

People and Organisational Development

Short course programme

Learning and development
for all Haringey staff
2009-2011



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Foreword



I am very pleased to introduce this brochure which sets out some of the learning and development opportunities available to you.

As a council we face a challenging future. This requires focused action, while being true to our values:

- **Service** – we work for the good of all our diverse communities
- **Improvement** – we strive for excellence
- **Passion** – we are passionate about our work and proud of what we do
- **Integrity** – we keep our promises
- **One council** – we deliver by working together.

It is important that we all have the skills and knowledge to deliver quality outcomes for our service users. We need to think perceptively about what individuals say they require and then find ways in which these needs can be met.

Please take the time to look through this brochure to see what is available to help you develop your skills and knowledge. At your appraisal, talk to your manager about the support you need to help you improve your performance and how you can use this in your day-to-day work.

A handwritten signature in black ink, reading 'Ita O'Donovan', with a horizontal line underneath.

Ita O'Donovan
Chief Executive

Introduction

This brochure contains information about a range of courses and other activities designed to help you improve your skills and knowledge.

As part of your performance appraisal and regular one-to-ones with your manager you should be discussing your development needs, both short and long term, and agreeing the best way in which they can be met – which may be to take part in one or more of the courses and other activities listed here.

Don't forget the importance of what happens before you apply for a course and after you come back from it. Beforehand you should discuss with your manager why you are going on the course and what you hope to get out of it. Afterwards, you should meet again to identify how you will apply what you have learnt back in your workplace.

Details about **how to apply for courses** are given on page 31.

Our vision and priorities

Our vision is to be a council we are all proud of. To realise this vision we have strategic priorities:

- **Making Haringey one of London's greenest boroughs** - Reducing our environmental footprint and promoting the activities necessary to achieve sustainability within the borough, enforcing where necessary.
- **Creating a Better Haringey: cleaner, greener and safer** - Making Haringey a place where people can flourish, cleaner and greener, with attractive parks and green spaces, and a safer place with less crime and less fear of crime.
- **Encouraging lifetime well-being at home, work, play and learning** - through our schools, leisure, libraries and housing services.
- **Promoting independent living while supporting adults and children when needed** - Making Haringey a place with a vibrant economy, tackling decline, encouraging growth, and intervening in a targeted way to maximise independence and enable people to fulfil their potential.
- **Delivering excellent, customer-focused, cost-effective services** - engaging the community to promote trust in the council, cohesion and integration.

The Golden Thread

How we will achieve these priorities is set out in our Council Plan, which is linked to your individual work plan by a 'Golden Thread'

A key link in this thread is our competencies. Competencies are observable behaviours - the result of how we apply our skills, knowledge and motivation to our work. Our competency framework describes the behaviours you need to be effective at work. It outlines what is expected and needed from employees and will help you and your manager highlight those areas that you should be concentrating on. It has ten areas:

- Political and organisational awareness
- Self-development and learning
- Innovation and finding solutions
- Teamwork
- Leading change
- Customer focus
- Communicating and appreciating diversity
- Self-discipline and organisation
- Managing people
- Networks and partnership

More details about the competencies are available on Harinet.

The details for each course in the brochure show which competency that course is most strongly linked to. And on page 32 there is an index which lists the competencies and the courses that support them.

The Golden Thread



Leadership and Management courses

Courses and other activities aimed specifically at managers will be covered in a separate brochure *Leadership and Management in Haringey* which will be published in June.

There are a number of options for people who wish to develop their careers by becoming managers: *Pathway to management*, *Springboard*, *Aiming High*, and the eLearning module *Managing your Career*. Details are given in *this* brochure.

Essential for role courses

There are a number of courses in this brochure marked as Essential for role. Everybody who has responsibilities in these areas, which include health and safety, equalities and diversity and financial management, will be expected to demonstrate that they are fully competent, or will be expected to attend a course or complete an eLearning module.

Bite size learning

We are launching a new series of bite size learning sessions. Lasting no more than two hours, these will introduce the key elements of a particular topic and, hopefully, inspire you to find out more for yourself. The first of these sessions will be about the Comprehensive Area Assessment; safeguarding children and adults; and giving and receiving feedback. More details are given later in this brochure and details of how to apply are on page 31.

eLearning

We are constantly looking at new ways to deliver and improve the learning and development opportunities we provide to you. Advances in Information and Communication Technology through the use of internet enable us to provide you with exciting new ways to access your learning and you can now learn at any time, place, and a pace that suits you through eLearning.

We have a wide range of eLearning modules that are now available to you on your desktop PC and your PC at home, if you have an internet connection. Our eLearning modules can be used on their own or in conjunction with our tutor-led courses and workshops. For more details see page 29.

Corporate induction

All managers and staff new to Haringey will receive an invitation to attend Corporate Induction as soon as possible after they join the Council. You will hear about how the Council aims to provide quality outcomes and make a real difference to the lives of the people of the borough. You will discover why you are important to Haringey Council and what the Council expects of you.

Equality and diversity statement

The design and content of these courses, events and activities and the commissioning and briefing process for all trainers is done within the framework of the Council's Equal Opportunities policy. We expect the process for selecting people to attend these courses, events and activities, and the contributions from participants to be in line with this policy too.

Let us know, on your application form, if you have any specific needs that may affect your ability to benefit from a course and we will do our best to address them.

Business skills

Achieving equalities and valuing diversity

Essential for role

Haringey Council is committed to promoting equalities and valuing the diversity of its customers. This course will help you understand Haringey's approach to equal opportunities and how this relates to the council's values. Through an interactive programme you will gain an awareness of what it means to value diversity, the law and its implications on the services we provide, and your roles and responsibilities within this.

By the end of the course you will:

- understand the meaning of equality and diversity
- have learnt about the law and its implications for the services we provide
- be able to define discrimination and to explore its effects
- have developed an action plan to implement back at work.

Who should attend: All staff

Format: One-day course

Competency supported: Communicating effectively and appreciating diversity

"The course is very comprehensive and included live examples which made it easier to understand and remember. Overall it is highly recommended."

Business Administration (NVQ level 2)

Haringey Council, through Haringey Adult Learning Service, (HALS), is offering employees the opportunity to gain an National Vocational Qualification (NVQ) level 2 in Business Administration.

This course is funded by the government's Train to Gain scheme. However, because it will take place during working hours it is vital that participants, and their managers, understand and commit to the time commitment required to complete a course.

