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# **STATES OF JERSEY**



## **MANAGEMENT OF DISCIPLINARY ISSUES**

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**Presented to the States on 1st March 2011  
by the States Employment Board**

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**STATES GREFFE**

## REPORT

P.166/2010 was debated by the States and, although the proposition was rejected, a report was requested from the Chief Minister regarding what training, procedural and other corrective measures, if any, had been taken in order to ensure that personnel issues, and in particular disciplinary issues, are managed appropriately in the future.

This report is therefore presented to the States by the States Employment Board.

### Introduction

The purpose of this report is to update the States on what training, and other corrective measures have been put in place to ensure that personnel issues and in particular disciplinary issues are managed appropriately.

### Current Situation

#### *Policies and procedures*

There are good disciplinary policies and processes in place across all pay-groups, which include in all cases specific mention of arrangements for suspensions which may precede disciplinary action. As part of a wider review of policies and procedures which is taking place, and linked in part to the Terms and Conditions Review, these existing policies will be further modernized and harmonized across the States.

Specifically in relation to suspensions, a robust challenge process via the Suspension Review Panel is in place to ensure that suspensions (with the exception of Police Officers who fall under a different process) are carried out in accordance with the suspended employee's terms and conditions of employment; and that people are not suspended for any longer than is necessary to complete the required investigation.

#### *Training*

Recent courses which have contained specific training on disciplinary and allied processes have included *Future Leaders* and *Modern Managers*, where sessions have included a half-day on HR policies, and one on *Challenging & Confronting issues* such as disciplinaries. This training has covered over 250 managers, not including HR employees, for whom other learning processes exist. For first line managers and supervisors, Effective Supervisor and Supervisor/Chargehand courses have content covering disciplinary policies and procedures.

In addition to the above courses, JACS offer courses such as Employment Law, Investigations and Employment Tribunals, which are relevant to the suspension and disciplinary process. These courses are open to managers and HR staff in all departments and are well attended by States' employees, with approximately 90 staff being trained each year.

Training in disciplinary, investigation and report-writing, provided by ACAS (UK Arbitration and Conciliation Service) has enabled 46 people (a mix of HR staff and line managers across the organisation) to be trained, including those from the latest course that took place in February this year. This course has proved particularly

important in ensuring that disciplinary and other investigations are conducted appropriately and in a timely manner.

It has also been recognized that more managers need to receive training in this important area. Human Resources are currently developing and setting up a number of half-day or 'bite size' sessions, which are aimed at all managerial levels from senior manager to supervisor, particularly those who are not included on the Modern Manager programme. These are going to be used as a way of maintaining and refreshing skills and will accommodate up to 12 people on each session.