

TCM GROUP

Putting
People First™



Stepping Stones to Resolution

Your guide to implementing a Resolution Framework™. A fully integrated system for managing discipline cases, performance issues, and workplace grievances.

resolutionframework.com

The
**Resolution
Framework**

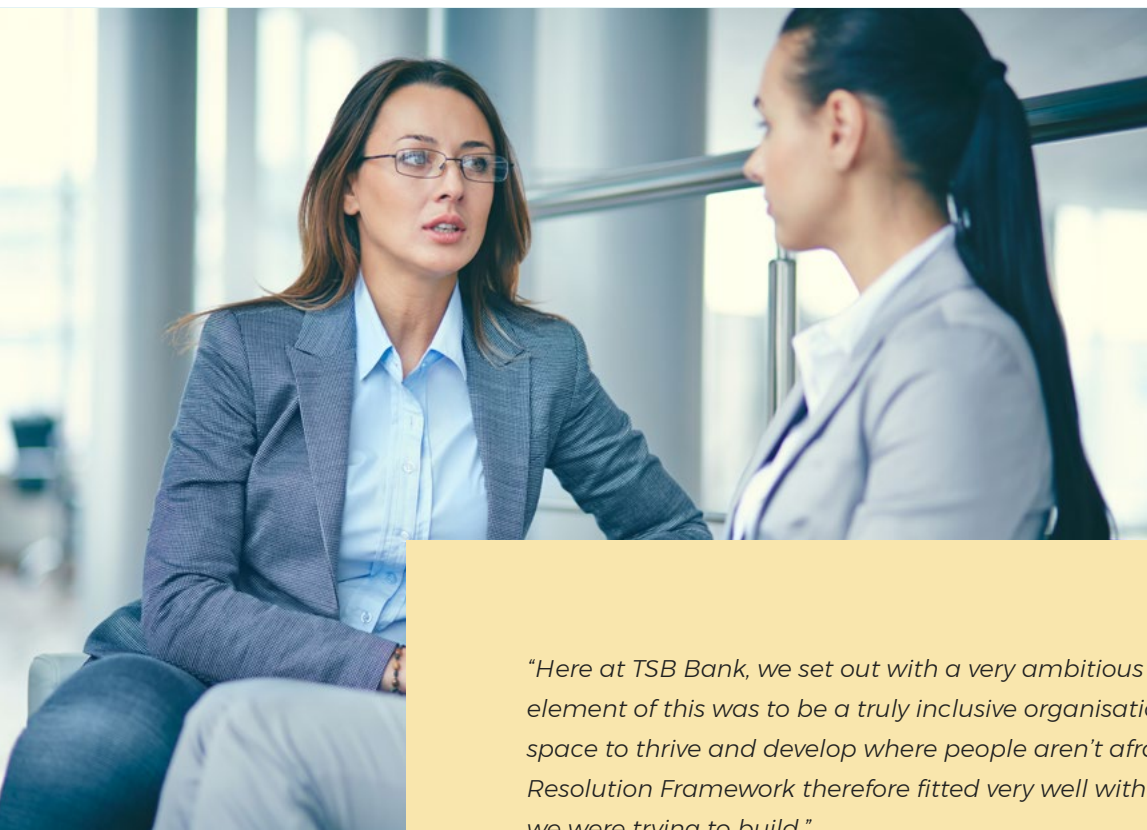
The Resolution Framework™: Putting people before process

The Resolution Framework™, developed by the people and culture experts at The TCM Group, delivers a legally compliant and cost-effective alternative to traditional workplace disciplinary, grievance, performance and conduct procedures.

Said traditional policies and systems are no longer fit for purpose in a modern, complex and diverse workplace. Most people's experience of these current approaches is one of stress, anxiety, uncertainty and fear.

Thankfully, this need not be the case. An increasing number of organisations are making the move to a fresh, new approach that works in accordance with their desire to develop people-centred and values-based cultures.

In this guide, we outline the key stages, or "Stepping Stones" that any organisation can take, to successfully implement a Resolution Framework™.



