HR TRAINING PROGRAMME 2026

NW EMPLOYERS

People. Leadership. Growth.

Employee relations can be challenging and is ever evolving. We offer a range of programmes to enhance or refresh knowledge and skills and develop confidence in addressing issues promptly and effectively. Our programmes ensure delegates understand best practice, recognise the range of options available and are confident applying the correct procedures.

CONTENTS

Workplace Investigations	Page 3
Handling Discipline, Grievance, Bullying and Harassment	Page 4
Performance Management	Page 5
Recruitment and Selection Skills	Page 6
Attendance Management	Page 7
Reasonable Adjustments	Page 8
Sophie Harrison-Moody Biography	Page 9

WORKPLACE INVESTIGATION SKILLS

AIMS:

- To examine the purpose and format of workplace investigations and the responsibilities of the investigating officer, in the context of the law and organisational policies and procedures
- To enhance or refresh knowledge and skills and develop confidence in conducting thorough and objective investigations
- To identify potential outcomes and understand how to reach fair conclusions

LEARNING OUTCOMES:

Having attended this training programme participants will be able to: -

- Understand the background and context of workplace investigations
- Apply a fair and rigorous investigation framework – structure, roles and guiding principles
- Manage all aspects of an investigation effectively including planning, interviewing, gathering other evidence and reporting
- Enhance, refresh and practise skills in preparing interview questions and conducting interviews to establish the facts
- Produce appropriate investigation documentation and understand potential next steps
- Develop competence in evaluating information gathered and in reaching fair, defendable decisions

This is a two day in person course.

Looking to run this course in-house?
Get in touch now for more information; support@nwemployers.org.uk.

HANDLING DISCIPLINE, GRIEVANCE, BULLYING AND HARASSMENT

AIMS:

- To define and understand discipline, grievance, bullying and harassment in the workplace, in the context of the law and organisational policies and procedures
- To discuss the role of the line manager in handling these concerns, and the importance of early intervention and resolution
- To enhance or refresh knowledge and skills and develop confidence in addressing issues promptly and effectively

LEARNING OUTCOMES:

Having attended this training programme participants will: -

- Understand the legal context and definitions of misconduct, grievance, bullying, harassment and other forms of discrimination
- Distinguish between informal and formal approaches and when each is appropriate, addressing issues at the earliest opportunity
- Follow fair and consistent procedures and processes to bring about improvements, hear and resolve concerns, and work to eliminate all forms of unacceptable or unlawful conduct
- Enhance or refresh knowledge and skills in handling challenging conversations and formal meetings; and participating in or conducting robust, neutral fact-finding or investigations
- Identify potential outcomes and understand how to reach fair decisions

See below for our regional event! Looking to run this course in-house? Get in touch now for more information; support@nwemployers.org.uk.

Handling Discipline, Grievance, Bullying and Harassment
27 January 2026
9.30AM-4.30PM

The cost for this session is as follows -
Member Cost: £180 + VAT
Non-Member: £235 + VAT

Click here to book now!

PERFORMANCE MANAGEMENT

AIMS:

- To examine the principles and practices of performance management and staff development
- To gain tools, techniques and confidence in setting standards and team and personal objectives, identifying talent and developing individuals, while addressing underperformance
- To refresh and enhance skills in managing performance in a fair, consistent and compliant way

LEARNING OUTCOMES:

Having attended this training programme participants will be able to: -

- Understand best practice in performance management, and its lifecycle
- Identify and embed performance standards
- Determine SMART individual and team objectives, and manage team development and succession planning
- Develop or enhance skills, tools and techniques in reviewing and discussing performance, including questioning, listening, assertiveness and feedback
- Recognise and manage underperformance, applying the correct procedures, and where needed, handle challenging conversations in a sensitive manner, in order to achieve and sustain improved performance

This is a one day online event.

Looking to run this course in-house?
Get in touch now for more information; support@nwemployers.org.uk.

RECRUITMENT AND SELECTION SKILLS

AIMS:

- To examine the end-to-end process for making appointments in a fair, consistent and legally compliant way
- To explore best practice and enhance knowledge and skills, tools and techniques in the attraction, shortlisting, interviewing, selection and appointment of strong candidates

LEARNING OUTCOMES:

Having attended this training programme participants will be able to: -

- Understand equality, diversity and inclusion and eliminate discrimination and bias in recruitment decisions
- Analyse and design roles, identifying the required skills and competencies, and draft associated job descriptions and person specifications
- Attract candidates via different methods/media
- Plan, prepare for and conduct appropriate selection activities
- Identify types of interview questions including competency-based questions, and draft them accordingly
- Enhance or refresh skills in interviewing to ascertain candidates' knowledge and capabilities
- Evaluate evidence gathered and assess candidates fairly and appropriately
- Ensure pre-appointment steps are conducted consistently

This is a one day online event.

