# Staff Grievance Case Management Training Course for Line Managers and Partners

4 – 8 January 2027
Rome

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## Programme Summary

Staff grievance case management is the subject of this one-week training course for HR managers, employee relations leads and heads of line management, ending in a grievance case file and handling protocol for one organisation. A grievance handled late, unevenly or without a fair hearing damages trust and creates legal and reputational exposure. The programme moves from the grievance system to intake, informal resolution, investigation and findings, and then to a finished protocol. Mars Training Centre UK delivers this programme on staff grievance case management to mixed-organisation cohorts.

## The Business Case

Employees who raise a concern judge an organisation by how it listens, how long it takes and whether the process looks impartial. Cases that drift, or that are investigated by someone close to the dispute, harden into formal claims, resignations and loss of confidence in managers. A consistent route from intake to outcome lets leaders resolve more matters early and defend the rest.

- Time to Resolution: Shortens as cases are triaged, owned and tracked against agreed stages.
- Escalation to Formal Claims: Falls as concerns are resolved early through fair informal routes.
- Employee Trust in Process: Rises as outcomes, reasons and appeal routes are explained clearly.

## Principles and Evidence Base

- ISO 10002 Complaints Handling Guidelines: Supply the principles of visibility, accessibility, responsiveness, objectivity and confidentiality, adapted in Sessions 1 and 2 to staff grievances.
- ISO 37002 Whistleblowing Management Systems: Frames receiving, assessing, investigating and closing a report with impartiality and protection from retaliation, applied in Sessions 3 and 4.
- Procedural Fairness Practice: Rests on notice, a chance to respond, an impartial decision-maker and a right of appeal, used to test every case file in Session 4.

## Intended Participants

- HR managers who receive grievances and decide how each is routed.
- Employee relations leads who run formal procedures and keep case records.
- Heads of line management who resolve concerns before they become formal.
- Investigators and panel members who gather evidence and write findings.

Typical settings include banks, hospitals, manufacturers, universities and public bodies.

## Learning Outcomes

1. Participants will be able to classify incoming grievances by type, urgency and route.
2. Participants will be able to construct an informal resolution plan that protects confidentiality and fairness.
3. Participants will be able to design an investigation plan with scope, evidence sources and interview order.
4. Participants will be able to evaluate evidence and write findings that a reader can follow and challenge.
5. Participants will be able to prioritise outcomes, support measures and safeguards against retaliation.
6. Participants will be able to justify a grievance protocol to senior leaders and employee representatives.

## Programme Structure

## Day 1: The Grievance System and Intake

How does a concern enter the organisation, and who decides what happens next?

- Grievance Process Map
- Intake Triage Form
- Case Classification Grid
- Confidentiality and Conflict Check
- Complaints Handling Principles Review

## Day 2: Early Resolution and Support

Which matters can be resolved informally, and how is fairness kept?

- Informal Resolution Options Matrix
- Facilitated Conversation Guide
- Mediation Referral Test
- Interim Protection Measures List
- Resolution Record Template

## Day 3: Planning and Running an Investigation

How is an impartial investigation scoped and carried out?

- Investigation Terms of Reference
- Evidence Source Register
- Witness Interview Plan
- Interview Question Ladder
- Retaliation Risk Screen

## Day 4: Findings, Outcomes and Appeals

How are findings reached, explained and tested for fairness?

- Evidence Weighting Table
- Findings Report Outline
- Outcome and Sanction Options Grid
- Appeal Panel Procedure
- Procedural Fairness Checklist

## Day 5: Grievance Case File and Protocol

Do the earlier tools form one protocol that senior leaders can adopt?

- Applying the Session 1 Process Map
- Testing the Session 2 Options Matrix
- Checking the Session 3 Interview Plan
- Rehearsing the Session 4 Fairness Checklist
- Completing the Grievance Case File and Handling Protocol

## Methodology

The programme uses case analysis built on prepared case files from two sectors, each with a written grievance, witness notes, policy extracts and a draft outcome. Participants work in small groups, role-play interviews in threes, review each other's case files and defend their handling decisions to peers acting as an appeal panel.

- Suggested activity: Classifying six incoming grievances and choosing a route for each.
- Suggested activity: Interviewing a role-played witness and recording the account.
- Suggested activity: Weighing conflicting evidence and drafting a findings paragraph.

## Capstone Output

Each participant completes a grievance case file and handling protocol for one organisation. It holds a process map, a triage form, an informal resolution guide, an investigation plan, a findings template and an appeal route. The protocol is used at work to brief senior leaders, train line managers and agree stages and owners with employee representatives.

## Frequently Asked Questions

### Is staff grievance case management suitable for line managers without HR training?

Yes. Staff grievance case management is taught through case files, templates and role-plays. It assumes experience leading or supporting people at work, but no legal or investigation background.

## Which standards does staff grievance case management rest on?

Staff grievance case management rests on ISO 10002 for complaints handling, ISO 37002 for receiving and investigating reports, and established procedural fairness practice.

## How is the protocol from staff grievance case management training used at work?

You use the grievance case file and handling protocol to brief senior leaders, train line managers in each stage and agree owners and timescales with employee representatives.

## How does staff grievance case management differ from a conflict resolution course?

Staff grievance case management concentrates on a formal route from intake to findings and appeal, while a conflict resolution course concentrates on communication and negotiation skills between individuals.