



# Employment law training - Ireland





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# Welcome

We specialise in running courses for managers, HR and in-house legal teams. Our trainers are lawyers so you'll get legal expertise in an interactive, accessible and engaging way.

We are delighted that our courses on anti-sexual harassment (pages 21 & 22) won the award for Training Innovation at the Legal Week Awards in 2019.

We deliver training to a wide range of organisations across all industry sectors. If you have any questions please do get in touch.

## Employment training

Employment law training is essential for every business to reduce the risk of legal claims. Whether you want to keep your HR team fully up to date or run practical training for managers to increase confidence and avoid costly mistakes, we can help.

This brochure gives details of all our courses. We provide:

- Standard courses at a fixed cost, which can be mixed and matched (delivered as either classroom or Webex format)
- E-learning courses
- Tailored courses, based around our standard course topics or any other employment law topic you wish
- Breakfast briefings and workshops

If you're simply not sure where to start with your training needs, please contact Lucy Hendley [lucy.hendley@lewissilkin.com](mailto:lucy.hendley@lewissilkin.com) who will be delighted to have a conversation or meeting with you.

## **Courses for HR and legal**

We offer a full programme of training courses for HR and legal, from our one or two-day employment law academy to shorter courses which enable you to look at specific topics in a bit more depth. These courses can be delivered in either a classroom or Webex format.

Every course can be run as a single session, or alternatively, two or more sessions can be combined to create a course that is bespoke to you.

Here are some of our most popular combinations.

**UNCONSCIOUS BIAS + RECRUITMENT**

**HANDLING SICKNESS ABSENCE + STRESS AND MENTAL HEALTH**

**DISCIPLINARIES + MOCK TRIBUNAL**

We are also happy to look at your own policies and procedures and make references to them in our standard courses to ensure that they are fully relevant to your business – just send us the applicable policies in advance.

Each course is priced individually in our brochure. If you choose to combine courses we can agree a discounted price.

<b>HR courses</b>	<b>Duration</b>	<b>Cost</b>	<b>Page</b>
Employment law academy (in-house)	7 hours / 14 hours	€2,950 / €5,500 + VAT	7
Employment law update	2 hours	€1,000 + VAT	8
Returner update	2 hours	€1,000 + VAT	8
Mock Tribunal	3 hours	€3,750 + VAT	9
Handling sickness absence	2.5 hours	€1,900 + VAT	10
Stress and mental health	2.5 hours	€1,900 + VAT	10
Diversity and Inclusion	2 hours	€1,600 + VAT	11
Flexible working	2 hours	€1,600 + VAT	11
Handling difficult conversations	2 hours	€1,600 + VAT	12
Recruitment	2 hours	€1,600 + VAT	12
TUPE	2 hours	€1,600 + VAT	13
Data Protection for HR	2 hours	€1,600 + VAT	13
Handling data subject access requests	2 hours	€1,600 + VAT	14
Protecting your business	1.5 hours	€1,350 + VAT	14

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## Employment Law Academy

This two-day course enables you to increase your knowledge and focus on key areas of employment law in depth. Delivered in a practical and engaging way, we use real examples, filmed case studies and group discussion to bring the issues to life.

Aimed at:

- Junior - mid level HR professionals
- HR Directors new to Ireland
- Legal Counsel new to Irish employment matters

### Course outline

Day 1:

- Terms and conditions and entitlements
- Unfair dismissal overview
- Performance management
- Conduct dismissals and disciplinary investigations
- Handling difficult conversations

Day 2:

- Redundancy overview
- Equality and discrimination
- Absence management and disability discrimination
- Employment claims procedure overview
- Overview of forthcoming changes
- End of course drinks and discussion

### Duration and cost

Our Employment Law Academy will be run at your own premises as either a one or two day course

One-day course - €2,950 + VAT (opt for day one or day two)

Two-day course - €5,550 + VAT

### How to book

To book an employment law academy  
please contact

[lucy.hendley@lewisilkin.com](mailto:lucy.hendley@lewisilkin.com)

or your usual Lewis Silkin contact.

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## **Employment law update**

Employment law is always changing, and staying up to date with new legislation and case law is a constant battle. Based on our popular “What’s happening in employment law” insights, we can run an employment law update course for your HR/legal team at your own premises.

### **Course outline**

This will depend on what is happening at the time! But we will always cover recent developments, forthcoming changes, and key cases on all areas of employment law. Let us know in advance if you are interested in a particular topic and we can cover this in a bit more detail.

### **Duration and cost**

2 hours, €1,000 + VAT (plus travel if outside Dublin)

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## **Returner update**

HR and in-house employment lawyers might have been away from work for a variety of reasons ranging from maternity or parental leave to a career break. Our returner update is suitable for one or more participants and will take them through the key employment law developments that have taken place during their absence.

### **Course outline**

We will cover all of the recent developments in employment law, including key cases and legislation. We will also take a look at forthcoming changes and plans for reform. You will be provided with a pack of reference materials to take away with you to consolidate your learning. We can also focus the session on areas that are of most interest to you – just let us know in advance.

