



Employment training services

Spring/Summer 2019



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Welcome

Welcome to our training service, which specialises in running employment law courses for HR, in-house legal and managers. We facilitate events which are based on real legal expertise and are fun, interactive, accessible and engaging.

Effective training is essential for every business. 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. Our employment law training enables you to invest in your people, building their skills and knowledge at the same time as reducing the risk of legal claims.

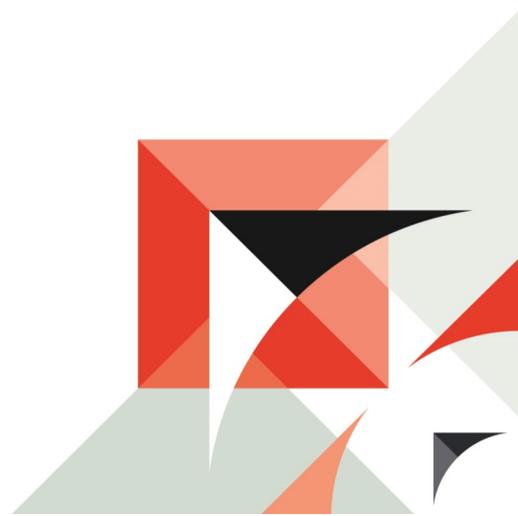
This brochure gives details of all our courses, including our tailored training service (see page 7 for a full summary of our standard curriculum). We provide:

- Standard courses at a fixed cost, which can be mixed and matched
- E-learning courses
- Tailored courses, based around our standard course topics or any other employment law topic you wish
- Spring and autumn breakfast briefings and workshops

If you're simply not sure where to start with your training needs, please contact Emma Richardson emma.richardson@lewissilkin.com and she would be delighted to have a conversation or meeting with you.

Immigration training

Our immigration team runs courses specifically on immigration law issues. As with our employment law training, we provide a variety of courses which can be mixed and matched, all at a fixed cost. For more information or a copy of our immigration training brochure please contact Joanna Hunt joanna.hunt@lewissilkin.com.



The training team

We have a team of specialist trainers who run most of our training courses. We are all employment lawyers who spend some or all of our time focussed on training – so you know you are getting an experienced trainer as well as a legal expert.

Please feel free to contact any of us if you would like to discuss your training needs.



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As well as our core team, all of our lawyers get involved with training. There may be times when you need a specialist on a particular topic or you would like to involve your usual Lewis Silkin contacts. Just let us know what you want and we will provide the trainers who can best meet your requirements.

Our curriculum at a glance

Costs given below are for courses booked to take place from 1 April 2019 onwards.

HR courses	Audience	Where	Duration	Cost (plus travel)	Page
HR Academy	HR	Our office	14 hours	£700* + VAT per person	12
HR Academy (in-house)	HR	Your/our office	7 hours / 14 hours	£2,850 / £5,250 + VAT	13
Employment law update	HR/legal	Your office	2 hours	£980 + VAT	14
Returner update	HR/legal	Your/our office	2 hours	£980 + VAT	14
Mock Tribunal	HR	Your/our office	3 hours	£3,750 + VAT	15
Handling sickness absence	HR	Your office	2.5 hours	£1,800 + VAT	16
Stress and mental health	HR	Your office	2.5 hours	£1,800 + VAT	16
Diversity	HR	Your office	2 hours	£1,550 + VAT	17
Flexible working	HR	Your office	2 hours	£1,550 + VAT	17
TUPE	HR	Your office	2 hours	£1,550+ VAT	18
Handling difficult conversations	HR	Your office	2 hours	£1,550 + VAT	18
Recruitment	HR	Your office	2 hours	£1,550 + VAT	19
Data Protection for HR	HR	Your office	2 hours	£1,550 + VAT	19
Handling data subject access requests	HR	Your office	2 hours	£1,550 + VAT	20
Protecting your business	HR	Your office	1.5 hours	£1,300 + VAT	20

