

RECOGNITION AGREEMENT

Between

UNIVERSITY OF ROEHAMPTON

And

(i) THE UNIVERSITY AND COLLEGE UNION

And

(ii) GMB

1. INTRODUCTION

- 1.1 This Agreement is made on **July 18th 2018** between University of Roehampton (the “University”) and the following signatory trade unions:
 - (a) The University and College Union (the “UCU”), and
 - (b) GMB (together the “Unions”).
- 1.2 Where the term “staff” is used within this document it refers to direct staff and where appropriate those individuals working on behalf of the University (“workers”).
- 1.3 Where the term “the University” is used within this document it refers to senior management representatives as appointed by the University’s Vice -Chancellor.
- 1.4 The University and the joint trades unions recognise the need to maintain a positive approach to relations between The University and the Unions. This document will define recognition of and representation by the unions and govern relations between the parties.
- 1.5 The University recognises that it is of mutual benefit to the University and its Staff/ that staff are members of a recognised trade union and that trades unions should play an active role in representing Staff, both collectively and individually. The University will therefore support its staff if they wish to belong to a recognised union, although membership is not a condition of employment
- 1.6 This Agreement establishes the basis upon which the University recognises the Unions who are signatories to this document. It provides the necessary procedures to govern relations between the University and the Unions.
- 1.7 This Agreement also concerns the formal relationship between the managers acting on behalf of the University and the Unions acting on behalf of their members. It covers consultation, negotiation, communication and information. Separate appendices contain terms of reference and constitution of the Joint Negotiating and Consultative Committee (the “JNCC”), Facilities agreement including time off for trade union activities and duties and a dispute handling agreement.
- 1.8 In establishing this Agreement, the University and the Unions accept that affairs will be conducted taking account of the recognised national negotiating committee (JNCHES). The University may wish to have regard to recommendations of the Universities and Colleges Employers Association (UCEA) when determining the pay and conditions of its Staff.
- 1.9 The University recognises the Unions’ responsibility to represent the interests of their members and to work to improve terms and conditions of employment for them.

1.10 The University and the Unions recognise their interdependence and agree that matters affecting their interests shall be considered jointly as provided for in this Agreement in order to continue and maintain harmonious employee relations.

1.11 The University and the Unions accept their joint responsibility to communicate directly with their staff/members as individuals or groups through a range of appropriate media. This Agreement incorporates the additional agreements set out in Appendices one, two and three. Each of these additional agreements is a distinct entity and variation or termination of one or more of these additional agreements does not vary or terminate any of the other additional agreements or this Agreement. Appendices can be varied by mutual agreement between the Unions and the Director of Human Resources following agreement of the Vice Chancellor on behalf of Council.

2. **PURPOSE**

2.1 To promote harmonious employee relations through the development of effective joint consultative and negotiating machinery.

2.2 Both parties understand that they have a primary shared commitment to the success of the University whilst recognising that there may be legitimate interests of both parties which need to be reconciled.

2.3 The University recognises, values and will engage and involve Unions' representatives in proposed changes that affect staff at the earliest opportunity

3. **STAFF GROUPS COVERED BY THIS AGREEMENT**

3.1 For the purposes of collective bargaining, consultation and communication, this Agreement covers all Staff and workers (see 1.2) with the exception of Senior Staff as designated within the Articles of Association of the University.

3.2 For the purpose of individual representation the University recognises the right of individuals to be represented by an accredited trade union representative of their choice, however, the University recognises only UCU and GMB for collective bargaining purposes.

3.3 UCU is the trade union recognised to represent members of academic (learning, teaching and research) and learning support Staff plus managers above grade 8. GMB is the trade union recognised to represent Staff employed in administrative, clerical, learning support, craft, manual and technical occupations.

4. **RECOGNITION**

4.1 The University acknowledges that the unions function within the context of local, regional and national rules and practices.

4.2 The Unions and the University agree to the terms of reference and constitution of the Joint Negotiating and Consultative Committee (the "JNCC") to consider matters which would affect all Staff. In addition, from time to time there may also be common interest groups established to address specific programme of work which will be sub-committees of JNCC. The terms of reference for the JNCC are contained as Appendix 1.

Where a matter concerns only the bargaining unit(s) represented by one union, a separate working party may be established consisting of representatives of the University and the union concerned to reach agreement. The JNCC shall be kept informed of progress.

