



Disciplinary and Grievance Training: Employee Relations & Investigations

23 – 27 November 2026
Tokyo



Disciplinary and Grievance Training: Employee Relations & Investigations

Ref: 103600673_83642 **Date:** 23 – 27 November 2026 **Location:** Tokyo **Fees:** 10000 Euro

Course Overview:

Employee Disciplinary Action & Grievance is a practical corporate Disciplinary and Grievance Training programme designed to strengthen managers' and HR professionals' ability to manage workplace conduct, employee complaints, disciplinary cases, and grievances fairly, consistently, and professionally. The course combines Employee Discipline Training, Employee Grievance Training, Employee Relations Training, Workplace Investigations Training, and Disciplinary Procedures Training into one integrated programme.

The course follows the practical process reflected in the Acas guidance: address issues promptly, establish facts through appropriate investigation, communicate allegations clearly, allow employees to present their case, conduct fair disciplinary or grievance meetings, reach proportionate decisions, maintain appropriate records, and provide an appeal mechanism.

Participants explore how to conduct workplace investigations, manage employee misconduct, distinguish informal resolution from formal disciplinary action, handle grievances and complaints, and conduct disciplinary and grievance hearings. Special attention is given to evidence gathering, witness interviews, fact finding, disciplinary warnings, gross misconduct, grievance outcomes, workplace mediation, and appeals.

Daniel Barnett's Resolving Grievances further informs the programme's practical treatment of grievance investigation, meetings, decisions, appeals, difficult grievance situations, and post-process follow-up.

The result is a practical Employee Relations Course that helps organizations manage sensitive workplace issues while supporting procedural fairness, consistency, documentation, and constructive employee relations.



Target Audience:

- HR Managers and HR Business Partners
- Employee Relations Managers and Specialists
- Human Resources Officers
- Employee Relations Officers
- HR Advisors and HR Generalists
- Line Managers and Department Managers
- Supervisors and Team Leaders
- People Managers
- Operations Managers
- Compliance and Governance Professionals
- Legal and Corporate Affairs Personnel involved in employee relations
- Workplace Investigators
- Managers responsible for disciplinary and grievance decisions

Targeted Organizational Departments:

- Human Resources and Employee Relations
- Legal and Corporate Affairs
- Compliance and Governance
- Operations
- Administration
- Risk Management
- Ethics and Conduct
- Internal Audit where employee conduct investigations overlap with internal controls
- Health, Safety and Security where misconduct involves workplace safety requirements
- Business Units whose managers are responsible for Employee Disciplinary Procedures
- Departments responsible for HR Policies and Procedures Training
- Management teams responsible for Workplace Policies and Procedures Training

Targeted Industries:

- Government and Public Sector
- Banking and Financial Services
- Oil, Gas and Energy
- Engineering and Construction
- Manufacturing
- Healthcare
- Aviation and Transportation
- Telecommunications
- Hospitality and Tourism
- Education
- Retail
- Professional Services
- Utilities
- Logistics and Supply Chain
- Technology and IT Services
- Large Corporate and Multinational Organizations

Course Offerings:

By the end of this course, participants will be able to:

- Apply a structured Employee Disciplinary Process from initial concern through investigation, hearing, decision, and appeal.
- Distinguish between informal management action and formal Workplace Disciplinary Procedures.
- Conduct workplace investigations using systematic fact finding, document review, and witness interviews.
- Plan and conduct Employee Misconduct Investigation and Grievance Investigation processes.
- Establish allegations and investigation scope before initiating formal disciplinary action.
- Evaluate evidence objectively and distinguish facts, allegations, assumptions, and conflicting testimony.
- Conduct Disciplinary Hearings and Grievance Hearings professionally and consistently.
- Handle Employee Grievances from initial receipt through investigation, meeting, outcome, and appeal.
- Apply appropriate Disciplinary Warning Procedures and understand escalation from warnings to more serious sanctions.
- Recognize issues involving Gross Misconduct and understand why serious allegations still require a fair investigation and disciplinary procedure.
- Manage the right to be accompanied during formal disciplinary and grievance processes.
- Draft clear investigation findings, disciplinary outcomes, grievance outcomes, and appeal documentation.



- Apply Workplace Conflict Resolution and Workplace Mediation principles where informal resolution is appropriate.
- Handle grievances raised during ongoing disciplinary or performance processes.
- Improve Employee Relations Management through consistent HR policies, procedures, documentation, and managerial decision-making.

