



# Employment Training services

Spring/summer 2017



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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 36 for a full summary of our standard curriculum). We provide:

- Core courses at a fixed cost
- Modular courses at a fixed cost that can be mixed and matched
- E-learning courses
- Tailored courses, based around our modular 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](mailto: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 both core courses and modular 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 Samar Shams [samar.shams@lewissilkin.com](mailto:samar.shams@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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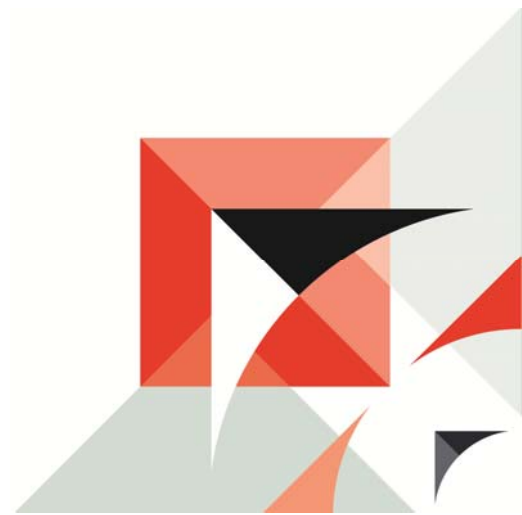


**Denise Collins**  
Worksphere Coordinator

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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.

# Courses for HR and legal



## 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:

- 13 & 14 March 2017 - in London, hosted at our offices in Chancery Lane
- 9 & 10 October 2017 - 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 - £2,750 + VAT (opt for day one or day two)

Two-day course - £5,000 + VAT

### **How to book**

Email [events@lewissilkin.com](mailto: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](mailto:lucy.hendley@lewissilkin.com) or your usual contact at Lewis Silkin.

*“Both Lucy and Pia were very engaging presenters, very knowledgeable, able to give practical examples which really added value.”*

## HR Academy Advanced

Following on from our popular HR Academy, the HR Academy Advanced is a one day course suitable for more experienced HR professionals or those looking for a deeper insight into some of the more complicated areas of employment law. If you have already been on the HR Academy, this course provides the ideal next step. As with all of our training, we will use real examples, filmed case studies and group discussion to bring the issues to life.

The course looks at the topical and complex issues of data protection, whistleblowing, TUPE and collective redundancies. In the afternoon session we will also use role-play to consider the practical skills as well as the legal issues involved in handling difficult workplace conversations, including negotiated dismissals.

### Course outline

- Data protection obligations and monitoring employees
- Whistleblowing
- TUPE
- Collective redundancies
- Handling difficult conversations and negotiated dismissals
- End of course drinks and discussion

### Dates and location

Our next HR Academy Advanced course is on the following date:

- 17 July 2017 - 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.

### Duration and cost

One-day course - £400 + VAT per participant

Group discount rate £350 + VAT per participant, for two or more bookings from the same organisation.

### In-house

If you have a larger group of HR managers you want to train, we can run the HR Academy Advanced course at your own premises just for you.

One-day course - £2,750 + VAT

Two-day course - £5,000 + VAT

### How to book

Email [events@lewissilkin.com](mailto: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](mailto:lucy.hendley@lewissilkin.com) or your usual contact at Lewis Silkin.

## 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 34), 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, £950 + VAT (plus travel if outside London)

### How to Book

Please contact Lucy Hendley [lucy.hendley@lewissilkin.com](mailto:lucy.hendley@lewissilkin.com) or Pia Sanchez [pia.sanchez@lewissilkin.com](mailto:pia.sanchez@lewissilkin.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, £950 + VAT (plus travel if outside London)

### How to book

Please contact Lucy Hendley [lucy.hendley@lewissilkin.com](mailto:lucy.hendley@lewissilkin.com) or Pia Sanchez [pia.sanchez@lewissilkin.com](mailto:pia.sanchez@lewissilkin.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](mailto:hazel.oliver@lewissilkin.com) or your usual contact at Lewis Silkin.

## Modular courses for HR

We offer a set of modular training courses for HR on key subjects, which build on our core courses and 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 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 £2,750 plus VAT.

### How to book

To book a course or find out more, please contact Lucy Hendley [lucy.hendley@lewisilkin.com](mailto:lucy.hendley@lewisilkin.com) or Pia Sanchez [pia.sanchez@lewisilkin.com](mailto:pia.sanchez@lewisilkin.com) or your usual contact at Lewis Silkin.

*“Relevant, intricately prepared, well presented,  
covered everything I could have asked for,  
really spot on”*

## 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, £1,750 + 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, £1,750 + 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 32 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, £1,500 + 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, £1,500 + VAT (plus travel if outside London).

