3 CREDITS

Queen's University IRC industrial relations centre

Advanced Workplace Investigation Skills

Navigating complex cases with confidence

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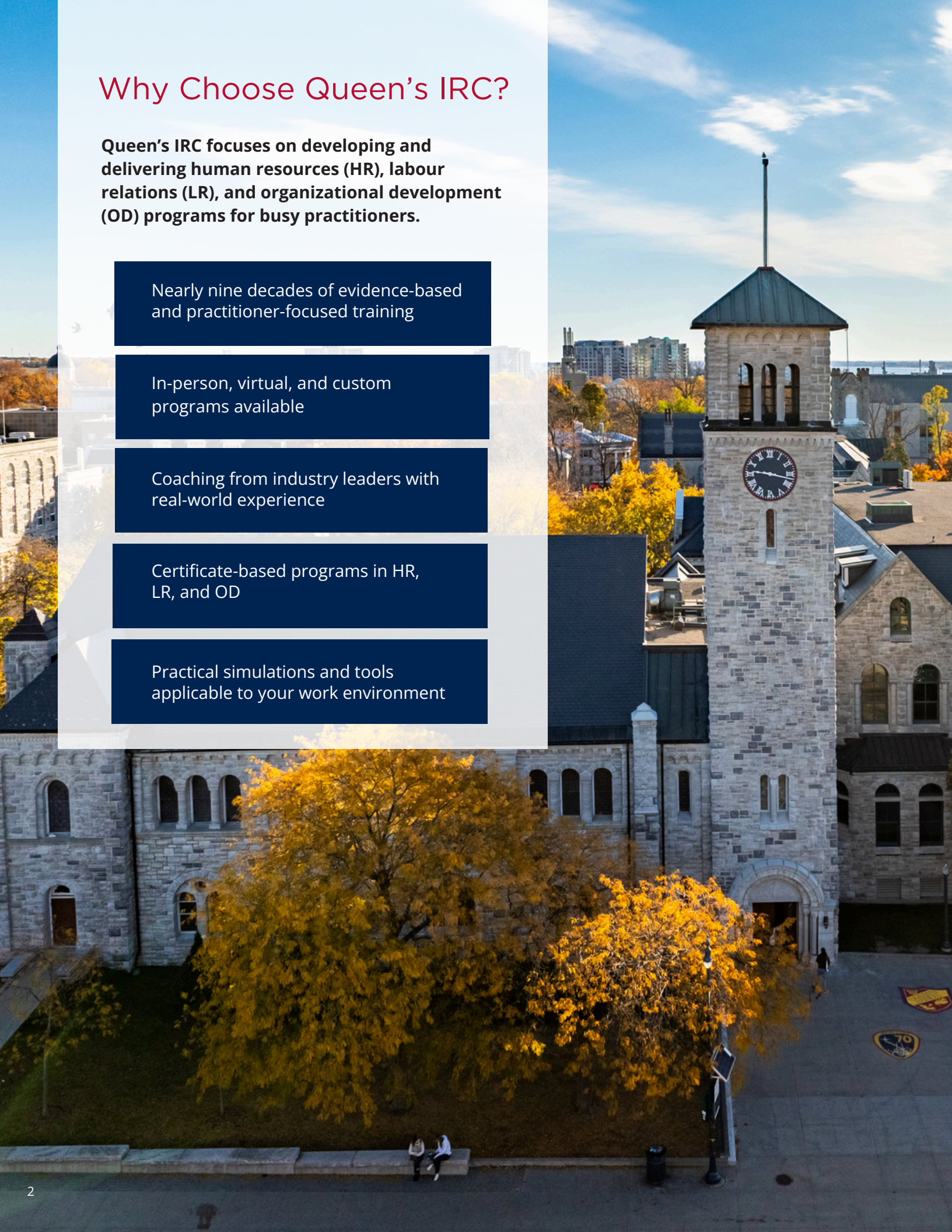
Queen's UNIVERSITY

Why Choose Queen's IRC?

Queen's IRC focuses on developing and delivering human resources (HR), labour relations (LR), and organizational development (OD) programs for busy practitioners.