HALS will contact eligible candidates and their managers to brief them on the course, and the commitment required, and to assess whether the candidate would be a suitable participant. This will include an assessment of literacy and numeracy skills, for which support is available if needed.

If you think you would benefit from doing this course, or you have any members of staff who you think would, please contact Sean McIvor of HALS by email or on 020 8489 2500.

Who should attend:

Candidates must be at least 25 years old and must not already have a level 2 qualification or its equivalent (5 GCSE's at grades A-C).

Format:

The course has two compulsory modules, which cover the basics of business administration and then participants can choose from a number of modules covering areas such as managing diary systems, storing, retrieving and archiving material and organising and supporting meetings.

The major activity is individual coaching and observation in the workplace, undertaken by a tutor supplied by HALS. There is no fixed timetable for completing a course, but on average it should take six months to a year.

Competency supported: Self-discipline and organisation

Comprehensive Area Assessment **BITESIZE**

Corporate Area Assessment (CAA) is the new framework through which the major public service inspectorates will together make independent assessments of how well people are being served by their local public services. Its focus is primarily on the prospects for better outcomes locally rather than the internal workings of individual organisations.

Many important priorities such as tackling the causes of ill-health, improving the local economy and reducing carbon emissions, require public bodies to work effectively together and with their communities. This in turn requires a joined up assessment framework – CAA.

CAA will focus on:

- Areas not just organisations
- Likelihood of future delivery not just performance in the past
- Outcomes for communities and in particular, those most in need, rather than outputs and process
- Local priorities as well as national targets

By the end of the workshop you will know:

- what the CAA is about and how it is the responsibility of everyone in evidencing the Haringey story
- the difference between the old CPA and the CAA
- the difference between assessments that are performance based and assessments that are outcomes based

Who should attend:

- Non-management staff involved in the preparation of Corporate Assessments and data gathering
- Any managerial staff
- Any individual wanting to know more about the CAA and how it can impact their service area

Format: Bite size workshop.

Competency supported: Customer focus,

“I came to this workshop thinking that the CAA had nothing to do with me and I came away realising that the CAA is everyone’s responsibility”

Essential procurement tools and processes

Essential for role

This course introduces participants to the regulatory framework, tools and processes necessary to ensure that the Council delivers legal and efficient procurement processes. The course covers procurement tools and processes such as the Council’s Contract Standing Orders, the Procurement Code of Practice, the Procurement Manual, the EU directives regulations and the SAP procurement systems.

The course focuses on the following:

- Category Management and market segments
- Tendering procedures (inc eTendering)
- Contract Management System (CMS)
- Purchasing techniques through SAP SRM Procurement System
- Vendor management

Who should attend: Staff who carry out procurement activities on behalf of the council. Anyone who just wants to learn how to use the SAP SRM system for purchasing should choose the SAP SRM course.

Format: One-day workshop

Competency supported: Self-discipline and organisation

“Very useful, interesting and informative.”

Sustainable procurement

The Sustainable procurement course is a predominantly workshop-based event. It provides an opportunity to work on a hypothetical contract, assessing the sustainability issues and what can be done to address them.

Using a structured approach to sustainable procurement, attendees will evaluate the market place and organisational strengths and weaknesses in deciding on how to promote sustainability through the contract.

By the end of the course you will be able:

- to understand the importance of sustainability and why it is practised in Haringey Council
- to assess and prioritise sustainability requirements for contracts
- to develop sustainability strategies for contracts and implement them through specifications and contract management
- to use the sustainable procurement risk mitigation template that will be included in the procurement manual.

Who should attend: Staff who carry out procurement activities on behalf of the council.

Format: One-day course

Competency supported: Self-discipline and organisation

Financial management for budget holders

Essential for role

Effective management of budgets is vital. This course will give budget holders sufficient knowledge and skills to enable them to set and manage budgets effectively. It will also provide background information on the sources of the Council's income and the major areas of its expenditure to give participants a meaningful context for their own budgets and the importance of managing them effectively.

By the end of the course you will:

- have knowledge of basic financial management concepts to be able to set up and/or manage a budget effectively
- have sufficient knowledge of Haringey Council's budget systems and processes to be able to set up and/or manage a budget effectively

- have a basic understanding of Haringey Council's main sources of income and areas of expenditure.

Who should attend: Staff who are budget holders. Participants do not need any finance or accountancy qualifications.

Format: One-day course

Competency supported: Self-discipline and organisation

"I really enjoyed the day and I feel much more confident in taking control of financial management for my team. The trainer was excellent and explained concepts in an easy-to-understand way and with humour."

Health and safety risk assessment

Essential for role



Everyone is responsible for their own health and safety at work, and must understand their role and responsibilities in relation to health and safety. This learner-centred course combines theory and practice to provide a thorough grounding in all aspects of health and safety at work.

By the end of the course you will:

- understand some of the key elements of health and safety law and how they apply to the organisation and to you
- have a basic knowledge of office-based hazards
- understand the benefits of health and safety monitoring and the importance of risk assessments.

Who should attend: All staff

Format: One-day course.

Competency supported: Self discipline and organisation

"Very useful – has given me a lot to think about."

Introduction to change management

Change management at work is about implementing and sustaining organisational changes to generate improved levels of performance. Even when the change is due to the introduction of new technology or legislation, making that change happen and making it stick is almost always about people. It is widely acknowledged that a change initiative that does not pay sufficient attention to the people affected will almost certainly fail.

This course provides key skills, knowledge and tools to help you understand how to support people through change, and to foster motivation and commitment, despite the inevitable uncertainty that change will bring. It builds upon and supports the Change Management Toolkit, which can be accessed through the Learning Zone on Harinet.

By the end of the course you will:

- understand change models
- have learnt techniques for coping with change yourself
- have learnt how to identify change drivers and levers
- understand the role of leaders and other change agents
- have greater confidence and skills in managing the people aspects of change
- have learnt about some useful tools and techniques to manage change in your area.

Who should attend: Staff and or Managers with a specific responsibility for implementing change, not necessarily within a defined project framework. This is a useful follow-on course to Introduction to Project Management.

Format: One-day course

Competency supported: Leading change

“Good course. Very good in terms of interactive/participative elements which sustained interest throughout the day.”

“Very interesting – made me think in a wider context about issues of change management.”

Introduction to customer focus

Essential for role

Working with customers is rewarding but not always easy. Our public, residents, service users, council members and colleagues all demand quality services and expect to be treated professionally and sensitively at all times.