## 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, £1,500 + 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, £1,500 + 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, £1,500 + 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, £1,500 + 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, £1,500 + 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, £1,250 + VAT (plus travel if outside London)

# Courses for Managers



## 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) - £2,750 + VAT (plus travel if outside London).

### How to book

To book a course or find out more, please contact Lucy Hendley [lucy.hendley@lewissilkin.com](mailto:lucy.hendley@lewissilkin.com) or Pia Sanchez [pia.sanchez@lewissilkin.com](mailto:pia.sanchez@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](mailto:hazel.oliver@lewissilkin.com) or your usual contact at Lewis Silkin.

*"A great course. The trainer was very knowledgeable and dealt with complex issues well. The course held my attention throughout "*

## 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 31 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 - £1,250 + VAT (plus travel if outside London).

1 hour course for all staff - £950 + 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 Lucy Hendley [lucy.hendley@lewissilkin.com](mailto:lucy.hendley@lewissilkin.com) or Pia Sanchez [pia.sanchez@lewissilkin.com](mailto:pia.sanchez@lewissilkin.com) or your usual contact at Lewis Silkin.

*“Very energetic and interactive.  
Lots of different information  
delivered well.”*

## **Modular courses for managers**

We offer a set of modular training courses for managers on key subjects, which build on our core courses and 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 £2,750 plus VAT.

### **How to book**

To book a course or find out more please contact Lucy Hendley [lucy.hendley@lewissilkin.com](mailto:lucy.hendley@lewissilkin.com) or Pia Sanchez [pia.sanchez@lewissilkin.com](mailto:pia.sanchez@lewissilkin.com) or your usual contact at Lewis Silkin.

## 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.

### 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, £1,750 + 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.

### 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, £1,750 + VAT (plus travel if outside London).



## 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, £1,750 + 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, £1,500 + 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, £1,750 + 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, £1,750 + VAT (plus travel if outside London).

## Diversity

More detailed than our core 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, 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
- Direct discrimination
- Indirect discrimination and justification
- Victimisation
- Harassment
- Managing complaints and grievances

### Duration and cost

2 hours, £1,500 + 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, £1,750 + 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, £1,500 + VAT (plus travel if outside London).

## Acting as an employee representative

Employee representatives may be required for both redundancy and TUPE consultation exercises. This course will give your employee representatives an overview of the law applicable to their situation and guidance on how best to carry out their role.

### Course outline

- Overview of redundancy and/or TUPE
- How consultation works
- Practicalities of representing your colleagues
- Handling meetings and responding to questions
- Your rights as a representative

### Duration and cost

1 hour, £950 + 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, £1,250 + 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.

Our current standard e-learning course are:

- Diversity - £2,500 + VAT
- Acting as an employee representative (redundancy) - £1,500 + VAT
- Dealing with a disciplinary procedure - £2,500 + VAT
- Dealing with a grievance - £2,500 + VAT
- Data awareness - £2,500 + 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.

## 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](http://www.lewissilkinemployment.com).

To buy a course or find out more please contact Hazel Oliver [hazel.oliver@lewissilkin.com](mailto: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.

Examples of some of our recent tailored courses for clients include:

- Training on conducting investigations and hearings for senior managers at an investment bank
- Discrimination and data protection issues in recruitment for HR managers at an educational institution
- Briefing for employee representatives involved in a redundancy exercise
- Protecting your business for HR managers at a financial institution
- Shared parental leave for HR managers at a publishing company
- Bribery Act and money laundering training for a group of sales managers
- A bespoke mock tribunal for trainee managers at a technology company
- Training for HR managers on how to conduct an internal mediation

## 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 £950 + VAT for a one hour course to £2,750 + 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 Lucy Hendley [lucy.hendley@lewissilkin.com](mailto:lucy.hendley@lewissilkin.com) or Pia Sanchez [pia.sanchez@lewissilkin.com](mailto:pia.sanchez@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

- Thursday 9 March
- Wednesday 15 March

Our topical review of developments will take a look at recent and forthcoming changes of significance in the world of employment law. There are some important cases in the pipeline, including various challenges to the employment status of atypical workers and the on-going holiday pay saga. We are also expecting the final version of the gender pay gap reporting rules, consultation on the proposals to introduce shared grandparental leave and implementation of the new General Data Protection Regulation. As usual, we will cover any major new developments that arise closer to the event. Our practical take on these changes means that this session is always popular, so please book early to secure your place (specifying which date you would like to attend).

### What's happening in immigration law

- Thursday 27 April

This session is timed to coincide with changes to the UK Immigration Rules that are expected to take effect on 6 April 2017. With the expansion of criminal penalties under the Immigration Act 2016, it is more important than ever for all UK employers, and for licenced sponsors of skilled workers in particular, to stay on top of changes. We will be covering all the key developments during this briefing, including the new EEA Regulations 2016. We will also take a look at the on-going implications of Brexit, including an overview of the routes that a post-Brexit immigration landscape might include.

