

Reducing the time it takes to complete the disciplinary process

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Project sponsor: Mason Fitzgerald

Background

- Disciplinary investigations often take too long to complete (policy states 60 days but on average took 130 days with one taking 196 days)
- Duplication of Tasks
- Implications;
 - Breach of Trust policy
 - Increased costs
 - Negative impact on the employee, service/team, HR, etc.
 - Risk of appeals and Employment Tribunals
- Project aim: By December 2015 increased the number of disciplinary cases which are concluded in less than 115 days to 80%

AIM

By December 2015 increase the number of disciplinary cases which are concluded in 115 days or less to 80%.

Preliminary and commissioning stage of the investigation.

- Appointment of IO's
- Hearing arrangements
- Training Delivery
- Investigations Rota
- Liaison between HR, Com Mgr and Line Manager
- Communication

- Revise IO Training and deliver jointly with Union Rep
- Create e-learning modules to supplement IO training
- Run Trustwide training bi-monthly as a refresher for new IO's.
- Schedule 2 dates for hearing upon appointment of IO's.
- Use investigators rota and pair experienced and non-experienced
- Reduce pre-lim report to a one page report with 3 way meeting
- Regular meetings between Comm Mgr & HR
- Rota for chairs of hearings Trustwide and admin support

Investigation process from start to end.

- Draft report examples
- Disciplinary protocol
- Drafting report support
- Investigation plan
- IO's work commitment
- Consideration of report
- TU engagement
- Employee Relations Spreadsheet

- Provide Disciplinary pack including example of interview questions.
- Report writing guidance and principles of a good report.
- Investigation planner update tool to be submitted to Com Mgr/HR 2 weekly and regular meetings with HR/Com Mgr.
- Use of a web based update tool
- Estimate amount of time needed for IO to complete investigation and release IO from duties (e.g 1 day per week).
- Submit draft report by 50 days for prelim check.
- Schedule 2 interview meetings at the investigation planning stage.
- Copy hearing invites to TU if known.
- HR to update ER spreadsheet from outset and on a regular basis.
- Guidance on fraud investigations/disciplinary investigation & report

Decision making.

- Consider report
- Sanction guidance
- Engagement
- Advice Consistency
- Meetings
- Knowledge/Awareness
- Communication & collaboration.

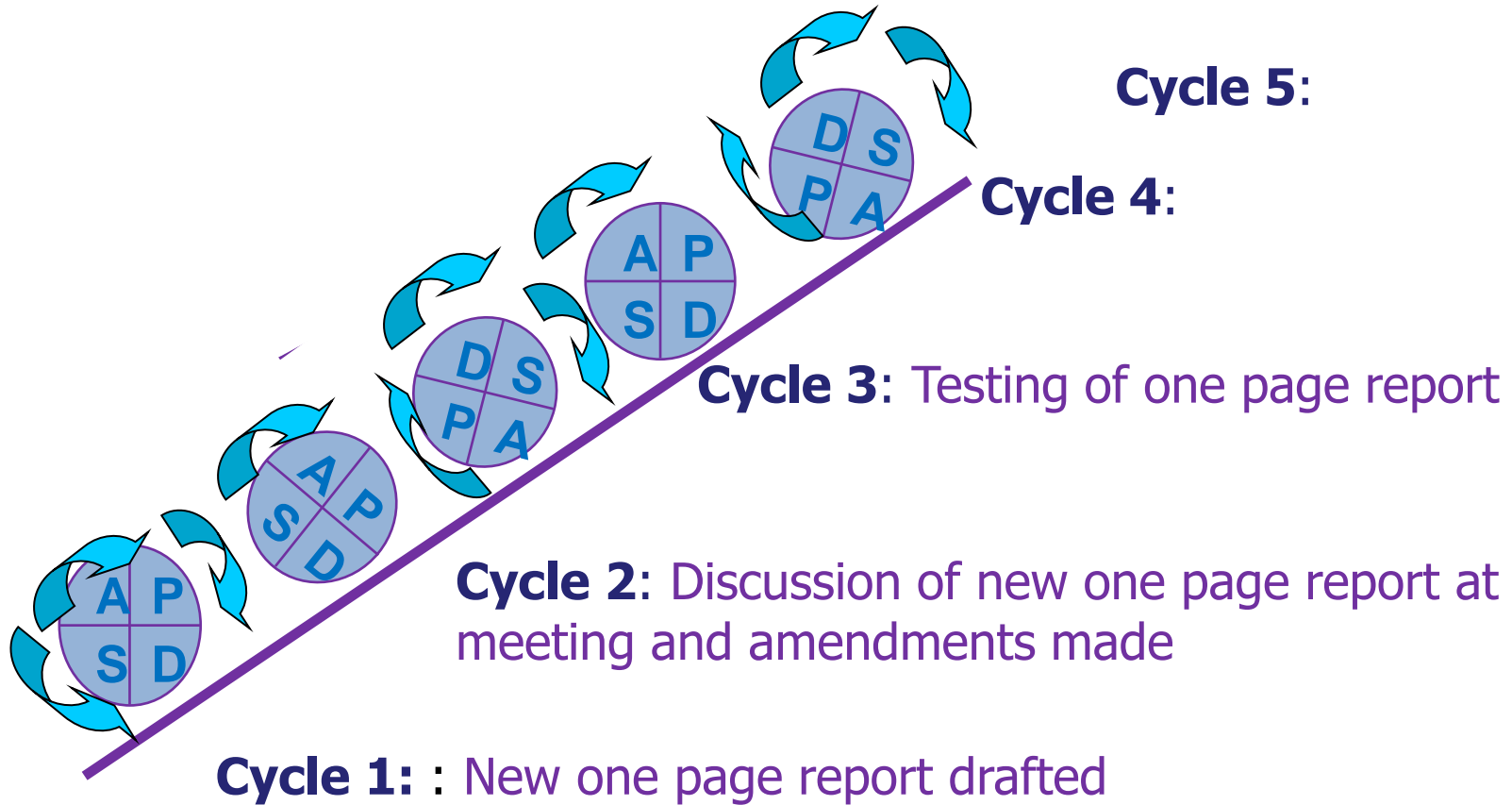
- HR + Com Mgr meeting within 48 hours of report submission to consider action needed.
- Prepare a small panel pack containing key information including sanction guidance.
- Engagement with TU re setting dates for hearings.
- Pre-hearing meeting with IO's and HR.
- Amend letter to EE and detail 2 dates hearing offering at outset.
- Letter from hearing out within 5 days.

Financial Viability

- Reduce suspension costs & cost of bank/agency cover
- Management time
- Cost of appeal process and Employment Tribunal cases

- At outset employee is offered 2 dates for hearing .
- Letter from hearing out within 5 days.

One page preliminary report



What have we learnt?

- The importance of gaining 'buy in' from Service Directors, HR and Staff Side
- Constraints of the Disciplinary Policy
- The disciplinary process has so many parts to it
- Underestimated the size of the task!
- Complexity of producing run charts
- Important to pick a project which directly impacts on your daily work.
- Importance of regular meetings
- Importance of whole team completing tasks and allocating tasks on a regular basis
- You can't just reduce the time someone has to complete a part of the disciplinary process and expect them to complete it quicker
- No need to run PDSA cycles for all change ideas
- It takes a while to make progress

What next for our project?

- Develop a costing model
- Amending the Disciplinary Policy to make it more user friendly and fit for purpose
- Producing guidance to accompany Disciplinary Policy
- Remove Medical Staffing data
- Develop trustwide hearing protocol similar to the appeals process
- Develop and implement trustwide training run jointly with staff side representatives
- Use QI to improve other HR processes