### **Duration and cost**

2 hours, €1,000 + VAT (plus travel if outside Dublin)

### **How to book**

To book a course or find out more, please contact [ILoveTraining@lewisilkin.com](mailto:ILoveTraining@lewisilkin.com) or your usual Lewis Silkin contact.



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## Mock Tribunal

Designed for a group of HR professionals, we will present a live mock employment claim hearing complete with documents, witnesses, cross-examination and a verdict from the Adjudicator at the end.

The hearing will be based around one of a number of fictional scenarios dealing with common types of claim such as discrimination or unfair dismissal. Suitable for up to 40 participants, you will learn all about the practicalities of a tribunal hearing, how to put your case across effectively, and the importance of being properly prepared. You will also learn how to avoid common mistakes which may cause an employee to make a claim. This gives a real taste of what it might be like to face questioning in a hearing.

Our mock tribunal are fully interactive - the participants will be able to ask cross-examination questions and vote on what they think is the right result. In addition, members of the HR team can play the parts of the claimant and the employer's witnesses, with the opportunity to be cross-examined by some of our lawyers!

### Course outline

- Introduction to the Workplace Relations Commission process
- Claimant's and respondent's cases
- Example cross-examination
- Cross-examination by audience
- Closing speeches
- Audience vote and Adjudicator's verdict
- Discussion and questions

### Duration and cost

3 hours, €3,750 + VAT (plus travel if outside Dublin).

#### How to book

To book a course or find out more, please contact [ILoveTraining@lewisilkin.com](mailto:ILoveTraining@lewisilkin.com) or your usual Lewis Silkin contact.

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## Handling sickness absence

Sickness absence can be a real headache for HR professionals. We will look at how to handle both intermittent and long-term sickness absences, including the overlap with disability discrimination and the duty to make reasonable accommodations. We will use practical, interactive case studies to bring the issues to life and generate plenty of discussion.

### Course outline

- The different types of sickness absence
- Overview of disability discrimination
- Dealing with short-term absences
- Dealing with long-term absences and disability-related adjustments
- Occupational health and medical advice
- Procedures for managing absence
- Group interaction with filmed case studies

### Duration and cost

2.5 hours, €1,900 + VAT (plus travel if outside Dublin).

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## Stress and mental health

This is an increasingly important area for HR professionals with millions of working days lost each year to mental health conditions such as stress, anxiety and depression. This course looks at the legal and practical challenges including what you can do to reduce stress and how to minimize the legal risks. We will use a filmed case study to illustrate common issues and pitfalls.

### Course outline

- The inter-relationship between stress and mental health
- How to identify the warning signs
- The legal risks of mishandling the situation
- Disability discrimination and reasonable accommodations
- Occupational health and medical advice
- Handling a return to work
- Tricky issues
- Group interaction with filmed case studies

### Duration and cost

2.5 hours, €1,900 + VAT (plus travel if outside Dublin).

### How to book

To book a mock tribunal or find out more, please contact [ILoveTraining@lewisilkin.com](mailto:ILoveTraining@lewisilkin.com) or your usual Lewis Silkin contact.

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## Diversity and Inclusion

A critical topic for all HR professionals, we will provide you with a reminder of the principles of diversity and inclusion, together with a more in-depth look at the different types of discrimination and how they can happen. The filmed case studies we use always lead to a lively discussion about good (and bad) practice.

This course is also available in an e-learning format (see page 30 for more details).

### Course outline

- The concepts of diversity and inclusion
- The protected characteristics
- Who is protected and who is liable
- The “reasonable steps” defence
- Direct discrimination
- Indirect discrimination and justification
- Victimisation
- Harassment
- Managing complaints and grievances

### Duration and cost

2 hours, €1,600 + VAT (plus travel if outside Dublin).

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## Flexible working

Flexible working requests are now common in all workplaces and must be reasonably considered by employers. Employers also have separate duties to accommodate employees with different needs, including those with child-care responsibilities, disabilities and religious requirements. We will take you through the legal requirements and possible risks, and take a practical look at how to handle different requests.

### Course outline

- Requests for flexible working
- Flexible working and indirect discrimination
- Accommodating different requirements
- Handling requests in practice
- How to deal with conflicting requests
- Group interaction with filmed case studies

### Duration and cost

2 hours, €1,600 + VAT (plus travel if outside Dublin).

### How to book

To book a course or find out more, please contact [ILoveTraining@lewissilkin.com](mailto:ILoveTraining@lewissilkin.com) or your usual Lewis Silkin contact.

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## Handling difficult conversations

HR professionals often need to have difficult conversations with employees. Whether you want to negotiate an agreed termination or simply raise a sensitive issue, handling the discussion incorrectly can lead to grievances or even legal claims. This interactive course uses filmed case studies to illustrate the right (and wrong) ways to approach such conversations.