Based upon an understanding of Haringey's many and varied customer base, and built around our Customer Charter, this course will provide you with a better understanding of customer needs, together with some tools and techniques to help improve your personal effectiveness. Using questioning, group discussion, and practical exercises you will understand the principles and attitude required in consistently delivering excellent customer service.

By the end of the course you will:

- be able to define the meaning of excellent customer service and its significance in the context of quality, equality and value for money
- have increased your understanding of the importance of customer service and the relationship between you the customer and the organisation
- have improved your personal effectiveness in building good customer relationships
- have a clear understanding of a complaint and the complaints handling process
- have developed and improved your customer telephone handling skills.

Who should attend: Non-management staff who want to improve their customer service skills and personal effectiveness.

Format: One-day course.

Competency supported: Customer focus

“I can really understand the importance of excellent customer focus and how everybody wins”

“I now feel a lot more assertive and able to take ownership when dealing with complaints”

Institute of Customer Services awards

Customer service professionalism has never been more important for both individuals and employers, whether in the public or private sector.

Achieving an Institute of Customer Services (ICS) customer service qualification means that individual learners have fully transferable skills that have been measured and are recognised as meeting those National Customer Focused Occupational Standards.

ICS have designed our awards to help staff improve their performance in delivering customer service. People achieve an ICS award when they can demonstrate in their day-to-day work that they can meet the ICS requirements in four key areas:

- you and your customer
- you and your organisation
- you and your colleagues
- you and your development.

The **ICS Communications Award** requirements focus on the key behavioural skills needed to build relationships with customers and colleagues, as well as on the wider purpose of the job role and how it fits in with the needs of the organisation.

The **ICS Solutions Award** requirements builds on the Communications Award as it relates to solving customers' problems. To achieve the Solutions Award, staff need to show that they are team players who give practical support to others to help them improve their performance.

The **ICS Innovations Award** requirements go a step further than the previous two awards. Staff need to demonstrate that they are proactive, flexible and creative, and are always on the lookout for new ways of improving customer service. On top of this, they'll need to be able to show how they motivate and influence others.

The process is designed to be as streamlined as possible and to fit in easily with each business unit's existing systems and processes. Staff working towards an ICS Professional Award become members of the ICS as part of the programme and obtain a certificate from the Institute upon completion of their award.

To participate in an ICS award, you will need to complete an application form, with a supporting

statement from your line manager, detailing how the achievement of an award would be beneficial to both you and the business. See the Learning Zone on Harinet for more details.

Who should attend: Staff who wish to obtain a nationally recognised award for their customer service skills.

Customer service professionalism does not only apply to people who are in customer facing or 'frontline' roles as they are often referred to. You may be working in a call centre environment or a role that provides service for internal customers as a main focus.

Format: One-on-one coaching sessions and 'keep in touch' workshops over nine months

Competency supported: Customer focus

Customer service (NVQ level 2)

Haringey Council, through Haringey Adult Learning Service (HALS), is offering employees the opportunity to gain an NVQ level 2 in Customer service.

This course is funded by the government's Train to Gain scheme. However, because it will take place during working hours it is vital that participants, and their managers, understand and commit to the time commitment required to complete a course.

HALS will contact eligible candidates and their managers to brief them on the course, and the commitment required, and to assess whether the candidate would be a suitable participant. This will include an assessment of literacy and numeracy skills, for which support is available if needed.

If you think you would benefit from doing this course, or you have any members of staff who you think would, please contact Sean McIvor of HALS by email or on 0208 489 2500.

Who should attend: Candidates must be at least 25 years old and must not already have a level 2 qualification or its equivalent (5 GCSE's at grades A-C).

Format: The course has two compulsory modules, which cover the basics of delivering good customer service and then participants can choose from a number of modules covering areas such as

processing customer service information, going the extra mile, and dealing with queries, requests and problems

The major activity is individual coaching and observation in the workplace, undertaken by a tutor supplied by HALS. There is no fixed timetable for completing a course, but on average it should take six months to a year.

Competency supported: Customer focus

Introduction to project management

Project management is used to bring about change and is differentiated from the management of an organisation's business-as-usual by the fact that a project has clear objectives and deliverables, with a defined start and end, that must be completed on time, within budget and to agreed quality and must deliver agreed benefits.

This two-day course covers the general principles of project management and links these to Haringey's Project Management Framework. These principles can be applied to any work that is seen as a 'project'. Delegates will gain useful learning, tools and techniques applicable to any work involving change in a personal, team, business unit or wider context.

By the end of the course you will:

- understand what projects are and why a project management approach is useful
- have knowledge of key principles of project management
- have knowledge, comprehension and some practical application of the Project Management Framework
- appreciate how a project management approach relates to the context of the work, vision and priorities in Haringey.

Who should attend:

The course is open to all Haringey employees. Generally the course is aimed at those who need to understand and use the Project Management Framework. More specifically it is targeted at those:

- for whom project work is novel or little practised and who have project involvement but have not already been formally involved
- who already have project involvement or project management knowledge and experience and need some 'formalisation' of project management principles.

Format: Two-day course, with a gap of around two weeks between the two days. Delegates will be asked to do a small amount of pre-course work in the two weeks before the first day of the course and some work between days one and two.

Competency supported: Self-discipline and organisation

"Enjoyed the course. Will apply what I have learnt to my job."

Investigating complaints

If you deal with complaints about our services you must be able to resolve them as quickly and effectively as possible, both for the Council's sake and for the sake of the person making the complaint. If we are at fault we should apologise, put the situation right and take action to learn from it.

This course takes you through the processes to do this and will help you to take the considered judgements needed to reach as satisfactory a conclusion as possible for all parties. The course includes a brand new interactive board game that is designed to develop understanding and skills of complaint handling in a fun and stimulating way

By the end of the course you will:

- understand the principles for complaints investigation
- respond to complaints in accordance with best practice
- have learnt how to use what has been learnt from complaints to improve customer service.

Who should attend: Anyone responsible for investigating complaints

Format: One-day course

Competency supported: Customer focus

"I have learnt a lot from this course and will find it useful when dealing with future complaints."

Making public consultation work

Public consultation is an essential part of the council's work. Consultation is a critical part of all our service improvements and development work. A well thought out, well executed consultation can advance the council's relationship with the people who live and work in Haringey. A badly conducted consultation can do a great deal of harm to our reputation and relationship. Haringey Council is committed to making sure all our consultations are effective and efficient.

