

Disciplinary

MANAGING INFORMALLY

Your right to manage
A step by step guide to formal disciplinary procedure - and when to use it
Suspending an employee

INVESTIGATING

Deciding your remit
Planning your investigation
Structuring your investigation interviews
Killer Questions
Deciding whether there is a case to answer

MANAGING FORMALLY

What an invite to a disciplinary hearing should say - and why
Planning your disciplinary hearing
Who can be a companion in a formal hearing?
The role of a companion in a formal hearing
A quick guide to notetaking
Making your decision - do you believe they did it?
Getting off the fence
Is this bullying or harassment?
Deciding the sanction
Constructing the outcome letter
You are chairing a disciplinary appeal - what's your job?
Planning your disciplinary appeal meeting
Reaching your decision and communicating the outcome
The employment law framework
The ACAS Code of Practice



Grievance

MANAGING INFORMALLY

Grievance or gripe?
Do I deal with this formally or informally?

INVESTIGATING

Deciding your remit
Planning your investigation
Structuring your investigation interviews
Killer questions
Deciding whether there is a case to answer

MANAGING FORMALLY

Planning your grievance hearing
Who can be a companion in a formal hearing?
The role of a companion in a formal hearing
A quick guide to notetaking
Making your decision
Getting off the fence
Constructing the outcome letter
You are chairing a grievance appeal - what's your job?
Planning your grievance appeal meeting
Reaching your decision and communicating the outcome
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Recruitment

Creating a job profile
What to look for on a CV
Structuring the interview
Questioning techniques for interviewers
Who is the best candidate?



Performance

MANAGING INFORMALLY

Continuous development conversations
Setting objectives: When and why?
Making your objective S.M.A.R.T
Reviewing performance against an objective
Deciding a performance rating for a member of your team
Great quality feedback
The performance management journey
Identifying and describing the performance gap
Diagnosing the cause of a performance gap
Identifying the support needed to close the gap

MANAGING FORMALLY

Creating an action plan
Making the decision to begin the formal performance management process
Constructing the invite letter to a formal performance management meeting
Planning your formal performance management meeting
Who can be a companion in a formal hearing?
The role of a companion in a formal hearing
A quick guide to notetaking
Deciding whether to give a performance management warning
Constructing the outcome of the performance management hearing you have chaired
Is dismissal for underperformance the right thing to do?
Constructing the letter to confirm a dismissal due to incapability
You are chairing a performance management appeal - what's your job?
Planning your performance management appeal hearing
Who can be a companion in a formal hearing?
The role of a companion in a formal hearing
A quick guide to notetaking
Making your decision and communicating the outcome
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Difficult Conversations

Riding the change rollercoaster
Constructive questions
Deliberate delegation
Giving great quality feedback
How to tell when performance management is not bullying
Are you okay?
"I've got stuff going on at home"
Menopause in the workplace
Managing the day to day when change is going on
Your right to manage conduct in your team
How to say 'that's not okay'
Grievance or gripe?
Do I deal with this formally or informally (grievances)
Respect at work: everyone's in!
Does 'a respectful workplace' mean we can't have fun anymore?
What do I do if I feel uncomfortable about something at work?
Sexual harassment and our duty to prevent it
What is sexual harassment?



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RICH LEARNING FOR TIME-POOR MANAGERS



Dignity

Respect at work: everyone's in!
Does 'a respectful workplace' mean we can't have fun anymore?
What do I do if I feel uncomfortable about something at work?
Sexual harassment and our duty to prevent it
What is sexual harassment?
How to tell when performance management is not bullying
How to say 'that's not okay'
Great quality feedback
What is a disability?
How can disability discrimination occur?
Are you okay?
Menopause in the workplace
Your right to manage conduct in your team
Do I deal with this formally or informally?
Is this bullying or harassment?



Change

DAY TO DAY CHANGE

Why we don't like change - and what to do about it
Riding the change 'rollercoaster'
Managing the 'day to day' when there's change going on in the organisation
What changes can you make to your team members' ways of working?

REDUNDANCY

Chairing a collective redundancy consultation forum
Delivering a message about a proposed redundancy
Running a redundancy consultation meeting
Running a final redundancy consultation meeting
Hearing an appeal against a redundancy dismissal
Collective redundancy consultation has been announced. What will be happening?
What is consultation?
Being an employee representative. What's involved?
I have been appointed as an employee rep. What's next?
I am an employee representative in a redundancy consultation
How do I know that I have completed my role as a rep?
Chairing the collective consultation forum
Delivering a message about proposed change
What is consultation?
Running an individual consultation meeting
Running a final individual consultation meeting
Hearing an appeal against a dismissal
Collective consultation has been announced. What will be happening?
Being an employee representative. What's involved?
I have been appointed as an employee rep. What's next?
I am a rep. What should I expect to be consulted about?
How do I know that, as an employee rep, I have done all I should?



Investigations

Deciding your remit
Planning your investigation
Structuring your investigation interviews
Deciding whether there is a case to answer
Killer questions



Attendance

It's not their fault they're ill. (Why manage attendance?)
Welcome back to work!
What is a disability?
How can disability discrimination occur?
When to call on OH for advice
How to call on OH for advice

MANAGING SHORT TERM ABSENCE FORMALLY

What an invite to an attendance management meeting should say - and why
Planning your hearing (short term absence)
Reaching your decision - Do you give a warning? (Short term absence)
The role of a companion in a formal hearing
Who can be a companion in a formal hearing?
A quick guide to notetaking

MANAGING PROLONGED ABSENCE

Keeping in touch
Managing the absence by milestone meetings
When to consider ending the employee's employment
Inviting the employee to a meeting to consider ending their employment
Managing the meeting to consider ending their employment
The role of a companion in a formal hearing
Who can be a companion in a formal hearing?
A quick guide to notetaking
You are chairing an attendance management appeal hearing - What's your job?
Planning your attendance management appeal hearing
Who can be a companion in a formal hearing?
The role of a companion in a formal hearing
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Hybrid Working

Creating a great quality hybrid working environment
Meeting the challenges of remote working
Why we don't like change
Constructive questions
Continuous development conversations
Setting objectives: when and why?
Making your objective SMART
Deliberate delegation
What changes can you make to your team's way of working?



Neurodiversity

NEURODIVERSITY AWARENESS

We're All Neurodiverse
Individual Challenges
Let's Talk Inclusively
Some Neurodivergent Conditions
THE EMPLOYEE RELATIONS LIFECYCLE
The Race for Neurodiverse Talent
Growing a Winning Neuroinclusive Culture
Managing Performance in a Neuroinclusive Organisation
Employee Procedures in a Neuroinclusive Organisation
Managing Change in a Neuroinclusive Organisation