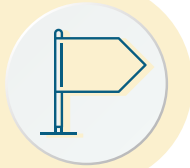
"Here at TSB Bank, we set out with a very ambitious purpose, of which one element of this was to be a truly inclusive organisation and to create a safe space to thrive and develop where people aren't afraid to speak up. The Resolution Framework therefore fitted very well with the concept of what we were trying to build."

ANGELA GIBSON - HEAD OF EMPLOYEE RELATIONS AT TSB.

How can I implement the Resolution Framework™?

To support a full range of organisations with differing needs, we offer three levels of support, based on how widely you'd like the framework to be applied across your organisation:

Resolution First Grievance (plus bullying and harrassment)



This support package will provide everything that you need to implement a fully functioning Resolution Framework™ to handle grievances, bullying and harassment within your organisation. The majority of issues will be resolved informally, while only the most serious cases will initiate a formal approach.

Resolution Plus Grievance and discipline



In addition to grievances, bullying and harassment, our Resolution Plus package will allow you to reframe the way that disciplinary issues are handled within your organisation. The framework delivers a shift in focus towards restorative justice, with dismissal only used as a carefully considered last resort.

Resolution Gold Grievance, discipline and performance



This package enables your organisation to replace its grievance, discipline and performance procedures with one all-encompassing Resolution Framework™. It is the option that delivers the maximum impact, for the greatest levels of employee experience (EX) and transformational change; requiring engagement from managers at all levels.

The ‘Stepping Stones’ to Resolution



1

Developing a TCM project team to partner with you

Once you have made the decision to partner with The TCM Group to work with you in implementing your Resolution Framework™, we will develop a multidisciplinary project team.

This project team will comprise of our Our Head of People & Resolution, supported by our expert resolution consultants and internal administrative team.

In addition to these assigned roles, we'll utilise the expertise from our full team of people and culture consultants. Together, they deliver a comprehensive portfolio of training, mediation, consulting, investigations and associated activities.

The project team will first arrange for an onsite kick off meeting with you to understand your specific needs, goals and context. Here they'll agree the project plan, timescales and key milestones. This typically lasts for 2-3 hours.



2

Undertaking the TCM Resolution Review

Typically, the Resolution Review comprises a mix of qualitative and quantitative methods. The benefits of the Resolution Review include:

- Using data and evidence to inform your resolution strategy. This gives it greater authority and status in the eyes of senior stakeholders and partners.
- Engage key stakeholders at an early stage in the design of your Resolution Framework.
- Develop baseline measures to evaluate the impact and cost/benefit of your Resolution Framework.
- Use the evidence for future award nominations and/or disseminating practice to other similar organisations.



3

Developing your Resolution Framework

Designed to fully replace, or sit alongside your existing disciplinary, grievance, bullying and harassment procedures; the Resolution Framework comprises of 2 elements:

- **The Resolution Strategy** is the overarching document that sets out the objectives and aligns to your core values, mission and corporate strategy. The strategy draws on evidence and data gathered from within your organisation. Typically, the Resolution Strategy is presented at board level and requires senior management sign off.
 - **The Resolution Framework** is the operational document which your organisation will use to resolve concerns or complaints. TCM will support you to develop the key processes and all associated materials that you require to fully integrate your Framework.
- We provide extensive consultancy support to assist your organisation in developing and embedding the two above elements. Such consultancy includes:
- Assistance in developing a multidisciplinary resolution working group to assist with the integration of the Resolution Framework.
 - An onsite meeting with the working group to scope and shape the framework and align it with your vision, strategy and culture.
 - Supporting you in drafting the Resolution Strategy and Resolution Framework documentation. (We can provide tried and tested templates for both).
 - Attendance at 2 x stakeholder consultation events to present the Resolution Framework and listen to feedback.
 - Provision of the TCM Resolution Zone which includes every document, template and factsheet that you will require to integrate your Resolution Framework.



4

Support with the development of a Resolution Centre/Unit

The Resolution Centre will become the multidisciplinary team within your organisation, trained and responsible for the ongoing management of The Resolution Framework and its associated processes. We recommend that a TCM resolution consultant attends the meetings of the centre for an initial period of 1-3 years, to ensure that its systems are working.