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ATTENDANCE MANAGEMENT

AIMS:

- To assist managers and supervisors in proactively maintaining good levels of attendance, and in supporting team members through periods of absence and the return to work
- To refresh or enhance understanding of the causes and impact of absence, and develop essential tools and techniques needed to communicate sensitively with team members and maintain optimum attendance in a fair, supportive and compliant manner

LEARNING OUTCOMES:

Having attended this training programme participants will be able to: -

- Understand the importance of managing attendance and its impact on individuals, teams and the organisation
- Clarify the role and responsibilities of the manager in effective management of absence while meeting the duty of care
- Recognise the causes and different types of absence, the wellbeing needs of staff, the signs that may indicate forthcoming absence, and the proactive steps that can be taken to prevent absence
- Understand disability including physical and mental ill-health, and the steps to be considered in making reasonable adjustments
- Enhance skills and knowledge in conducting attendance discussions in compliance with organisational policies
- Gain confidence and competence in having sensitive conversations with team members about absence, and in dealing with challenging situations
- Recognise the range of options available to encourage and support a return to work, fostering positive relationships and a spirit of open communication

See below for our regional event! Looking to run this course in-house? Get in touch now for more information; support@nwemployers.org.uk.

Attendance Management
3 February 2026
9.30AM-4.30PM

The cost for this session is as follows -
Member Cost: £180 + VAT
Non-Member: £235 + VAT

Click here to book now!

REASONABLE ADJUSTMENTS

AIMS:

- To assist managers and supervisors in understanding entitlement to and management of reasonable adjustments in instances of physical or mental ill-health
- To refresh or enhance skills, tools and techniques needed to support team members with developing or ongoing conditions, through periods of absence or whilst in work, in a fair, inclusive and compliant manner

LEARNING OUTCOMES:

Having attended this training programme participants will be able to: -

- Understand the importance of widening and maintaining access to work for those with a disability
- Define disability and reasonable adjustments within the context of the Equality Act 2010 and organisational duty of care, policies and procedures
- Examine entitlement to reasonable adjustments, and the role of Occupational Health/medical information in decision-making
- Explore what adjustments could be made and what constitutes 'reasonable'
- Manage requests for reasonable adjustments, the rationale for implementation and ongoing management
- Distinguish between short, medium and long-term adjustments and understand the parameters of withdrawal or refusal
- Understand possible outcomes of a failure to make reasonable adjustments and consider recent case examples

This is a one day online event.

Looking to run this course in-house?
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FACILITATOR:
SOPHIE HARRISON-MOODY

BACKGROUND

Sophie's HR career began in retail and she later spent five years as a representative in the London and South-East Employment Tribunals, where she handled cases on behalf of both respondents and complainants. She then became a Head of HR in the legal and communications sectors.

As an independent consultant, Sophie specialises in delivering training and conducting workplace investigations across the public, private and third sectors, including Local Government, Central Government departments and agencies, the MOD, NHS, higher education, charities, IT, pharmaceuticals, and construction.

