

**RESOLUTION TO REVISE CHAPTER SEVEN OF FACULTY HANDBOOK
REGARDING A/P FACULTY GRIEVANCE PROCESSES**

WHEREAS, CAPFA Resolution 2020-21A Resolution to Approve the Constitution and Bylaws for the Administrative and Professional (A/P) Faculty Senate was approved by University Council on February 15, 2021 and approved by the Board of Visitors on March 22, 2021; and

WHEREAS, the A/P Faculty Senate Constitution and Bylaws outline the leadership, membership, and role of the A/P Faculty Senate; and

WHEREAS, Virginia Tech's Faculty Handbook includes policies for all university faculty; and

WHEREAS, chapter seven of the Faculty Handbook describes the employment policies for administrative and professional faculty; and

WHEREAS, chapter seven, (current) section seven, of the Faculty Handbook describes the grievance policy and procedures for Administrative and Professional Faculty; and

WHEREAS, the Commission on Administrative and Professional Faculty Affairs is involved in the grievance process;

NOW, THEREFORE, BE IT RESOLVED, that the Faculty Handbook be revised per the following changes in red; and

BE IT FURTHER RESOLVED, that these revisions be effective in the 2023- 2024 Faculty Handbook.

RECOMMENDATION:

That the resolution to revise chapter seven be approved and included in the 2023 – 2024 Faculty Handbook.

June 6, 2023

7.0 Grievance Policy and Procedures for Administrative and Professional Faculty

The following procedure is provided as the means for resolution of grievances against a supervisor or member(s) of the university administration brought by members of the administrative and professional faculty. The steps in the grievance process will, in part, be guided by the reporting relationships of the employees involved in the grievance. Step one and two administrators involved in responding to a grievance should consult with the vice president for human resources and/or the vice provost for faculty affairs who may involve additional parties as appropriate. Grievant, and those involved in responding to grievances, may consult with the ~~chair of the Commission on Administrative and Professional Faculty Affairs (GAPFA)~~ Administrative and Professional Faculty Senate Vice President for additional information.

7.0.1 Ombuds, Mediation Services, and Faculty Reconciliation

Informal Dialogue: It should be possible to resolve most faculty concerns or complaints through informal communication among colleagues working together in the academic enterprise. Accordingly, an A/P faculty member who feels there is a grievance is encouraged to take it to the immediate supervisor in the collegial spirit of problem solving rather than as a confrontation between adversaries.

University Ombuds: Any member of the university community may visit the university Ombuds Office. The Ombuds listens and explores options for addressing and resolving concerns or complaints. The Ombuds Office does not have the authority to make decisions or to reverse any decision made or actions taken by university authorities. The Ombuds Office supplements, but does not replace, the university's existing resources for conflict resolution and its systems of review and adjudication.

Communications with the Ombuds Office are considered confidential. The Ombuds Office will not accept legal notice on behalf of the university, and information provided to the Ombuds Office will not constitute such notice to the university. Should someone wish to make the university formally aware of a particular problem, the Ombuds Office can provide information on how to do so. The only exception to this pledge of confidentiality is where the Ombuds Office determines that there is an imminent risk of serious harm, or if disclosure is required by law.

To preserve independence and neutrality, the Ombuds Office reports directly to the president. The Ombuds Office does not keep permanent records of confidential communications.

Reconciliation: Reconciliation is useful if the individual feels the issue may be amenable to, but will require time for, negotiation or if the individual is unsure whether the concern is a legitimate issue for a grievance, or if personal relations between the parties involved in the matter have become strained. Information regarding the faculty reconciliation process is available on the provost's website.

The Faculty Senate Committee on Reconciliation, which typically includes participation by one or more administrative and professional faculty members as members of the reconciliation team, may conduct reconciliation between an A/P faculty member and the supervisor. Reconciliation may include fact-finding and engaging the appropriate parties in negotiating a resolution. The designated reconciliation service is referred to hereafter as the "reconciliation team." Engaging the reconciliation team is not required prior to filing a grievance.

For a potential grievance issue to qualify for consideration by the reconciliation team, the A/P faculty member must contact the chair of the reconciliation team within 30 calendar days of the date the grievant knew, or should have known, of the event or action that is the basis for the potential grievance.