The Resolution Centre is responsible for a variety of activities, including:

- Receiving and logging inbound Requests for Resolution (RFR)
- Triaging RFRs against the objective criteria – the Resolution Index (RI) - and determining the most appropriate route to resolution. In complex cases, a triage panel may be set up.
- Allocating the case to the appropriate person(s) for resolution.
- Tracking cases to ensure that they meet all the appropriate quality standards.
- Evaluating trends and patterns and producing reports relating to the outcomes, cost benefit, user experiences and overall impact.

5

Awareness raising and stakeholder engagement

TCM offers a wide variety of awareness workshops covering topics such as: mediation, resolution, diversity and inclusion, investigations, managing change, leading with values, coaching, negotiation skills, handling complaints effectively and other workshops for your organisation.

These workshops tend to last half a day and they are used to offer an overview of the topic, to share best practice and practical tips and hints. They are suitable for 10 to 100 delegates or more.



6

Setting up an Internal Mediation Scheme

For 20 years, The TCM Group have specialised in developing award-winning internal mediation schemes. We will supply you with everything that you need to ensure that mediation becomes a mainstream activity within your organisation.

This includes the provision of:

- Accredited mediation skills training.
- Support with recruiting and selecting your in-house mediators.
- External mediation services for more complex cases.
- Mediation scheme coordination.
- Ongoing CPD for your mediators.
- A range of tried and tested documents to support with managing your mediation cases from start to finish.



Accredited Resolution Skills Training Courses



National Certificate in Workplace Mediation™ (5-6 days)

We train in-house mediators to a fully accredited standard on our National Certificate in Workplace Mediation™. This OCN-Accredited programme is our flagship training course for workplace mediators.

The course provides delegates with an in-depth understanding of the psychology of conflict, and the skills and strategies to mediate a full range of conflicts and even the more complex workplace disputes. The programme is delivered across 5-6 days to up to 12 delegates.

[VIEW COURSE](#)



Routes to Resolution™ training for the Resolution Centre (2 days)

This unique two-day training course is designed specifically for HR, ER, managers, unions and others involved in administering, organising, managing or evaluating the Resolution Centre/Unit.

The course develops valuable and impactful skills and strategies for delegates to help ensure that the Resolution Framework™ becomes an operational reality within your organisation. The programme is designed to run over two days with a maximum of 16 delegates.

[VIEW COURSE](#)



Quality Conversations™ training (1-2 days)

This is a one- or two-day training course for supervisors and managers to help them to secure the best outcomes from early resolution meetings and to help managers to nip conflict in the bud.

The course delivers best practice in emotional, social and conversational intelligence. Delegates will also learn how to prevent conflicts escalating and handle challenging behaviours. It is designed to run over one day with a maximum of 16 delegates.

[VIEW COURSE](#)



Becoming a Resolution Champion™ training (1 day)

This is a one-day training course for resolution champions, who will provide neutral and impartial support to parties throughout the resolution process.

The training delivers a range of skills and strategies that they require such as active listening, impartiality, and working with strong emotions. The course is designed to run over one day with a maximum of 16 delegates.

[VIEW COURSE](#)



8

External mediation and facilitation services for complex cases and group conflicts

While many cases are suited to in-house resolution, we understand that for certain more complex disputes, an expert external mediator can be the best option. This can either be on a one-off basis, or we also provide call of or retainer contracts, bespoke to your organisation.

Our team of world class mediators specialise in mediating and facilitating complex cases such as:

- Return to work after sickness or suspension
- Reintegration following disciplinary action
- Team conflicts
- Disputes between management and trade unions

Our mediation services carry a 93% success rate in reaching a favourable outcome for all parties.

9

Independent investigation services

In the same way to mediation, some investigation cases are best handled by one of our expert investigators. Our investigators carry out independent investigations into:

- Grievances and complaints
- Bullying, harassment & discrimination
- Capability, compliance & misconduct
- Theft, whistleblowing & fraud

The TCM investigation is meticulously planned and executed. We maintain effective communications with you at all times and the final report is clearly written, well-structured and contains unambiguous findings whether or not there appears to be a case to answer (based on the available evidence).



