

Professional Training in Employment Investigations

A range of comprehensive training programmes specifically designed for HR professionals, managers and other personnel who conduct internal investigations for disciplinary and grievance purposes.



**BOND
SOLON** 
the legal training company

**buying
solutions**
supplier



Why undertake Professional Training in Employment Investigations?

It is essential that employee investigations are handled in a professional and competent manner. Failure to do so, or to demonstrate that a fair and objective investigation has been carried out, can lead to successful claims for unfair dismissal, wrongful dismissal or discrimination. It may also mean that the evidence obtained during an investigation is deemed inadmissible in subsequent employment proceedings. Employment cases can often involve unfavourable media coverage and handling investigations properly may avoid the cases coming into the public eye.

Bond Solon has developed a series of competency based courses which will provide all personnel called upon to carry out internal employee investigations with the legal knowledge and skills to enable them to competently gather, secure and present their investigative findings to best practice standards.

Areas of training include:

- Employment Investigations
- Best Practice in Note-Taking and Rules of Evidence
- Advanced Investigative Interviewing
- Excellence in Statement/Report Writing
- Employment Tribunal - Witness Preparation Training
- ADR - Negotiation/Mediation

Can the training lead to a recognised qualification?

Yes. The Professional Training in Employment Investigations is made up of a number of 1 and 2 day courses. The courses can be run as stand alone training. Alternatively, some of the programme can lead towards nationally recognised BTEC Level 7 qualifications awarded by Edexcel.

To date over 3,500 people have undertaken the qualifications from both public and private organisations.

Please contact us for further details on 020 7549 2549 or info@bondsolon.com

Given the increasingly challenging and extensive legal implications and subsequent pressures in the workplace, it is vital to strengthen the knowledge and ability of HR staff to work within such legal frameworks. Moreover, investigative officers may well find that they are faced with the even more difficult task of distinguishing between best practice and custom which Bond Solon's training course adequately addresses to increase delegate competency. Regent's College has benefited immensely from the courses to help review our investigatory conduct.

Sue Shutter
Director of HR
Regent's College



Professional Training in Employment Investigations will:

- Equip managers with the necessary skills, knowledge and procedures to carry out fair and objective employee investigations
- Enable delegates to work more effectively and to gather, record and present their investigative findings to best practice standards
- Reduce the risk of internal employee investigations falling short of current legal requirements
- Instil confidence and provide support to managers, assisting them to operate within the correct legal framework
- Reduce costs and create a standardised approach to conducting employee investigations across your organisation
- Compliment and enhance existing skills

Public and in-house courses

Certain modules are run throughout the year on a public basis in central London. If you have 5 or more colleagues we can come to you and deliver the training in-house at your organisation.

Who should attend the training?

These training programmes have been successfully delivered to a wide variety of public and private organisations. Those who will benefit from the training include:

- Human Resources
- Employee Relations
- Line Managers
- Those who take notes in meetings, hearings, interviews and disciplinaries

The courses are suitable for those with varying levels of skills and experience.

Unique approach in both the design and delivery of your training needs

Bond Solon will provide your organisation with the most up-to-date, relevant, useful and effective courses possible by working closely in partnership with you.

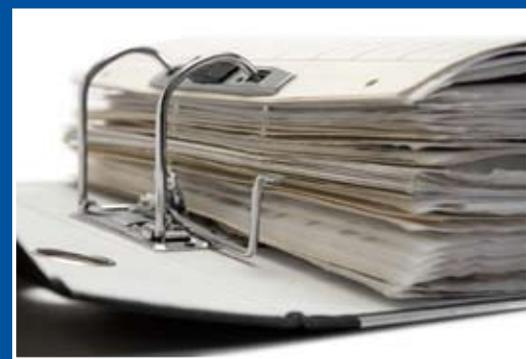
Courses delivered in-house are tailored to meet your organisation's specific needs. Bond Solon will work with key personnel to ensure the training incorporates your organisation's policies, procedures and key legislation.

As a dedicated training company, Bond Solon is fully aware that delegates require a range of learning styles on each course to ensure everyone acquires the necessary knowledge and skills to carry out their roles to best practice standards. The training we deliver is interactive and the delegates will learn by doing and receive feedback and support from their peers and trainers.

Case studies are based on real practical examples with the learning focusing on delegate participation. Each course utilises a range of training approaches including: pre-course reading, case studies, exercises and role-play.

“It is essential that those implementing these [disciplinary and grievance] procedures have the necessary training and guidance to do so, in line not just with minimum legal obligations but also with the principles of fairness and natural justice reflected in the Acas Code.”

