW\_EMPCONT\_1\_FW\_EMPCONT2\_SN }

Re: { MERGEFIELD MATTER\_MATTER\_DESCRIPTION }

Yours sincerely





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client\_no }/{ MERGEFIELD matter\_no }

Your Ref:

{ SET LETTER{ DATE \@ "d MMMM yyyy" } }{ref LETTER \@ "d MMMM yyyy" \ \\* MERGEFORMAT }

{ MERGEFIELD FW\_EMPCONT\_2\_FW\_EMPCONT3\_TTL } { MERGEFIELD FW\_EMPCONT\_2\_FW\_EMPCONT3\_IN } { MERGEFIELD FW\_EMPCONT\_2\_FW\_EMPCONT3\_SN } { MERGEFIELD FW EMPCONT 2 FW EMPCONT3 ADD }

Dear { MERGEFIELD FW\_EMPCONT\_2\_FW\_EMPCONT3\_TTL } { MERGEFIELD FW\_EMPCONT\_2\_FW\_EMPCONT3\_SN }

Re: { MERGEFIELD MATTER\_MATTER\_DESCRIPTION }

Yours sincerely





Our Ref: { MERGEFIELD MATTER\_FEE\_EARNER\_ID }/{ MERGEFIELD

client\_no }/{ MERGEFIELD matter\_no }

Your Ref:

{ SET LETTER{ DATE \@ "d MMMM yyyy" } }{ref LETTER \@ "d MMMM yyyy" \ \\* MERGEFORMAT }

{ MERGEFIELD FW\_EMP\_WITDET\_2\_FWWIT4TITLE } { MERGEFIELD FW\_EMP\_WITDET\_2\_FWWIT4INTS } { MERGEFIELD FW\_EMP\_WITDET\_2\_FWWIT4SURNAME } { MERGEFIELD FW\_EMP\_WITDET\_2\_FWWIT4ADDRESS }

Dear { MERGEFIELD FW\_EMP\_WITDET\_2\_FWWIT4TITLE } { MERGEFIELD
FW\_EMP\_WITDET\_2\_FWWIT4SURNAME }

Re: { MERGEFIELD LINKNAME\_FORENAME\_1 } { MERGEFIELD LINKNAME\_SURNAME\_1 }

Yours sincerely







Our Ref: { MERGEFIELD MATTER\_FEE\_EARNER\_ID }/{ MERGEFIELD

client\_no }/{ MERGEFIELD matter\_no }

Your Ref:

{ SET LETTER{ DATE \@ "d MMMM yyyy" } }{ref LETTER \@ "d MMMM yyyy" \ \\* MERGEFORMAT }

{ MERGEFIELD LINKNAME\_TITLE\_1 } { MERGEFIELD LINKNAME\_INITIALS\_1 } {
MERGEFIELD LINKNAME\_SURNAME\_1 }
{ MERGEFIELD CALCULATION\_ADDRESS }

Dear { MERGEFIELD LINKNAME\_TITLE\_1 } { MERGEFIELD LINKNAME\_SURNAME\_1 }

#### Re: { MERGEFIELD MATTER\_MATTER\_DESCRIPTION }

We confirm that we have now received your outcome for the grievance. If you wish to appeal this grievance then you need to do this within [?] days and I calculate your appeal must be sent to your employer by{ MERGEFIELD FW\_EMP\_HRTGS\_FW\_APPEAL\_DUE \@ "d MMMM yyyy"}.

If we need more time to appeal I can write to your employer and confirm that you intend to appeal and you will shortly provide them with full grounds.

If you are happy with the outcome then you do not have to appeal. If you are unhappy with the outcome and you intend to take matters further against your employer to a tribunal or you wish to try and encourage a settlement then you should appeal.

In my view the grounds of appeal you have are:

1.