* Discount for two or more participants from the same organisation

Manager courses	Audience	Venue	Duration	Cost (plus travel)	Page
Essential employment law for managers	Managers	Your office	7 hours	£2,850 + VAT	22
Mock Tribunal	Managers	Your/our office	3 hours	£3,750 + VAT	23
Diversity	Managers	Your office	1.5 hours	£1,300 + VAT	24
Diversity overview	All staff	Your office	1 hour	£980 + VAT	24
Diversity in depth	Managers	Your office	3 hours	£1,950 + VAT	25
Unconscious bias	Manager	Your office	2 hours	£1,550 + VAT	25
Leadership workshop (anti-sexual harassment)	Manager	Your office	2 hours	£2,000 + VAT	26
Speak up seminar (anti-sexual harassment)	Manager	Your office	1.5 hours	£1,300 + VAT	26
Handling disciplinaries	Managers	Your office	2.5 hours	£1,800 + VAT	27
Handling grievances	Managers	Your office	2.5 hours	£1,800 + VAT	27
Handling investigations	Managers	Your office	2.5 hours	£1,800 + VAT	28
Performance management	Managers	Your office	2 hours	£1,550 + VAT	28
Handling sickness absence	Managers	Your office	2.5 hours	£1,800 + VAT	29
Stress and mental health	Managers	Your office	2.5 hours	£1,800 + VAT	29
Leadership workshop (Stress and mental health)	Managers	Your office	2 hours	£1,550 + VAT	30
Health and Safety	Managers	Your office	2.5 hours	£1,800 + VAT	30
Data Protection	Managers	Your office	2 hours	£1,550 + VAT	31
Protecting your business	Managers	Your office	1.5 hours	£1,300 + VAT	31

E-learning	Audience	Venue	Duration	Cost	Page
Essential employment law for managers	Managers	e-learning	n/a	Variable	34
Diversity	All staff	e-learning	n/a	£2,600 + VAT	34
Unconscious bias	Managers	e-learning	n/a	£2,600 + VAT	34
Anti-harassment and dignity at work	All staff	e-learning	n/a	£2,600 + VAT	34
Handling disciplinarys	Managers	e-learning	n/a	£2,600 + VAT	34
Handling grievances	Managers	e-learning	n/a	£2,600 + VAT	34
Handling performance issues	Managers	e-learning	n/a	£2,600 + VAT	34
Handling mental health and stress issues	Managers	e-learning	n/a	£2,600 + VAT	34
Whistleblowing	HR/managers	e-learning	n/a	£2,600 + VAT	34
Data awareness	HR/managers	e-learning	n/a	£2,600 + VAT	34
Acting as an employee representative (redundancy)	As required	e-learning	n/a	£1,500 + VAT	34

Courses for HR and legal

We offer a full set of training courses for HR and legal, from our full-day HR academy to shorter courses which enable you to look at specific topics in a bit more depth.

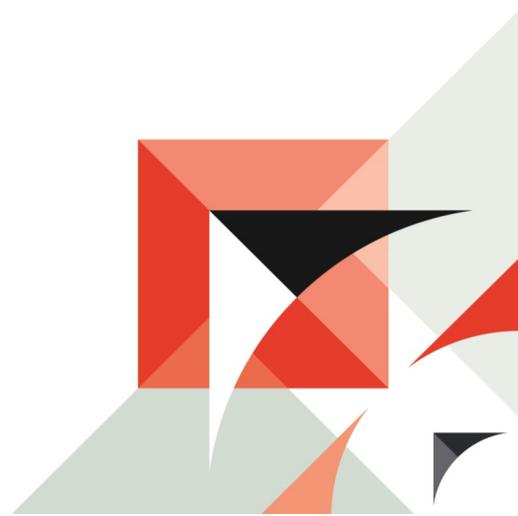
Each course can be run as a single session. Alternatively, two or more of our shorter courses can be combined to create a course to your specifications. Popular combinations include handling sickness absence with stress and mental health, and diversity with either flexible working or recruitment.

These are all standard courses, but 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.

Each course is priced individually. If you choose to combine courses together we can agree a discounted price, and the total cost for one full day of training (delivered on the same day) will not exceed our standard price for a one day course of £2,850 plus VAT.

How to book

To book a course or find out more, please contact Emma Richardson emma.richardson@lewisilkin.com or your usual contact at Lewis Silkin.



HR Academy

Designed for junior and mid-level HR professionals, the HR Academy is a two-day course which enables you to spend time away from the office increasing your knowledge and focussing on key day-to-day areas of HR in depth. Delivered in a practical and engaging way, the course uses real examples, filmed case studies and group discussion to bring the issues to life.

