

# Programme of Events Spring 2012



A series of events designed to keep you up-to-date with the latest developments in employment law and more.

## **Internal Mediation – Resolving Workplace Disputes (Two Day Course)**

Wednesday 8th February ~ Legal-Island Training Centre, Antrim  
Wednesday 15th February ~ Legal-Island Training Centre, Antrim

## **Delivering Professional Workplace Investigations**

Tuesday 21st February ~ Legal-Island Training Centre, Antrim

## **Redundancy Selection**

Wednesday 22nd February ~ Legal-Island Training Centre, Antrim

## **Winning Tenders in Northern Ireland**

Thursday 1st March ~ Legal-Island Training Centre, Antrim

## **Discipline and Underperformance at Work**

Tuesday 6th March ~ Legal-Island Training Centre, Antrim

## **Mock Industrial Tribunal**

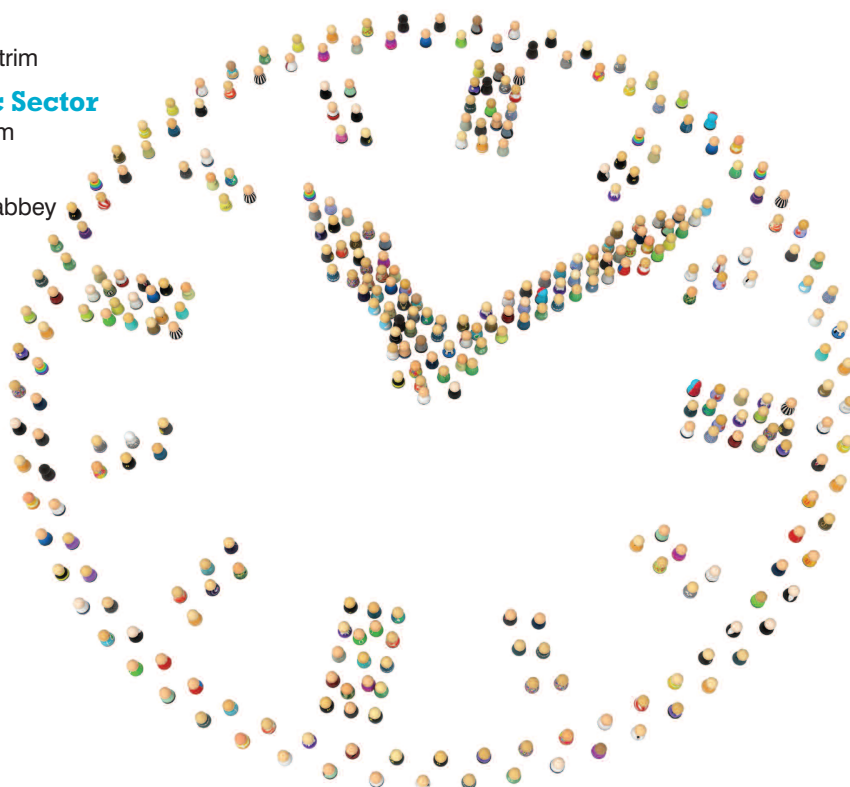
Wednesday 7th March ~ Legal-Island Training Centre, Antrim

## **Managing Underperformance in the Public Sector**

Tuesday 13th March ~ Legal-Island Training Centre, Antrim

## **Essentials of Employment Law**

Wednesday 28th March ~ Corr's Corner Hotel, Newtownabbey



We are delighted to present our programme of events for Spring 2012. Once again we have teamed up with leading legal and HR experts to address key developments relevant to the workforce in Northern Ireland.

## Our Promise to You

Legal-Island has quickly developed into the leading information and training provider on employment law issues throughout the island of Ireland.

For 2012 we have many events planned to help practitioners and HR professionals in Northern Ireland keep on top of key issues relevant to the world of work.

But what makes our events different to others?

We think it's these factors:

**Quality** – we're proud of the quality of events we organise. Our goal is to provide first class speakers, materials and presentations each and every time. This commitment means that we constantly strive to provide those attending with an unrivalled service.