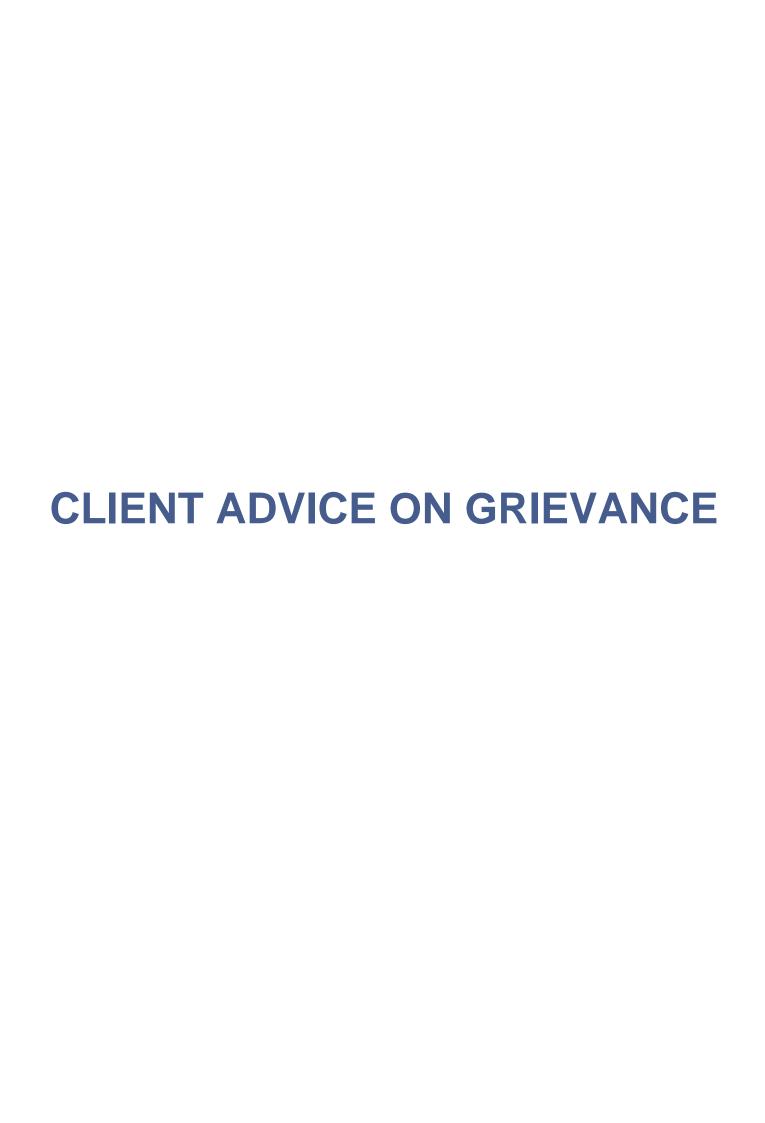
You should note that your employer can change the decision of the grievance at the appeal. As a rule of thumb anything you miss out at your appeal you will find it hard to raise at a letter date e.g. at a tribunal hearing.

If you do not wish to attend a hearing for the appeal you can ask that they deal with you in writing, however your employer may insist on you attending the meeting.

Please let me know if you would like me to draft your appeal.

If you have any queries please do not hesitate to contact me.

Yours sincerely







Our Ref: { MERGEFIELD MATTER\_FEE\_EARNER\_ID }/{ MERGEFIELD

client no }/{ MERGEFIELD matter no }

Your Ref:

{ SET LETTER { DATE \@ "d MMMM yyyy" } }{ref LETTER \@ "d MMMM yyyy" \ \\* MERGEFORMAT }

{ MERGEFIELD LINKNAME\_TITLE\_1 } { MERGEFIELD LINKNAME\_INITIALS\_1 } {
MERGEFIELD LINKNAME\_SURNAME\_1 }
{ MERGEFIELD CALCULATION\_ADDRESS }

Dear { MERGEFIELD LINKNAME\_TITLE\_1 } { MERGEFIELD LINKNAME\_SURNAME\_1 }

#### Re: { MERGEFIELD MATTER\_MATTER\_DESCRIPTION }

You have been invited by your employers to attend a grievance hearing on { MERGEFIELD FW\_EMP\_HRTGS\_FW\_GRVHRG\_DT\@ "d MMMM yyyy"} at { MERGEFIELD FW\_EMP\_HRTGS\_FW\_GRVHRG\_TM } at { MERGEFIELD FW\_EMP\_HRTGS\_FW\_GRVHRG\_LC }.

Your legal entitlement is to attend with a colleague of your choice or a trade union representative. If you wish to take any one other than this then we can ask your employer if they will agree to this. Employers are usually reluctant to agree to anyone else. It is not usual for you to take a legal advisor and your employer does not have to agree to this save in exceptional circumstances. Please contact me if you would like to discuss this further.

Your colleague or trade union representative will not be able to answer questions for you that is not their role. They can make representations so be sure that you have discussed your remit with them. If you have a colleague that is nervous about attending, they can simply write notes of the meeting for you. Remember to take this from them at the end of the meeting, for your records. If your employer has a note taker then ask them to let you have a copy of the notes and if they refuse ask that they send you a copy. Do not sign your agreement to any notes taken at the meeting without having sufficient time to review them.