5. **NEGOTIATION, CONSULTATION AND COMMUNICATION**

5.1 All parties are committed to:

- a) The ongoing success of the University
- b) Maintaining and improving employee relations and seeking to resolve all issues at the earliest stage possible and as speedily as possible.
- c) The principle that day to day and operational issues will be resolved wherever possible, at local, departmental level with, in the first instance, issues normally discussed between an appropriate union representative and the appropriate manager and/or member of the Human Resources Department.
- d) The University and the Unions agree that in order to maintain good relationships, problems should be discussed without unnecessary delay and be resolved at the earliest stage through constructive collective bargaining and/or consultation. To this end there will be the minimum of delay in arranging meetings between the University's management and the Unions.
- e) Consultations and/or negotiations will take place between the nominated representatives of the University and the elected representatives of the Unions at a joint Negotiating and Consultative Committee (JNCC). Where working in partnership has been delegated by the committee, progress will be reported back to the committee

5.2 The University is committed to dealing with the Unions on matters that are internal to the University using the three means below:

a) Negotiation

Negotiation is the process of discussion between the University and the unions with the purpose of reaching agreement and avoiding disputes. It involves The University and the Unions seeking to reconcile differences. The scope of such negotiations shall cover areas defined below, excluding any areas subject to national bargaining but will include arrangements for implementation of areas subject to national bargaining.

Negotiations between the University and the Unions will take place on matters which affect the terms and conditions of employment of Staff as laid out in s178 of the Trade Union and Labour Relations (Consolidation) Act 1992, including:

- Pay;
- Pensions;
- Any proposed significant variations to the normal pattern of the teaching year (including working hours);
- Annual leave and holiday pay.
- Redundancy pay
- Sickness entitlement and pay
- Allowances and bonuses (where appropriate)
- Policies and procedures directly relating to Staff employment including Health and Safety/Work environment.
- Collective bargaining arrangements

b) Consultation

Consultation is the process of a genuine exchange of views and information on issues of mutual concern, which involves seeking acceptable solutions to problems through such exchange and is based on the general principle that the mere passage of information is not consultation. Consultation is a means of putting forward and jointly considering alternative options and involves an opportunity to influence decisions and their application. It involves seeking solutions which are mutually acceptable, without the necessity to reach agreement on all matters as part of the decision making process. Consultation shall commence at the earliest opportunity and in particular should cover:

- I. The situation, structure and probable future development of employment within the University and on any anticipatory measures that are envisaged in particular where there is any threat to employment within the University. This would include University change and restructures
- II. Merger and acquisition, employment plans and transfer of undertakings
- III. Decisions likely to lead to substantial changes in work at the University. This would cover: training and development, equality and diversity and welfare issues.
- IV. Significant changes in service delivery
- V. Allocation of workload

c) Communication/information

Communication is the process of keeping each side fully informed of all relevant matters.

Communication involves providing data or reports on decisions from either party to the other on matters that are deemed important or useful to share with the other party.

The University will provide information in a timely manner when requested as provided for in TULR(C)A and the ACAS code of practice on the disclosure of information for collective bargaining purposes.

The University will seek to provide all information reasonably requested, unless there is a legitimate lawful reason not to do so.

6. UNION REPRESENTATION

- 6.1 The election of trade union representatives will be carried out in accordance with the rules of their trade union and the relevant legislation. All locally elected trade union officers and representatives shall be permanent and/or fixed term employees of the University and the unions will inform the Director of Human Resources following their election.
- 6.2 The Unions undertake to inform the University of the names and posts of all elected officials (as defined in s119 of the Trade Union and Labour Relations (Consolidation) Act 1992 ("the Act")) in writing at the earliest possible opportunity after their election and to inform the University in writing of any subsequent changes, each time at the earliest possible opportunity and no later than within one month of the event. Specifically, the University should be informed of the post title of each elected official. On receipt of such details the Director of Human Resources will arrange for the Human Resources Department to confirm the representatives' and officers' appointments to their University Department(s) and to confirm that facility time awarded to union representatives will be paid from a central budget, controlled by HR to recompense departments for facility time..