Key features of the course:

- Presented by employment specialists from our market-leading team
- Real-life practical examples and filmed case studies
- Group exercises and discussions
- An opportunity to meet and discuss your issues with lawyers from our team
- Comprehensive training materials to take away, plus additional employment law guides
- Post course e-learning quiz to consolidate your understanding

Course outline

Day 1:

- Contractual matters including working status
- Unfair dismissal overview
- Focus on absenteeism and capability dismissals
- Focus on conduct dismissals – the investigation and the hearing
- Handling redundancies

Day 2:

- Immigration considerations
- Overview of the Equality Act
- Focus on race, religion/belief and sexual orientation discrimination
- Focus on disability and age discrimination
- Focus on sex/maternity discrimination and family friendly rights
- Conducting a grievance investigation
- Dealing with claims and employment tribunal procedure
- Overview of forthcoming changes
- End of course drinks and discussion

Our next HR Academy is on the following dates:

- 11 & 12 March 2019 - in London, hosted at our offices in Chancery Lane
- 3 & 4 June 2019 - in London, hosted at our offices in Chancery Lane
- 9 & 10 September 2019 - in London, hosted at our offices in Chancery Lane
- 4 & 5 November 2019 - in London, hosted at our offices in Chancery Lane

The course runs from 9am to 5pm, with an informal drinks and discussion session from 4.30pm on the second day. Lunch is provided on both days. If you want to stay overnight, we can also assist with booking accommodation.

Duration and cost

Two-day course - £700 + VAT per participant

Group discount rate of £650 + VAT per participant, for two or more bookings from the same organisation.

In-house

If you have a larger HR team, we can also run an Academy at your own premises just for you – focussing on those areas that are most relevant to your business.

One-day course - £2,850 + VAT (opt for day one or day two)

Two-day course - £5,250 + VAT

How to book

Email events@lewissilkin.com and specify which course you would like to attend.

If you would be interested in an Academy course run specifically for your own organisation, please contact Lucy Hendley lucy.hendley@lewissilkin.com or your usual contact at Lewis Silkin.

“Interactive and very relevant. Lucy and Pia made each session informative and real with good examples”

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” sessions (see page 38), we can run an employment law update course for your HR team at your own premises. We can also run a version of this course for in-house legal teams.

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, £980 + VAT (plus travel if outside London)

How to Book

Please contact Emma Richardson emma.richardson@lewisilkin.com or your usual contact at Lewis Silkin.

Returner update

Our returner update course is designed for HR and in-house employment lawyers who have been away from work for a while – whether due to maternity or parental leave, a career break, a sabbatical or for any other reason. Suitable for one or more participants, we will take you through the key employment law developments that have taken place during your absence.

Course outline

We will cover all of the recent developments in employment law, covering 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. 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, £980 + VAT (plus travel if outside London)

How to book

Please contact Emma Richardson emma.richardson@lewisilkin.com or your usual contact at Lewis Silkin.

Mock Tribunal

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

Course outline

The tribunal 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 tribunal.

Our mock tribunals 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!

Structure of course

- Introduction to the Employment Tribunal process
- Claimant's and respondent's cases
- Example cross-examination
- Cross-examination by audience
- Closing speeches
- Audience vote and tribunal's verdict
- Discussion and questions

Duration and cost

3 hours, £3,750 + VAT (plus travel if outside London). This course can be run at your premises or hosted by us at our offices in London.

How to book

Please contact Hazel Oliver hazel.oliver@lewissilkin.com or your usual contact at Lewis Silkin.

"An excellent case study and very well structured training forum. The professional input from Lewis Silkin was very enlightening"

Handling sickness absence

Sickness absence can be a real headache for HR professionals. This course 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 adjustments. 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
- Interactive case studies

Duration and cost

2.5 hours, £1,800 + VAT (plus travel if outside London).

Stress and mental health

Millions of working days are lost each year to common mental health conditions such as stress, anxiety and depression. This course looks at the legal and practical challenges caused by these issues, including what you can do to reduce stress, minimise the legal risks and maintain a mentally healthy workforce. As part of the session we use a filmed case study to illustrate common issues and pitfalls when dealing with a stressed employee.

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 adjustments
- Occupational health and medical advice
- Handling a return to work
- Tricky issues
- Interactive filmed case study

Duration and cost

2.5 hours, £1,800 + VAT (plus travel if outside London).