This course is an essential for anyone planning to undertake a consultation. During the course you will plan a real consultation and gain an understanding of the elements that will make consultations much more effective and easier to undertake. You will also find out how to use the Haringey Consultation Management system to help you conduct your consultation and make sure it meets the excellent standards required.

By the end of the course you will:

- understand the importance of consultation in improving services and building a relationship with the public
- be able to use Haringey's Consultation Management system, Toolkit and Project Management Framework to plan and manage consultation exercises
- have developed a project plan for a real-life consultation project
- be able to identify the uses of a range of methods
- understand statutory requirements relating to public consultation.

Who should attend: Anyone who is involved in conducting public consultations.

Format: Two-day course.

Competency supported: Networks and partnerships

"This was one of the best courses I have been on in Haringey. We have been given lots of practical tips and useful information to use for future consultations."

Safeguarding: everyone's business

BITESIZE

This bite size course will raise your awareness about safeguarding children and vulnerable adults. It is for all staff working in Haringey and will provide basic information on:

- What constitutes 'abuse'
- How and when it should be reported
- Where to get further information and/or training

Want to know more about safeguarding?

Staff can also learn about their responsibilities in safeguarding via the e-learning modules for both Adults and Children. These can be accessed via www.haringey.gov.uk/elearning

For staff who regularly have direct contact with children, and wish to know more about their responsibilities in working together with other professionals, more comprehensive development can be accessed through the Local Children's Safeguarding Board link <http://harinet.haringey.gov.uk/index/protectingvulnerablechildren.htm>

For further information on issues relating to safeguarding adults, please go to <http://harinet.haringey.gov.uk/safeguardingadults.htm>.

To access the complete Safeguarding Adults training program on Harinet the link is http://harinet.haringey.gov.uk/a_z_courses.htm.

Please discuss with your line manager in the first instance.

Competency supported: Self discipline and organisation

SAP Supplier Relationship Management (SRM)

Essential for role

SRM is the corporate system for purchasing goods and services, using a system of online 'shopping carts'. This course provides an overview of the complete process from purchase to payment and includes hands-on experience of using the system.

By the end of the course you will be able to:

- make purchases by creating, checking the status of and approving shopping carts
- post goods receipts
- run reports.

Who should attend: Anyone who is responsible for their business unit's purchasing

Format: One-day course

Competency supported: Self-discipline and organisation

"I particularly liked the fact that we could practise what we'd learnt and ask questions."

Working at the political interface

Essential for role

Working at the political interface is an important new programme that is being rolled out across the organisation. Members of staff will be contacted directly to participate in the programme.

For further details contact Christopher Steele on 020 8489 1076

Competency supported: Political and organisational awareness

Working in partnership

The pivotal role of partnership working cannot be underestimated in delivering the ambitious transformational agenda for local government. Being able to develop and sustain successful partnerships is crucial for Haringey to achieve its vision and

priorities. Staff working in partnerships must have the skills, knowledge and behaviours which will enable them to build and maintain successful relationships with partners, inside and outside Haringey to deliver excellent services. This course will provide you with opportunities to examine the strengths of existing partnership working and to identify how partnerships can be developed.

By the end of the course you will:

- know the features of effective partnerships
- know how to sustain existing partnerships
- be able to recognise barriers to partnership and know how to overcome them
- be able to monitor and review the partnership and identify appropriate development
- be able to communicate and influence others to benefit partnership working
- be able to produce an action plan for improving partnership working.

Who should attend: Staff who are working across organisational or agency boundaries and particularly for groups of staff working with partners.

Format: One-day course

Competency supported: Networks and partnerships

"I have found today very useful with practical advice I can really take forward and put into practice."

Self development and personal effectiveness

Aiming High

The Aiming High Programme is designed for people who can demonstrate the talent and potential to move into future senior management positions. It aims to support the progression of participants including black and minority ethnic and disabled staff into senior leadership roles and to improve the diversity of leaders at senior levels within the Council. It will also offer the opportunity for staff to learn together in mixed modules

By the end of the programme, participants will have gained:

- a wider set of networks and connections inside and outside the council
- a greater understanding of how to take responsibility for their own learning and development and increased capacity for self-managed learning
- enhanced capacity to manage their careers
- broader perspectives and deeper understanding of management in theory and practice
- improved capacity for partnership working.

For further details see the Learning Zone on Harinet or contact Organisational Development and Learning on 020 8489 1095.

Competency supported: Self-development and learning

Creating your ideal retirement

Retiring from work is a major step and planning for retirement is even more important today than it has ever been. Retirees are much healthier, more active and can expect to live much longer.

This one-day workshop aims to provide you and your partner the opportunity to consider the changes that take place at retirement, how they will affect you and how they can be managed in a positive way. It will cover the key lifestyle aspects of retirement from finance and pensions to health

and leisure and will include a range of practical information and guidance from the presenter and visiting speakers. Ultimately, this course will give you the opportunity to think about what you want out of your retirement and support you to lay the foundation for - a smoother transition to a happy and healthy retirement.

By the end of the course you will:

- have considered how a significant life change may affect you and others
- have worked through the financial implications of retirement
- have thought about the choices that will provide a healthy lifestyle
- have been encouraged to take a 'hands on' approach to important documents such as wills
- have started planning for a creative retirement that will fulfil your personal ambitions.

Who should attend: All staff and their partners who are planning to retire in the next two years. Although the course can be attended with or without partners, we strongly recommend that partners should be invited, as experience has shown that there are extra benefits to be gained when they attend.

Format: One-day course.

Competency supported: Self-development and learning

"Very informative and useful - much needed information"

Critical Thinking and Problem Solving **NEW**

Effective decision makers are those rare individuals who are able to consistently identify and choose the best option among multiple alternatives. Their decisions are imaginative, reasoned, and defensible. This course presents a structured approach for tackling problems, spotting opportunities and making decisions that will help you get great results. It will aid you in all aspects of decision making and problem solving in the workplace, whether you are implementing innovation, managing crises or planning for the future. It will improve your decision-making capabilities through critical thinking, structured reasoning, and creative problem analysis.

By the end of the course you will:

- understand and have used some tools necessary to become an inventive, logical decision maker
- have knowledge of a structured way to approach and dismantle problems
- know how to clarify problems in terms of objectives and issues, with a view toward optimum outcomes.

Who should attend: The course is open to all Haringey employees. Generally the course is aimed at those who are required to tackle problems, spot opportunities and make decisions that will get results.