Training Methodology:

The programme uses a practical, case-driven learning methodology designed around realistic disciplinary, grievance, investigation, and employee relations situations. Short facilitator-led sessions introduce the essential principles behind Employee Discipline Training, Employee Grievance Training, Workplace Investigations Training, and Disciplinary Procedures Training before participants apply them to workplace cases.

Case studies are used to examine misconduct, repeated lateness, bullying allegations, discrimination concerns, policy breaches, poor conduct, evidence disputes, employee complaints, and potential gross misconduct. The Mike Parkin resource particularly supports this practical approach through its treatment of discipline investigations, evidence gathering, interviewing, report writing, and workplace misconduct cases.

Participants work through investigation scenarios involving documentary evidence, conflicting statements, witness interviews, and credibility issues. Role-based simulations recreate disciplinary meetings, grievance meetings, workplace investigation interviews, and appeal discussions. Group activities require participants to decide whether issues should be handled informally, through Workplace Mediation Training approaches, or under a formal Employee Disciplinary Procedure or Employee Grievance Procedure.

Facilitated feedback sessions then compare decisions against principles of fairness, consistency, reasonable investigation, clear communication, employee response rights, and appeals found throughout the Acas guidance.

The emphasis is therefore not merely on knowing a procedure, but on developing observable managerial capability in Conducting Workplace Investigations, Handling Employee Grievances, Managing Employee Misconduct, and conducting fair hearings.

Course Toolbox:

Participants will receive guidance, examples, and reference material relating to:



- Disciplinary and Grievance Process Map
- Workplace Investigation Planning Example
- Fact Finding Investigation Checklist
- Investigation Scope Example
- Evidence Review Checklist
- Witness Interview Question Guide
- Investigation Meeting Structure
- Employee Misconduct Investigation Case Examples
- Grievance Investigation Planning Example
- Disciplinary Hearing Preparation Checklist
- Grievance Hearing Preparation Checklist
- Disciplinary Meeting Agenda Example
- Grievance Meeting Agenda Example
- Investigation Report Structure
- Disciplinary Outcome Letter Examples
- Grievance Outcome Letter Examples
- Disciplinary Warning Examples
- Appeal Hearing Preparation Guide
- Workplace Mediation Decision Guide
- Employee Disciplinary Procedure Examples
- Employee Grievance Procedure Examples
- Record-Keeping and Case Documentation Examples
- Acas disciplinary and grievance process references
- The Acas guide itself contains sample procedures, letters, rules, and practical guidance that support these areas.

Note: Software, commercial HR platforms, investigation systems, or other third-party tools are not provided as part of the course. Where relevant, the programme provides insights, demonstrations, examples, and guidance on tools that organizations may use.



Course Agenda:

Day 1: Foundations of Employee Discipline and Grievance Management

- **Topic 1:** Understanding Disciplinary and Grievance Training and the Employee Relations Framework
- **Topic 2:** Distinguishing Misconduct, Performance Issues, Employee Complaints, and Workplace Grievances
- **Topic 3:** Informal Resolution versus Formal Employee Disciplinary Procedures
- **Topic 4:** Building Fair and Consistent Workplace Disciplinary Procedures
- **Topic 5:** Employee Grievance Procedures: From Initial Complaint to Formal Process
- **Topic 6:** Workplace Conflict Resolution and When Mediation May Be Appropriate
- **Reflection & Review:** Reviewing disciplinary and grievance pathways and selecting the appropriate response to workplace scenarios

Day 2: Workplace Investigations and Fact Finding

- **Topic 1:** Conducting Workplace Investigations: Scope, Roles, and Investigation Planning
- **Topic 2:** Fact Finding Investigation Training: Establishing Facts without Prejudging the Case
- **Topic 3:** Gathering and Evaluating Documents, Records, Digital Evidence, and Other Information
- **Topic 4:** Conducting Investigation Interviews with Complainants, Respondents, and Witnesses
- **Topic 5:** Assessing Conflicting Evidence, Credibility, Relevance, and Corroboration
- **Topic 6:** Structuring Employee Investigation Findings and Investigation Reports
- **Reflection & Review:** Reviewing an investigation case and determining whether there is sufficient evidence to proceed