### Course outline

- The legal risks that can arise from difficult conversations
- Case study example - discussing retirement plans
- Case study example – discussing a client complaint
- Negotiating agreed terminations
- Key practical points for handling difficult conversations

### Duration and cost

2 hours, €1,600 + VAT (plus travel if outside Dublin).

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## Recruitment

The most common pitfalls of good recruitment practices relate to discrimination, but there are a number of other tricky areas including data protection and contractual issues. We will use a mixture of written and filmed case studies to illustrate specific points and generate plenty of discussion.

### Course outline

- Discrimination issues and reasonable accommodation
- Advertisements and job descriptions
- Shortlisting
- Job interviewing and feedback
- Online screening and data protection
- Contractual issues

### Duration and cost

2 hours, €1,600 + VAT (plus travel if outside Dublin).

### How to book

To book a course or find out more, please contact [ILoveTraining@lewissilkin.com](mailto:ILoveTraining@lewissilkin.com) or your usual Lewis Silkin contact.

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## TUPE

The Transfer of Undertakings (Protection of Employment) Regulations (“TUPE”) protect the jobs of employees when a business is transferred and where services are contracted in or out. This overview course will include identifying when TUPE applies, who it applies to, consultation obligations and legal risks. We will use practical case studies throughout the course to bring these points to life.

### Course outline

- What TUPE does
- Business transfers
- Service provision changes
- Who transfers
- Changing terms and dismissals
- Information and consultation obligations

### Duration and cost

2 hours, €1,600 + VAT (plus travel if outside Dublin).

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## Data Protection for HR

This course looks at the application of data protection principles to HR and how to handle issues that may arise in your day-to-day work. We will use lots of practical examples and case studies throughout the course.

### Course outline

- Key concepts: What is personal data and sensitive personal data?
- The Data Protection Principles
  - The basic requirements of fair processing
  - Retention and HR data
  - Proportionality and data minimisation
  - Keeping employee data safe
  - Sharing data with third parties
  - Transferring HR data overseas
- Dealing with breaches of data security: HR’s role in the response team
- Handling data subject access requests
- Handling data in investigations, grievances and disciplinary scenarios
- Consequences of non-compliance

### Duration and cost

2 hours, €1,600 + VAT (plus travel if outside Dublin).

### How to book

To book a course or find out more, please contact [ILoveTraining@lewisilkin.com](mailto:ILoveTraining@lewisilkin.com) or your usual Lewis Silkin contact.

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## Handling data subject access requests

Data subject access requests allow individuals to ask for details of all personal data held about them by their employer. These are increasingly common and can be both complex and time consuming – and often it is HR who are tasked with providing the response. This course will take you through the process of responding to a request and illustrate the application of the rules with a developing case study.

### Course outline

- The legal rules
- The available exemptions
- Tactical considerations and practical tips
- What can go wrong
- Practical case study

### Duration and cost

2 hours, €1,600 + VAT (plus travel if outside Dublin).

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## Protecting your business

This session focusses on defending threats to your business (for example when you are facing a team move), and how to manage risks when you are recruiting employees from your competitors. A practical interactive session aimed at lawyers, HR professionals and executives who need to grapple with these issues from time to time.

### Course outline

- Confidential information
- Notice periods and garden leave
- Restrictive covenants
- Recruitment
- Team moves

### Duration and cost

1.5 hours, €1,350 + VAT (plus travel if outside Dublin).

### How to book

To book a course or find out more, please contact [ILoveTraining@lewisilkin.com](mailto:ILoveTraining@lewisilkin.com) or your usual Lewis Silkin contact.

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## Courses for Managers

We offer a full programme of training courses for managers on key subjects, ranging from our ever-popular one day “essential employment law” course to shorter courses which look at specific topics in a bit more depth. These courses can be delivered in either a classroom or Webex format.

We like to partner with our clients to complement existing training programmes delivered on a regular basis. If you are planning your training needs for the coming year, please speak to us to find out how we can help.

These are all standard courses, but we can include references to your policies and procedures to ensure that they are relevant to your business - just send us the applicable policies in advance.

### How to book

To book a course or find out more, please contact [ILoveTraining@lewissilkin.com](mailto:ILoveTraining@lewissilkin.com) or your usual Lewis Silkin contact.

