

After handling a complaint

As an employer or manager, once you have an outcome for a bullying or discrimination complaint, you should:

- keep a record of the complaint, any investigation findings, any steps that were taken and the outcome
- keep an eye on the issue
- take steps to prevent similar issues happening again

Keep a record

For all complaints, you should keep a record of:

- the complaint
- any evidence you've found
- any steps you've taken to deal with it
- whether the complaint was upheld or not, and the reasons why
- how it was resolved, if that was possible

If you handled the complaint formally, you should also keep a record of:

- any investigation findings
- the complaint hearing
- any appeal, including the appeal hearing
- if the complaint resulted in a disciplinary procedure, and any disciplinary action

Records will be useful if:

- the same issue comes up again
- an issue raised informally is raised formally later on
- an employee decides to make a claim to an employment tribunal

Keep an eye on the issue

You should make sure:

- that the actions taken have been effective
- nobody is treated unfairly or less favourably as a result of being involved with the complaint

If someone is treated less favourably because they were involved with a discrimination complaint, this is a type of discrimination called [victimisation](#).

Preventing bullying and discrimination

It's important to try to prevent bullying and discrimination happening in the future.

Depending on your findings from looking into a complaint, you might also decide to address a specific issue.

For example, you might decide to:

- train line managers on a specific issue, for example sexual harassment or unconscious bias
- train all staff on a specific issue and what to do if they experience or witness unacceptable behaviour
- review your organisation's policies, for example your policy on bullying and harassment
- make it clear to employees what support is available if they experience or see unacceptable behaviour at work

Find out more about:

- [preventing discrimination](#)
- [improving equality, diversity and inclusion](#)

If there's legal action

An employee might be able to make a claim to an employment tribunal if they believe they've been discriminated against.

If this happens, the employment tribunal would consider:

- how it's affected the employee
- what you've done to address their complaint
- what actions you took to prevent discrimination happening in the first place

If an employee makes a claim to an employment tribunal, you should consider [getting legal advice](#).

Bullying in itself cannot be a claim to an employment tribunal. But it could still lead to other legal issues. For example, severe bullying might contribute towards [constructive dismissal](#).

It might also be constructive dismissal if someone leaves their job because of discrimination you did not deal with.

Contact the Acas helpline

For more advice about your options, you can [contact the Acas helpline](#).