

Effective Case Management of Complex Grievances (discrimination and non-discrimination cases)

🕒 Thursday 22 January 2026

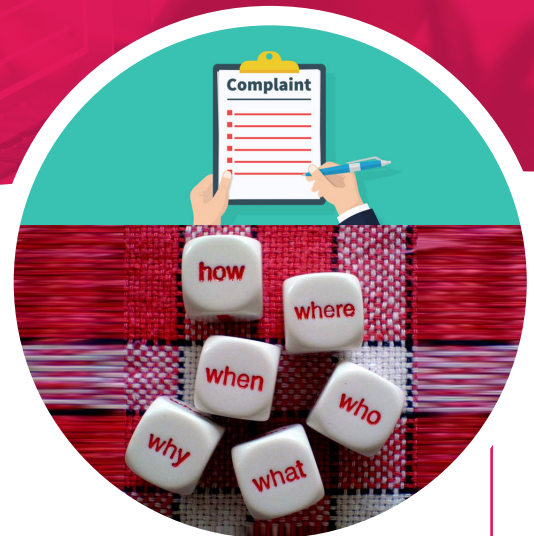
🕒 9.30am – 4.30pm

📍 Location: Employers Federation Training Suite

Handling grievances is one of the most sensitive and high-stakes areas of HR practice. Whether an employee raises concerns about discrimination, bullying, leadership, conduct or workplace conflict, the way in which an organisation responds can have a lasting impact on trust, morale and expose the organisation to legal risk.

Grievances can often become complex for a variety of reasons including; the nature of the allegations, multiple or historic allegations, grievances raised against managers, or cases involving numerous witnesses. Even seemingly straightforward complaints can become complex due to factor such as: lack of co-operation; counter-grievances, or disputes regarding who should hear the grievance.

This highly practical one day course is tailored to equip HR professionals with the skills, tools and confidence to oversee and manage complex grievances processes from start to finish. Covering the full process from receiving and assessing a complaint, through to investigations, hearings and appeals participants will gain practical strategies to ensure cases are handled fairly, consistently and in line with best practice.



Learning outcomes:

By the end of the course, participants will:

- Recognise the vital role HR plays in overseeing grievance processes and ensuring they remain on track.
- Be confident in guiding and coaching managers through complex grievance cases while maintaining HR's impartial advisory role.
- Understand best practice requirements in compliance with the LRA Code of Practice.

The course will provide practical guidance on:

- HR's role in effective grievance case management
- Supporting managers at all stages of the grievance process while avoiding taking ownership of outcomes
- Managing complex and sensitive cases
- Planning investigations: scope, timescales and roles
- Structuring and managing meetings with complainants, employees under investigation and witnesses
- Handling requests for anonymity and reluctant witnesses
- Managing counter grievances
- Compiling and presenting balanced investigation reports
- Drafting clear grievance outcome letters
- File management: recording and documenting the process

This course is highly interactive and throughout the day participants will take part in group discussions and work through case studies to support knowledge and practical skills.

Cost

👤 Members £325pp + VAT | 👤 Non-Members £395pp + VAT

To secure a place, please contact
John Gibson at john@eefni.org. All bookings are subject to our Terms of Business attached.