Diversity

A critical topic for all HR professionals, this course will provide you with a reminder of the principles of diversity and equal opportunity, together with a more in-depth look at the different types of discrimination and how they can happen. We use short filmed case studies during this course to illustrate specific points and generate plenty of discussion. This course is also available in an e-learning format (see page 33 for more details).

Course outline

- The concepts of diversity and equal opportunity
- 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, £1,550 + VAT (plus travel if outside London).

Flexible working

All employees now have the right to request flexible working. Employers also have separate duties to accommodate employees with different needs, including those with child-care responsibilities, disabilities and religious requirements. This course will take you through the legal requirements and possible risks, and take a practical look at how to handle different requests.

Course outline

- The general right to request flexible working
- Flexible working and indirect discrimination
- Accommodating different requirements
- Handling requests in practice
- How to deal with conflicting requests
- Interactive case studies

Duration and cost

2 hours, £1,550 + VAT (plus travel if outside London).

“Lucy & Ellie were brilliant in sharing their experience and knowledge.”

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 help you to navigate this potentially complex topic - including 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, £1,550 + VAT (plus travel if outside London).

Handling difficult conversations

There are times as an HR professional when you may 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
- How to use protected conversations and “without prejudice” discussions
- Key practical points for handling difficult conversations

Duration and cost

2 hours, £1,550 + VAT (plus travel if outside London).

Recruitment

Good recruitment practices are key to any organisation's success, but this is also a time when things can go wrong before someone has even become your employee. The most common pitfalls 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 adjustments
- Advertisements and job descriptions
- Shortlisting
- Job interviewing and feedback
- Online screening and data protection
- Contractual issues

Duration and cost

2 hours, £1,550 + VAT (plus travel if outside London).

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, £1,550 + VAT (plus travel if outside London).

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, £1,550 + VAT (plus travel if outside London).

Protecting your business

This training 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. The session is intended to be practical and is 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, £1,300 + VAT (plus travel if outside London)

Courses for Managers

We offer a full set 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.

Every course can be run as a single session. Alternatively, two or more courses can be combined to create a course to your specifications. Popular combinations include handling disciplinaries and handling grievances, and diversity combined with handling sickness absence.

These are all standard courses, but 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.

Each course is priced individually. If you choose to combine courses together we can agree a discounted price, and the total cost for one full day of training (delivered on the same day) will not exceed our standard price for a one day course of £2,850 plus VAT.

How to book

To book a course or find out more please contact Emma Richardson emma.richardson@lewisilkin.com or your usual contact at Lewis Silkin.



Essential employment law for managers

Your managers are on the front line, dealing with employment issues every day. Manager training is key to reducing legal problems, promoting the right culture and enabling your managers to tackle tricky issues in the right way.

One of our most popular courses, this full-day session is designed to give your managers greater confidence in the key areas of employment law which they face in their role.

We can run this course at your own premises for a group of up to 25 managers at a time. If you have a large group of managers to train, we can run the same course for you a number of times.

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

The day will cover the most important topics facing your managers on a day-to-day basis:

- 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 course leader and with each other, giving them the chance to discuss how employee issues are dealt with across the various parts of your business.

After attending this course your managers will have the confidence to deal with tricky problems such as managing an under-performing employee, dealing with a complex disciplinary or handling a sensitive grievance.

Duration and cost

One-day (7 hours) - £2,850 + VAT (plus travel if outside London).

This course is also available in an e-learning format as three one-hour modules (see page 34 for more details).

How to book

To book a course or find out more, please contact Emma Richardson emma.richardson@lewissilkin.com or your usual contact at Lewis Silkin.

Mock Tribunal

Designed for a mixed group of managers, we will present a live mock employment tribunal hearing - complete with documents, witnesses, cross-examination and a verdict from the tribunal panel at the end.

Course outline

The tribunal 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, those attending will learn all about the practicalities of a tribunal hearing, how to put your case across effectively, and the importance of being properly prepared. The managers 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 tribunal.

Our mock tribunals 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, your own managers can play the parts of the claimant and the employer's witnesses, with the opportunity to be cross-examined by some of our lawyers!

