Investigation Skills Training
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Your training aims are:
To develop the leader-managers’ ability to investigate possible instances of:
1. Misconduct
2. Disciplinary issues
3. Grievance issues
4. Poor performance issues

Why the course is needed:
You want to give some practical training to members of staff who need to investigate possible instances of poor performance or poor conduct.

In situations where your investigation needs to get to the truth, you want a level of consistency so that all your managers are operating according to proper principles.
You want the training, so your people can work to a definite standard; as opposed to everyone doing their “own thing”.

Some of your managers have never had any formal training in the art of asking probing questions, so you need something that will help them in their role as an investigator.

How many people are doing the training?
TBC

What kind of manager are they?
Staff of varying ages and abilities. Some are new to management. Some are not new but have not yet received any training in investigation skills.

When will the training take place?
To be decided.

Where is the training location?
In house

How is the course set out?
The course is set out as follows:
Investigation interview skills
Investigation techniques are important skills for investigations officers.

They need to investigate:
1) Formal complaints.
2) Possible bullying.
3) Harassment.
4) Disciplinary issues.
5) Grievance issues.
6) Misconduct.

There are five major steps your investigators must master.
1) Taking the initial statement of complaint.
2) Taking the independent witness statements.
3) Interviewing the person who is accused of doing something wrong.
4) Recording everything in writing, in a chronological order, ensuring that you omit any inadmissible statements and retain every relevant item of admissible evidence.
5) Preparing a file sufficient that the decision-maker(s) can make a proper, informed decision.

Investigative questioning is a specialised form of communication
Investigative questioning is a form of conversation that does not follow the normal social conventions, but must still be done with a high degree of professionalism and respect whilst being effective as a tool to get to the truth.

To conduct a professional, respectful and effective interview, this investigation skills training is designed to help your people make the switch in conversational technique.

“The switch” includes learning how to:
1. Get to the truth of the matter.
2. Uncover any outright lies - by identifying contradictions and errors in the others account.
3. Uncover evasion. Evasion is the art of NOT telling the whole truth, (i.e. missing important bits out); in order to distort the truth without actually lying.
4. Distinguish error from malice or laziness.
5. Take proper “contemporaneous written notes” so that you can use the information gleaned during the interview.
The differences between normal conversation and an investigation interview
Investigation interview is a special context that requires that you make a conscious shift in your normal conversational method.

Distinguish between answers and responses to your questions
1. Some people respond to questions but don’t answer them.
2. The questioner must notice when his/her question has not been answered.

Distinguish between
1. First hand evidence- admissible.

Best Evidence Rule
The best evidence rule is a legal principle that holds an original document is superior evidence than any copy. The rule specifies that a copy cannot be used if the original exists.
The implication is to: Keep safe all your original documents and evidence.

Major communication skill 1: Facts v Opinions
You need to distinguish between two kinds of statement:
Objective facts and Subjective opinions.
   1. Objective facts - the evidence provided by the five senses.
   2. Subjective opinions - personal interpretation of facts.

Major communication skill 2: Specific and Vague
You need to distinguish between two kinds of statement:
Specific and vague.
   1. Specific statements denote only one possible interpretation.
   2. Vague statements denote multiple possible interpretations.
Your skill as an investigator is to take their vague statements and, by questioning, reduce it down to a specific statement.
Major communication skill 3: Truth, Error, Lies and Evasion

Identifying four types of response to a question:
1. **Truth** – The statement corresponds to the facts and is self-consistent.
2. **Error** – The statement is NOT TRUE but is believed to be true by the speaker. The speaker is in error.
3. **Lie** – The statement is NOT TRUE, and the speaker knows that it is not true. It is a lie.
4. **Evasion** – The statement does not answer the original question. The speaker is not actually lying but is evading the truth by not giving full answers. He-she keeps “ducking the question”.

**Warning:** Evasions are more common than lies. Because lies contradict reality, they are more dangerous to a dishonest speaker. If a person has done something wrong, he-she will be more likely to EVADE the question rather than LIE, because NOT answering a question is safer than lying.

Ways people use to EVADE questions
1. Forcibly challenge the questioner. (The Donald Trump Technique).
2. Change the subject. (The Tony Blair technique).
3. Give the answer to a different question. (Another Tony Blair technique)
4. Have an emotional outburst, (usually an outburst of anger or tears).