CIPD discipline and grievances at work factsheet



Employment Investigations (2 days)

Failure to treat employees fairly and to carry out reasonable investigations may result in claims for wrongful dismissal, unfair dismissal or discrimination.

This course gives delegates a comprehensive understanding of how to carry out internal investigations in relation to both grievance and disciplinary processes, so that they are compliant with the legislation and achieve best practice in accordance with the Acas Code. The training also ensures that evidence collected during an internal investigation will be admissible and reliable if it is needed in subsequent employment proceedings or in a criminal court.

KEY LEARNING POINTS

- Understand the main contractual and statutory claims that an employee can make
- Interpret the relevant express and implied terms and consider gross and serious misconduct
- How to conduct a reasonable and adequate investigation to avoid a successful unfair dismissal claim in both conduct and capability investigations
- Consider and evaluate claims of discrimination in the workplace under the Equality Act 2010
- Plan and carry out an investigation in accordance with the Acas Code of Practice

Best Practice in Note-Taking and Rules of Evidence (1 day)

It is essential that note-taking and record-keeping is done to best practice standards. Good quality notes are required to demonstrate fairness and objectivity in the handling of employment issues and they may also need to be relied upon at the employment tribunal stage. This course will provide all those required to take notes in meetings, hearings, interviews and disciplinaries with the necessary skills and knowledge to write clear and accurate notes that can be relied upon as vital evidence if subsequent litigation arises.

KEY LEARNING POINTS

- Understanding the context surrounding note-taking and how notes may be relevant in subsequent legal proceedings
- Recognise the different types of evidence that needs to be recorded and noted
- Consider the issues, analyse and evaluate evidence (case analysis)
- Create, maintain and enhance best practice standards in record-keeping and note-taking
- Be aware of the requirements for note-taking during employment interviews/Acas meetings
- Practical exercises in using objective assessment criteria to develop best practice in note-taking
- Using a mock cross-examination to illustrate the importance of note-taking

It is essential that individuals tasked with undertaking employment investigations do so professionally and in compliance with current legislation. Bond Solon delivered the Employment Investigations course for the Hampshire Auditors Group and the training was exceptional. The feedback from every attendee was excellent and I would not hesitate to recommend Bond Solon's services to other organisations whose staff have a remit for conducting internal employee investigations

Glenda Chambers
Corporate Fraud and Data
Protection Officer
New Forest District Council



Advanced Investigative Interviewing (2 days)

Many professionals are required to conduct effective interviews for grievance and disciplinary purposes. Failure to conduct these interviews properly may result in evidence being inadmissible, unreliable or without weight and may adversely affect the fairness of any subsequent employment proceedings. This course will provide delegates with the key skills to conduct grievance and disciplinary interviews. Delegates will learn how to interview personnel effectively and to best practice standards enabling them to maximise the evidence they gain during such interviews.

KEY LEARNING POINTS

- Effectively plan and prepare for an employee grievance or disciplinary interview
- Use different questioning techniques and summaries to close interviewee escape routes
- How to structure interviews
- Maximise the impact of disclosing evidence before and during the interview
- Deal effectively with trade union representatives, silences, and selective answering
- Handle lies and inconsistencies in the account given by the interviewee and with other available evidence
- Balance investigative role and powers with an individual's rights
- Conduct an interview in accordance with the requirements of the Acas Code
- Role-play in relation to conducting fact finding and witness interviews, and interviews of employees who are the subject of the investigation



Excellence in Statement/Report Writing (1 day)

Written evidence is vital. Good written evidence can assist in promoting early resolution of employment disputes.

It is essential that the findings of internal employee investigations are properly recorded and documented to demonstrate that a fair, reasonable and compliant investigation has been conducted. Written evidence is also used to justify findings and decisions and may need to be relied upon should a matter be taken to an employment tribunal.

Delegates will learn how to improve the content, structure and style of their statements/reports. Too often statements/reports lack clarity, credibility and objectivity. Delegates will consider best practice in writing effective statements or reports for use in civil claims or criminal cases.

KEY LEARNING POINTS

- Identifying the issues and including facts that support these issues
- Identifying the source and weight of evidence
- Insulating written evidence against cross-examination
- Layout and formalities
- Use of exhibits/appendices/photos
- Using contemporaneous notes as the basis for the statements/reports
- Getting your message across
- Developing an objective and critical eye in relation to written evidence



All records should be kept meticulously, as this will be vital should a case be taken to an employment tribunal.

