

# WORKPLACE INVESTIGATIONS

## A one-day workshop

This workshop is designed to build participants' knowledge, skills and confidence in conducting investigations in the workplace. The workshop will benefit all those, both managers and HR professionals alike, who may be involved in a full of range of investigations, including:

- Disciplinary investigations
- Investigations into allegations of harassment / bullying
- Grievance investigations, etc

The skills and processes learnt will ensure that participants are able to carry out robust investigations in line with best practice and employment law. Internal company policies and procedures will be referred to throughout the workshop as appropriate.

### LEARNING OBJECTIVES

On completion of this highly practical programme participants will:

- Understand the importance of the investigation in disciplinary and grievance procedures and the significance of conducting a fair and robust investigation
- Be clear on the role and responsibility of the investigating manager and how to work effectively with others providing support, such as HR
- Know the importance of planning and preparation in relation to the investigation
- Be able to conduct an effective investigation including investigation interviews and taking statements
- Be confident to make a recommendation based on the investigation and produce a high quality report which will stand up at any subsequent hearing
- Have an awareness of the legislation affecting how employers discipline their employees and respond to staff complaints, including those of bullying and harassment and the practical implications this has for investigations
- Have built knowledge, skills and confidence through practical exercises addressing challenging issues and participant concerns.

### AUDIENCE

Anyone likely to be involved in advising on, or conducting, disciplinary, grievance, or bullying / harassment investigations, including:

- HR / employee relations advisers
- Line managers

## SPECIAL FEATURES

This programme can be tailored to particular settings. We suggest that, for maximum benefit, the trainer be given access to your organisation's relevant policies and procedures well in advance in order to use them as examples during the programme. At all points your policies and procedures can be referred to and reinforced, and any particular lessons from experience can be driven home for you. The practical scenarios in Session 8 will be tailored to the participants' workplace(s). The scenarios need to be as life-like as possible. We can send you sample scenarios for you to use as a template in writing your own or Rosanne can develop them jointly with you.

Any further tailoring of the programme can be discussed directly between you and the trainer.

## EXPERT TRAINER

This programme was designed and is delivered by Rosanne Bernard, our lead trainer in this area. See her profile below.

## FEEDBACK

See what participants have said about our 'Workplace investigations' workshops:

*'Provides a good all round knowledge of investigation process.'*

*'Worthwhile, informative course.'*

*'Very informative, explains how to do it properly.'*

*'Very good – learnt a lot.'*

*'Interesting and engaging.'*

*'Confident professional delivery.'*

*'Rosanne knows her stuff and how to get people interacting.'*

*'A lot of value from a one day course.'*

*'Very worthwhile course – would highly recommend it to all supervisors/managers.'*

*'An ideal insight into planning and conducting workplace investigations.'*

*'Excellent course, valuable info gained and delivered at a comfortable pace, especially considering I have had no previous investigations training.'*

*'Well-structured course.'*

*'Course pitched at an appropriate level.'*

*'Excellent instruction and delivery of course.'*

*'Great refresher that all supervisors should attend.'*

*'Good structure to investigations obtaining best practice and knowledge from others. Opportunity to put theory into practice.'*

*'A very worthwhile course.'*

*'Fantastic course – very helpful with getting head around methodology of investigations.'*

*'Very credible. Rosanne knows her stuff and holds the attention of the group well. Thoroughly enjoyed the day – thanks!'*

Any questions? Just give **Helen Nuttall** a call on **01582 714280** for a no-obligation discussion about running this workshop for your organisation on an in-house basis, or visit [www.maximumperformance.co.uk](http://www.maximumperformance.co.uk) for more details.

# WORKSHOP OUTLINE

- 1 Introduction
  - Workshop objectives and benefits from attending
  - Participants' experience and confidence in this area
  - Personal objectives
- 2 The context
  - Establishing the range of investigations that participants are involved in
  - Participants' experiences of investigations
  - Existing knowledge, skills and experience
- 3 Making workplace investigations robust
  - Best practice; ACAS guidance
  - Employment law risks and legal challenges
    - An overview of current legislation in this area
    - Exploring what constitutes a fair and reasonable investigation
    - Lessons from case law
  - Policies and procedures
- 4 The investigation
  - The purpose and outcomes of an investigation
  - Key responsibilities of the investigatory managers
  - Role and responsibilities of HR, etc
- 5 Key steps to an effective investigation
  - Deciding when and how to investigate; determining the best person to investigate
  - Understanding the scope / terms of reference of the investigation
  - Taking immediate action – suspension, temporary redeployment, etc
  - Planning the investigation: a checklist
  - Individual preparation: ensuring objectivity
  - How to conduct effective interviews and take witness statements
  - Gathering and evaluating evidence; dealing with conflicting information
  - Making a recommendation
  - Documenting the investigation: a checklist and template
  - Next steps
- 6 Avoiding common investigation mistakes
  - Six common mistakes and how to avoid them
- 7 Essential investigation skills
  - A checklist of effective investigation skills
  - Participants' strengths and development areas
  - Skill building activities, eg, effective questioning and listening skills, how to remain objective and avoid assumptions, etc
- 8 Putting it into practice
  - *Practical scenarios to assist participants build knowledge, skills and confidence in conducting workplace investigations:*
    - Developed individually for each client to ensure maximum learning and relevance (eg, include planning for and conducting an investigatory interview; reporting and presenting the recommendations; etc)
    - Group work to consider approach in particularly challenging or sensitive 'what if ...?' scenarios (eg, what happens if a grievance is raised during the investigation, counter-allegations are made or there is evidence of a disability, etc)
- 9 And finally...
  - Open forum – remaining challenges and 'what if' scenarios
  - Action planning – identifying how participants will transfer this learning into the workplace and what else they may need which will help them to do this effectively
  - Review and close