It is unlikely that your employer will agree to a recording device, but we can ask them to let you record the meeting if you wish.

At the grievance hearing, it is important that you answer any questions that you are able to. If you cannot answer or feel reluctant to answer question, suggest that you write down the questions and that you will respond in writing.

You grievance letter should be a good basis for you to outline your grievance. If you are nervous we can help you by putting together a statement that you can hand or read out or prepare some bullet points of the main points you want them to consider.

If you feel you need to take some advice during the hearing, you should ask for a break and telephone us.

We have discussed that if you are made an offer, do not feel pressured to accept there and then but instead ask for some time to consider or ask that they put it in writing for you.

Please contact me once you have had the meeting to discuss how the meeting went. If you have any queries please do not hesitate to contact me.

Yours sincerely







Our Ref: { MERGEFIELD MATTER\_FEE\_EARNER\_ID }/{ MERGEFIELD

client\_no }/{ MERGEFIELD matter\_no }

Your Ref:

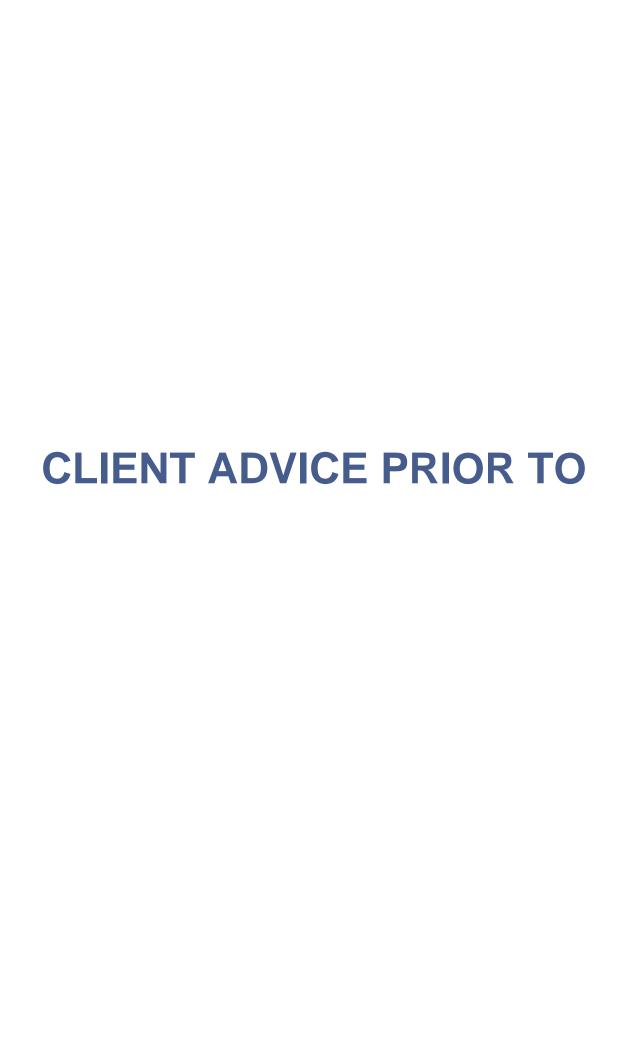
{ SET LETTER{ DATE \@ "d MMMM yyyy" } }{ref LETTER \@ "d MMMM yyyy" \ \\* MERGEFORMAT }

{ MERGEFIELD LINKNAME\_TITLE\_1 } { MERGEFIELD LINKNAME\_INITIALS\_1 } {
MERGEFIELD LINKNAME\_SURNAME\_1 }
{ MERGEFIELD CALCULATION\_ADDRESS }

Dear { MERGEFIELD LINKNAME\_TITLE\_1 } { MERGEFIELD LINKNAME\_SURNAME\_1 }

Re: { MERGEFIELD MATTER\_MATTER\_DESCRIPTION }

Yours sincerely



# **APPEAL (GRIEV)**



Our Ref: { MERGEFIELD MATTER\_FEE\_EARNER\_ID }/{ MERGEFIELD

client\_no }/{ MERGEFIELD matter\_no }

Your Ref:

{ SET LETTER{ DATE \@ "d MMMM yyyy" } }{ref LETTER \@ "d MMMM yyyy" \ \\* MERGEFORMAT }

