

Grievance Investigation: Hard Practice and Investigative Techniques **1 day, non-residential.**

Overview

Increased competition and pressure to deliver in the workforce combined with a recent rise of the 'opportunistic complaint' that individuals and organisations may not be fully complying with equality legislation add to the complexity and likely increase in the number of staff bringing complaints to a formal grievance. Being able to respond effectively to matters that may not always be 'black or white' and that genuinely aim to produce fair, robust and lasting conclusions.

Responding to the need for advanced techniques in grievance investigation and a need for even the most experienced investigators to occasionally take stock of their approach to uncovering the truth, this interactive event draws on lessons from police detective training to offer a wide range of practical tips, 'micro-tool' techniques and insights for conducting and reporting on investigations effectively.

The course will be led by a highly experienced grievance investigator and former police DCI, drawing on a wealth of knowledge and experience gained from leading major crime investigations in fields such as homicide and domestic violence to handling some of the most challenging and high-profile fairness at work disputes.

Course content (key themes)

The course will provide answers to the sometimes challenging questions that investigators face, including:

- How to reconcile differences of perception of 'right' and 'wrong', such as 'strong management' and 'bullying'?
- How to intervene when the organisation itself or powerful senior managers may be at fault?
- How can signs of a disorder or illness that may be affecting an individual's view be spotted, and how can allegations of encouraging sickness be avoided?
- When (if ever) is relevant to seek to question witnesses other than the organisation's own staff?
- How to deal with behaviour that comes close to straddling the line of acceptable conduct but which is well intentioned?

Topics touched on will include:

- Stemming the continuation of a grievance
- Locard's principle - gathering evidence, responding to sensitivities
- Investigation boundaries



- Disarming fear, reticence and defensiveness
- Getting behind words and emotions
- Dealing with the influence of others, e.g. majority opinion
- Investigation reporting
- Outcomes management
- Avoiding mistakes and common pitfalls
- Handling difficult scenarios
- Preparing for employment tribunals.

Who should attend?

The course is relevant for anyone who regularly or may occasionally need to conduct a grievance investigation in the workplace. HR managers, line managers, and mediators will benefit, including individuals who are new to grievance investigation as well as experienced hands.

Integration with other training

The course programme is intended to stand-alone from other training.

Benefits for delegates

By attending the course, attendees will be able to:

- Approach challenging investigations, including responding to unexpected
- Uncover what is at the root of a complaint
- Manage relationships with all parties involved effectively and fairly
- Minimise the risk of grievances repeating themselves, including continued appeals against investigations that left a door open to allegations of inadequacy or flawed process
- Present a complete and fair report of an investigation's findings, whilst respecting confidentiality and investigation boundaries.

Deliverables

- Delegate Notes (A4 or A5 filofax format and/or CD-ROM)
- Delegate Certificates
- Courseware: Course Hand-outs.

Prerequisites for delegates

Some prior knowledge or experience of grievance investigation would be an advantage, however the course will take complete newcomers from a 'blank page.'



Course syllabus

1. CONTEXTS AND PRINCIPLES OF GI

- Contexts for GI
- Guiding principles for investigation
- Classes of evidence

2. PRACTICAL INVESTIGATION

- A framework for investigation
- Micro tools
- The seven rules of communication
- Uncovering the unspoken

3. ASSESSING AND REPORTING CONCLUSIONS

- Assessing the evidence
- What to report
- How to report – and to whom

4. SELF MANAGEMENT

- Self awareness and management
- Transference
- Unconscious prejudice
- Reflective practice.

