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| **Course Name** | **Outline** |
| Absence Management | * Understanding the different types of absence
* Understanding the causes of absence
* Measuring absence
* Managing absence (short-term & long-term)
* Preventative actions
* AWOL & other absence related issues
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| Effective Recruitment Methods | * Understand the legislation underpinning selection methods
* Apply relevant recruitment processes to their individual situations
* Develop questioning techniques & listening skills to support the structured interview
* Make recruitment decisions that meet capability requirements
* Gain perspective into the benefits of using an effective induction process

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| Handling Sensitive Issues | * The provide an overview of the meaning of Equal Opportunities, the Equality Act & Key Legislation
* The Equal Opportunities Policy & Dignity at Work
* Management of related issues in the workplace:
* Bullying & Harassment
* Managing Stress
* Alcohol & Substance Abuse
* Personal Relationships at work
* Personal Hygiene
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| Leadership Skills | * Role of a Manager/Leader
* Leadership Behaviour (Skills, Knowledge & Attitude)
* Leadership Styles (What style do you have?)
* An introduction to Communication & Listening Skills
* An introduction to Coaching & Feedback Skills
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| Managing Change | * Define change & understand its impact
* Describe the role of the ‘change agent’
* Review why change programmes succeed or fail
* Use tools & techniques to develop a culture that is positive about change
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| Managing Conflict | * Assertiveness in Managing Conflict
* What is Conflict & Sources of Conflict
* Structuring Interactions
* Managing Conflict Skills:
* Dictionary of Assertive Skills
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| Managing Performance | * To provide participants with an awareness of the ways in which performance can be effectively managed (informally & formally)
* To discuss the need for Disciplinary & Grievance Procedures
* Provide an overview of the current legal framework & related statistics
* Look at the types of Misconduct & Poor Performance
* The Disciplinary Process & Procedures
* The Grievance Process & Procedures
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| Personal Effectiveness | * Presenting a positive image in the workplace
* Gaining an insight into behaviour and motivation
* Exploring effective interactions with others
* Using appropriate strategies for influence & impact
* Hints & Tips for developing resilience
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| Planning & Prioritising | * Identify and prioritise goals and set SMART targets
* Use simple tools to prioritise work of yourself, and where appropriate, others
* Identify the importance or urgency of tasks and manage accordingly
* Manage interruptions and other unscheduled events effectively
* Analyse your time to optimise performance using delegation to its best advantage
* Manage meetings using a structured process
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| Teamworking | * Define the principles of successful teamwork
* Gain knowledge of why effective teamwork is essential for success
* Outline the stages of how a team develops
* Gain an insight into team mentoring
* Understand the benefits & mechanics of holding regular team briefings
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