Administrative and professional faculty members may also consult the reconciliation team about serious disagreements with immediate supervisors or other university administrators concerning issues that may not be eligible for consideration within the grievance process. If the chair of the reconciliation team is unable to resolve the matter within 30 calendar days, the chair sends a letter to the A/P faculty member stating such, providing the appropriate information about the formal grievance procedure if the A/P faculty member should choose to pursue the matter, and documenting that the matter was brought forward within the prescribed 30-day period. A copy of this letter is provided to the vice president for human resources with a

copy to the vice provost for faculty affairs when appropriate. The A/P faculty member has five weekdays after receiving the letter from the chair of the Faculty Senate Committee on Reconciliation to initiate a formal grievance, if so choosing, by following the procedures below and providing a copy of the letter from the chair of the reconciliation team to the supervisor, validating the timeliness of the grievance.

Mediation: Mediation is a voluntary, confidential process through which trained neutral third persons (mediators) assist people to express their concerns and develop solutions to the dispute in a safe and structured environment. Assistance with mediation is available through Human Resources. Because mediation is voluntary, both parties must agree to participate in order for mediation to occur. A/P faculty members and supervisors are encouraged to consider using mediation to resolve disputes or to help address a conflict between an A/P faculty member and another member of the Virginia Tech community.

Role of Mediators: Mediators do not make judgments, determine facts, or decide the outcome; instead they facilitate discussion between the participants, who identify the solutions best suited to their situation. No agreement is made unless and until it is acceptable to the participants.

Requesting Mediation: Mediation is available at any time, without the filing of a grievance. Additionally, mediation may be requested by any party during the grievance process prior to step three. If, after the initiation of a formal grievance, both parties agree to participate in mediation, the grievance is placed on administrative hold until the mediation process is complete. If the parties come to a resolution of the dispute through mediation, the parties are responsible to each other for ensuring that the provisions of the agreement are followed. In the event that the parties are not able to reach a mutual resolution to the dispute through mediation, the grievant may request that the grievance be reactivated and the process continues.

Mediation differs from faculty reconciliation in that mediators do not engage in fact-finding or in evaluation of decisions. Both mediation and reconciliation, however, are voluntary; no party is required to participate in either process.

7.0.2 The Formal Grievance Procedure

The grievant may pursue the issue as a formal grievance through the following procedure. Supervisors and administrators will cooperate with the grievant in the mechanics of processing the grievance, but the grievant alone is responsible for preparation of the case. (See chapter seven, "Valid issues for Grievance.")

The number of steps in the process is determined by the reporting line of the grievant. Thus, if three steps do not exist between the grievant and the president, then the available number of steps is used.

The grievance must be well described and the relief requested must be specified on the grievance form. For A/P faculty, grievance forms are available on the ["Forms" page of the Human Resources Provost's website](#).

The Administrative and Professional Faculty Senate Vice President will maintain an active list of trained A/P faculty members who can provide consultation to an A/P faculty colleague who is preparing to file a formal grievance. Upon being contacted by an A/P faculty colleague who is preparing to file a formal grievance, the trained consulting A/P faculty member will be able to provide information on and answer questions about the formal grievance process, completion of the A/P faculty grievance form, and available university resources. The consulting A/P faculty member will not submit a grievance form for another A/P faculty member or serve on any panel within the grievance process in a matter to which they served as the consulting A/P faculty member.

Step one: The grievant must submit a written statement of the grievance to the step one administrator (the director or department head/chair; for A/P faculty in Extension, the district director) and to the Administrative and Professional Faculty Senate Vice President chair of the Commission on Administrative and Professional Faculty Affairs (CAPF) within 30 calendar days of the date identified, or the grievant should have known, of the event or action that is the basis for the grievance. If appropriate, the step one administrator will provide a copy of the grievance to the supervisor of the grievant.

Grievability Panel: The Administrative and Professional Faculty Senate Vice President chair of CAPFA,

within ~~five-ten~~ weekdays of receiving a copy of the grievance form, will convene a grievability panel. The panel consists of the Administrative and Professional Faculty Senate Vice President chair of CAPFA and, two A/P faculty ~~members from CAPFA senators~~. The panel meets to deliberate and determine the admissibility of the matter to the grievance process. (See chapter seven, "Valid Issues for Grievance.") A written report summarizing the deliberation and documenting the ruling of the grievability panel will be provided to all parties. The decision of the grievability panel is final. If the issue is deemed grievable by the panel, the step one administrator provides a written response to the grievant within five weekdays of receiving the ~~CAPFA~~-grievability panel's written response. The step one administrator's written response should cite reasons for action taken or not taken. If the written response of the director or department head/chair is satisfactory to the grievant, that ends the matter.