Structure of course

- Introduction to the Employment Tribunal process
- Claimant's and respondent's cases
- Example cross-examination
- Cross-examination by audience
- Closing speeches
- Audience vote and tribunal's verdict
- Discussion and questions

Duration and cost

3 hours, £3,750 + VAT (plus travel if outside London). This course can be run at your premises or hosted by us at our offices in London.

How to book

Please contact Hazel Oliver hazel.oliver@lewissilkin.com or your usual contact at Lewis Silkin.

“Every senior person should be made to go on this! I found it absolutely invaluable and far more effective than reading processes”

Diversity

Equal opportunities and diversity training is a must for every business. It's not just about avoiding discrimination claims - although that is important! An inclusive workplace where employees respect diversity and each other is a good place to work, bringing benefits to both staff morale and productivity.

This type of training is key to helping your business avoid costly and damaging claims of discrimination and harassment. It enables everyone to understand their obligations and how to avoid breaching the law. If the worst happens and you do face a claim, appropriate training will help your business defend itself by showing it has taken steps to prevent discrimination from taking place.

Our diversity training course for staff and managers 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 of the importance of diversity and how to avoid discrimination and harassment. The version for managers is a little longer and covers a manager's responsibility to deal with discrimination issues. Although these courses can be delivered to a large group, we include quizzes and case studies to involve the participants.

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 33 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 - £1,300 + VAT (plus travel if outside London).

1 hour course for all staff - £980 + VAT (plus travel if outside London)

(We can also agree a discount if the same course will be repeated a number of times)

How to book

Please contact Emma Richardson emma.richardson@lewisilkin.com or your usual contact at Lewis Silkin.

Diversity in depth

More detailed than our short diversity course for managers, this session provides managers with a reminder of the principles of diversity and equal opportunity combined with a more 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, £1,950 + VAT (plus travel if outside London).

Unconscious bias

Unconscious bias can impair effective decision-making and cause unfair treatment of others. 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. This course 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 33 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, £1,550 plus VAT

"The course was really informative and I learnt an incredible amount. One of the best courses I've been on in a long time"

Leadership workshop (anti sexual harassment)

An interactive session for Executive Leadership which focusses on sexual harassment and bullying; creating awareness of the issues, understanding the law and risks and providing practical advice on how to handle issues that may arise in the workplace. During the session we explore the need for leaders to role model the right behaviours and to speak up when situations do not reflect the organisation's values. 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 - £2,000 + VAT (plus travel if outside London)

Speak Up seminar (anti sexual harassment)

Designed as a seminar session for up to 40 participants. It is intended to be run after the leadership workshop events to encourage employees to Speak Up when they themselves experience unacceptable behaviour, or support a colleague who has experienced poor behaviour. There are filmed clips to emphasise key messages, with some group work to explore scenarios ranging from casual banter to what to do when you are harassed. The session offers practical advice on what to say / how to respond when faced with inappropriate comments or behaviour, where to go within your organisation to gain support or information and how to support a colleague.

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 - £1,300 + VAT (plus travel if outside London)
(We can also agree a small discount if the same course is run twice on the same day)

Handling disciplinarys

Disciplinary procedures are something that all managers need to be confident at dealing with. Effective disciplinary processes are an essential part of running a business – but a badly handled disciplinary can lead to further management problems, grievances and legal claims. This course will ensure that managers understand the risks of handling a disciplinary process incorrectly, but 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 disciplinary process and generate plenty of discussion.

This course is also available in an e-learning format (see page 32 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
- Interactive filmed case study

Duration and cost

2.5 hours, £1,800 + VAT (plus travel if outside London).

Handling grievances

Handling a grievance can be difficult but it is something that every manager needs to be confident at dealing with. A badly handled grievance can lead to a myriad of other problems, including further grievances and discrimination claims. 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 grievance investigation process.

This course is also available in an e-learning format (see page 33 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
- Interactive filmed case study

Duration and cost

2.5 hours, £1,800 + VAT (plus travel if outside London).

“Loved it! Something completely different - loved being put outside of my comfort zone”

Handling investigations

Every manager may need to conduct a workplace investigation, ranging from looking into a minor disciplinary issue to formally investigating a complex grievance on a sensitive issue. This course guides managers through the different steps in an 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
- Interactive filmed case study

Duration and cost

2.5 hours, £1,800 + VAT (plus travel if outside London).