**Knowledge/Expertise** – Northern Ireland experts for Northern Ireland subjects – we only use experts familiar with the Northern Ireland legal system, unless clearly stated otherwise. Delegates can rest assured that all information delivered will be relevant to this jurisdiction and speakers will be fully aware of the important differences between the law here and in Britain – differences that are increasing under devolved powers for employment and learning.

**Information** – we provide delegates with an unrivalled supply of accurate, up-to-date information and reference materials. This takes the form of extensive notes which are often complemented by case studies, exercises and information posted on our website or delivered through our email service. Many of our events also feature follow up information, including delegate feedback from the day together with further reading and links to websites relevant to the event.

**Networking** – each event is designed to facilitate networking and provides an opportunity to meet peers, talk to speakers informally and share knowledge and experience relevant to employment law and the workplace.

**CPD Training** – a certificate of attendance is available for all event participants. This can be used to help claim relevant CPD Hours as well as compile a portfolio of training undertaken with Legal-Island.

## 5 ways to book

**1 Online**  
[www.legal-island.com](http://www.legal-island.com)

**2 Fax**  
028 9446 3516

**3 Mail**  
Legal-Island,  
Island House, Station Road,  
Antrim BT41 1BH

**4 Email**  
[events@legal-island.com](mailto:events@legal-island.com)

**5 Telephone**  
028 9446 3888



For the latest information on the full Legal-Island programme for 2012 please go to [www.legal-island.com](http://www.legal-island.com)

## Employment Law Up-Date Service

You know that keeping abreast of legal developments relating to employment law in Northern Ireland can be a daunting task...

Emails sent out as part of this service are written by employment lawyers and HR Professionals with many years' experience of advising and representing clients in Northern Ireland. Each email is clearly and concisely written and usually accompanied by links to supplementary material online – ideal for lawyers and HR professionals – a great time saving research tool.

### Benefits of the Email Service

- Content written specifically for Northern Ireland market by experts in NI employment law.
- Weekly reviews of employment case law and legislative developments.
- Weekly reviews of topical and HR issues.
- Online access to searchable archive of emails going back to 2003.
- Preference for places at Legal-Island events, many with special cost-saving offers.
- Simple and cost-effective (max price £3.26 per week).

### Content of Email Service

- **Weekly Review of Developments** – All the latest news and case law of importance to employment lawyers and HR professionals in Northern Ireland – straight to your inbox every Friday.
- **First Tuesday** – Once a month Arthur Cox answer several questions submitted by Legal-Island customers.
- **Northern Ireland Tribunal Cases** – With no Employment Appeal Tribunal in Northern Ireland, our Industrial and Fair Employment Tribunals take on an extra importance. Worthingtons provide subscribers with a detailed analysis of the essential cases of interest to practitioners.
- **GB Employment Law Cases** – In addition to our weekly analysis of all relevant case law, Rosemary Connolly Solicitors review important GB cases to watch out for that will impact in Northern Ireland.
- **Topical Legal Issues** – Detailed analysis of the subjects that matter to employers and their lawyers – when they matter.
- **Quarterly Reviews** – A round-up of the biggest trends every three months plus collated case law reviews every six months by Cleaver Fulton Rankin and quarterly equality reviews from Jones Cassidy Jones.
- **A-Z of Employment Law** – A monthly article from Mills Selig which builds a picture of the most important features of employment law.



Many organisations,  
small and large,  
now benefit from this service.

Go to [www.legal-island.com](http://www.legal-island.com)  
to request a  
three month free trial.

## Internal Mediation: Resolving Workplace Disputes (Two Day Course)

Day One

**Wednesday 8th February ~ Legal-Island Training Centre, Antrim**

Day Two

**Wednesday 15th February ~ Legal-Island Training Centre, Antrim**

### Why attend this event?

This highly participative course will teach you:

- The step-by-step mediation process.
- How to remain impartial during mediation.
- How to overcome resistance to mediation.
- How to use mediation constructively and effectively to help resolve conflict at work at an early stage.