- 6.3 The University and the Unions agree that only staff whose names have been notified to the University as elected representatives shall act as the representatives of the membership of the Unions.
- 6.4 The Human Resources Department shall ensure the recognised trades unions have access to up-to date copies of the University's policies and procedures. It shall be the responsibility of each Union to ensure that newly appointed officers are made aware of these policies and that all officers are kept up to date with relevant policies and procedures.
- 6.5 The Human Resources Department shall provide to the recognised trades unions a monthly list of new starters and leavers and an annual list of all current Staff including names, departments and role titles.
- 6.6 Action taken by officers or representatives in pursuance of their duties under this Agreement or their legal obligations or their union duties shall not in any way affect their employment with the University. No trade union officer or representative shall suffer detriment as a result of holding such a position
- 6.7 Any action against any union representative notified to HR will be discussed first with the relevant Regional Officer / Official. Where such action is being considered against an employee who is a trade union representative the normal procedure should be followed.
- 6.8 The Unions will be invited, to meet new staff, and to circulate relevant information in order to recruit new members.
- 6.9 Union officers and representatives shall conform to the conditions of employment of the University and shall be afforded reasonable facilities, including paid time, to carry out their trade union duties and activities and to participate in trade union training in accordance with the Facilities Agreements negotiated separately which can be found in appendix 2.
- 6.10 The recognition and facilities afforded by this Agreement to any officer or representative shall be withdrawn in the event that:
- i) The Union notifies the University in writing that the person has ceased to be an Officer or representative of the Union
 - Or
 - ii) The officer or representative is no longer employed by the University

7. **PROCEDURE FOR DEALING WITH UNRESOLVED ISSUES**

- 7.1 All parties are committed to developing and maintaining good Employee relations and collective bargaining. A separate agreement for resolving disputes supports this; the terms of the Dispute Procedure are contained at Appendix 3 of this Agreement.
- 7.2 Both parties agree that at each stage of this procedure every attempt will be made to resolve the issues raised. All parties further agree that until the Disputes Procedure has been exhausted none of the parties will take unilateral action. The status quo shall prevail until any matter subject to negotiation is resolved taking account of the protocol contained within appendix 4.

8. VARIATION DURATION AND TERMINATION OF THIS AGREEMENT

- 8.1 Any party to this Agreement may terminate this Agreement by giving six months' notice in writing of the intention to do so.
- 8.2 Variation or changes to the Agreement can only be made by mutual agreement between the Unions and the Director of Human Resources following agreement of the Vice Chancellor on behalf of Council.
- 8.3 Contents of the appendices associated to this agreement can be varied as and when required by mutual agreement between the Unions and the Director of Human Resources following agreement of the Vice Chancellor on behalf of Council.
- 8.4 In accordance with the provisions of section 179, clause 3(1) of the Act the parties to this Agreement agree that it is not a legally enforceable contract and is binding in honour only.
- 8.5 This Agreement replaces any previous Recognition Agreements entered into by the University and the Unions (or their predecessor University(s)/Union).

9. PARTIES TO THIS AGREEMENT

This Agreement is made between the University on the one side and the Unions on the other side:

For University of Roehampton

SIGNED ON BEHALF OF THE COUNCIL
BY THE VICE CHANCELLOR

Name (block capitals)/Signature/Date.....

For the Unions

SIGNED ON BEHALF OF THE
UNIVERSITY AND COLLEGE UNION

Name (block capitals)/Signature/Date

SIGNED ON BEHALF OF GMB

Name (block capitals)/Signature/Date

Appendices

- 1. Terms of Reference and Constitution for JNCC
- 2. Facilities agreement
- 3. Disputes Procedure
- 4. Consultation/Negotiation Protocol

APPENDIX 1

JOINT NEGOTIATING AND CONSULTATIVE COMMITTEE

TERMS OF REFERENCE AND CONSTITUTION

1. Role and Purpose

The University and the Unions have a common interest in ensuring the efficiency and success of the University for the benefit of all.

The aim of the JNCC is, through effective partnership working, to provide a forum for communication, consultation and negotiation as appropriate between elected representatives of the Unions and representatives of the University.

The JNCC is the primary forum for negotiation, consultation and communication, as set out in section 5 of the attached Recognition Agreement.

Recommendations from the JNCC will be referred to Council or its delegated sub-committee as appropriate.

Where working in partnership has been delegated by the committee, progress will be reported back to the committee.

Except for the establishment of principles or the deliberate setting of precedent, individual casework will not be discussed.

2. Membership

The Committee will be comprised as follows:

Staff side – A total of 6 members from the local branches of the Union. Full-time officials may attend as required by the trades unions who will notify this intention to the chair and secretary prior to a meeting.

Management side – up to 6 management side members appointed by the Vice-Chancellor, ensuring all areas of the University are represented. The Vice-Chancellor recognises that continuity of membership is important to ensure constructive relationships between staff side and management side are developed and maintained.

An internal chair will rotate between Management side and Trade Union side. This arrangement will be subject to annual review to ensure effectiveness of the committee.