- Nearly nine decades of evidence-based and practitioner-focused training
- In-person, virtual, and custom programs available
- Coaching from industry leaders with real-world experience
- Certificate-based programs in HR, LR, and OD
- Practical simulations and tools applicable to your work environment



Advanced Workplace Investigation Skills

Designed for experienced HR professionals and union representatives, the Advanced Workplace Investigation Skills program builds on your foundational knowledge to prepare you for complex, high-stakes investigations. Through immersive case studies, hands-on simulations, and expert-led instruction, you will strengthen your ability to manage multi-party complaints, assess credibility, and handle sensitive evidence with confidence.

The program explores modern challenges, including anonymous reports, mental health considerations, digital evidence, and the use of AI in investigations. It emphasizes a balanced approach that combines rigorous, defensible processes with trauma-informed and culturally sensitive practices. Develop practical techniques you can apply immediately to improve the quality, consistency, and integrity of your investigations. By the end of the program, you will be equipped to lead investigations that stand up to scrutiny and support fair, effective workplace outcomes.

Learning Outcomes

Personal Benefits

- Understand how to manage multi-party and anonymous complaints by sequencing interviews, making credibility assessments, and protecting sources
- Learn to preserve and authenticate documentary and electronic evidence through secure collection and best practices, ensuring admissibility
- Determine how to identify mental-health accommodations and referral options, and document actions sensitively to protect fairness and integrity
- Learn to conduct trauma-informed and culturally sensitive interviews that minimize re-traumatization and respect power dynamics

Organizational Benefits

- Strengthen the ability to conduct procedurally fair and defensible investigations that withstand scrutiny
- Improve the accuracy of findings through advanced evidence-gathering and reduce wrongful outcomes
- Protect the organization's reputation by enabling timely, consistent handling of high-stakes and sensitive matters
- Enhance employee safety and trust by teaching trauma-informed and culturally sensitive interviewing skills and best practices
- Mitigate financial exposure through better fraud and misappropriation investigative techniques that identify and document misconduct
- Strengthen post-investigation recovery through debriefing, remediation, and workplace restoration skills, reducing the recurrence of misconduct

Program Details

3 Credits

Date, Location, and Fees
Visit our website for more information.

Program Delivery
In-person and virtual

Registration
For information on registration, payment, and discounts:

1-888-858-7838

irc@queensu.ca

To register for a program, visit our registration portal on our website **irc.queensu.ca**.

Who Should Attend

- HR professionals
- Union representatives
- Health and Safety professionals
- Internal investigators and auditors
- Anyone who has previously taken Queen's IRC's Fact-Finding and Investigations program

Takeaway Tools

- Program booklet
- Caselaw related to the areas covered in the program

Please note: This program is designed as an advanced continuation of our *Fact-Finding and Investigations* program.

Program Overview

Our modular overview introduces the topics that will be explored in-depth over the course of the program.

MODULE 1: Management-Led Investigations

- Differentiate management-led investigations from complaint-based investigations
- Design defensible investigation plans for management-led matters, including fraud and misappropriation cases
- Identify, preserve, and assess documentary and electronic evidence common to these types of cases
- Craft targeted, neutral interview questions to gather the evidence required to draw conclusions

MODULE 2: Trauma-Informed and Culturally Sensitive Investigations

- Apply trauma-informed principles to interviewing and evidence collection to minimize re-traumatization and preserve the integrity of the evidence
- Demonstrate culturally sensitive communication strategies that account for identity, power dynamics, and language barriers during investigations
- Select appropriate interview options (in person, video, written) and adapt questioning techniques to support safety, consent, and disclosure

MODULE 3: Multi-Party and Counter-Complaint Investigations

- Design and execute an investigation strategy for multi-party and counter-complaint matters, including sequencing, prioritization, and coordination of interviews to manage complexity and conflict
- Conduct effective follow-up interviews that elicit clarification and test discrepancies while preserving procedural fairness
- Manage confidentiality, conflict-of-interest considerations, and information flow to protect process integrity and legal compliance

MODULE 4: Workplace Audits and Assessments

- Define the purpose, scope, and value of workplace audits and assessments as preventative tools and precursors to formal investigations
- Design an audit/assessment plan, including objectives, data sources, and timelines
- Collect and analyze data using basic survey design, interview techniques, and trend analysis to identify risks, patterns, and areas for inquiry
- Prepare concise findings and practical recommendations, and outline communication and remediation steps that support organizational improvement while preserving confidentiality and neutrality