### What is this event about?

Unresolved conflict at work can severely disrupt communication, performance and employee job satisfaction. It can also be expensive in terms of productivity and legal fees. Many organisations are now turning to workplace mediation as a pragmatic approach to dealing with conflict and as an alternative to going down the route of a grievance procedure. Mediation provides an opportunity for those experiencing conflict at work to identify the issues, explore options and reach a workable outcome through a clearly agreed set of actions.

### What are the learning outcomes?

By the end of the Mediation in the Workplace course you will be able to:

- Demonstrate and apply the skills necessary to successfully mediate many workplace disputes.
- Assess when mediation is appropriate.
- Evaluate the strategies people use in conflict situations.
- Identify how emotions can be sensitively handled to gain a successful resolution.
- Keep appropriate written records of the mediation process.
- Review what can work towards preventing a successful mediation.
- Advise your organisation on the setting up of a mediation scheme.

### Who should attend?

This Mediation in the Workplace course is suitable for all HR and Line Managers wishing to develop their workplace mediation skills and understand the workplace mediation process in more detail.

### Cost

Standard Rate: £495+VAT

Standard Early Bird Rate: £395+VAT *if booked before Friday 23rd December*

### Facilitator

Gerry Rooney Baker Tilly Ryan Glennon

## Day One

9:30am **Introductions and Expectations**

9:50am **Role Play – Car Parking Dispute Exercise**

10:10am **The Conflict Cycle and Conflict Management Styles**

- Defining conflict.
- Causes of conflict and conflict triggers.
- Perceptions and emotions in conflict.

11:20am **The Conflict Cycle and Conflict Management Styles**

- Avoiding/engaging in conflict.
- Introduction to managing behaviours in conflict – transactional analysis.

1:00pm **Lunch**

1:45pm **Mediation – Introducing the Concept and Process**

- Holiday exercise.
- What is mediation and the mediation process?
- Role of the mediator and impartiality.
- When to mediate.

3:00pm **Mediation Techniques**

- Techniques you might use.
- Listening with empathy – debate exercise (using summarising and paraphrasing skills).
- Listening skills – introduction to Listening Skills Assessment.

4:00pm **Applying Mediation Skills – Exercise 1**

- 15 minutes role play and plenary feedback.

## Day Two

9:30am **Stages in Mediation**

- Stage 1 Preparation and ground rules.
- Stage 2 Pre-meetings and coaching parties to engage in the process.

10:20am **Video – Mediation in Action**

11:20am **Stages in Mediation – Storytelling**

- Discussion on video.
- Stage 3 Story telling.
- Understanding emotions.
- The Johari window.
- Exercises in reframing, mutualising and normalising to help the parties to understand the conflict and work towards resolution.

12:20pm **Role Play – Mediation Session from Opening to Storytelling**

1:00pm **Lunch**

1:45pm **Stages In Mediation – Problem Solving and Agreement**

- Brain storming, hypothesising.
- Reality testing.
- Note taking, documentation and confidentiality regarding agreements.
- Role play to exercise skills.

3:15pm **Introducing an Internal Mediation Programme**

- Understanding the issues.
- Policy and procedure.
- Dealing with agreements.

4:15pm **Wrap Up and Review of Workshop**

For full speaker biographies please visit our website at [www.legal-island.com/events/speaker-profiles](http://www.legal-island.com/events/speaker-profiles)

## Delivering Professional Workplace Investigations

**Tuesday 21st February ~ Legal-Island Training Centre, Antrim**  
Full Day Workshop from 9:30am - 4:30pm

### What is this event about?

Poor investigation skills lead to poor decisions and outcomes. This is a highly interactive programme that includes trainer-led input, practical exercises, role plays, group discussions and case studies to equip you in delivering professionally competent workplace investigations.

### What are the learning outcomes?

You will be equipped to manage the risk posed by inadequate and/or biased investigations into grievances and disciplinary matters, identifying best practice methods and processes for use.

### What will be covered?

- Practical knowledge and skills in applying a core approach to conducting formal investigations in the workplace.
- More consistent and effective handling of difficult casework involving investigations into working relationships.
- Process toolkit that will demonstrate fairness, rigor and sensitivity.
- Basic understanding of report-writing and of presenting a report to a disciplinary hearing.

