

CASE STUDY: Sole provider contract to provide grievance and harassment investigations and mediation services



London Underground Limited was formed in 1985 and now has over 12,000 staff. It is part of Transport for London.

Need

To outsource investigations to a provider which would reduce timescales and increase confidence in the harassment process.

Project

- The provision of five dedicated investigators, supervised and quality assured to provide a consistent and quality investigation service.
- The provision of a dedicated project manager.

Outcomes

- Savings of £3million over 4 years
- Reduction of B&H ET claims by 75%
- Reduction in timescales to 30 days per case.
- Reduction in numbers of appeals. Introduction of mediation option prior to formal process.
- Unions on board with CMP.
- Contract renewed and extended twice.

The Brief

London Underground Ltd (LUL) needed a first-class supplier to deliver its harassment investigations. It knew it needed a partner who would combine excellent value for money with best commercial practice, and who would add value through improvement and innovation. Critically it was looking for an organisation which would understand its business needs, and which would manage the timescales for investigations tightly, bringing down the time taken without loss of quality.

The requirement was for an organisation that could provide a diverse professional team of experienced investigators who would conduct fair, impartial and robust harassment investigations. It was essential that accurate data was gathered from the cases in order for improvements and learning to be brought back to the business.

The Project

CMP invested time in learning about the culture, process and role of all those who would be involved in the ongoing relationship at LUL; we sampled the culture, met with key players including the Unions, and ensured trust was built around our ability to deliver an appropriate, practical service.

We cascaded this to a team of investigators which we dedicate to LUL. We ensured they were orientated around LUL culture and values, and that they understood the demands facing staff and management, were cognisant of the difficulties unique to LUL, and effected good relationships with the Unions at LUL.

It was essential to establish KPIs and a benchmark for measuring performance. Therefore we undertook an in-depth data analysis of the formal procedures conducted within LUL over the previous three-year period.

Over the years we have also provided outsourced mediation support to assist in reducing the number of cases that escalate to investigation, with a 95% success rate.

We have also developed bespoke training for the People Management Advisors and Accredited Managers to understand and better assist in the mediation and investigation processes and in decision making skills. Core Mediation Skills training has also assisted in early resolution of issues.

Outcomes

Alexandra Bode-Tunji, Senior Business Partner at London Underground indicates that they have seen a saving in the cost of bullying and harassment cases to the organisation of £3million over a 4 year period. There has also been a reduction of 75% in bullying and harassment ET claims.

Harassment investigations are regularly completed within 30 working days (a reduction from 60 days prior to CMP). We have provided clear guidance and feedback on areas that were impacting on timescales, such as party availability; and supported the decision-making team within LUL to enable them to complete their responsibilities more quickly, thus reducing the overall time taken for a complaint to reach a conclusion.

CMP's performance in our provision of harassment investigations was such that the contract was extended in 2008 to include all grievance investigations, formerly resourced internally by LUL. At this time, CMP were also asked to extend the contract into the provision of mediation services to ensure that complaints were dealt with informally where appropriate, supporting LUL's objective of providing an opportunity for staff to be committed, responsible and reliable.

The benefits from this project include:

- A significant reduction in timescales and consequently billable hours to reach a saving of £3million over 4 years



- Improving process and outcomes achieving a 75% reduction in bullying and harassment ET claims
- More confident and capable managers within LUL
- Conflicts 'nipped in the bud' where mediation has occurred as an alternative to a formal complaint.

CMP is seen by LUL as being responsive to their requirements and needs, particularly during the current climate of change and restructure, and LUL has recognised the quality of our provision by renewing the contract three times.