<b>Manager courses</b>	<b>Duration</b>	<b>Cost</b>	<b>Page</b>
Essential employment law for managers	7 hours	€2,950 + VAT	17
Mock Tribunal	3 hours	€3,750 + VAT	18
Diversity and inclusion	1.5 hours	€1,350 + VAT	19
Diversity and inclusion overview	1 hour	€1,000 + VAT	19
Diversity and inclusion in depth	3 hours	€2,000 + VAT	20
Unconscious bias	2 hours	€1,600 + VAT	20
Leadership workshop (anti-sexual harassment)	2 hours	€2,100 + VAT	21
One to one training	1.5 - 2 hours	€1,350 - €1,600 + VAT	21
Speak up seminar (anti-sexual harassment) (all staff)	1.5 hours	€1,350 + VAT	22
Handling disciplinarys	2.5 hours	€1,900 + VAT	22
Handling grievances	2.5 hours	€1,900 + VAT	23
Handling investigations	2.5 hours	€1,900 + VAT	23
Mediation skills	1 day	€2,950 + VAT	24
Performance management	2 hours	€1,600 + VAT	25
Handling sickness absence	2.5 hours	€1,900 + VAT	25
Stress and mental health	2.5 hours	€1,900 + VAT	26
Leadership workshop (Stress and mental health)	2 hours	€1,600 + VAT	26
Listening exercises - employee engagement	Flexible	Fixed fee	27
Family leave coaching	Flexible	Fixed fee	27
Health and Safety	2.5 hours	€1,900 + VAT	28
Data Protection	2 hours	€1,600 + VAT	28
Protecting your business	1.5 hours	€1,350 + VAT	29



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## Essential employment law for managers

One of our most popular courses, this full-day session covers the most important topics facing your managers on a day-to-day basis.

We can run this course at your own premises for a group of up to 25 managers at a time. Many of our clients regularly ask us to provide this training to newly promoted managers to give them greater confidence in understanding areas of employment law which will affect them in their new role. Established managers find the course a very useful refresher.

This is a standard course, but we can include references to your own policies and procedures to ensure that the session is fully relevant to your business – just send us the applicable policies in advance.

### Course outline

- Handling disciplinary proceedings
- Managing poor performance
- Handling grievances
- Equal opportunities and diversity
- Dealing with sickness absence and disability issues
- Family rights and flexible working

The training is practical, lively and interactive and we use real examples, case studies, group discussions and filmed material to bring the issues to life. There is also plenty of opportunity during the day for participants to talk with the legal trainer and with each other, giving them the chance to discuss how employee issues are dealt with across the various parts of your business.

### Duration and cost

One-day (7 hours) - €2,950 + VAT (plus travel if outside Dublin).

This course is also available in an e-learning format as three one-hour modules (see page 30 for more details).

### How to book

To book a course or find out more, please contact [ILoveTraining@lewisilkin.com](mailto:ILoveTraining@lewisilkin.com) or your usual Lewis Silkin contact.

## Mock Tribunal

Designed for a group of HR professionals, we will present a live mock employment claim hearing complete with documents, witnesses, cross-examination and a verdict from the Adjudicator at the end.

The hearing will be based around one of a number of fictional scenarios dealing with common types of claim such as discrimination or unfair dismissal. Suitable for up to 40 participants, you will learn all about the practicalities of a tribunal hearing, how to put your case across effectively, and the importance of being properly prepared. You will also learn how to avoid common mistakes which may cause an employee to make a claim. This gives a real taste of what it might be like to face questioning in a hearing.

Our mock tribunal are fully interactive - the participants will be able to ask cross-examination questions and vote on what they think is the right result. In addition, members of the HR team can play the parts of the claimant and the employer's witnesses, with the opportunity to be cross-examined by some of our lawyers!

### Course outline

- Introduction to the Workplace Relations Commission process
- Claimant's and respondent's cases
- Example cross-examination
- Cross-examination by audience
- Closing speeches
- Audience vote and Adjudicator's verdict
- Discussion and questions

### Duration and cost

3 hours, €3,750 + VAT (plus travel if outside Dublin).

#### How to book

To book a course or find out more, please contact [ILoveTraining@lewissilkin.com](mailto:ILoveTraining@lewissilkin.com) or your usual Lewis Silkin contact.

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## Diversity and Inclusion

Diversity and Inclusion training is key to helping your business avoid costly and damaging claims of discrimination and harassment. If the worst happens and you do face a claim, our training will help your business defend itself by showing it has taken reasonable steps to prevent discrimination from taking place.

This course is suitable for a large group, and can be repeated a number of times if you want to train your whole workforce. The basic version for all staff provides a one hour overview. The version for managers is a little longer and covers a manager's responsibility to deal with discrimination issues. Our quizzes and case studies involve all participants and are a valuable learning strategy.

This is a standard course, but we can include references to your own policies and procedures to ensure that the session is fully relevant to your business – just send us the applicable policies in advance.

This course is also available in an e-learning format (see page 30 for more details).

### Course outline

- True/false icebreaker quiz
- What is diversity and why it matters
- Which groups are protected
- Who can make a claim and who can be liable
- The different types of discrimination
- Interactive case studies
- How to raise issues
- (For managers) how to deal with issues and complaints

### Duration and cost

1.5 hour course for managers - €1,350 + VAT (plus travel if outside Dublin).

1 hour course for all staff - €1,000 + VAT (plus travel if outside Dublin).

### How to book

To book a course or find out more, please contact [ILoveTraining@lewissilkin.com](mailto:ILoveTraining@lewissilkin.com) or your usual Lewis Silkin contact.