If the grievability panel determines the issues presented by the grievant are not grievable, then the process is concluded.

Step two: If the resolution of the grievance proposed in the written response by the step one administrator is not acceptable, the grievant may advance the grievance to the step two administrator (usually a dean or vice president) by checking the appropriate place on the grievance form and sending it within five weekdays of receiving the written response. The step two administrator for Extension A/P faculty (such as Extension agents) is the dean of the College of Agriculture and Life Sciences.

Following receipt of the grievance form, the step two administrator or designated representative meets with the grievant within five weekdays. The grievant may request that a chosen representative from among the university general faculty be present. Unless the grievant is represented by a member of the faculty who is also a lawyer, the step two administrator does not have legal counsel present.

If the grievance involves a programmatic issue for an Extension A/P faculty member where responsibility for that program lies with a different dean, the designated step two administrator consults with the programmatic dean before rendering a decision.

The step two administrator gives the grievant a written decision within five weekdays after the meeting, citing reasons for the decision. If the step two administrator's written response to the grievance is satisfactory to the grievant, it ends the matter.

Step three: If the resolution of the grievance proposed in the written response by the step two administrator is not acceptable, the grievant may advance the grievance to the step three administrator. The step three administrator is the vice president for human resources or the vice provost for faculty affairs~~the vice president for human resources~~. The grievant must advance the complaint to the step three administrator within five weekdays of receiving the written response from the step two administrator. If the grievant works in a college or academic vice president's division, the step three administrator will provide a copy of the grievance to the executive vice president and provost. Advancement of a grievance to step three includes consideration by an impartial CAPFA Administrative and Professional Faculty Senate hearing panel, unless the grievant petitions the step three administrator to bypass the hearing panel and rule on the grievance. If the step three administrator accepts the request to rule on the grievance, there is no subsequent opportunity for the grievance to be heard by an CAPFA Administrative and Professional Faculty Senate hearing panel. If the step three administrator does not accept the petition, a ~~CAPFA-Administrative and Professional Faculty Senate~~ hearing panel is formed to review the grievance as outlined in these procedures. An Administrative and Professional Faculty Senate-CAPFA hearing panel may also be convened to determine whether a complaint may be grieved under university policy.

Within five weekdays, the step three administrator, or appropriate designated representative, acknowledges receipt of the grievance and forwards a copy of the "Hearing Procedures of the Committee on Administrative and Professional Faculty Grievances" to parties in the grievance process. The step three administrator also forwards a copy of the grievance immediately to the Administrative and Professional Faculty Senate Vice President chair of CAPFA.

Hearing Panel: A grievance hearing for A/P faculty is conducted by an ad hoc panel selected by the Administrative and Professional Faculty Senate Vice President CAPFA chair from the current A/P Faculty Senate membership, including Senators and Alternates. A hearing panel consists of three A/P Faculty

Senators or Alternates, an alternate panel member, and the non-voting chair. The chair polls all appointees to ensure that they have no conflict of interest in the case. Either party may challenge one of the appointments, including the alternate. Other replacements are made only for cause. The alternate serves as a replacement panel member if the need arises.

To ensure uniformity in practice, the Administrative and Professional Faculty Senate Vice President chair of CAPFA serves as the non-voting chair of each hearing panel. In the event that the Administrative and Professional Faculty Senate Vice President chair of CAPFA has a conflict of interest concerning a case, the chair appoints a replacement from among the Administrative and Professional Faculty senators who serve on CAPFA at-large to serve as chair of the hearing panel. In the unlikely event that all A/P faculty senators and alternates have a conflict of interest concerning a case, the Administrative and Professional Faculty Senate Vice President CAPFA chair, in consultation with the A/P Faculty Senate president, and an appropriate senior administrative official (president, provost, vice president for human resources), will appoint a non-voting chair and panelists from the A/P faculty at large.

Hearings: After the members of the hearing panel are appointed, the Administrative and Professional Faculty Senate Vice President chair of CAPFA requests that each party to the grievance provide relevant documentation to be shared among the parties and the hearing panel. The panel holds its initial hearing with both principals present within 15 weekdays of receipt of the grievance by the Administrative and Professional Faculty Senate Vice President chair of CAPFA. If the panel feels it needs to investigate the case further, or requires more information, or desires to hear witnesses, the hearing is adjourned until the panel completes the necessary work or scheduling can occur. The hearing is then reconvened as appropriate (and within the 45-day time frame required by this policy, unless agreed upon by both parties).