*NOTE: Workshop notes include templates that may be used by participants after this event.*

### Who should attend?

This course is ideal for HR Personnel, Team Leaders, Middle/Senior Managers, Equality and Diversity Managers and Dignity at Work Advisers.

### Cost

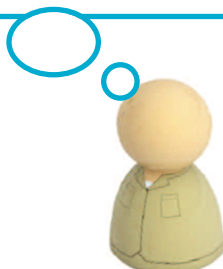
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### Facilitator

Michele Groves Charis Consultancy Services

The whole event was excellent – it was very obvious Michele had practical, first hand experience of the topic, which was well demonstrated by the various examples she was able to draw on.

**Jackie Gilmore** Labour Relations Agency



## Redundancy Selection: A Practical Guide

**Wednesday 22nd February ~ Legal-Island Training Centre, Antrim**  
Full Day Workshop from 9:30am - 4:30pm

### What is this workshop about?

Re-organise, downsize, rightsize; call it what you will, but many organisations have had to alter the size of their workforce due to the economic climate. If you get it right, you will be in a better position to progress. If you get it wrong, it will add to your woes. This full day event explains the law relevant to this area but the main focus is on providing practical advice on how to manage redundancy situations.

### What are the learning outcomes?

- Understand the law relating to redundancy and re-organisation in Northern Ireland.
- Receive instruction on latest case law applicable to this area from a leading employment lawyer.
- Become familiar with the duty to offer alternative work and exactly what this entails.
- Work through common scenarios with an expert HR practitioner who has experience of handling redundancy situations.
- Use template documents that may be customised for your workplace.
- Gain from the views and comments on the topic from other delegates in attendance.
- Leave the course confident that you can handle a redundancy and re-organisation situation at work.

### What will be covered?

The first of the morning sessions considers the legal aspects of redundancy situations. The bulk of the day will be given over to working through practical scenarios covering:

- Planning and executing a redundancy programme.
- Deciding on pooling and selection criteria.
- Deciding on redundancy terms (and negotiation strategy) and calculating payments.
- Timetables.
- Communication plans.
- Consulting with staff and staff representatives.
- Support structure for employees.
- Contingency planning and Outplacement.

### Who should attend?

This event is ideally suited to HR professionals, Managers or Operations Directors, as well as anyone who may have to manage or make decisions in a redundancy exercise in their workplace.

### Cost

Standard Rate: £295+VAT  
Standard Early Bird Rate: £255+VAT *if booked before Friday 13th January*  
Charity/SME Rate: £235+VAT  
Charity/SME EB Rate: £195+VAT *if booked before Friday 13th January*

### Facilitators

Joanna White Arthur Cox Solicitors  
Emer Hinphey Thinkpeople

For full speaker, biographies please visit our website at [www.legal-island.com/events/speaker-profiles](http://www.legal-island.com/events/speaker-profiles)

## Winning Tenders in Northern Ireland

Thursday 1st March ~ Legal-Island Training Centre, Antrim  
Full Day Seminar from 9:30am - 4:30pm

### What is this event about?

Many companies tendering for public sector contracts have an insufficient understanding of the rules and regulations governing the procurement process. This seminar provides an explanation of the basic processes and procedures that suppliers need to understand, in order to tender successfully. It has been designed to cater for beginners, as well as those looking to submit better tenders next time.

Public procurement in Northern Ireland was worth over £2.4 billion during the year 2008/2009. While construction and maintenance services account for almost half this amount consultancy, office machines & supplies and energy each accounted for well over 100 million pounds worth of business. Despite these high values and guaranteed payment many companies fail to make the most of the opportunities presented by the biggest customer in Northern Ireland: the public sector.