# LEAD TRAINER / CONSULTANT PROFILE

## ROSANNE BERNARD



Rosanne is an experienced trainer, facilitator and coach with substantial experience gained in both the public and private sectors. She worked for many years as a generalist HR Business Partner and has experience working at a senior level formulating and implementing HR strategy and policies. In addition, she has extensive experience advising and supporting managers with the full range of HR responsibilities, including recruitment, employee and industrial relations issues.

Rosanne also has extensive experience working as a learning and development consultant, trainer and coach. She now runs her own consultancy practice and brings enthusiasm, pragmatism and a real understanding of the challenges facing organisations today.

### KEY AREAS OF EXPERTISE

Rosanne's work focuses on:

- training (in the areas of HR skills, management development, skills training and train-the-trainer)
- building high performance teams
- one-to-one coaching
- expert facilitation (of meetings, workshops, strategy development days, etc)

Rosanne is passionate about helping organisations and individuals reach their full potential. She has substantial experience of training and development at all stages, including training needs analysis, designing and delivering training interventions and training evaluation against business outcomes and performance.

### CAREER HIGHLIGHTS

Before starting her own consultancy practice in 2002, Rosanne had HR roles at Bedfordshire County Council, British Waterways and, for ten years, at Kodak, where as an HR business partner within a senior management team she provided a comprehensive range of HR services at a strategic and operational level to over 700 employees. This generalist role encompassed resourcing, compensation, industrial relations and employee relations. Rosanne then moved into Kodak's management consultancy service where she designed and delivered management and personal development programmes, facilitated team meetings and events, and coached teams and individuals to maximise their performance.

### FEEDBACK

Rosanne gets outstanding feedback from workshop participants, as the following comments show:

*'Fantastic! Extremely helpful and very knowledgeable.'*

*'Rosanne's presentation and knowledge were brilliant.'*

*'Excellent course in terms of content, right balance of theory and practical sessions. Rosanne made us feel extremely relaxed and gave feedback to help us learn from the practical sessions.'*

*'I don't think I've ever had such a good day's training – very relevant, good information and the trainer was very good.'*

*'A lot of information was absorbed. I've not had SO MUCH FUN on any previous course.'*

*'Excellent facilitator. Can draw the audience and get the best out of them.'*

*'I think that this is the most useful and enjoyable course I have attended so far, not only in content but also in presentation.'*

*'Thoroughly enjoyable and highly relevant throughout. Very professionally prepared and presented. Thank you.'*

*'Really fun, very informative, lots of great ideas.'*

*'Excellent trainer, very motivating, clear, concise and approachable. A great day's course.'*

*'Very inclusive, very clear, very informative!'*

*'Relaxed style and a lot of knowledge.'*

*'Knowledgeable and wealth of experience means she is able to effectively advise on all HR situations.'*

*'Confident professional delivery.'*

*'Very worthwhile course would highly recommend it to all supervisors/managers.'*

*'Excellent course, valuable info gained and delivered a comfortable pace, especially considering I have had no previous investigation training.'*

*'Great refresher that all supervisors should attend.'*

*'A very worthwhile course.'*

*'Very credible. Rosanne knows her stuff and holds the attention of the group well. Thoroughly enjoyed the day - thanks!'*

*'Energetic, experienced, knowledgeable.'*

*'Very knowledgeable. Prepared to listen and adapt. Well presented.'*

*'Rosanne was really good, I like the way she delivered the training.'*

*'It brought the group together as a team.'*

*'Great at identifying shortcomings, positive and negatives.'*

*'A great programme to allow reflection and the opportunity to re-group.'*

*'Excellent discussion based event, forward focused.'*

*'Great facilitator.'*

*'Excellent and knowledgeable facilitator.'*

*'Very professional, concise relevant, held my attention all day!!!!'*

*'Vast knowledge and willing to listen and answer all questions.'*

*'Excellent, knowledgeable and kept us all on track.'*

*'Unflappable trainer. Great, would recommend.'*

*'Great! Well prepared. Asked questions and got delegates to break down their explanations to find out what exactly was required for actions moving forward. Engaging and inviting. Had fantastic conversations at lunch and felt she gave more than just her training tasks. Thank you!'*

*'Friendly, knowledgeable, fun!'*

## **QUALIFICATIONS, TRAINING AND PROFESSIONAL MEMBERSHIPS**

- Fellow of the Chartered Institute of Personnel and Development
- Post-Graduate Diploma in Personnel Management
- Business Practitioner in NLP
- Qualified coach through the Coaches Training Institute
- Qualified to use a number of psychometric instruments, such as OPQ, MBTI Step 1 and 2, WAVE, FACET 5, TMSDI, Mental Toughness (MTQ 48), etc
- Solutions Focus Practitioner