



Managing Discipline and Grievance - A one day course

This very practical course deals with the do's and don'ts of managing disciplinary and grievance issues. The abolition of the statutory dispute resolution procedures does not make it any less important that line managers are fully informed of the key principles of fairness underlying both disciplinary and grievance procedures. It is also vital that managers are able to handle such procedures confidently and appropriately.

This course will update delegates on the latest employment law developments in this area and will use practical exercises and case studies to explain best practice in handling both discipline and grievance cases. This is a highly interactive course suitable for both HR professionals and line managers.

Course Programme

Introduction and course objectives

Unfair dismissal

- Types of claims for dismissal
- Fair reasons for dismissal
- Automatically unfair dismissal
- Qualifying periods
- Unfair dismissal remedies

Disciplinary policies and procedures

- Understanding and applying your organisation's procedure
- The role of ACAS
- The ACAS code of practice
- Rights of representation
- Identifying management responsibilities
- The role of the 'companion'
- The role of Human Resources
- Practical exercise - quiz*

Dealing with misconduct and incapability

- Identifying the nature of disciplinary problems and the appropriate course of action
- Using informal action effectively
- Recognising the need for a more formal approach
- Stages in the disciplinary procedure
- Coping with stress, absence and grievance issues in relation to disciplinary matters
- The importance of the investigation
- Suspending employees

Using witnesses and witness statements

Practical exercise - case study

The disciplinary meeting

The aim of the disciplinary meeting

The preparatory stage

Inviting the employee to a disciplinary meeting

Chairing and leading disciplinary meetings

Making notes

Keeping control

Imposing sanctions

Considering mitigating circumstances

Arranging for follow-up action

Dealing with appeals

Writing warning letters

Keeping a record

Practical exercises - quiz and case studies

Grievance policies and procedures

Understanding and applying your organisation's procedure

Aim of the grievance hearing

Informal and formal grievances meetings

Sources of grievances

Stages in the grievance procedure

The preparatory stage

Hearing grievance meetings

Rights of representation

Dealing with appeals

Writing grievance letters

Practical exercises - quiz and case study

Skills and Competencies needed for Disciplinarys and Grievances

Verbal and non verbal communication skills

Building rapport

Active listening skills

Objectivity

Effective questioning skills

Summarising skills

Managing fear and anger

Action planning

Practical exercises - case studies

Conclusion

Workshop review/discussion and close