Where a member of the JNCC cannot attend, a substitute may attend in his / her place, That person will be fully briefed.

Further additional managers and/or local Staff side representatives may be invited to attend as required in an advisory capacity for specific agenda items.

On occasion sub-committees of the JNCC may be established to negotiate and/or consult upon particular issues (e.g. policy sub-committee; or where issues are of a specific nature, affecting a particular group or groups of Staff). Where issues concern groups of Staff who are represented by only one or more of the recognised trades unions, only the relevant union(s) shall be represented on the sub-committee. The membership, terms of reference, meeting

schedule and arrangements of such sub-committees will be decided by both sides respectively and the membership will report back to the JNCC where necessary

3. Quorum

A meeting shall be considered to be quorate if 3 members from either side are present, as long as both unions are either present or have indicated that they wish the meeting to go ahead in their absence. It is not necessary for the Chair to be in attendance for the meeting to be quorate.

4. Meeting arrangements

The JNCC will normally meet on four occasions annually, at dates agreed in advance, usually January, March, June and October. These dates should be inserted into the University Calendar and all efforts should be made to avoid clashes with other University meetings.

One of the 4 meetings should be set aside solely for strategic matters/planning.

Extra JNCC meetings may be convened at the request of either side, should the need arise. Requests for meetings between the University's management and the recognised unions or an individual Union may be initiated by the Unions or by the University's management. Emergency meetings will be convened within 10 working days. Extensions to this time frame may be agreed by both sides.

A standing agenda will be agreed, along with clear guidance for raising ad-hoc matters and/or agreement when a matter already raised has been exhausted and/or reasonably addressed by either side.

A representative from Human Resources will co-ordinate agenda items, in consultation with the Chair, and will take the minutes.

The Union and Management sides of the JNCC will agree agenda items before each meeting. In the interests of the efficient working of the JNCC, an agenda will normally be circulated with the unconfirmed minutes of the previous meeting to all members of the Committee at least 5 working days in advance of a meeting. Any urgent items will be considered under Any Other Business

The Secretary to the JNCC will circulate draft minutes to all JNCC members within 10 working days of each meeting for comment/amendment and will circulate minutes and proposed amendments at least five working days before the next meeting, for formal confirmation and agreement at that meeting.

The minutes of the JNCC meetings shall be a summary of the main points raised, and decisions reached. The minutes will indicate who is responsible for taking action on particular topics and will be used by the Chair to monitor progress on action points

Any issues of confidentiality will be discussed at the JNCC and agreement obtained before wider communication and distribution.

5. Agreements

- 5.1 Agreements reached at JNCC shall be drafted to the satisfaction of each side as soon as possible and shall be implemented as follows:

- i) Agreements relating to the University as a whole shall be published appropriately and implemented as soon as practicable. Where approval of Senate and/or Council is required this approval shall be sought prior to implementation. Agreements shall go to Senate or Council with the Vice-Chancellor's commendation, as Chair of Staffing Group.
 - ii) Matters requiring approval of the branch membership, regional or national trades union bodies shall be submitted for approval by local union representatives prior to formal approval date and the outcome shall be communicated to JNCC Secretary as soon as practicable.
- 5.2 Agreements and policies will be signed and a copy retained by each of the parties. The signed copy will be posted on the University's website for reference
- 5.3 Where agreement is not reached and either the University or one or more unions believes it will not be possible to reach an agreement through the usual negotiation structure, the minutes of the JNCC shall record a "Failure to Agree" and it shall be open to either side to refer the matter to the Disputes Procedure in Appendix 3.

APPENDIX 2

TIME TO UNDERTAKE UNION ACTIVITIES / DUTIES AND FACILITIES

1. The University agrees to consider requests for time to undertake Union activities or duties from any employee who is an official (within the meaning of s.119 of the Act) of the Unions so that the University can comply with its statutory duties to allow time under the Act.

Pre-existing agreements will remain in place. Any additional pre-determined hours will be agreed and reviewed annually. These hours will be agreed at summary level and can be used as the trade union see fit.

