

# Conducting Disciplinary Interviews



Many of the concerns that managers have about conducting disciplinary investigations and interviews stem from a doubt about their ability to remain in control or a fear of the later allegation of unfairness or discrimination. These concerns are primarily about the skills involved rather than simply an understanding of the procedural principals. This course is aimed at managers who are expected to conduct disciplinary interviews as part of their responsibility by providing them with a toolkit of ethical management skills and a structured approach for dealing with all disciplinary issues and allegations of improper conduct. The course examines why problems occur and what could be done to avoid a disciplinary problem emerging, how to meet legal and procedural requirements, and how to structure and chair a disciplinary interview.

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

- See the importance of quick action before the issue escalates
- Explain the disciplinary and grievance procedure
- Effectively gather information and test its credibility
- Structure and holding a fair and effective disciplinary interview
- Ask appropriate questions
- Keep control during a disciplinary interview
- Handle difficult situations
- Make decisions based on the case presented and explanations given
- Take appropriate follow up action
- Work within legal requirements

## Course Outline

- What is discipline?
- When discipline is appropriate and when it is not
- Manager's responsibilities for discipline
- The importance of an investigation
- How to hold an investigation
- Different types of investigation and the records to keep
- How to notify an employee of a disciplinary interview
- What to prepare for the interview
- Planning the structure of a disciplinary interview that is fair and effective
- Preparing for a disciplinary interview
- Preparing your opening lines
- Conducting the interview
- Questioning and listening skills; asking effective questions
- Different types of questions to ask
- How to answer difficult questions
- Techniques to retain control and ensure progression during the interview
- Probing for detail and clarifying vague or incomplete information
- Handling answers and information that is contradictory
- How to handle people that will not speak
- Managing emotions during the process
- Summarising to gain understanding
- Keeping notes and records

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- Closing the interview
- Deciding on follow- up actions
- Practical tasks including conducting a disciplinary interview

## Duration

1 Day

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