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## Overview

This standard is about following your organisation's disciplinary and grievance procedures in response to misconduct or unsatisfactory performance of team members and their complaints. You inform your team about the standards of performance, conduct what is expected of them, and your organisation's disciplinary and grievance procedures. You ask colleagues, human resources and legal specialists for support when required. You investigate misconduct and unsatisfactory performance to establish the facts, resolving cases informally when they are minor. You respond to grievances by investigating them further and resolving them. The standard includes using your organisation's formal procedures to resolve serious grievances and disciplinary cases. You also maintain records in accordance with your organisation's and legal requirements.

This standard is for all managers and leaders.

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## Performance criteria

### *You must be able to:*

1. inform employees about the standards of conduct and performance expected of them
2. identify your organisation's procedures for dealing with misconduct or unsatisfactory performance
3. seek support from colleagues, human resources or legal specialists on implementing disciplinary and grievance procedures when required
4. investigate and establish the facts relating to team members misconduct or unsatisfactory performance
5. resolve cases of minor misconduct or unsatisfactory performance informally
6. follow your organisation's formal disciplinary procedure in serious cases of misconduct or unsatisfactory performance
7. share your organisation's procedure for raising grievances with your team
8. identify potential grievances and take preventative measures to resolve issues where possible
9. recognise the role of employee representatives such as trade unions and ensure that they are included in the process
10. use an informal approach to resolve employee concerns, problems and complaints where possible
11. follow your organisation's formal grievance procedures if an employee raises a grievance in writing
12. maintain records related to disciplinary and the grievance processes and store these confidentially in line with organisational procedures
13. evaluate your organisation's disciplinary and grievance procedures to identify improvements
14. follow the legal, organisational, codes of practice and policies relevant to your role and the activities being carried out

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## Knowledge and understanding

*You need to know and understand:*

### **General knowledge and understanding**

1. the importance of informing employees about the standards of conduct and performance expected, and the current procedure for raising grievances
2. how to carry out investigations to establish facts relating to any misconduct or unsatisfactory performance, and grievances
3. the informal approaches to dealing with cases of minor misconduct or unsatisfactory performance, and concerns, problems or complaints raised with you, and when this type of approach is likely to resolve the situation effectively
4. the differences between misconduct, gross misconduct and unsatisfactory performance, and how each should be handled
5. the importance of following your organisation's formal disciplinary and grievance procedures in serious cases of misconduct or unsatisfactory performance, and grievances
6. the importance of recognising the role of employee representatives such as trade unions and ensuring they are included in the process
7. how to conduct a formal meeting with an employee to discuss their grievance, misconduct or unsatisfactory performance
8. how to gather feedback about disciplinary and grievance procedures to evaluate them and make recommendations for improvements

### **Industry and sector specific knowledge and understanding**

9. the legal, organisational, codes of practice and policies relevant to your role and the activities being carried out
10. the industry and sector requirements for supporting employees to improve their performance

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### **Context specific knowledge and understanding**

11. your organisation's standards of conduct and performance expected of employees and the procedures for dealing with misconduct or unsatisfactory performance
12. your organisation's procedure for dealing with grievances
13. your knowledge, skills and competence and the sources of advice, guidance and support available from colleagues, human resources or legal specialists
14. your organisation's requirements for keeping records throughout disciplinary and grievance processes and how store these in line with legislation and procedure

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## Skills

1. Acting assertively
2. Assessing
3. Communicating
4. Decision-making
5. Empathising
6. Information management
7. Interviewing
8. Monitoring
9. Presenting information
10. Providing feedback
11. Questioning
12. Reporting
13. Reviewing

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Follow your organisation's disciplinary and grievance procedures



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<b>Developed by</b>	Skills CFA
<b>Version Number</b>	1
<b>Date Approved</b>	12 Feb 2021
<b>Indicative Review Date</b>	01 Mar 2026
<b>Validity</b>	Current
<b>Status</b>	Original
<b>Originating Organisation</b>	Instructus
<b>Original URN</b>	CFAM&LDA6, CFAM&LDA7
<b>Relevant Occupations</b>	Managers and Senior Officials
<b>Suite</b>	Management and Leadership
<b>Keywords</b>	Management & leadership; initiate; disciplinary; procedure

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