Day 3: Employee Misconduct and Disciplinary Action

- **Topic 1:** Managing Employee Misconduct and Applying the Employee Disciplinary Process
- **Topic 2:** Employee Misconduct Investigation: Moving from Allegation to Case to Answer
- **Topic 3:** Preparing for and Conducting Disciplinary Hearings
- **Topic 4:** Questioning, Evidence Presentation, Employee Responses, and Hearing Management
- **Topic 5:** Disciplinary Warning Procedures: First Warning, Final Warning, and Other Outcomes
- **Topic 6:** Gross Misconduct Training: Serious Misconduct, Suspension, and Potential Dismissal
- **Reflection & Review:** Determining proportionate disciplinary action using case evidence and organizational procedure

Day 4: Handling Employee Grievances and Workplace Complaints

- **Topic 1:** How to Handle Employee Grievances from Receipt to Resolution
- **Topic 2:** Employee Complaint Handling and Clarifying the Nature of a Formal Grievance
- **Topic 3:** Conducting Grievance Investigations and Planning Evidence Collection
- **Topic 4:** Preparing for and Conducting Grievance Hearings
- **Topic 5:** Reaching, Documenting, and Communicating Grievance Outcomes
- **Topic 6:** Workplace Mediation and Alternative Approaches to Workplace Dispute Resolution
- **Reflection & Review:** Reviewing a complex grievance case and identifying appropriate investigation, meeting, and resolution steps

Day 5: Complex Cases, Appeals and Employee Relations Practice

- **Topic 1:** Managing a Grievance Raised during an Ongoing Disciplinary Process
- **Topic 2:** Managing Bullying, Harassment, Discrimination, and Sensitive Employee Complaints
- **Topic 3:** Conducting Disciplinary and Grievance Appeals Impartially
- **Topic 4:** Records, Confidentiality, Investigation Documentation, and Case Management
- **Topic 5:** Reviewing HR Policies and Procedures for Fairness, Consistency, and Practical Application
- **Topic 6:** Integrated Employee Relations Case: Investigation, Hearing, Decision, and Appeal
- **Reflection & Review:** Consolidating Workplace Investigation and Employee Relations Training principles into a practical case-management framework



FAQ:

What specific qualifications or prerequisites are needed for participants before enrolling in the course?

No formal legal or HR qualification is required. The course is suitable for HR professionals, employee relations specialists, managers, supervisors, team leaders, and other personnel who currently manage—or may be required to manage—employee conduct, workplace investigations, disciplinary procedures, grievances, hearings, or employee complaints. Prior workplace management experience is helpful but not essential.

How long is each day's session, and is there a total number of hours required for the entire course?

Each day's session is generally structured to last around 4–5 hours, with breaks and interactive activities included. The total course duration spans five days, approximately 20–25 hours of instruction.

Should a disciplinary process automatically stop when an employee raises a grievance?

Not necessarily. The appropriate response depends on the relationship between the grievance and disciplinary matter. If the grievance is connected to the same facts, it may be appropriate to address both issues within related or concurrent processes. If the grievance concerns separate matters, both processes may sometimes proceed concurrently. Where the grievance raises legitimate concerns about the impartiality or conduct of the person managing the disciplinary case, the organization should carefully consider whether another manager should handle the matter.

How This Course is Different from Other Employee Disciplinary Action & Grievance Courses:

Employee Disciplinary Action & Grievance goes beyond presenting HR policies or explaining disciplinary terminology. Its distinguishing feature is the integration of Employee Relations Training, Workplace Investigations Training, Disciplinary Hearing Training, Grievance Hearing Training, and practical decision-making into one end-to-end programme.

Participants learn not only what a disciplinary or grievance procedure says, but how to apply it when evidence is incomplete, employees disagree about what happened, witnesses provide conflicting accounts, allegations involve managers, grievances arise during disciplinary proceedings, or serious misconduct may lead to significant sanctions.



The programme gives investigation a central role. This reflects both the Acas guidance, which requires necessary investigations to establish the facts, and the supporting resources that emphasize evidence gathering, interviewing, investigation planning, and report writing.

It also follows the complete grievance lifecycle described in Daniel Barnett's Resolving Grievances: receiving the grievance, investigating it, conducting the meeting, making a decision, managing appeals, and dealing with difficult cases.

Rather than treating Employee Discipline Training and Employee Grievance Training as separate administrative subjects, the course develops the practical judgment required to manage the entire employee relations case fairly, consistently, and professionally.