Each party to the grievance may have a representative present during the sessions of the hearing at which testimony is presented. The representative may speak if so requested. Representatives may be legal counsel, if both parties are so represented, but if the grievant does not wish to have legal counsel at a hearing, neither party to the grievance may have legal counsel present.

These impartial panel hearings are administrative functions, not adversarial proceedings. Therefore, if legal counsels are present, they must understand that the proceedings do not follow courtroom or trial procedures and rules. Participation by legal counsel is at the invitation of the parties they represent and is subject to the rulings of the chair of the hearing panel.

Findings and Recommendations: The hearing panel concludes its work and makes its recommendations within 45 weekdays of receipt of the grievance by the Administrative and Professional Faculty Senate Vice President chair of CAPFA. The time limit for consideration may be extended by agreement of both parties.

The hearing panel formulates written findings and recommendations regarding disposition of the grievance and forwards copies to the step three administrator and parties to the grievance.

Action of the Step Three Administrator: The step three administrator meets with the grievant within 10 weekdays after receiving the findings and recommendations of the hearing panel to discuss the case and advise the grievant about the prospects for disposition of the case. Within 10 weekdays of that meeting the step three administrator sends to the grievant the decision in writing concerning the disposition of the grievance. If the step three administrator's decision is fully consonant with (or exceeds) the recommendations of the hearing panel, or if it is satisfactory to the grievant even if it differs from the recommendations of the hearing panel, that ends the matter.

Step four: If the step three administrator's decision is not acceptable to the grievant and not consonant with the recommendations of the hearing panel, the grievant may appeal in writing to the president within 20 calendar days. The president's decision is final.

7.0.3 Timeliness of Grievance and Procedural Compliance

A grievance must be brought forward in a timely manner. It is the responsibility of the grievant to initiate the grievance process within 30 calendar days of the date identified, or should have known, of the event or action that is the basis for the grievance. The university administration is not required to accept a grievance for processing if the grievant does not meet the 30-day deadline, except in cases of demonstrated good

cause.

Scheduled commitments made prior to the time of filing or advancement of a grievance that preclude action by either of the parties to the grievance automatically extend time limits for their duration unless this would be demonstrably harmful to the fair processing of the grievance. In such cases, on written request by the grievant to the appropriate office for that step, the grievance is advanced to the next step in the grievance process.

If the grievant does not follow the time limits specified in the grievance procedure it is assumed that the last proposed resolution is accepted as satisfactory. If the grievant desires to advance the grievance after the appropriate specified time limits have lapsed, the administrator who receives the late submission notifies the Administrative and Professional Faculty Senate Vice President chair of CAPFA in writing, who determines if there was good cause for the delay. If so, the grievance proceeds. If not, the process ends with the most recently proposed resolution in force. The finding on the matter by the Administrative and Professional Faculty Senate Vice President chair of CAPFA is communicated to both parties in writing.

If either party to a grievance charges the other with procedural violations, other than time limit issues, the Administrative and Professional Faculty Senate Vice President chair of CAPFA rules on the question, as in disputes about the validity of procedural issues qualifying for the grievance procedure. The Administrative and Professional Faculty Senate Vice President CAPFA chair has the following options: The Administrative and Professional Faculty Senate Vice President chair can either find no significant procedural violation occurred, in which case the grievance process continues unaffected, or that a significant procedural violation did occur. If the step one or step two administrator committed a significant procedural violation, the grievance automatically qualifies for advancement to the next step in the grievance process. If the grievant committed a significant procedural violation, the grievance process ends at that point for that grievance with the last proposed resolution established as the final disposition of the case.

7.0.4 Valid Issues for Grievance

For this process, a grievance is defined as a complaint by an A/P faculty member alleging a violation, misinterpretation, or incorrect application of a policy, procedure, or practice of the university that directly affects the grievant. Some examples of valid issues for filing a grievance are: termination for cause; improperly or unfairly determined personnel decisions that result in an unsatisfactory annual performance evaluation; unreasonable merit adjustment or salary level; excessive teaching load/work assignments; reprisals for activities protected by law or policy; substantive error in the application of policy; matters relating to academic freedom.