2. Any requests for time for union activities or duties from staff within this clause should be made to line management providing as much notice as is possible and must be made not less than 5 days in advance of the planned time for the purpose of ensuring continuity of service and the nominated HR representative for the purpose of covering the cost of any backfill arrangements. The line manager should be consulted if it is proposed that backfill will be needed and should approve individual undertaking the backfill.
3. Where it is not reasonably practicable to give advance notice of such requests, the University will use its reasonable endeavours to accommodate such requests, subject to the operational needs of the University, which take priority.
4. The University will seek to ensure that reasonable facilities are made available to Union officials. The University shall provide accommodation for the JNCC and the administrative costs will be borne by the University:
 - a. Trade Union organised training courses for their representatives
 - b. Trade union meetings
 - c. Room(s) for Union business
 - d. Access to meeting rooms
 - e. Access to means of communication including telephony, post (internal and external) IT, sufficient notice boards in locations with frequent staff access,
 - f. Printing, photocopying and post (for delivery and access to mailboxes)
 - g. Ability to promote relevant trade union activity on University information screens with approval of Director of Communications. Such approval will not be unreasonably withheld.
 - h. Access to new Staff via University Induction meetings / activities
 - i. Provision of staff numbers and basic information once annually (with prior consent of the individual):
 - i. Name
 - ii. Department
 - iii. Academic/Other

APPENDIX 3

DISPUTES PROCEDURE

1. It is agreed by all parties to this Agreement that every attempt will be made to use these procedures to avoid dispute. In the event of non-resolution of any differences, all parties are committed to ensuring adherence to ACAS Codes or Practice and relevant Employment and Equalities legislation.

This Disputes Procedure uses the plural to refer to the “parties” and the “Unions”. However, it is accepted that there may be matters where there is only a potential dispute or actual dispute between the University and one of the Unions. In such circumstances it is only necessary for the union which is in potential dispute or actual dispute to be involved in the Disputes Procedure and all references to “Unions” in this Disputes Procedure should read accordingly as referring only to that union which is in potential dispute or actual dispute. The union not in potential or actual dispute shall not be involved in any attempt to resolve that potential or actual dispute.

The University and the Unions agree that they have a common objective to act in the spirit of “partnership working”, the aim of which is to ensure the effectiveness and success of the University in delivering its objectives and responsibilities for the benefit of students and Staff, and to promote co-operation between Staff and managers in matters of mutual concern to achieve its objective.

It is mutually agreed that the aim of these procedures is to avoid disputes escalating until all stages of these procedures have been exhausted.

All Staff, manager and Union representatives commit to resolving differences at the lowest possible level and to only escalate those matters where all reasonable attempts have been made to reach a solution.

All parties are committed to doing everything within their powers to reach timely and effective agreements on all relevant issues and also agree to resolve any differences in accordance with the procedures laid down in this Agreement.

2. If during the course of a JNCC, or at any other time, any of the parties fail to agree on matters subject to negotiation, a special meeting of the JNCC will be convened within 10 working days of the initial meeting or failure to agree. This is to allow each of the parties to give further consideration to the matter under discussion with a view to reaching agreement. Nothing will prevent the parties agreeing to reconvene the JNCC for further deliberations before invoking the Failure to Agree Procedure.
3. Where there is a failure to agree, a formal Failure to Agree should be recorded and the Failure to Agree Procedure should be invoked. When a formal Failure to Agree has been recorded, the status quo ante shall apply and no form of Employee action shall be taken until the Failure to Agree Procedure has been exhausted.

3.1 Failure to Agree Procedure:

Stage 1

- a. The Failure to Agree should be referred to a meeting to be chaired by the Vice Chancellor.
- b. Where the Vice Chancellor cannot attend despite best efforts, they may delegate this role to an authorised representative.
- c. The meeting shall be held as soon as possible and normally within five working days.

- d. Members of the JNCC will attend the meeting.
- e. Full time Union representatives are expected to be in attendance.
- f. In addition, two independent members of Council will attend and be involved in attempts at resolution. Any such meeting would where possible take place on a day when Council has planned to sit.
- g. The Chair will be responsible for keeping a record of the main points of the meeting and recording the outcome.

If a resolution is not reached, the matter will be referred to Stage 2.

Stage 2

The Unions and the University's management shall consider the matter jointly and may, if mutually agreed to do so, refer it to conciliation, arbitration or other forms of assistance to ACAS or to a jointly-agreed third party.