CIPD discipline and grievances at work factsheet



Employment Tribunal – Witness Preparation Training (1 day)

Giving evidence at an employment tribunal is a daunting experience. Doubt may be cast on the witness and the procedures followed by them and their organisation. A poor performance at the hearing can undermine a witness's confidence, the credibility of their evidence and impact on the outcome of a case.

This training will provide delegates with the knowledge, skills and confidence to present evidence effectively. The procedures for giving evidence, the order of events and the roles of different people in the tribunal will be explained. In the afternoon delegates will be cross-examined on either a case study or a statement/report from a completed case and will receive feedback on their evidence giving technique.

KEY LEARNING POINTS

- The procedures and process of giving evidence
- The roles of the various people in the tribunal
- How to justify actions or decisions
- Techniques lawyers use in cross-examination and how to handle them
- How to give clear, honest and impartial testimony
- How to prepare for giving evidence
- Role-play to gain experience in being cross-examined

Alternative Dispute Resolution (ADR) (2 days)

Early and amicable resolution of disputes saves both time and money and also avoids the destructive impact of litigation.

Day 1 - Negotiation

This course will enable delegates to negotiate effectively and understand the principles behind successful negotiation.

KEY LEARNING POINTS

- Preparing for a negotiation by identifying clear objectives and analysing issues, facts, opinions, strategy and style
- Developing a structure and strategy in negotiation including the use of concessions, opening bids, resistance points and variables
- Refine listening, questioning and response skills
- Analysis of own and other party's strengths and weaknesses
- Formulating a binding written agreement and maintain an ongoing relationship

Day 2 - Mediation

Delegates on this course will learn the key skills of how to effectively mediate a settlement between two parties and the advantage in doing so.

KEY LEARNING POINTS

- How to mediate an agreement
- Identifying clear objectives, strategy and style
- Defusing a situation and handling conflict and aggression
- Remaining impartial
- Shuttle diplomacy
- The advantages of mediating a settlement that is tailored to the parties

“It is seen as important to provide support to all our staff who are facing giving evidence in forthcoming litigation. We have utilised Bond Solon's Witness Familiarisation service to provide this support and the feedback from those who have benefited from the training has been extremely positive.”

**Marks & Spencer
Legal Department**



A selection of our clients...

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CENTRAL GOVERNMENT

Air Accident Investigation Branch, BIS, Environment Agency, DSTL, Health Protection Agency, HM Revenue and Customs, Home Office, Insolvency Service, Maritime & Coastguard Agency, MOD, Office of Fair Trading, OFSTED, Parliamentary & Health Service Ombudsman, Public Service Ombudsman for Wales, Rural Payments Agency, Scottish Legal Complaints Commission, Scottish Public Service Ombudsman, Serious Fraud Office, SOCA, Transport for London

LOCAL AUTHORITIES

Birmingham, Brent, Bury, Cardiff, Chelsea & Kensington, Cheshire West and Chester, Conwy, Denbighshire, Devon, Enfield, Glasgow, Hammersmith & Fulham, Hampshire, Hillingdon, Islington, Lambeth, Lincoln, Liverpool, Manchester, Medway, Newcastle, Poole, Reading, Sefton, Slough, Southwark, Staffordshire, Swansea, Thurrock, Torfaen, York, Westminster

About Bond Solon

Bond Solon is the UK's leading legal training organisation for non-lawyers. Over the past 18 years over 250,000 delegates have attended our training programmes. We work with a broad range of public and commercial organisations helping them to ensure that personnel are able to work to best practice standards with confidence and that they are aware of the legal framework in which they operate. Bond Solon delivers training throughout the UK and worldwide.

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Avon, Buckinghamshire, Greater Manchester, Hampshire, Herefordshire & Worcestershire, Kent, Humberside, Lancashire, Leicestershire, London, Merseyside, Northamptonshire, Northern Ireland, North Yorkshire, Nottinghamshire, Surrey, Warwickshire, West Midlands, West Yorkshire, Wiltshire

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PROFESSIONAL BODIES/INSTITUTES/ASSOCIATIONS

Association of Accounting Technicians, CIEH, CIPFA, Federation Against Copyright Theft, F3, IMarEST, IMechE, Insurance Fraud Investigators' Group, Keep Britain Tidy, LAIOG, North East Fraud Forum, RICS, Society of Operation Engineers, Solicitors Regulatory Authority, Telecommunications Fraud Forum, The Law Society

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A Wilmington Company

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