Issues not open to grievance: While A/P faculty disputes with the university administration may be dealt with using this grievance policy, the following issues *may not* be made the subject of a grievance: appropriate application of policy by the university administration or the university governance system; contents of university policies and procedures; the routine assignment of university resources (e.g., space, operating funds, parking, etc.); normal actions taken, or recommendations made, by administrators or committee members acting in an official capacity in the grievance process; those items falling within the jurisdiction of other university policies and procedures (Policy 1025 “Policy on Non-Discrimination, Harassment Prevention, and Definition of Sexual Violence” for complaints of unlawful discrimination or harassment; Policy 1026 “Title IX Sexual Harassment and Responsible Employee Reporting”, *Faculty Handbook*, chapter two “Allegations of Unprofessional or Unethical Conduct” for complaints related to unprofessional or unethical conduct; *Faculty Handbook*, chapter two “Non-Reappointment” for complaints related to non-reappointment or abolition of position).

Allegations against an A/P faculty member or unprofessional or unethical conduct will follow the procedures outlined in section 2.23.2, Allegations of Unprofessional or Unethical Conduct.

The subject of a grievance is normally not considered by the ~~Commission on Administrative and Professional Faculty Affairs~~ Administrative and Professional Faculty Senate while it is simultaneously under review by another committee or panel of the university.

Beyond the grievance process and the jurisdiction of other university policies and procedures available to handle complaints by A/P faculty members, additional sources of conflict resolution are available. A/P

faculty are encouraged to seek reconciliation and mediation services for disputes. Faculty reconciliation is offered through the Faculty Senate's Committee on Reconciliation and mediation is offered through the conflict resolution program in Human Resources.

7.0.5 Particular Concerns and Definitions

Timelines stated in the grievance policy indicate the number of days within which the other party should receive notification. Electronic submission from a departmental office within the specified time frame is acceptable. This is immediately followed by submission by mail of the original form and any related materials.

Time limits are subject to extension by written agreement of both parties. The grievant and the administrator involved at that particular step of the discussion make such an agreement. (An agreement form to extend the grievance response time is available on the provost's website.)

The principals and the ~~Administrative and Professional Faculty Senate Vice President chair of CAPFA~~, if necessary, negotiate extensions of time limits at step three. In case of disagreement, the ~~Administrative and Professional Faculty Senate Vice President chair of CAPFA~~ rules on time extension and procedural questions or recommendations designed to expedite the proceedings while providing peer review of the grievance.

If an A/P faculty member is away from the assigned work location at the time the event or action is discovered that is the basis for a grievance, the 30-day period during which the grievant must meet with the supervisor or step one administrator to initiate the grievance process begins when the A/P faculty member returns to the assigned work location. If the date of return causes a delay of such length that the grievance, or its resolution, is not timely, the grievant may submit the written grievance as prescribed in step one by mail or email attachment during absence from the primary work location.

"Weekdays," as used in this procedure, include Monday through Friday only and only when the university is open and those days are not national, state, or religious holidays relevant to the principals in the grievance.

To protect a grievant from undue pressure in the pursuit of a grievance, if a grievant becomes ill and takes sick leave, the grievance process stops until such time as the grievant is able to resume duties. Exceptions to this provision are made at the request of the grievant, but only if the grievant obtains and produces medical certification that proceeding with the grievance will not be harmful to the health of the grievant, or exacerbate the ailment that required taking sick leave.

All costs of legal counsel employed by a grievant are borne by the grievant.

If a grievant is employed away from Blacksburg, and is required to travel away from their duty station in resolution of their grievance, the university pays all travel costs permitted under state regulations.

In the event that an A/P faculty member discovers there is a grievance about actions by an administrator above the level of the supervisor that directly involve the A/P faculty member, or with actions by an administrator not in the department/unit that directly involve the A/P faculty member, the grievant initiates the grievance process by seeking the intervention of the supervisor within 30 calendar days of the date when the grievant knew or should have known of the event or action that is the basis for the grievance. If that effort does not resolve the grievance satisfactorily, the grievant, after consulting the supervisor, may file the grievance form for A/P faculty at the appropriate level or with the appropriate administrative office to initiate response from the administrator perceived as the source of the action causing the grievance. The grievance process then proceeds from that level onward in usual fashion.