10

Accredited investigation skills training

To support in the development of your internal capacity to conduct investigations, we also run three accredited investigation skills training courses:



CORE INVESTIGATION SKILLS™

BENEFITS OF ATTENDING

Your organisation will have access to highly trained workplace investigators who will assist you to make an evidence based, fair and objective decision about how to resolve a workplace issue. They may include decisions to apply a disciplinary sanction up to and including the decision to dismiss.

WHO IS THIS COURSE FOR?

- Senior managers, line managers and supervisors who are required to complete investigations over a wide range of workplace issues including: grievance, attendance, performance and conduct disciplinary matters etc.
- Senior managers, union reps and HR/CP professionals who are required to coordinate, manage, supervise, support quality review or resolve workplace investigations.

Core Investigation Skills™ (1 day)

Suitable for HR advisors, supervisors and line managers who are required to undertake fact finds into complaints, grievances and low-level matters.

[VIEW COURSE](#)



TCM
Train • Consult • Mediate

PRACTICAL INVESTIGATION SKILLS™

A world class course for developing capability and knowledge to conduct workplace investigations.

Practical Investigation Skills™ (2 days)

Equips internal investigators with the skills and strategies to set up, run and report on an investigation into a wide range of disciplinary matters. Includes numerous interviewing skills.

[VIEW COURSE](#)



ADVANCED INVESTIGATION SKILLS™

BENEFITS OF ATTENDING

Your organisation will have access to highly trained workplace investigators who can assist you to make an evidence based, fair and objective decision about how to resolve a workplace issue. They may include decisions to apply a disciplinary sanction up to and including the decision to dismiss.

WHO IS THIS COURSE FOR?

- Senior managers, line managers and supervisors who are required to complete investigations over a wide range of workplace issues including: grievance, attendance, performance and conduct disciplinary matters etc.
- Senior managers, union reps and HR/CP professionals who are required to coordinate, manage, supervise, support quality review or resolve workplace investigations.

Advanced Investigation Skills™ (3 days)

This course is suitable for people who are required to investigate complex cases including fraud, bullying, harassment and discrimination.

[VIEW COURSE](#)



11

Ongoing evaluation and review

TCM will support your organisation for a further two-year period (years 2 and 3) to evaluate and review the impact of your resolution and mediation programme and to provide ongoing assistance and support to the various people that we have trained. This will assist you to evaluate, amend and integrate your programme over the long term.

The support from TCM over the three-year period comprises:

- Support with the development of a Resolution Case Management System
- Annual onsite review meeting to review the resolution programme
- Annual one day CPD workshops for the TCM Accredited mediators, resolution champions and delegates from the Routes to Resolution course
- Ongoing support with areas such as internal communications etc.

12

Result = A happier, healthier and more harmonious workplace.

What next?

If you are interested in finding out more, or undertaking any of the 'stepping stones' outlined in this brochure, then we would very much like to hear from you. The next step in the process will be to have a short online meeting with our Head of People & Resolution, to discuss the Resolution Framework™, and answer any questions you may have.

Please contact us via the details provided below, to arrange for a free 30-minute consultation meeting.



"If you are taking someone through a formal disciplinary process it could potentially be the end of their career. It's not a case of they may leave their job and start elsewhere - it's about their livelihood and a career they are often passionate about"

ROUJIN GHAMSARI - DEPUTY DIRECTOR OF PEOPLE AT NHS ENGLAND & IMPROVEMENT.

Some of our clients:



TCM
GROUP

The
**Resolution
Framework**

Please contact us for more information:

© 2022 Copyright of The TCM Group.
All rights reserved. No part of this publication
can be copied or reproduced without permission.

TCM® is a registered trade mark of The TCM Group.

The Resolution Framework™ is part of The TCM Group.



Call: 0800 294 97 87
+44 (0)20 7404 7011



Email:
info@thetcmgroup.com



Business Design Centre,
52 Upper St, London, N1 0QH



Website:
thetcmgroup.com