**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.

**Employment status**

➤ Thursday 11 May

Employment status is the hot topic of the moment, with various legal challenges being brought in relation to the status of individuals working in the “on-demand” economy. Meanwhile, the Government has initiated an inquiry into the future world of work with a focus on the status and rights of different types of worker. Against this background, our workshop will take a practical look at employment status and how you can best protect your business against unexpected claims. We will use lots of case studies to illustrate the issues, and consider the potential scope for reform in this area.

**Family rights and discrimination**

➤ Friday 16 June

Maternity rights continue to be something of a minefield for employers, who face a real risk of discrimination claims if things go wrong. Adding the new shared parental leave regime and the proposal for shared grandparental leave into the mix only adds to the challenges. This session will use practical case studies to look at tricky areas where complaints of discrimination might arise, including dealing fairly with redundancies, sickness absence, and pay for different types of leave.

**Dates for sessions to be held in Cardiff and Oxford will be announced shortly.**

**To register**

E [events@lewissilkin.com](mailto:events@lewissilkin.com)

T +44 (0)20 7074 8000

Register online at [lewissilkinemployment.com](http://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 spring/summer 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.

## Our curriculum at a glance

HR - Core	Audience	Where	Duration	Cost (plus travel)	Page
HR Academy	HR	Our office	14 hours	£700* + VAT per person	8
HR Academy Advanced	HR	Our office	7 hours	£400* + VAT per person	10
HR Academy (in-house)	HR	Your/our office	7 hours / 14 hours	£2,750 / £5,000 + VAT	10
Employment Law update	HR/legal	Your office	2 hours	£950 + VAT	11
Returner update	HR/legal	Your/our office	2 hours	£950 + VAT	11
Mock Tribunal	HR	Your/our office	3 hours	£3,750 + VAT	12

\* Discount for two or more participants from the same organisation

HR - Modular	Audience	Where	Duration	Cost (plus travel)	Page
Handling sickness absence	HR	Your office	2.5 hours	£1,750 + VAT	14
Stress and mental health	HR	Your office	2.5 hours	£1,750 + VAT	14
Diversity	HR	Your office	2 hours	£1,500 + VAT	15
Flexible Working	HR	Your office	2 hours	£1,500 + VAT	15
TUPE	HR	Your office	2 hours	£1,500 + VAT	16
Handling Difficult conversations	HR	Your office	2 hours	£1,500 + VAT	16
Recruitment	HR	Your office	2 hours	£1,500 + VAT	17
Data Protection for HR	HR	Your office	2 hours	£1,500 + VAT	17
Handling data subject access requests	HR	Your office	2 hours	£1,500 + VAT	18
Protecting your business	HR	Your office	1.5 hours	£1,250 + VAT	18

<b>Managers - Core</b>	<b>Audience</b>	<b>Venue</b>	<b>Duration</b>	<b>Cost (plus travel)</b>	<b>Page</b>
Essential Employment Law for Managers	Managers	Your office	7 hours	£2,750 + VAT	20
Mock Tribunal	Managers	Your/our office	3 hours	£3,750 + VAT	21
Diversity	Managers	Your office	1.5 hours	£1,250 + VAT	22
Diversity overview	All staff	Your office	1 hour	£950 + VAT	22

<b>Managers - Modular</b>	<b>Audience</b>	<b>Venue</b>	<b>Duration</b>	<b>Cost (plus travel)</b>	<b>Page</b>
Handling disciplinarys	Managers	Your office	2.5 hours	£1,750 + VAT	24
Handling grievances	Managers	Your office	2.5 hours	£1,750 + VAT	24
Handling investigations	Managers	Your office	2.5 hours	£1,750 + VAT	25
Performance management	Managers	Your office	2 hours	£1,500 + VAT	25
Handling sickness absence	Managers	Your office	2.5 hours	£1,750 + VAT	26
Stress and mental health	Managers	Your office	2.5 hours	£1,750 + VAT	26
Diversity	Managers	Your office	2 hours	£1,500 + VAT	27
Health and Safety	Managers	Your office	2.5 hours	£1,750 + VAT	27
Data Protection	Managers	Your office	2 hours	£1,500 + VAT	28
Acting as an employee representative	Managers	Your office	1 hour	£950 + VAT	28
Protecting your business	Managers	Your office	1.5 hours	£1,250 + VAT	29

<b>E-learning</b>	<b>Audience</b>	<b>Venue</b>	<b>Duration</b>	<b>Cost</b>	<b>Page</b>
Diversity	All staff	e-learning	n/a	£2,500 + VAT	31
Acting as an employee representative (redundancy)	As required	e-learning	n/a	£1,500 + VAT	31
Handling disciplinaries	Managers	e-learning	n/a	£2,500 + VAT	31
Handling grievances	Managers	e-learning	n/a	£2,500 + VAT	31
Data awareness	HR/managers	e-learning	n/a	£2,500 + VAT	31



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