### What will be covered?

- How do you find out about tenders in Northern Ireland and keep "In the know"?
- What types of tenders are around and which typically receive the most/fewest bids?
- Where are the opportunities likely to be in the forthcoming months/years?
- Where in NI can you get professional help with a tender? Is there such a thing?
- How do you assess whether going for a tender is worthwhile?
- How do you work in a partnership, framework or consortium and what's the difference?
- Why do bids commonly fail?
- How are tenders evaluated?
- How can you make your tender stand out and for the right reasons?
- How can you best get your message across in a tender?
- How can you best present complex information in a simple fashion?
- How can you find out why your bid was unsuccessful?
- How can you find information about the winning bid?
- What sort of de-brief are you entitled to?

### Who should attend?

Suppliers new to the public sector marketplace. Suppliers who already engage with the public sector but wish to improve or refresh their knowledge of current procurement processes. Organisations that feel they need to develop their skill set to improve their tendering success rate within the public sector.

### Cost

Standard Rate: £245+VAT  
Standard Early Bird Rate: £195+VAT *if booked before Friday 20th January*  
Charity/SME Rate: £195+VAT  
Charity/SME EB Rate: £165+VAT *if booked before Friday 20th January*

### Speakers

Noel Brady Consult Nb1 Limited  
Sandra Reddick Central Procurement Directorate, DFP  
Patrick Brown Tughans  
Linzi Conway Key to Success Consultants

## Discipline and Underperformance at Work

Tuesday 6th March ~ Legal-Island Training Centre, Antrim  
Full Day Workshop from 9:30am - 4:30pm

### What is this event about?

In the world of work, managing underperforming employees and handling conduct related matters is part of the job! This workshop will in particular look at: managing the underperformer; handling different types of misconduct issues that require various disciplinary outcomes up to and including dismissal, and; addressing the complexity of handling grievances raised during a disciplinary process.

The workshop is timely, given the recent repeal of the Statutory Grievance Procedures, the retention of the Statutory Disciplinary and Dismissal Procedures, and publication of a revised LRA Code of Practice on Disciplinary and Grievance Procedures. The event will put underperformance, discipline/dismissal into a legal and contractual context, giving attendees a fuller understanding of the revised best practice requirements of the Code.

### What are the learning outcomes?

This workshop combines practical advice and exercises on managing underperformance and discipline at work. No PowerPoint slides are used. Template letters and other materials compliant with the statutory dismissal procedures are used in this event.

### What will be covered?

- **Getting the best from employees** Setting organisational rules and standards – What are 'acceptable' standards? What is 'underperformance?' Managing minor misconduct issues and putting informal corrective action measures in place. Handling underperformers; what initial steps should the manager be taking?; Focus on guidance and support to rectify problems; what if that approach fails? Moving to the formal process – Understanding when and how the Statutory Dismissal and Disciplinary Procedures apply and implications of non-compliance.
- **Applied case studies** Consider the investigation of the facts; drafting letters requiring attendance at meetings; conducting the meeting; deciding on appropriate outcomes taking into consideration all relevant circumstances; and the appeal process.
- **Intervening grievances** Handling grievances made during the disciplinary process including allegations of bullying and harassment; operating parallel statutory procedures.
- **Putting discipline/dismissal into the legal and contractual context** What might happen if you get things wrong? We provide an overview of applicable legislation, tribunal claims, the potential outcomes and awards.
- **Summary and action plans.**

### Who should attend?

Anyone with responsibility for carrying out or advising on disciplinary or performance processes. This event will not suit those with considerable experience in this area.

### Cost

Standard Rate: £295+VAT  
Standard Early Bird Rate: £255+VAT *if booked before Friday 27th January*  
Charity/SME Rate: £235+VAT  
Charity/SME EB Rate: £195+VAT *if booked before Friday 27th January*

### Facilitators

Lorraine Toolan EEF  
Scott Alexander Legal-Island

## A Mock Tribunal Workshop: Mock Industrial Tribunal

Wednesday 7th March ~ Legal-Island Training Centre, Antrim  
Full Day Workshop from 9:30am - 4:30pm

### What is this event about?

Industrial tribunals are frightening for the uninitiated and far more formal than they were intended to be when they were created. Participants who fail to prepare must be prepared to fail. This workshop is a realistic mock tribunal, designed with employers and other witnesses inexperienced in tribunal procedures in mind.