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## Diversity and Inclusion in depth

This session provides managers with an in-depth look at the different types of discrimination, how they can happen, unconscious bias, and a manager's responsibilities in this area. We use short filmed case studies during this course to illustrate specific points and generate plenty of discussion.

### Course outline

- Introduction to diversity and equal opportunity
- The protected characteristics
- Who is protected and who is liable
- Overview of unconscious bias
- Direct discrimination
- Indirect discrimination and justification
- Victimisation and harassment
- Managing complaints and grievances

### Duration and cost

3 hours, €2,000+ VAT (plus travel if outside Dublin).

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## Unconscious bias

We are all biased, but an awareness of those biases and how to address them makes for a more efficient and happier workplace, where everyone's true potential can be realised. We will introduce participants to the concept of unconscious bias and provide practical guidance on how to ensure everyone is treated fairly at work.

This course is also available in an e-learning format (see page 30 for more details).

### Course outline

- Introduction to unconscious bias
- Why we are all biased
- Why unconscious bias matters
- Unconscious bias at work
- Workplace examples
- How to address your own and others' biases

### Duration and cost

2 hours, €1,600 plus VAT (plus travel if outside Dublin).

### How to book

To book a course or find out more, please contact [ILoveTraining@lewisilkin.com](mailto:ILoveTraining@lewisilkin.com) or your usual Lewis Silkin contact.

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## Leadership workshop (anti-sexual harassment)

A session for Executive Leadership which focusses on sexual harassment and bullying. During the session we explore the risks and provide practical advice on how to handle issues that may arise in the workplace. The workshop has a number of interactive case studies and filmed clips to demonstrate the consequences of poor behaviour, allowing participants to work in smaller groups and contribute to wider discussions. There is a workbook which accompanies the session.

### Course outline

- An introduction to bullying and sexual harassment
- The protected characteristics
- Who is protected and who is liable
- Examples of bullying and sexual harassment behaviours
- Interactive case studies
- The responsibilities of a leader
- How to manage issues

### Duration and cost

2 hour course for leaders - €2,100 + VAT (plus travel if outside Dublin).

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## One to one training

There are occasions when an individual, or small group of individuals, can benefit from one-to-one training. This is particularly the case where they have been responsible for unwanted or inappropriate workplace behaviour, whether or not it has reached the disciplinary stage internally.

### Course outline

Depending on the behaviour or issue in question, a member of our training team will outline the legal risks associated with the individual's behaviour, and ensure that they understand the consequences for both them, those around them and the organisation. This will be achieved using case study examples, with a focus on providing the individual with the opportunity to discuss and ask questions of the legal trainer.

### Duration and cost

2 hours, €1,600 plus VAT (plus travel if outside Dublin).

1.5 hours, €1,350 plus VAT (plus travel if outside Dublin).

### How to book

To book a course or find out more, please contact [ILoveTraining@lewisilkin.com](mailto:ILoveTraining@lewisilkin.com) or your usual Lewis Silkin contact.

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## Speak Up seminar (anti-sexual harassment)

This is a seminar session designed for up to 40 participants. It is intended to be run after the leadership workshop events to encourage employees to Speak Up if they experience unacceptable behaviour, or to support a colleague. Filmed clips emphasise key messages, with group work to explore a number of scenarios.

### Course outline

- An introduction to bullying and sexual harassment
- The protected characteristics
- Examples of bullying and sexual harassment behaviours
- How to Speak Up
- Small group discussions on scenarios
- How to support a colleague
- Where to go for more help and support

### Duration and cost

1.5 hour course for employees - €1,350 + VAT (plus travel if outside Dublin).  
(We can also agree a small discount if the same course is run twice on the same day).

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## Handling disciplinarys

A badly handled disciplinary can lead to management problems, grievances and legal claims. This course ensures managers understand the risks when handling a disciplinary and emphasises the practicalities of following procedures and treating employees fairly. We will use a filmed case study to take the participants through an example disciplinary process and generate plenty of discussion.

This course is also available in an e-learning format (see page 30 for more details).

### Course outline

- Understanding disciplinary sanctions
- What claims can arise if things go wrong
- Following a fair procedure
- The right to be accompanied and dealing with representatives
- Disciplinary appeals
- Common mistakes and how to avoid them
- Group interaction with filmed case studies

### Duration and cost

2.5 hours, €1,900 + VAT (plus travel if outside Dublin).

### How to book

To book a course or find out more, please contact [ILoveTraining@lewisilkin.com](mailto:ILoveTraining@lewisilkin.com) or your usual Lewis Silkin contact.

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## Handling grievances

This course will ensure that managers understand how to deal correctly with both formal and informal grievances with an emphasis on the practicalities of following procedures and treating employees fairly. We will use a filmed case study to take the participants through an example investigation process.

This course is also available in an e-learning format (see page 30 for more details).