A grievance filed by an A/P faculty member concerning an action of either the provost, senior vice president and chief business officer, vice provost for faculty affairs, or the vice president for human resources is handled by the ~~Administrative and Professional Faculty Senate Vice President chair of CAPFA~~ and an impartial hearing panel, but the findings and recommendations of the hearing panel are sent to the president for ruling. A grievance filed by a faculty member concerning an action of the president of the university is dealt with by a special panel appointed by the provost in consultation with the chair of the Commission on

Administrative and Professional Faculty Affairs.

Any final resolution of a grievance must be consonant with the laws of the Commonwealth of Virginia and university policy.

Once a grievance is resolved, either to the satisfaction of the grievant, or if not to the satisfaction of the grievant, by the action of the senior administrator in consonance with the hearing panel recommendations, or by the ruling of the president, that specific grievance is closed and may not be made the subject of another grievance.

7.0.6 Overview of the Formal Grievance Process for Administrative and Professional Faculty

Below is an *abbreviated* overview of the grievance process and deadlines. Refer to chapter seven, “The Formal Grievance Procedure,” for specific details and options available in each step of the grievance process.

Time limits are subject to extension by written agreement of both parties. The grievant and the administrator involved at that particular step of the discussion make such an agreement. (An agreement form to extend the grievance response time is available on the provost’s website.)

The validity of a grievance under university policy can be determined by CAPFA at any point in the process.

Step one		
Within 30 days of event	1a.	Grievant submits written grievance to step one administrator (for Extension A/P faculty this is usually the district director) and Administrative and Professional Faculty Senate Vice President <u>chair of CAPFA</u> .
Within 5-10 weekdays	1b.	Administrative and Professional Faculty Senate Vice President <u>CAPFA chair</u> acknowledges in writing to grievant that copy of grievance has been received
	1c.	Administrative and Professional Faculty Senate Vice President <u>CAPFA chair</u> convenes a grievability panel to determine the admissibility of the issue to the grievance process per chapter seven, “Valid Issues for Grievance.” The grievability ruling will be documented and a written report on the deliberation sent to all parties concerned.
	1d.	If the issue is not grievable, the grievance process concludes.
Within 5 weekdays	1e.	If the issue is grievable, the step one administrator responds to grievance in writing on the grievance form.
	1f.	If step one administrator’s response is satisfactory to grievant, that ends the matter.
	1g.	If step one administrator’s response is not satisfactory to the grievant, move to step two within 5 weekdays.
Step two		

Within 5 weekdays	2a.	Grievant submits written grievance to the step two administrator, usually the dean or vice president (for Extension A/P faculty, this is the dean of the College of Agriculture and Life Sciences). If the grievance involves a programmatic issue for an Extension A/P faculty member where responsibility for that program lies with a different dean, the designated step two administrator consults with the programmatic dean before rendering a decision.
Within 5 weekdays	2b.	Step two administrator meets with the grievant and provides a written response
Within 5 weekdays	2d.	If step two administrator's response is satisfactory to grievant, that ends the matter.
	2e.	If step two administrator's response is not satisfactory to grievant, move to step three within 5 weekdays.
Step three		
Within 5 weekdays	3a.	Grievant advances grievance form to the step three administrator (the vice president for human resources or the vice provost for faculty affairs <u>the vice president for human resources</u>) who then, depending on reporting structure, shares a copy of the grievance with the provost.
Within 5 weekdays	3b.	Step three administrator acknowledges receipt of grievance and forwards copy to <u>Administrative and Professional Faculty Senate Vice President</u> chair of CAPFA.
Within 5 weekdays	3c.	<u>Administrative and Professional Faculty Senate Vice President CAPFA</u> chair acknowledges in writing to grievant that copy of grievance has been received from the step three administrator.
Within 15 weekdays	3e.	<u>Administrative and Professional Faculty Senate Vice President CAPFA</u> chair convenes a hearing panel that holds its initial meeting with both principals.
Within 45 weekdays	3f.	Hearing panel concludes its work and makes recommendation to step three administrator and grievant.
Within 10 weekdays	3g.	Step three administrator meets with grievant.
Within 10 weekdays	3h.	Step three administrator notifies grievant in writing of the decision.
	3i.	If the step three administrator's decision is fully consonant with (or exceeds) the recommendations of the hearing panel, or if it is satisfactory to the grievant even if it differs from the recommendations of the hearing panel that ends the matter.

	3j.	If the step three administrator's decision is not acceptable to the grievant and not consonant with the recommendations of the hearing panel, the grievant may appeal in writing to the president within 20 calendar days.
Step four		