### What are the learning outcomes?

You will gain confidence from observing or taking part in a mock tribunal case, chaired by an experienced tribunal Chairperson. The morning sessions prepare you for the 'live' afternoon sessions, by studying 'real' application and response forms and many background papers, with the support of experts.

### What will be covered?

A mock tribunal from start to finish \*

- Explanation of the format, background to the 'case' and allocating roles.
- Responding to a claim – Meeting with your representative, providing information and making witness statements.
- Conciliation in employment cases – Listen and learn.
- Outside the hearing – What to expect on the day.
- Inside the hearing – From oath to cross-examination.
- Inside the hearing – Summing-up and case stating.
- Reaching a decision – Understanding likely awards and costs, as well as feedback.

\* *NOTE: Employers will be guided by an ex-industrial tribunal Chairman, Martin O'Brien BL; employment lawyer Lisa Bryson; and Elaine Clarke, a senior manager from the Labour Relations Agency. Some may be asked to volunteer for role-playing parts. The bulk of the afternoon will be taken up by the mock tribunal hearing.*

### Who should attend?

This is an ideal course for employers and other witnesses who wish to experience a realistic tribunal process in a relatively safe environment.

### Cost

Standard Rate: £295+VAT  
Standard Early Bird Rate: £255+VAT *if booked before Friday 27th January*  
Charity/SME Rate: £235+VAT  
Charity/SME EB Rate: £195+VAT *if booked before Friday 27th January*

### Facilitators

Elaine Clarke Labour Relations Agency  
Martin O'Brien BL Barrister and Ex-Industrial Tribunal Chairman  
Lisa Bryson Solicitor, Carson McDowell

For full speaker biographies please visit our website at  
[www.legal-island.com/events/speaker-profiles](http://www.legal-island.com/events/speaker-profiles)

## Managing Underperformance in the Public Sector

Tuesday 13th March ~ Legal-Island Training Centre, Antrim  
Full Day Seminar/Workshop from 9:30am - 4:30pm

### What is this event about?

The public sector faces massive budget and staff cuts in the coming years. Departments will have to perform better with fewer, often de-motivated, staff and limited resources.

This course is interactive and focuses on the hard skills and soft skills managers need to get more out of underperforming employees. You will learn about both i.e. how to manage poor performers and those with "difficult" attitudes and how to deal sensitively with the multifaceted and often problematic aspects of those who lack confidence but who could be excellent performers if given appropriate guidance and support. Where these approaches fail to work, you will consider how best to progress matters more formally. Case studies, templates and group exercises to reinforce learning are used throughout this workshop.

### Workshop overview

Sessions will cover issues such as:

- Identifying limits of responsibility and authority
- What is 'underperformance'?
- What are 'acceptable' standards?
- What are 'high' standards?
- Identifying motivators and demotivators for different types
- The value of effective appraisal
- Applying procedures or targets?
- Tightening/relaxing controls
- Dealing with 'bad' attitude
- Gathering evidence and keeping records
- Taking the formal options
- Applying Action Plans

9:30am **Introductions, Expectations and Training Needs**

9:45am **Managing Underperformance – theory and definitions; identifying trigger points and common issues**

11:00am **Managing Underperformance – applying theory and building relationships**

1:45pm **Developing Interpersonal Skills**

3:15pm **Handling Discipline**

4:15pm **Review and Action Plans**

### Who should attend?

Line Managers/Officers in the public sector and others who wish to bring the best out of underperformers.

### Cost

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Standard Early Bird Rate: £255+VAT *if booked before Friday 3rd February*  
Charity/SME Rate: £235+VAT  
Charity/SME EB Rate: £195+VAT *if booked before Friday 3rd February*

### Facilitators

Alistair Joynes Alistair Joynes Associates  
Scott Alexander Legal-Island

## Essentials of Employment Law

Wednesday 28th March ~ Corr's Corner Hotel, Newtownabbey  
Full Day Conference from 9:30am - 4:30pm

### What is this event about?

How often have managers heard the phrase, "I know my rights"? Every one of us in Northern Ireland is governed by myriad employment rights and obligations. This best-selling course sets out the important ones in easy to understand sections and explains how the law of contract binds these rights and obligations together.