### Course outline

- How to recognise a grievance
- What claims can arise if things go wrong
- Following a fair procedure
- The right to be accompanied and dealing with representatives
- Grievance appeals
- Common mistakes and how to avoid them
- Group interaction with filmed case studies

### Duration and cost

2.5 hours, €1,900 + VAT (plus travel if outside Dublin).

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## Handling investigations

This course guides managers through the different steps in a workplace investigation and gives them the skills and confidence they need to carry out this role effectively. We will use a filmed case study to take the participants through an example investigation into allegations of harassment in order to illustrate correct procedure, practical skills and common pitfalls.

### Course outline

- What is the investigator's role?
- Overview of grievance investigations
- Overview of disciplinary investigations
- Step 1 - preparation
- Step 2 – conducting witness interviews
- Step 3 – writing your report
- Common problems and how to deal with them
- Group interaction with filmed case studies

### Duration and cost

2.5 hours, €1,900 + VAT (plus travel if outside Dublin).

### How to book

To book a course or find out more, please contact [ILoveTraining@lewisilkin.com](mailto:ILoveTraining@lewisilkin.com) or your usual Lewis Silkin contact.

## Mediation skills

Run by one of our experienced trainers who is also a CEDR accredited mediator, we can offer you a half or full day's training on key mediation/facilitation skills to give you greater confidence in handling internal workplace disputes.

Half day mediation course outline:

- Highlighting the role of mediation and the mediator in workplace disputes
- Guiding participants in in the key features of a mediation, including confidentiality and impartiality obligations
- Exploring the stages of a mediation and the parties' roles in the process
- Guiding participants through practical exercises to train in the key skills and mind-set needed by the mediator in facilitating disputes, including listening and communication skills

Full day mediation course outline:

- Highlighting the role of mediation and the mediator in workplace disputes
- Guiding participants in in the key features of a mediation, including confidentiality and impartiality obligations
- Exploring the stages of a mediation and the parties' roles in the process
- Guiding participants through practical exercises to train in the key skills and mind-set needed by the mediator in facilitating disputes, including listening and communication skills
- Role play mediations – practising the skills and the mediation process
- Feedback on the skills learned and applied

### Duration and cost

Half day, €1,900 + VAT (plus travel if outside Dublin).

Full day, €2,950 + VAT (plus travel if outside Dublin).

### How to book

To book a course or find out more, please contact [ILoveTraining@lewisilkin.com](mailto:ILoveTraining@lewisilkin.com) or your usual Lewis Silkin contact.



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## Performance management

Managing performance is an essential part of every manager's day to day role. Failing to manage performance well (or at all) can lead to inefficiency, resentment, grievances or legal claims. This course will look at how to implement good management practice. We will use practical, interactive case studies to bring the issues to life and generate plenty of discussion.

### Course outline

- The basic principles of performance management
- Why performance management matters
- Overview of a fair capability process
- Use of appraisals and performance ratings
- Tricky issues and how to deal with them
- Group interaction with filmed case studies

### Duration and cost

2 hours, €1,600 + VAT (plus travel if outside Dublin).

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## Handling sickness absence

Sickness absence is an inevitable part of the workplace and something that all managers will come across regularly. This course will look at how to handle different types of sickness absence from the manager's perspective, including legal risks and duties to accommodate disabled employees. We combine using practical, interactive scenarios with group discussion to explore cases the participants might be facing.

### Course outline

- The different types of sickness absence
- Legal risks that can arise in sickness cases
- Overview of disability discrimination and the duty to make reasonable accommodations
- Dealing with short-term absences
- Dealing with long-term absences
- Getting medical advice
- Group interaction with filmed case studies

### Duration and cost

2.5 hours, €1,900 + VAT (plus travel if outside Dublin).

#### How to book

To book a course or find out more, please contact [ILoveTraining@lewisilkin.com](mailto:ILoveTraining@lewisilkin.com) or your usual Lewis Silkin contact.

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## **Stress and mental health**

Designed to increase your managers' confidence in dealing with stress and mental health in the workplace as they will often be the first to spot the possible warning signs. As part of the session we use a filmed case study to make the legal risks clear when dealing with a stressed employee.

### **Course outline**

- Introduction to stress and mental health in the workplace
- How to identify the warning signs
- The legal risks if things go wrong
- Disability discrimination and reasonable accommodations
- Getting medical advice
- Handling a return to work
- Group interaction with filmed case studies

### **Duration and cost**

2.5 hours, €1,900 + VAT (plus travel if outside Dublin).

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## **Leadership Workshop (stress and mental health)**

An important session for Executive Leadership to create awareness of the issues, understand the law and risks and provide practical advice on how to handle issues that may arise in the workplace. We provide practical advice on how to handle issues with a number of interactive case studies and filmed clips to demonstrate the consequences of ignoring requests for support. There is a workbook which accompanies the session.

