



Please pass to your Business & HR Managers

## Options to upskill staff to achieve competency in Disciplinary & Grievance investigation.



**Maintaining staff competency to Investigate Disciplinary & Grievance cases is a big issue.**

In training managers typically learn **process** but that is **not** the same as the **competency** to investigate

In the midst of this, caseload **keeps coming** and organisations need to **act promptly**.

Also, when there is a problem it can be **complicated** & getting it wrong is **costly**.

In terms of available resources often HR can provide **support** to cases but turn to **other** parts of the organisation to investigate when managers there are **under pressure** themselves.

The truth is that typically there are **not many** employees with the **skills & training** to confidently undertake investigations – **upskilling** is needed.

We can help to build a cohort of staff with the **capability** to investigate and to report **competently**, where required.

---

## This means bringing about:

- Ability from a 'commission' to form appropriate and suitably thorough lines of questioning.
- Ability to conduct interviews, with open questioning, in a manner which brings about 'honest conversations.'
- Ability to produce a report which is thorough and has clear, well considered recommendations for the commissioning manager to consider.
- Ability to present to a panel in a way which will facilitate an appropriate outcome.

## How?

We know one size probably won't fit all. **Different** individuals will have different **needs** and **preferences**.

One West is happy to work to build **confidence** and **capability** with a mixture of options which **can be chosen as wished**.

## Options are:

- **Mentoring** – Staff members participate in investigations, working 'hands on' with the One West lead investigator.
- **Coaching** – Staff members leads an investigation but review with the One West Investigator at different 'stage gates.'
- **Training** - Based on forward development of staff with existing policy knowledge. Full day or 3x2 hr sessions, constructed and delivered by One West.
- **Refreshment** – A series of 10-15 minute pre-recorded presentations, soon to be available for anyone with experience but needing to get 'back in the zone', on the different key aspects of effective investigation.

## Interested?

Why not have a **conversation** with us – we would be very happy to see how we might help.

**Contact:** [steve\\_debruin@bathnes.gov.uk](mailto:steve_debruin@bathnes.gov.uk) or [jon\\_evans@bathnes.gov.uk](mailto:jon_evans@bathnes.gov.uk)

---