{ MERGEFIELD LINKNAME\_TITLE\_1 } { MERGEFIELD LINKNAME\_INITIALS\_1 } { MERGEFIELD LINKNAME\_SURNAME\_1 } { MERGEFIELD CALCULATION\_ADDRESS }

Dear { MERGEFIELD LINKNAME\_TITLE\_1 } { MERGEFIELD LINKNAME\_SURNAME\_1 }

#### Re: Grievance Hearing

We confirm that we have now received your outcome for the grievance. If you wish to appeal this grievance then you need to do this within [?] days and I calculate your appeal must be sent to your employer by { MERGEFIELD FW\_EMP\_HRTGS\_FW\_APPEAL\_DUE \@ "d MMMM yyyy" }.

If we need more time to appeal I can write to your employer and confirm that you intend to appeal and you will shortly provide them with full grounds.

If you are happy with the outcome then you do not have to appeal. If you are unhappy with the outcome and you intend to take matters further against your employer to a tribunal or you wish to try and encourage a settlement then you should appeal.

In my view the grounds of appeal you have are:

1.

You should note that your employer can change the decision of the grievance at the appeal. This includes reinstatement/dismissal. If you do not want to be reinstated then we need to make this clear. Otherwise you may have to accept the reinstatement if that is what they decide or resign. We will discuss this further should the situation arise.

As a rule of thumb anything you miss out at your appeal you will find it hard to raise at a letter date e.g. at a tribunal hearing.

If you do not wish to attend a hearing for the appeal you can ask that they deal with you in writing, however your employer may insist on you attending the meeting.

Please let me know if you would like me to draft your appeal.

If you have any queries please do not hesitate to contact me.

Yours sincerely







Our Ref: { MERGEFIELD MATTER\_FEE\_EARNER\_ID }/{ MERGEFIELD

client\_no }/{ MERGEFIELD matter\_no }

Your Ref:

{ SET LETTER{ DATE \@ "d MMMM yyyy" } }{ref LETTER \@ "d MMMM yyyy" \ \\* MERGEFORMAT }

{ MERGEFIELD LINKNAME\_TITLE\_1 } { MERGEFIELD LINKNAME\_INITIALS\_1 } { MERGEFIELD LINKNAME SURNAME 1 }

Dear { MERGEFIELD FW\_CLI\_INFO\_EME\_FW\_SALUTATION }

### Re: { MERGEFIELD MATTER\_MATTER\_DESCRIPTION }

I write to inform you that a disciplinary hearing has been listed at { MERGEFIELD FW\_EMP\_HRTGS\_FW\_GRVHRG\_TM } on { MERGEFIELD FW\_EMP\_HRTGS\_FW\_GRVHRG\_DT \@ "d MMMM yyyy"}, at { MERGEFIELD FW\_EMP\_HRTGS\_FW\_GRVHRG\_LC }.

I should be grateful if you would please let me know if you are unable to attend this hearing for any reason as soon as possible.

Yours sincerely







Our Ref:	{ MERGEFIELD MATTER_FEE_EARNER_ID }/{ MERGEFIELD client_no }/{ MERGEFIELD matter_no }
Your Ref:	
{ SET LETT MERGEFOR	ER{ DATE \@ "d MMMM yyyy" } }{ref LETTER \@ "d MMMM yyyy" \ \* RMAT }
MERGEFIE	ELD LINKNAME_TITLE_1
Dear { MER	GEFIELD LINKNAME_TITLE_1
Re: { MER	GEFIELD MATTER MATTER DESCRIPTION }
Yours since	rely
	ELD CALCULATION_FEE_EARNER_DESCRIPTION } ELD PRACTICEINFO_PRACTICE_NAME\*UPPER }







Our Ref: { MERGEFIELD MATTER\_FEE\_EARNER\_ID }/{ MERGEFIELD

client\_no }/{ MERGEFIELD matter\_no }

Your Ref:

{ SET LETTER{ DATE \@ "d MMMM yyyy" } }{ref LETTER \@ "d MMMM yyyy" \ \\* MERGEFORMAT }

{ MERGEFIELD FW\_EMPLOYER\_FW\_EMPR\_CO\_NM }
{ MERGEFIELD FW\_EMPLOYER\_FW\_EMPR\_MN\_ADR }

**Dear Sirs** 

Re: { MERGEFIELD LINKNAME\_FORENAME\_1 } { MERGEFIELD LINKNAME\_SURNAME\_1 }

Yours faithfully