Format: One-day course

Competency supported: Self discipline and organisation

Dealing with difficult situations

Dealing with difficult and challenging behaviour from our customers can be very difficult and often stressful, especially when we are striving to deliver excellent customer service. This course will help people with the confidence, skills and strategies they need to better understand and respond to where anger and aggression comes from and how people react and behave in different ways. Sharing your main concerns will enable you to go on to learn and practise skills in a safe and supportive environment. You will be able to discuss your experiences and devise new strategies and approaches to the situations you face back at work.

By the end of the course you will:

- have increased confidence in dealing with difficult and aggressive behaviour
- be able to communicate in an assertive and confident manner
- be able to identify danger signals and develop de-escalating strategies
- develop strategies to be able to deal with difficult situations more effectively
- have an action plan to take back to work based on a review of your learning.

Who should attend: All non-management staff who work in customer facing situations and who want to build their confidence in dealing with difficult and aggressive behaviour from customers.

Format: One-day course.

Competency supported: Customer focus

“Great trainer, good pace and very interesting content.”

“I learned a lot and enjoyed the day. I can use the skills I’ve learnt in my job and personal life”

Effective communication and presentation skills

Can you get your ideas across in an interesting and convincing way? Whether you are talking to your team, to other colleagues, to residents or to customers, good communications skills are vital. This course will help you develop your ability to communicate effectively, with confidence and with influence.

By the end of the course you will:

- have learnt how to plan and prepare presentations that meet your audiences’ needs
- have understood the behaviours that are associated with good communication
- understand your own communication style
- be able to deal with challenging questions
- be able to speak to any audience with confidence.

Who should attend: Anyone who needs to improve their communication and presentation skills to help them do their job better, particularly staff who have

to deliver presentations as a regular part of their job.

Format: Two-day course

Competency supported: Communicating effectively and appreciating diversity

“Brilliant course! Most effective in building confidence. Tools, tips and hints were very helpful and the booklet to take away will be a handy reference guide.”

“Trainer was great and I really enjoyed myself.”

Effective minute taking

Writing clear and accurate minutes requires a variety of skills: active listening, the ability to distinguish between the important and the trivial, and being able to write clearly and concisely. All of these are covered in this highly practical course.

By the end of the course you will:

- understand how to take relevant minutes
- have learnt how to present minutes in a clear, concise and accessible style
- have learnt how to listen actively.

Who should attend: Anyone who has to take minutes.

Format: One-day course

Competency supported: Communicating effectively and appreciating diversity

“The course gave good tips and ideas that we could take back and implement straight away.”

“I enjoyed working with others and being able to exchange ideas”

Effective report writing

Much of the Council’s work depends on good decision making based on clear and accurate reports. Which is why being able to write effective reports is so important. This highly practical course

provides an opportunity to learn about and practise the most important tools and techniques for writing reports that hit the target.

By the end of the course you will:

- understand the principles of writing accurate, brief and clear reports
- be able to apply a systematic approach to writing reports
- understand and be able to use Haringey’s standard report formats
- be able to structure and present written material logically and clearly.

Who should attend: Anyone who has to write reports.

Format: One-day course

Competency supported: Communicating effectively and appreciating diversity

“I thoroughly enjoyed the course and obtained some useful contributions from the group.”

“I found the information on mind-mapping creative and useful.”

Giving and receiving feedback **BITESIZE**

Feedback is one of the most effective ways of helping individuals improve. Indeed feedback can help increase your own self awareness and provide you with information about yourself that you may want to change in order to improve your effectiveness.

Feedback does not mean you are doing something wrong. Remember you don’t have to be ill to get better. Even the best performers, whatever their field are hungry for feedback. How else can you continue to grow and develop?

This workshop includes valuable hints and tips that will enable managers and staff to have a more productive performance appraisal review and 1:1s, by being able to give and receive feedback effectively.

By the end of the workshop you will know:

- what the benefits of feedback are
- how to give and receive feedback effectively
- how to have more productive 1:1s and performance appraisal reviews.

Who should attend:

- All staff wishing to improve their effectiveness
- Managers wishing to improve the effectiveness of their performance appraisal reviews

Format: Bite size workshop

Competency supported: Self-development and learning

Innovation and finding solutions

In this course you will consider new ways of doing things to improve your service and to increase value for money and performance. Innovation is not just about doing new things but about doing things differently. We want our staff to think creatively, make effective decisions and generate new ideas.

It is a fast paced workshop and offers a great opportunity to practice new methods in a safe environment.

We will draw on the knowledge and stories of innovative practice from inside the organisation and elsewhere.

By the end of the course you will be able to:

- apply creative problem solving techniques
- explore what it takes to be innovative
- present your ideas in an impactful and persuasive way
- build optimism by challenging the beliefs that limit innovation.

Who should attend: This course is for all staff who want to improve their service delivery through innovation

Format: One-day course

Competency supported: Innovation and finding solutions

Introduction to communicating with people with learning disabilities

Communicating with people with learning disabilities may appear challenging, but with careful planning,

sensitivity and the use of particular techniques it can be successful for both parties.

By the end of the course you will:

- have an increased awareness of and openness to a variety of means of communication in order to begin to understand what people with learning disabilities are trying to tell us
- have learnt how to give and receive verbal and non verbal feedback from those with learning disabilities
- be able to improve the service access experience for those with learning disabilities through a greater knowledge, understanding and variable approaches to meeting their communication needs.

Who should attend: This course is targeted at frontline staff who may have to communicate with service users who have Learning Disabilities and at managers who manage staff who have Learning Disabilities.

Format: One-day course

Competency supported: Communicating effectively and appreciating diversity

Pathway to management

Have you ever wondered if you have got what it takes to become a manager?

Who should attend: This short taster is for staff who aspire to be team leaders/supervisors/managers and provides knowledge and develops basic skills in team leading, preparing you for your first management role. This interactive workshop focuses on the essentials of being a manager in Haringey.

Format:

It consists of:

- One day workshop on developing yourself as a leader
- reflective review (which will be assessed)

And there two optional top ups:

- planning and monitoring work
 - motivating your work team
- which lead to an Institute of Leadership and Management (ILM) Qualification in team leading on successful completion of assessments.

Competency supported: Self-development and learning

Personal impact

Being technically good at your job is just one element; you must also be able to communicate, influence and motivate colleagues and clients. The ability to influence and persuade effectively is arguably one of the most important skills anyone can learn; useful in many situations and instrumental for achieving goals.