MODULE 5: Anonymous Complaints

- Assess and triage anonymous and whistleblower reports to determine credibility, urgency, and appropriate investigative pathways while preserving anonymity
- Design investigative protocols that balance source protection, evidence preservation, and procedural fairness, including when and how to transition an HR audit into a formal investigation
- Navigate legal and ethical obligations related to these processes

MODULE 6: Workplace Investigations and AI

- Learn core AI capabilities and limitations relevant to workplace investigations, including automated document review and transcription
- Evaluate legal, privacy, and ethical considerations for AI use
- Validate and document AI outputs by establishing verification steps to reconcile results with primary-source evidence

MODULE 7: Digital Evidence in Workplace Investigations

- Implement procedural steps to preserve digital evidence (emails, files, logs, and recordings)
- Authenticate electronic documents and multimedia
- Manage secure storage, information transfer, and retention of digital evidence, including encryption, access controls, and documented audit trails
- Navigate privacy, disclosure, and legal considerations for recordings and electronic evidence
- Effectively prepare and present digital evidence in investigative reports and hearings, including proper indexing, redaction, and exhibits creation

MODULE 8: Debriefing the Investigation Process

- Review the importance of conducting a workplace investigation debrief, including lessons learned, risk mitigation, and organizational restoration
- Design a structured debrief process that captures stakeholder feedback, evidence review, and procedural gaps while protecting confidentiality
- Evaluate investigator performance, resource use, and timelines to recommend efficiency and quality improvements for future cases

MODULE 9: Mental Health Issues in Workplace Investigations

- Assess how mental health issues impact credibility, memory, and disclosure, and apply appropriate corroboration and safeguards
- Recognize accommodation considerations relevant to parties and witnesses
- Identify referral pathways and supports (EAP, medical, and disability services) and document referral actions while maintaining confidentiality
- Implement investigator wellbeing protocols to manage vicarious trauma and burnout, including workload management and access to supports
- Develop organizational recommendations to address mental health risks identified in investigations, including accommodations, training, and prevention measures

Facilitation Team

Devan Corrigan (Facilitator)

Devan Corrigan is an expert in workplace investigations and labour relations, having spent 20 years in human resources management and labour relations before founding an HR consulting company in 2017. His firm specializes in conducting workplace investigations, including investigating complaints of harassment, sexual harassment, violence in the workplace, and other forms of employee misconduct.

He holds a Master of Industrial Relations from Queen's University as well as an Honours Degree in Psychology and a certificate in Human Resources Management from Saint Mary's University.

Devan's expertise in human resources and labour relations, combined with his background in psychology, make him a go-to third-party workplace investigator. He is a member of the Association of Workplace Investigators and is on the roster for investigators for the Workplace Investigator Network (WIN).

Prior to starting his own firm, Devan held management positions for large organizations including Resolute Forest Products, Canadian Pacific Railway, Canada Post Corporation, and Glencore Canada Corporation. Devan is passionate about leading and coaching individuals and organizations in topics related to human resources management, workplace investigations, and labour relations. He provides training to a variety of organizations on topics such as conducting internal investigations, respect in the workplace, as well as effective communication skills for leaders. Devan has also published numerous articles for Queen's University IRC.

Deborah Hudson (Facilitator)

Deborah Hudson is one of the founding partners of Hudson Sinclair LLP. Deborah represents both employers and employees in all aspects of labour and employment law. She was called to the Ontario Bar in 2008, and she has practiced exclusively in the areas of labour and employment for her entire career. Deborah regularly advises both employers and employees in relation to matters occurring at all stages of the employment relationship (including areas such as contracts, accommodations, human rights matters and termination).

Deborah provides her clients with practical, timely and highly specialized legal advice. She regularly advises both employers and employees in relation to matters occurring at all stages of the employment relationship. She values the importance of early and productive resolution discussions when beneficial and appropriate. In circumstances where resolution is not achievable or advantageous, Deborah advocates on behalf of her clients in all legal forums. Deborah also conducts workplace investigations as an external, independent investigator relating to various workplace circumstances and allegations including harassment/bullying, human rights matters, privacy breaches and fraud.

Deborah has authored and contributed to a number of publications concerning workplace issues. She was a contributing author of: Startup Law 101: A Practical Guide (2017); Ontario Human Rights Code: Quick Reference (2015); and Accommodation Issues in the Workplace (2014). Deborah has also published numerous articles for Queen's University IRC.

The roster of facilitators and speakers may change. We will do our best to keep you informed of program changes.

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