Performance management

Managing performance is an essential part of every manager's day to day role. When handled effectively, good performance management can motivate and bring out the best in your employees. Failing to manage performance well (or at all) can lead to inefficiency, resentment, grievances or legal claims. This course will look at the importance of good performance management and how to implement this in 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
- Interactive case studies

Duration and cost

2 hours, £1,550 + VAT (plus travel if outside London).

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 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
- Legal risks that can arise in sickness cases
- Overview of disability discrimination and the duty to make reasonable adjustments
- Dealing with short-term absences
- Dealing with long-term absences
- Getting medical advice
- Interactive case studies

Duration and cost

2.5 hours, £1,800 + VAT (plus travel if outside London).

Stress and mental health

Millions of working days are lost each year to common mental health conditions such as stress, anxiety and depression. Managers are on the front line dealing with these issues, and will often be the first person to spot the possible warning signs. This course is designed to increase your managers' confidence in dealing with stress and mental health in the workplace, taking a practical approach while making the legal risks clear. As part of the session we use a filmed case study to illustrate common issues and pitfalls 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 adjustments
- Getting medical advice
- Handling a return to work
- Interactive filmed case study

Duration and cost

2.5 hours, £1,800 + VAT (plus travel if outside London).

"Ellie was very knowledgeable, clear & focused, even as we talked too much, she kept us on track."

Leadership Workshop (stress and mental health)

An interactive session for Executive Leadership which focusses on mental health and stress; creating awareness of the issues, understanding the law and risks and providing practical advice on how to handle issues that may arise in the workplace. During the session we explore the need for leaders to role model the right behaviours and how to respond to situations. The workshop has a number of interactive case studies to demonstrate the consequences of ignoring requests for support, 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 mental health and stress
- What is it
- Who is protected
- Interactive case studies
- The responsibilities of a leader
- How to manage issues

Duration and cost

2 hour course for leaders - £1,550 + VAT (plus travel if outside London)

Health and safety

All employers have duties to take care of the health and safety of their employees, and work-related injuries and illnesses cost UK 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. This course will ensure that 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
- Interactive case studies and quizzes

Duration and cost

2.5 hours, £1,800 + VAT (plus travel if outside London).

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.

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, £1,550 + VAT (plus travel if outside London).

Protecting your business

This training 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. The session is intended to be practical and is 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, £1,300 + VAT (plus travel if outside London)

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.

We can also let you know which participants have successfully completed each course, and provide you with a document showing this information so you can track completion for compliance purposes.



Standard courses

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

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 licencing fee or vary the price depending on the number of employees to be trained.

Essential employment law for managers

Based on our most popular classroom course (details on page 22), 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 - £2,600 + VAT
- Unconscious bias - £2,600 + VAT
- Anti-harassment and dignity at work - £2,600 + VAT
- Dealing with a disciplinary procedure - £2,600 + VAT
- Dealing with a grievance - £2,600 + VAT
- Handling performance issues - £2,600 + VAT
- Handling mental health and stress issues - £2,600 + VAT
- Whistleblowing - £2,600 + VAT
- Data awareness - £2,600 + VAT
- Acting as an employee representative (redundancy) - £1,500 + 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:

<http://www.lewissilkin.com/EIR/Services/HR-Services/Employment-Law-Training/E-Learning>

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.

Want to know more?

You can find taster examples of some of our e-learning courses on our website

www.lewissilkinemployment.com.

To buy a course or find out more please contact Hazel Oliver hazel.oliver@lewissilkin.com or your usual contact at Lewis Silkin.

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 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 from presenting a course at your premises ranges from £980 + VAT for a one hour course to £2,850 + 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.

Want to know more?

To discuss designing a course or find out more please contact Emma Richardson emma.richardson@lewissilkin.com or your usual contact at Lewis Silkin.



Updates and workshops

This is our spring season of breakfast updates and half-day workshops. This programme is aimed mainly at HR managers and those with equivalent experience of dealing with workplace employment issues – but we'd be delighted to welcome you whatever your background or grounding in employment law.