This course is designed to increase awareness and develop your interpersonal skills so that you come across with positive impact whatever the situation.

By the end of the course you will:

- know how 'making an impact' works
- know how to gain commitment from others
- have experimented with ways of communicating that engage both individuals and groups
- have developed an action plan for addressing a personal work-related influencing challenge
- understand how you impact on others.

Who should attend: All staff who want to build stronger personal impact and credibility

Format: One-day workshop

Competency supported: Self-development and learning

Sensory impairment awareness

Haringey Council is committed to raising staff awareness of the needs of people with sensory impairments.

There are two separate parts to the day:

- hearing awareness
- visual awareness

This course provides an introduction to hearing and visual awareness issues, aimed at increasing understanding of the challenges that deaf and hard of hearing people and blind and partially sighted people face daily and helping us to improve our support of them.

By the end of the course you will:

- have an awareness of the needs deaf and hard of hearing people and blind and partially sighted people
- be able to identify and better cater for the needs of deaf and hard of hearing people and blind and partially sighted people

- learn signposts to aid and improve the service access experience for deaf and hard of hearing people and blind and partially sighted people, and our duties under the Disability Discrimination Act.

Who should attend: All frontline staff throughout the Council who may have to communicate with deaf and hard of hearing people or blind and partially sighted people. Managers of staff who are deaf or hard of hearing, or blind or partially sighted

Format: One-day course

Competency supported: Communicating effectively and appreciating diversity

Skills for life

How confident are you at reading, writing, maths, listening, using a computer?

Do you want to:

- gain new skills;
- 'brush up' existing ones;
- gain a nationally recognised qualification that may help you be better at your job and/or progress at work;
- support your children with schoolwork;
- give you more independence and choice.

In Haringey we are committed to helping our staff develop the skills they need, Skills for Life is a priority and an integral part of our People Strategy and People Planning process.

If you are interested in finding out more or you want to sign up then there are a number of ways to access learning. You can do this through:

- Performance Appraisal development discussion
- Union Learning Rep (ULR)
- Unison Life Long Learning Coordinator – Andrea Holden: 020 8489 3320 / 3351
- Haringey Adult Learning Service 020 8 489 2500
- Haringey's Skills for Life Coordinator – Joe De Crescenzo: 020 8489 1087 (Email joe.decrescenzo@haringey.gov.uk)
- The Get On campaign by calling 0800 66 0800

Springboard

The Springboard programme is an internationally renowned and highly successful professional and personal development programme designed to help women in non-management roles reach their full potential. The programme provides direct, tangible, business benefits that frequently exceed the employee's and manager's expectations by enabling women to progress in their careers and personal lives in ways they had never previously imagined. Springboard is designed to help you realistically assess your current situation, decide on the next steps for your development and then develop the practical skills and self confidence needed to achieve your goals.

By the end of the course you will:

- have assessed your skills and abilities
- have decided on the next steps for work and personal development
- have improved your effectiveness at work
- have increased your self confidence and motivation
- have become more assertive and improved your communication skills.

Who should attend: Women in non-managerial positions, at all ages and stages of their lives.

Format: The Springboard programme consists of four one-day courses spread over four months and a follow-up day six months later; a special workbook packed with practical activities and ideas; support backup; networking with other women; and positive role models.

Competency supported: Self-development and learning

"The course allowed me to recognise and address some of the blind spots I had both in my professional and personal life. It helped me to gain confidence by giving me appropriate techniques for various situations"

"I recommend more women to attend this course as it can really make a difference to your life."

Time management – getting the job done

We work in a very busy fast paced environment with tight deadlines and the need to constantly respond in more flexible ways, and ones which are more effective and efficient. If only you could get your job done!

This course takes a fresh and different approach to how we deal with time personally and challenges the myths that we don't always have enough time. It will help you find the personal roots of how you operate in time and help you think of new and different ways of dealing with them. It acknowledges that we all work in ways that need to be reviewed and revised and that it starts with taking personal responsibility. The course looks at the principles of work flow and, personal responses to time, focussing on what's really important, and offering some new tools and ways of looking at getting the job done productively with competing demands and priorities.

By the end of the course you will:

- be able to identify how you live and work in relation to time and how to focus on being more effective on a day to day basis
- be able to plan for short, medium and long term tasks and projects in a productive way
- be able to say no when you need to in a way that others find meaningful
- be familiar with the barriers to effective time management and set goals to overcome them
- learn some new tools and techniques and understand how even small changes can make a big impact on getting the things done that matter
- have an action plan to take back to work based on your key learning points

Who should attend: Any member of staff who wants to be more productive at work.

Competency supported: Self-discipline and organisation

"Brilliant, comfortable and relevant,. Great pace, realistic objectives."

"This was an excellent course. I learned a lot."

Information Technology

MS Outlook (basic)

This course will provide you with the skills that you need to send and respond to emails, as well as maintaining your calendar, and scheduling meetings.

By the end of this course you will be able to:

- get started with Outlook
- compose email messages
- manage mail
- schedule appointments and meetings
- manage contact and tasks
- use notes.

Who should attend: Staff who use Microsoft Outlook

Pre-requisites: Staff should be familiar with using a computer, mouse and keyboard and working in Microsoft Windows

Format: One-day course

“Glad I attended this course. Highly relevant and informative. Will be a great help in my job.”

MS Outlook (intermediate)

This course provides you with the necessary skills to customise your Outlook environment, your calendar, and your mail messages so that they meet your specific needs.

By the end of this course you will be able to:

- track work activities using the journal
- set calendar options
- set message options
- share folder information
- manage tasks
- customise Outlook.

Who should attend: Staff who use Microsoft Outlook.

Pre-requisites: Staff should have attended the Outlook Basic course or be able to use Outlook to that level.

Format: One-day course

“Good course and trainer. All-in-all a good day.”

“I enjoyed the course very much. Lots of good information.”

MS Word (basic)

In this course, you will learn how to create, edit, and enhance standard business documents using Microsoft Office Word.

By the end of this course you will be able to:

- create a basic and edit a basic document
- format text and paragraphs
- proof a document
- add tables and graphic elements
- control page appearance.

Who should attend: Staff who use Microsoft Office Word.

Pre-requisites: Staff should be familiar with using a computer, mouse and keyboard and working in Microsoft Windows.

Format: One-day course

“I found the course was excellent and I really learnt a lot.”

“Trainer was clear, concise and approachable.”