### **Course outline**

- An introduction to mental health and stress
- What is it
- Who is protected
- Group interaction with filmed case studies
- The responsibilities of a leader
- How to manage issues

### **Duration and cost**

2 hour course for leaders - €1,600 + VAT (plus travel if outside Dublin)

#### **How to book**

To book a course or find out more, please contact [ILoveTraining@lewisilkin.com](mailto:ILoveTraining@lewisilkin.com) or your usual Lewis Silkin contact.

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## **Listening exercise - employee engagement**

All workplaces hope to achieve a culture where employees feel able to raise concerns and, crucially, be listened to. Our listening exercise service can help organisations to both create and maintain this culture, whilst providing a confidential and objective forum in which staff can talk freely about any concerns they may have. It will ensure that your organisation understands the level of staff engagement and where levels of contentment are high/low.

### **Programme outline**

Led by a member of our training team who has had extensive experience in running these exercises, we will discuss the framework of the exercise, areas to be explored and any concerns you may have. On pre-agreed dates we will facilitate a session/s with staff during which they can talk freely to us about their view of the organisation. We then provide an anonymised report which highlights any themes that emerge as a result of the session/s, as well as suggesting solutions to any issues arising where this is appropriate.

### **Duration and cost**

Our service ranges from holding a number of sessions with staff over several weeks, to one or two sessions during a day. All programmes will be tailored to your organisation's needs, include an anonymous report and are priced on a fixed fee basis.

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## **Family leave coaching**

Returning to work after family leave is both an exciting and often daunting prospect. Our coaching service provides the guidance, reassurance and support that new parents need upon their return, and also before and during leave.

### **Programme outline**

Coaching will be provided by Eleanor King, an employment lawyer and member of the client training team. Eleanor is a mother to two boys and therefore has first-hand experience of the challenges, but also the rewards, of being a working parent.

Eleanor can provide a full programme of coaching, with sessions before, during and after family leave. Alternatively, Eleanor can provide one-off sessions at any stage where a new or expectant parent feels that they need an objective and confidential sounding board. Sessions can be provided in person or by telephone.

### **Duration and cost**

Both the full programme of coaching, as well as individual sessions, will be priced on a fixed fee basis. Their duration will also be tailored to the individual needs of the participant.

### **How to book**

To book a course or find out more, please contact [ILoveTraining@lewisilkin.com](mailto:ILoveTraining@lewisilkin.com) or your usual Lewis Silkin contact.

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## Health and safety

Work-related injuries and illnesses cost businesses millions each year. Your managers are a key part of ensuring that your business complies with both the law and best practice in this important area. We will ensure your managers understand the various health and safety duties, particular risk areas, and what they can do to protect employees in the workplace.

### Course outline

- The health and safety duties
- Enforcement and penalties
- Conducting risk assessments
- Specific risk areas, including stress
- Your responsibilities as a manager

### Duration and cost

2.5 hours, €1,900 + VAT (plus travel if outside Dublin).

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## Data Protection

This course trains managers on the responsible management of data handling. We will use lots of practical examples and case studies throughout the course.

This course is also available in an e-learning format (see page 30 for more details).

### Course outline

- Key concepts: personal data and sensitive personal data
- The Data Protection Principles:
  - The basic requirements of fair processing
  - Retention and HR data
  - Proportionality and data minimisation
  - Keeping employee data safe: the manager's role
  - Transferring HR data overseas
- What to escalate and when
- Recognising and handling data subject access requests
- Consequences of non-compliance

### Duration and cost

2 hours, €1,600 + VAT (plus travel if outside Dublin).

### How to book

To book a course or find out more, please contact [ILoveTraining@lewisilkin.com](mailto:ILoveTraining@lewisilkin.com) or your usual Lewis Silkin contact.

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## Protecting your business

This session focusses on defending threats to your business (for example when you are facing a team move), and how to manage risks when you are recruiting employees from your competitors. A practical interactive session aimed at lawyers, HR professionals and executives who need to grapple with these issues from time to time.

### Course outline

- Confidential information
- Notice periods and garden leave
- Restrictive covenants
- Recruitment
- Team moves

### Duration and cost

1.5 hours, €1,350 + VAT (plus travel if outside Dublin).

### How to book

To book a course or find out more, please contact [ILoveTraining@lewisilkin.com](mailto:ILoveTraining@lewisilkin.com) or your usual Lewis Silkin contact.

## E-learning

Live face-to-face training may often be a good way to learn, but there are times when you need a different training solution. Our e-learning courses are designed to give you a flexible training option which doesn't compromise on quality. Whether you want a standard course for compliance purposes or a bespoke course to address a particular need, we can design online training around your requirements.

All of our e-learning courses are practical and fully interactive in the same way as our live training. We use case studies, film clips and quizzes to engage the participants and bring the subject to life.

You can buy these courses at a fixed price, giving you unlimited access to the course for an unlimited number of participants. We do not charge an additional licensing fee or vary the price depending on the number of employees to be trained.

Ideally you will already have a learning management system (LMS), but if not we may be able to host the e-learning course for you.