APPENDIX 4

Negotiation /consultation protocol

General principles:

1. Changes should not be requested or refused without explanation
2. Wherever possible, documents should be circulated in advance
3. Adequate time should be allowed for comments, allowing for internal discussion on both sides.
4. Where circumstances are unusual (such as illness of a key negotiator), some flexibility may be agreed.
5. Negotiation / consultation timetables should be adjusted to account for holiday periods
6. All comments or proposed changes will be inserted as tracked changes. Where multiple changes become confusing, agreed changes will be accepted, leaving only those still to be agreed. That new version shall be the one used for all subsequent comments or proposed changes.
7. Versions will be clearly numbered, pages numbered and dated to avoid confusion.
8. Where possible, meetings should be at roughly monthly intervals to allow time for comments.
9. Although the timetable below assumes that initiatives for new policies will come from the University, nothing in this agreement precludes the trades unions from proposing policies or updated versions of policies. In this case, the positions shall be reversed.
10. Once agreed, policies will be submitted to JNCC for final ratification. Where it is necessary for any party to obtain agreement or ratification from any other body (such as trade union membership, Council or any other body), this requirement shall be signalled in advance and time for this will be built in to the timetable.
11. The timetable below may be altered by mutual agreement.
12. Except where mutually agreed otherwise, policies shall be taken consecutively to avoid confusion and to avoid overloading staff.
13. Where agreement is reached earlier the timetable outlined below may be truncated.

Timetable

The University will draft policies and send to the Trade Unions at least six weeks before any planned meeting. It may be helpful at this stage to hold a brief meeting for the University to explain the approach behind their policy. Each trade union will then send their comments/suggestions to the University in writing at least 10 working days (two weeks) before the first meeting to enable the University to evaluate the proposals.

1st meeting:

The University will produce a 'digest', i.e. a list of all the suggestions received together with comments. The digest will be brought to the meeting with the TUs for discussion. Where possible, this digest may be circulated in advance to facilitate discussion.

At the meeting both sides will seek to agree changes through discussion and mark them on a 'master copy'. Where it is not possible to agree changes or wording has to be re-drafted, the timescale and responsibility will be clearly agreed.

If discussion has not reached the end of the policy in the first meeting, it will be reconvened as soon as possible to complete the process.

Interim

An updated copy of the policy incorporating changes and highlighting areas still not agreed will be circulated by the University after the meeting and will become the version used for comments and changes.

The University will send this to the trades unions within one week of the first meeting.

Trade unions are invited to send to the University any suggestions they wish to make within 10 working days (two weeks) of receipt of the new version.

2nd meeting:

The University will produce another 'reader digest', i.e. a list of all of the suggestions received together with comments and explanations. The reader digest will be brought to the meeting with the TUs for discussion if it cannot be circulated in advance.

The second meeting will follow the same format as the first and changes resulting from it will be circulated as before. Where appropriate, this meeting may establish a third meeting to agree any outstanding matters. If agreement has been reached, a third meeting will be called to agree implementation and / or training.

In the unusual event that agreement is not possible, either side may declare a failure to agree and invoke the disputes procedure.

After the second / third meeting:

Once agreed, an updated copy of the policy will be circulated by the University within a week of the meeting.

Although further comments are not expected at this stage, if the trade unions indicate they jointly agree and wish to propose a particular amendment it should be submitted no later than two weeks of JNCC.

The University will produce the final version of the policies to be submitted to JNCC

JNC Recognition agreement - negotiation of policies and procedures

Activity/Week	Led by	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
Provide draft policy/procedure	Management/Unions depending upon who initiated	■															
kick off' meeting - explaining rationale/key proposals	Management/Unions depending upon who initiated	■															
Management/Unions provide initial responses	Both				■												
Digest produced recording comments received and points requiring agreement	Management/Unions depending upon who initiated					■											
MEETING 1							MTG 1										
updates issued	Management/Unions depending upon who initiated							■									
Response to updated version									■								
Digest produced recording comments received and points requiring agreement	Management/Unions depending upon who initiated									■							
MEETING 2											MTG 2						
Updates issued	Management/Unions depending upon who initiated											■					
<i>Review if agreement reached or areas not agreed are significant enough to declare failure to agree</i>	Either party											■	■	■	■	■	■
Response to updated version	Both parties																
Digest produced recording comments received and points requiring agreement	Management/Unions depending upon who initiated													■			
Earliest date(s) to submit Procedure/policy two weeks before JNC (Depending upon progress)	HHRS (JNC Secretary)												■				■
MEETING 3 (if required)																	MTG 3
Agree implementation plan																	
Agree training plan																	
Discuss date for review																	
Discuss monitoring metrics																	
Earliest date(s) to submit Procedure/poicy 1.5 weeks before EDC/Senate/Council (Depending upon progress)	HHRS pass to HRD to submit												■				■
Conclude Failure to Agree Process (If required)												■	■	■	■	■	■