MS Word (intermediate)

In this course, you will be able to increase the complexity of your Word documents by adding components such as customised lists, tables, charts, and graphics. You will also learn how to create personalised Microsoft Office Word efficiency tools.

By the end of this course you will be able to:

- manage lists
- customise formatting, tables and charts
- work with custom styles
- create and modify customised graphic elements
- control text flow
- automate common tasks
- automate document tasks and document creation
- perform mail merges

Who should attend: Staff who use Word on a regular basis to produce large documents and reports.

Pre-requisites: Staff attending this course must have completed the Word Basic course or be able to use Word to that level.

Format: One-day course

“Very good course with lots of time to cover real examples and for questions to be answered.”

MS Word (advanced)

In this course you will learn how to use Word to create, manage, revise, and distribute long documents, forms, and web pages.

By the end of this course you will be able to:

- use Word with other programs
- collaborate on documents
- add reference marks and notes
- make long documents easier to use
- secure a document
- create forms, web pages and use XML in Word.

Who should attend: Staff who use Word 2003 on a regular basis to produce large documents and reports.

Pre-requisites: Staff attending this course must have completed the Word Intermediate course or be able to use Word to that level.

Format: One-day course

MS Excel (basic)

In this course, you will use Microsoft Office Excel to manage, edit, and print spreadsheet data.

By the end of this course you will be able to:

- get started with Excel
- modify a worksheet
- perform calculations
- format a worksheet
- develop a workbook
- print workbook contents.

Who should attend: Staff who need to use Excel spreadsheets.

Pre-requisites: Staff should be familiar with using a computer, mouse and keyboard and working in Microsoft Windows

Format: One-day course

“Excellent teaching, making the subject seem so easy to apply and work with.”

MS Excel (intermediate)

In this course, you will use Microsoft Office Excel to streamline and enhance your spreadsheets with templates, charts, graphics, and formulas.

By the end of this course you will be able to:

- create and applying templates
- create and modifying charts
- work with graphic objects
- calculate with advanced formulas
- sort and filter data
- use Excel with the Web.

Who should attend: Staff who need to use Excel.

Prerequisites: Staff attending this course must have completed the Excel Basic course or be able to use Excel to that level.

Format: One-day course

“The course was very useful. I am surprised and happy with what I have learnt today.”

"The course was very useful and will help me with my job."

MS Excel (advanced)

In this course, you will learn how to automate common tasks, apply advanced analysis techniques to more complex data sets, collaborate on worksheets with others, and share Excel data with other applications

By the end of this course you will be able to:

- streamline workflow
- collaborate with others
- audit worksheets
- analyse data
- work with multiple workbooks
- import and exporting data
- structure XML workbooks.

Who should attend: All staff who need to use the advanced functionality of Excel.

Pre-requisites: Staff attending this course must have completed the Excel Intermediate course or be able to use Excel to that level.

Format: One-day course

"I think this is a very good course. It helps to improve work on a daily basis."

MS PowerPoint (basic)

In this course you will learn to create effective basic PowerPoint presentations for delivery in front of an audience.

By the end of this course you will be able to:

- begin a presentation
- format text slides
- add tables to a presentation
- chart data
- modify objects
- add images to a presentation
- prepare to deliver a presentation.

Who should attend: All staff who need to create PowerPoint presentations.

Pre-requisites: Staff should be familiar with using a computer, mouse and keyboard and working in Microsoft Windows.

Format: One-day course

"Course was very enjoyable. Enthusiastic trainer! Learnt lots - I am no longer 'scared' of PowerPoint."

"Have never used PowerPoint before and I learnt a lot."

MS PowerPoint (intermediate)

In this course you will learn how to enhance presentations with features that will transform basic presentations into those with a powerful means of communication.

By the end of this course you will be able to:

- create a custom design template
- add organisation charts and diagrams
- add special effects
- create web presentations
- collaborate in PowerPoint
- deliver a presentation.

Who should attend: Staff who need to create powerful PowerPoint presentations.

Pre-requisites: Staff attending this course must have completed the PowerPoint Basic course or be able to use PowerPoint to that level.

Format: One-day course

"Course very informative and at a good pace - relevant to my needs."

MS Project (basic)

This course is designed for individuals who use Microsoft Office Project Professional. The topics in this course cover the critical skills necessary to create and modify a project plan file that contains tasks, resources, and resource assignments.

By the end of this course you will be able to:

- create a project plan file
- create a work breakdown structure.

Who should attend: Staff who use project management methodology in their work.

Pre-requisites: This course requires an understanding of project management concepts. Staff should be involved in managing a project and intending to use MS Project as a project management tool.

Format: One-day course

“Very smoothly presented. I didn’t have any problem in understanding the course at all.”

MS Project (intermediate)

In this course you will learn how to use the advanced functionality of Microsoft Office Project and will give you the opportunity to work with a project plan once it has entered the project implementation phase.

By the end of the course you will be able to:

- exchange project plan data with other applications
- update a project plan
- create custom reports
- re-use project plan information.

Who should attend: Staff who use project management methodology in their work.

Pre-requisites: This course requires an understanding of project management concepts. Staff attending this course must have completed the Microsoft Project Basic course or be able to use MS Project to that level

Format: One-day course

“Trainer extremely knowledgeable, explained things in a clear and concise way and was willing to answer any questions.”

Web writing and web content management

This course will help you write and edit content for the Web (and Harinet) that is usable, accessible and effective. It combines advice on better Web writing techniques, as well as practical training on how to use Livelink – the Web Content Management System (WCMS) used in Haringey.

By the end of the course you will:

Learn how to communicate better through good Web writing. This includes understanding:

- online customer behaviour
- the differences between writing for Web and writing for print
- how to plan and structure your pages
- plain English and the Haringey style guide
- online accessibility and legal responsibilities.

You shall also be given a day of practical hands-on training covering the key features of the WCMS, including how to:

- create new pages
- review and update existing pages
- format your content
- create internal and external links
- insert documents for downloading
- add images and tables

Format: One and a half day course

“Excellent – tried to understand the web before – now I actually do!”

eLearning

eLearning is learning that is available online through your computer.

Typically, an eLearning course consists of modular presentations that help you learn about a particular topic or activity, and online tests that assess how well you have absorbed the information.

With eLearning you can learn at your own pace, when you like and where you like, whether it be

- at work
- at home
- or anywhere else where you have access to a computer connected to the Internet.

How to find our eLearning courses

There are two ways you can view all our eLearning courses

- All the courses listed on A-Z of courses within the Learning Zone which have an Internet Explorer icon are eLearning courses
- You can access all our eLearning courses by going to our eLearning website www.haringey.gov.uk/elearning.