### What are the learning outcomes?

This event is an up-to-date and comprehensive overview (and comes with equally comprehensive notes) of the main employment laws that apply in Northern Ireland, such as family-friendly rights, holiday entitlement, discrimination and dismissal law and employment protection rights. Your understanding of these employment laws will be reinforced through group exercises.

### What will be covered?

- Sources of modern employment law (from contract law to EU Directives)
- The nature of the contract of employment (including employment status, agency workers and implied/expressed terms).
- Duration of employment (including flexible working and leave entitlements).
- Equality and discrimination issues (including all of the main rights plus fixed term and part-time working).
- Disciplinary and grievance issues (including statutory procedures and internal rules).
- Terminating the employment contract (including contractual issues, unfair dismissal rights, redundancy and other termination payments).

### Who should attend?

HR professionals or other managers who want to know more about employment law, as well as solicitors relatively new to this field or those who need a refresher.

### Cost

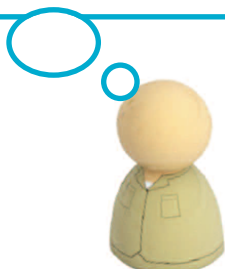
Standard Rate: £450+VAT  
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Charity/SME Rate: £345+VAT  
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### Presenters

Jenine McCourt Rosemary Connolly Solicitors  
Majella McGuinness PricewaterhouseCoopers Legal LLP  
Lisa Sturgeon Napier and Sons

The notes were very comprehensive and easy to follow.

Lisa Tolan NICS Sport & Leisure



## legal-island Other upcoming events from Legal-Island Spring 2012

Wednesday 28th March 2012

### Education Law Update 2012

Rosspark Hotel, Kells

Thursday 26th April 2012

### Northern Ireland's Annual HR Conference 2012

Ramada Hotel, Shaw's Bridge, Belfast

Thursday 10th May 2012

### Annual Update on Payroll Matters

CIPFA Offices, East Bridge Street, Belfast

Thursday 17th May 2012

### TUPE

Legal-Island Training Centre, Antrim

Wednesday 30th May 2012

### Hot Topics in Employment Law

McGrigors Offices, Bridge Street, Belfast

Tuesday 12th June 2012

### Data Protection in the Workplace Update

La Mon Hotel & Country Club, Belfast

Thursday 21st June 2012

### Disability Discrimination

Hilton Hotel, Lanyon Place, Belfast

Please visit our website for the most up-to-date information on all Legal-Island events: [www.legal-island.com](http://www.legal-island.com)



**Your Details**Title (Mr, Mrs, Ms etc)  Name Job Title Organisation Name Organisation Address Telephone No Fax No Delegate Email Address 

An email address for the delegate is essential for purposes of pre & post conference learning as well as confirmation of booking. Legal-Island will not disclose your email address to any third party for whatever reason.

**Cost and Payment**Number of Employees Is your company a registered charity? Yes  No Charity Reg No Invoice Address (if different from above) Name of Accounts Payable Telephone No of Accounts Payable Purchase Order Number (if applicable) 

For bookings of five or more people at any one event please contact the Events Manager directly. All organisations with fewer than 50 employees or charities qualify for the reduced rate.

**Method of Payment**

Cheque (payable to Legal-Island)

For credit card payments go to [www.legal-island.com](http://www.legal-island.com) and receive £20 discount.

Please indicate if you have any special dietary, learning or access requirements.

**Terms and Conditions**

For Terms & Conditions please check online at [www.legal-island.com](http://www.legal-island.com)

 I have read and agree with the terms and conditions

Signature Accepting Terms of Booking

**How to return your registration form:**

- 1 Fax it to us on 028 9446 3516
- 2 Email it to us at [events@legal-island.com](mailto:events@legal-island.com)
- 3 Post it to us at Legal-Island, Island House, Station Road, Antrim BT41 1BH

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