Breakfast updates 9.00am - 10.30am (Breakfast will be served from 8.30am)

£125 + VAT

What's happening in employment law

➤ Wednesday 6 March 2019

Our topical review of developments affecting the workplace will examine recent and forthcoming changes. With Brexit imminent, we'll confirm what implications the final deal - if one is reached - has for employment law. Some important decisions are expected soon from the courts, including the Supreme Court's take on discrimination arising from disability and more rulings on employment status. We will also consider changes to employment law announced in the Government's Good Work Plan. As usual, we will cover all significant cases and other developments that happen before the session. Our practical take on what's happening means this event is always popular - be sure to book early to secure your place.

Immigration and Brexit

➤ Wednesday 3 April 2019

A few days after the UK's exit from the European Union, Lewis Silkin's immigration team will be holding a special Brexit training session to provide you with all the information you need to know about the UK's withdrawal, whether that happens with or without a deal. The Government's EU settlement scheme, through which all your EU national workers must apply, will be open by then. We will provide you with an update on how this is working and advice on what you and your staff need to do. We are delighted to confirm that Gabrielle Monk from the Home Office's EU casework team will be joining us to give an update on the settled status process and answer any queries you may have. This session will ensure you and your business are fully prepared to navigate the choppy post Brexit waters.

Subject access and data breaches

➤ Wednesday 1 May 2019

Data subject access requests can come from anyone, but probably the most common and problematic are in an employment context. A disgruntled employee may, for instance, make a request to gather evidence for a claim or to increase pressure with the hopes of securing an exit package - and the GDPR has expanded the information that employers must provide. The GDPR also has a new regime of mandatory reporting and notification for data breaches. This could be triggered by something as simple as an employee sending an email to the wrong address, requiring employers to consider whether a data loss or data breach triggers the threshold for notification to regulators and whether data subjects should be informed. In this update, we'll look at the new GDPR subject access regime, and provide guidance on spotting and handling some of the more "routine" data breaches.

What's happening in immigration law

➤ Thursday 9 May 2019

With the backdrop of Brexit, complex rules and an increased focus on compliance, keeping up to speed on immigration developments is crucially important for HR professionals. Join us at this briefing when we will provide some insight into the key considerations that every UK employer of overseas nationals ought to be aware of in order to be able to proactively manage these issues and protect your business. We will provide you with an overview of Brexit developments, the latest rules and policy for the points based system, and some top tips based on our current experience.

Family and parental rights

➤ Wednesday 5 June 2019

Family and parental rights continue to be a complex and sensitive area for HR professionals. This update will look at recent developments in order to help you minimise the risk of grievances or legal claims. A new right to parental bereavement leave is due to take effect in 2020, and we're still awaiting news as to whether proposals for grandparental leave will be taken forward. We will consider the latest position on shared parental leave, including whether it is potentially sex discrimination to pay less for this type of leave than for maternity leave. The session will also cover recent cases on maternity leave and rights, including any developments in relation to discrimination, and the related topic of flexible working on return from leave.

Workshops 9.30am - 12.30pm (Breakfast will be served from 9.00am and lunch from 12.30pm)

£195 + VAT

Our interactive workshops combine a full discussion of the topic with the opportunity to learn from us and the experience of other participants.

Contingent workers, employment status and IR35

➤ Thursday 23 May 2019

Contingent workers and their employment status continue to be a topical and problematic area. The Court of Appeal's ruling on whether Uber drivers are "workers" is now being appealed to the Supreme Court, and the Government's response to the Taylor Review indicates that it will be taking steps to clarify the relevant legal tests. This practical workshop will use case studies to illustrate the latest position and explain how best to avoid running into problems with employment status. We'll also cover the important new rules on IR35 tax for contractors, due to come into force in April 2020, which will apply to all businesses in the private sector.

To register

E events@lewissilkin.com

T +44 (0)20 7074 8000

Register online at www.lewissilkinemployment.com

Attend three, pay for two

Book three of our updates or workshops and only pay for two (the cheapest session is free).

Cancellation policy

This cancellation policy applies to our Academy courses and to our autumn/winter season of updates and workshops.

For any cancellations received in writing not less than eight (8) days prior to the event, you will receive a 100% credit to be used at another related event which must occur within one year from the date of issuance of such credit. If you have had a place confirmed then no credit will be issued for any cancellations occurring within seven (7) days (inclusive) of the event or if you decide not to attend the event without giving us any notice. You may substitute the delegates attending no later than 2 working days prior to the event.

This cancellation policy applies to all standard courses.

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.