TRAINING DELIVERY

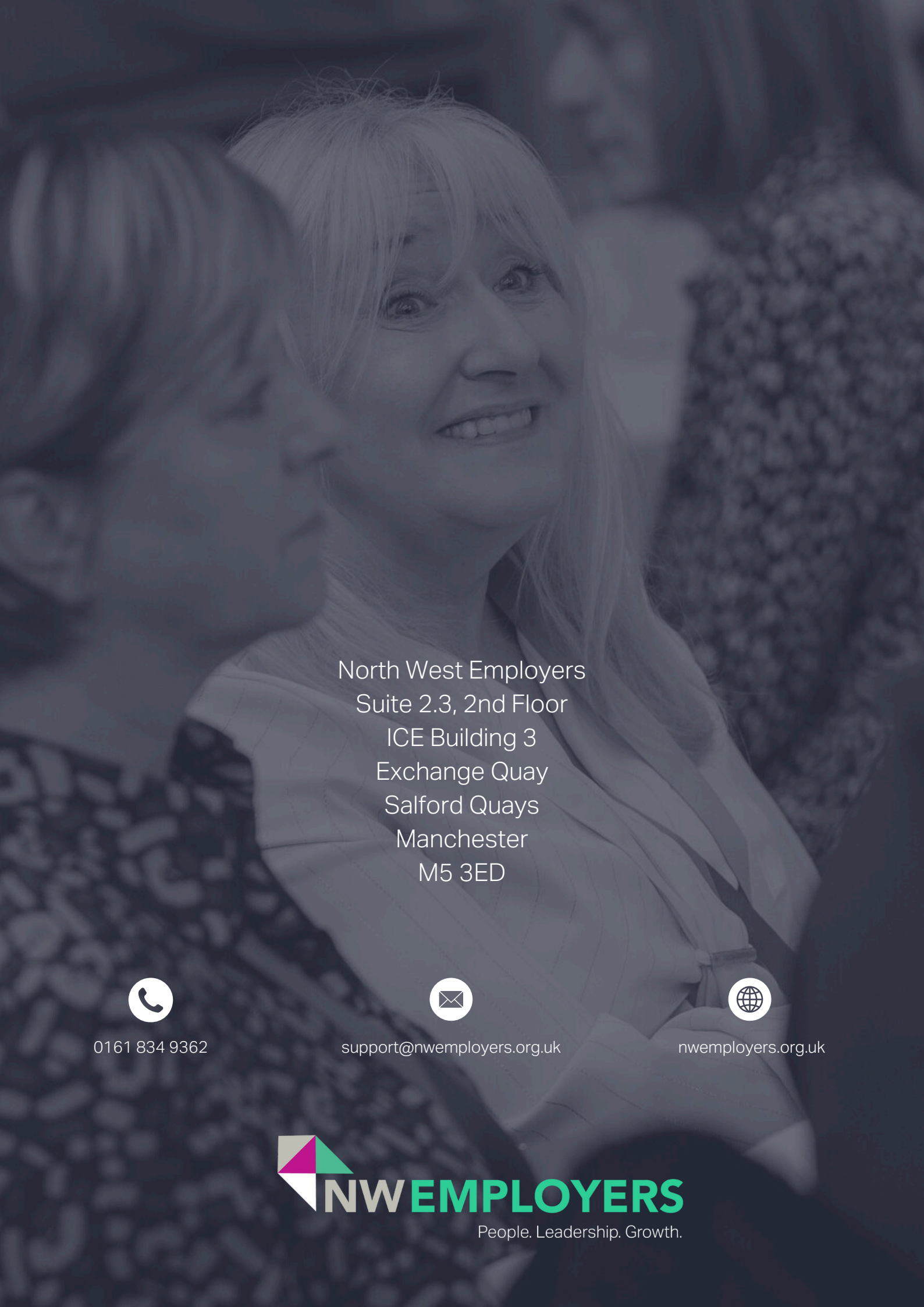
- A highly experienced trainer, designing and delivering accredited and non-accredited professional skills courses, including Professional Workplace Investigator, Hearing Manager Skills, Handling Discipline, Grievance, Bullying & Harassment, Attendance Management & Reasonable Adjustments, Performance Management, Recruitment & Selection Skills
- Delivered training overseas for Government of Gibraltar, Falkland Islands Development Corporation, and private sector organisations including in Dubai and Italy
- Regular tutor in HR and employment law on the Armed Forces Officer Advanced Management Achievement Programme (CMI Level 8) at Manchester Business School
- Experienced in in-person or remote delivery via MS Teams/Zoom

WORKPLACE INVESTIGATIONS

- Specialist in conducting workplace investigations as an independent practitioner, defining scope, planning, gathering evidence, reaching findings and making recommendations while ensuring rigour, proportionality and neutral, defendable decision-making
- Handled cases including misconduct, collective and individual grievances, complex and historic complaints; bullying, harassment and discrimination; sexual misconduct; sensitive matters involving Board and senior executives, reluctant witnesses, reputational risk and high-level security requirements
- Worked closely with commissioning managers, senior leaders, parties and witnesses in investigations, maintaining utmost confidentiality, sensitivity and empathy

QUALIFICATIONS

- ILM Professional Workplace Investigator
- BA (Joint Hons) Modern Languages
- Diploma in Translation (Spanish) – Institute of Linguists



North West Employers
Suite 2.3, 2nd Floor
ICE Building 3
Exchange Quay
Salford Quays
Manchester
M5 3ED

0161 834 9362

support@nwemployers.org.uk

nwemployers.org.uk

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