Probing questions techniques
1. Key questioning skills.
   How to ask probing questions.
2. Getting to the facts, not opinions or guesses.
   Separate facts from opinions, interpretations and guesswork.
3. Notice when a person says one thing, then later contradicts the statement. Contradictions should be noted and investigated.
4. Gaps in the narrative.
   Find out what bits they have failed to mention.
5. Take things in chronological order (time order).
   Structure their statements into a time-line.

Methods of recording interviews
Taking contemporaneous notes.
Taking hand written notes: Accurate, complete and legible.
The art of asking questions and taking notes at the same time.
The rules on recording.

Summary, personal action planning and close
The method of training is as follows:

The training is to be:

• Delivered in an enthusiastic and interesting way that will involve all the delegates.
• Whilst being consistent with the plan, the training must be flexible and responsive to the needs of the individual delegate group.
• Highly practical, structured and organized.

The training method follows this general pattern:

1. The trainer gives a clear explanation of the point in question.
2. Then the trainer will demonstrate the principle and gives specific examples.
3. Then, the delegates practice by doing an exercise with each other.
4. The delegates practice by doing exercise with the trainer.
5. All points are supported with full written notes to take away.
6. Delegates are asked to write down an associated action, for each point made.
7. (At the end of the day, we have about twenty such actions, from which the delegates choose six which are the most personally meaningful).
What are the costs / investments?

In-house course
What are the costs / investments? In-house course daily rate is £1,950 + VAT for up to 20 delegates.
Plus £80 for each additional delegate over 20.
Plus, hotel accommodation for trainer if needed (Premier Inn type: not the Hilton!)

The training days are inclusive of:
• Full days training. 0900 - 1630
• Full course notes
• Written action plan to take away
• Course certificate.
• Plus, three months’ FREE telephone coaching to answer any on-going questions

Plus, free telephone coaching!
To answer any on-going questions, you will also receive email and telephone support from your trainer after you have attended the course.

We suggest the following plan of action:
You please send to me:
1. Any amendments or changes you wish to make to the programme.
2. Your thoughts
3. The plan of action

Thank you
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Here is a quote from previous delegates:

The course content was very comprehensive and covered relevant points. The trainer’s presentation was interactive, informative and challenging.

Delegate: W Graham
Company: Ikea

The course I found very interesting, using models that I was not familiar with, different thought processes. The presentation was very professional, informative and interesting.

Delegate: J Dickinson
Company: Riomay

The course content was excellent, thought provoking and inspiring. The presentation was clear, concise, professional and relative.

Delegate: J Walker
Company: Telus

The course content was very good, informative and positive. No “Dull Moments”. The trainer’s presentation was good – Well presented.

Delegate: S Bent
Company: B+V Water Treatment

The course was very informative, with lots of thought provoking questions to think on after. The trainer’s presentation was well produced and slick NO excess content.

Delegate: B Pain-Tolin
Company: BTCV

The course was very very good. The course was well structured and has provided me with an opportunity to reflect on how I can improve further in my role. The trainer’s was very focused, kept the course moving, related well to the group. Created non-threatening environment.

Delegate: M Ridout
Company: Sparsholt College Hampshire

The course content was very good, quick win early on kept my interest piqued. The presentation was very good, inspiring and animated.

Delegate: K Rhodes
Company: RAF Wittering
Excellent course that helped to bring new insight and reinforce and bring back concepts from many years ago. The trainer’s presentation was upbeat, positive and inspiring.

Delegate: M Judson  
Company: JSP Ltd

The course content was comprehensive, eye-opening and informative. Excellent presentation, kept interest up and made the course come to life. Good real-world examples to inspire and inform.

Delegate: J Gibson  
Company: Fuji Film

The course content was very detailed and interesting. The trainer’s presentation was good, with time for re-caps and questions.

Delegate: R Graham  
Company: RAF Wittering

The course content was interesting, could be applied in business environment but also in general life. I like the wrong box / right box! The presentation was very dynamic and directive. Knowledgeable. Good use of examples which helps.

Delegate: S Chou  
Company: JSPMLtd

The course content was excellent, extremely useful tools which I shall use with both students and staff. The presentation was very good, Right mix of talk, discussion and activity.

Delegate: J Noble  
Company: The Sittingbourne Community College

For additional feedback, video testimonials and list of companies that have benefited from our training programmes please follow this link