

## Step 6 After an investigation

If the employer or person investigating feels they need more information, they can go back and investigate again.

They should:

- try to do this in reasonable time
- tell the worker about any delays completing the investigation

### Making an investigation report

When there's enough information and the investigation is finished, the investigator should have a written report. The employer should share this report with the worker.

If there are concerns about sharing sensitive personal information for data protection reasons, the employer might delete or withhold information if there is good reason to do so.

[Find out more about data protection from the Information Commissioner's Office \(ICO\)](#)

An investigation report should include:

- which facts were established
- which facts were not established
- whether there were any mitigating circumstances that also need considering

If any information is left out, it could make the investigation unfair.

The report should reflect the investigator's own conclusions. An investigator might get advice from HR, but the conclusions should be their own.

### Tips for writing an investigation report

When writing an investigation report an investigator should consider who will read the report once it is completed. This will usually include the worker who raised a grievance or the worker under investigation.

To take this into account, the report should:

- be objective
- avoid jargon and explain any acronyms
- stick to the facts
- be concise
- include all evidence collected

Employers can use the [Acas investigation report template](#).

If the employer had a person carrying out the investigation for them, that person can give recommendations for next steps if this was agreed in the [investigation plan](#).

## Giving recommendations

If the person investigating is to give recommendations at the end of the investigation, they should recommend one of the following:

- formal action
- informal action
- no further action

### Formal action

Formal action could be:

- to start a disciplinary hearing
- changes to an organisation's policy or procedure
- further investigation into other matters that were found

### Informal action

Informal action could be:

- training or coaching for parties involved
- counselling for parties involved
- mediation for parties involved
- notification that further similar action might end in disciplinary action

### No further action

The outcome of the investigation might be that no further action is needed.

However, the person investigating might still suggest anything that could help the organisation and the people involved, for example:

- counselling
- mediation
- another form of support

## Discussing the report

An investigator might need to discuss their report with the person they report to.

The focus of discussion should only be to decide whether any further steps are necessary. The investigator should not discuss what the sanctions might be if disciplinary action is decided upon.

## Attending a disciplinary hearing

If a disciplinary hearing is the next step, an investigator might need to attend. However, they should only be there to give facts. They should not be there to give their opinion or present the case against the worker.

## Carrying on with the disciplinary or grievance procedure

Now they have more information, the employer should check again if the issue can be resolved informally.

After an investigation, the employer might find there's no evidence to carry on with the disciplinary or grievance procedure. In this case, they should end the procedure and tell the worker there'll be no further action.

The employer might find there's an issue that cannot be resolved informally. In this case they should follow the next steps in the disciplinary or grievance procedure.

Find out more about:

- [the disciplinary hearing](#)
- [the grievance meeting](#)

## Get more advice and support

If you have any questions about investigations at work, you can [contact the Acas helpline](#).

For employers and managers, Acas also provides:

- [training on conducting investigations](#)
- [tailored support for employers](#)
- [free webinars](#) – including on investigations and disciplinary procedures