### How to order

To book a course or find out more, please contact [ILoveTraining@lewissilkin.com](mailto:ILoveTraining@lewissilkin.com) or your usual Lewis Silkin contact.

<b>E-learning</b>	<b>Audience</b>	<b>Cost</b>	<b>Page</b>
Essential employment law for managers	Managers	Variable	30
Diversity	All staff	€2,750 + VAT	30
Unconscious bias	Managers	€2,750 + VAT	30
Anti-harassment and dignity at work	All staff	€2,750 + VAT	30
Handling disciplinarys	Managers	€2,750 + VAT	30
Handling grievances	Managers	€2,750 + VAT	30
Handling performance issues	Managers	€2,750 + VAT	30
Handling mental health and stress issues	Managers	€2,750 + VAT	30
Whistleblowing	HR/managers	€2,750 + VAT	30
Data awareness	HR/managers	€2,750 + VAT	30
Acting as an employee representative (redundancy)	As required	€1,600 + VAT	30

## Standard courses

We have a set of standard e-learning courses on popular topics, based on our live training sessions.

### Essential employment law for managers

Based on our most popular classroom course (details on page 17), this modular e-learning course is designed to give your managers greater confidence in the key areas of employment best practice which they face in their role. We can include references to your own policies and procedures to ensure that the session is fully relevant to your business. The course can be designed for use throughout the UK, or for managers operating across different countries.

The course outline is:

- Handling disciplinary proceedings
- Managing poor performance
- Handling grievances
- Equal opportunities and diversity
- Dealing with sickness absence and disability issues
- Family rights and flexible working

The cost starts at €1,950 for design and €15,000 for delivery, based on three one-hour e-learning modules. This course can also be provided with supporting information on local employment law for use by managers outside the UK.

### Other standard courses

- Diversity - €2,750 + VAT
- Unconscious bias - €2,750 + VAT
- Anti-harassment and dignity at work - €2,750 + VAT
- Dealing with a disciplinary procedure - €2,750 + VAT
- Dealing with a grievance - €2,750 + VAT
- Handling performance issues - €2,750 + VAT
- Handling mental health and stress issues - €2,750 + VAT
- Whistleblowing - €2,750 + VAT
- Data awareness - €2,750 + VAT
- Acting as an employee representative (redundancy) - €1,600 + VAT

Although these are all standard courses, as with our live training we can include references to your own policies and procedures to ensure that they are fully relevant to your business – just send us the applicable policies in advance. We can incorporate your own logo into the design of the course. If you wish, we can also include a filmed clip of someone from your own business which introduces or endorses the messages in the course.

You can view some samples of our e-learning courses on our website here: [www.lewissilkin.com/elearning](http://www.lewissilkin.com/elearning)



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## Tailored courses

We can design an e-learning course for you on any employment law topic of your choice. This can be a more tailored version of one of our standard courses, or a completely new course.

The cost for this will depend on your requirements and the amount of preparation work involved, but we will always discuss and agree the price with you in advance.

### How to order

To book a course or find out more, please contact [ILoveTraining@lewissilkin.com](mailto:ILoveTraining@lewissilkin.com) or your usual Lewis Silkin contact.

## Tailored training

If none of our standard courses meet your needs, we can design a course for you on any employment law topic of your choice. This can be a more tailored version of one of our existing modular courses or a completely new course – it is entirely up to you.

Whether you want an in-depth look at a specific issue or an overview of a more obscure topic, we can create a course to meet your exact requirements. Our tailored courses can be of any length, from one hour to a full day. Your course can be for any type of workplace audience – all staff, managers, employee representatives, HR or in-house legal.

Our tailored courses can be based around your own policies and practices, and designed to have an “in-house” look and feel. We can also provide a blended learning approach, using a combination of pre-course exercises, live classroom and/or Webex training, and e-learning to fully engage the participants.

### Cost

The cost for a tailored training session will depend on your requirements, the length of the course and the amount of preparation work involved, but we will always discuss and agree the cost with you in advance.

As a guide, our standard charge for presenting a course at your premises ranges from €1,000 + VAT for a one hour course to €2,950 + VAT for a full day course. We will agree a preparation fee in addition to our standard presentation fee, giving you a total cost for preparing and running the course. The preparation fee will be fixed based on the topic and amount of tailoring involved.

#### How to book

To book a course or find out more, please contact [ILoveTraining@lewissilkin.com](mailto:ILoveTraining@lewissilkin.com) or your usual Lewis Silkin contact.

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## **Cancellation policy**

### **Standard courses (classroom and Webex)**

In the unlikely event that you need to cancel any booked training course within 21 days of when they were due to take place, we would charge a cancellation fee of 50% of the fixed fee for the cancelled course.

### **E-learning courses**

In the unlikely event that you decide to cancel the delivery of an e-learning course, we would charge 50% of the fixed fee if cancelled at the preparation stage and 75% of the fixed fee if cancelled after sign off of the content.