Below are the eCourses available for you right now.

Social Care eLearning

- Introduction to Safeguarding Children
- Safeguarding Adults

Business skills

- Project Management
- Change Management
- Quality Management
- Building Partnerships

Communication skills

- Effective Writing
- Consulting Customers
- Presentation Skills
- Communication Skills

Equality and Diversity

- Equalities and Best Value
- Disability Discrimination
- Tackling Racial Discrimination

European Computer Driving Licence

- ECDL eBriefing
- ECDL Module 1 - basic concepts of information technology
- ECDL Module 2 - using the computer and managing files
- ECDL Module 3 - word processing
- ECDL Module 4 - spreadsheets
- ECDL Module 5 - databases
- ECDL Module 6 - presentation graphics
- ECDL Module 7 - information and communication

Handling information in the public sector

- Data Protection
- Freedom of Information - An Introduction
- Freedom of Information - Handling Requests
- Information Management

Developed specifically for Haringey

- Absence Management
- Aiming High Forum
- e-induction for Managers
- Equalities and Diversity
- Geographical Information Systems (GIS)
- Handling Complaints
- Introduction to Safeguarding Children
- Managing Your Career
- Recruitment and Selection
- Safeguarding Vulnerable Adults
- VDU and Workstation Health and Safety

Health and Safety

- Health and Safety

Local Government

- Introduction to e-government
- e-Democracy
- Introduction to Local Government

People Skills

- Coaching
- Supervising
- Management
- Self Development
- Managing Others
- The Learning Manager
- Meeting Skills
- Team Leading

Procurement

- Passport to Procurement
- e-Procurement for Suppliers
- e-Procurement for Practitioners

Course Administration

All staff who have access to Harinet should use the **e-form** to apply for courses. The new process makes applying for courses much easier. The form automatically provides dates for the courses you want, and sends an email to your manager to approve your request. The link to the e-form can be found under Courses and Events in the Learning Zone.

To book on **bite-size events** go to <http://harinet.haringey.gov.uk/bitesize> and follow the instructions. This section will be uploaded with more events throughout the year. If you have any ideas for bite-size sessions please let us know at corporate.training@haringey.gov.uk

Learning contract

Learning is a process and more than attending a course or workshop. We want you to make the most of the opportunities you are given in attending a learning event – so please:

- discuss the learning need with your line manager before attending the course
- undertake any required pre-course work
- arrive on time for the beginning of the course and attend the entire programme
- help to create a positive learning environment for yourself and others
- give us your feedback
- discuss what you have learnt with your line manager after the course
- apply what you have learnt in the workplace

At the end of each course you will be asked to fill in a feedback form, and we may also contact you later, to find out more about what you thought of the course and how useful you found it. Please let us know what you think - your feedback really does make a difference to the range and content of the courses we offer.

Cancellation charges

The courses in this brochure are centrally funded (which means that business units are not charged for their people's attendance) **except IT courses** for which there is a charge of £85 per person per course. However, please note that charges for non-attendance apply to all courses. If you are given a place and are then not able to take it up, please let us know as soon as possible, and no later than five working days before the course begins. If you do not attend a course or cancel within five working days of the course date without good reason your business unit will be charged up to **£125 per person per course** Following the course an internal transfer will be made (as applicable to each course) by the Development & Learning Centre via SAP. Please ensure a SAP Cost Code is provided during the application process. For partner organisations, payment by cheque should be sent to the Development & Learning Centre at time of booking.

Data protection

Haringey Council intends to fulfil all its obligations under the Data Protection Act 1998 (the Act). The Council will ensure that all processing of data submitted in e-forms and that which falls within the scope of the Act is appropriately notified to the Information Commissioner. Individuals whose information is held and processed by Haringey Council can be assured the information will be maintained in confidence and treated with all due care. Haringey Council tries to keep information held about you accurate and up-to-date. However, if you find any inaccuracies you have the right to have them corrected. For further information please review our Legal Disclaimer on the Council's Website.

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Short Course Programme

Course dates 2009 - 2010

Course Title	Time	Duration	Course Date
Achieving equalities and valuing diversity	9.30am - 4.30pm	one day	12 October 2009 15 March 2010
Comprehensive Area Assessment	9.30am - 11.00am	bite size	24 September 2009 26 January 2010 23 March 2010
Corporate induction	9.30am - 4.30pm	one day	20 May 2009 22 July 2009 23 September 2009 21 October 2009 4 November 2009 9 December 2009 13 January 2010 10 February 2010 10 March 2010
Creating your ideal retirement	9.30am - 4.30pm	one day	2 December 2009
Critical thinking and problem solving	9.30am - 4.30pm	one day	9 December 2009 4 March 2010
Dealing with difficult situations	9.30am - 4.30pm	one day	8 June 2009 10 September 2009 3 December 2009 10 March 2010
Effective communication and presentation skills	9.30am - 4.30pm	two days	16 and 17 June 2009 6 and 7 October 2009 21 and 22 January 2010 11 and 12 March 2010
Effective minute taking	9.30am - 4.30pm	one day	8 July 2009 24 September 2009 7 January 2010 8 March 2010
Effective report writing	9.30am - 4.30pm	one day	4 September 2009 14 January 2010 16 March 2010
Essential procurement tools and processes	9.30am - 4.30pm	one day	1 September 2009 22 February 2010
Financial management for budget holders	9.30am - 4.30pm	one day	21 October 2009 5 March 2010
Giving and receiving feedback	2.00pm - 3.30pm	bite size	14 October 2009 23 March 2010
Health and safety risk assessment	9.30am - 4.30pm	one day	5 May 2009 1 July 2009 16 October 2009 25 November 2009 15 January 2010 25 February 2010
Innovation and finding solutions	9.30am - 4.30pm	one day	1 June 2009 10 December 2009
Introduction to change management	9.30am - 4.30pm	one day	23 April 2009 10 November 2009
Introduction to communicating with people with learning disabilities	9.30am - 4.30pm	one day	23 June 2009 16 September 2009 3 December 2009 12 March 2010
Introduction to customer focus	9.30am - 4.30pm	one day	11 May 2009 15 September 2009 5 February 2010
Introduction to project management	9.30am - 4.30pm	two days	12 and 29 May 2009 7 and 23 September 2009 16 and 30 November 2009 1 and 12 February 2010
Investigating complaints	9.30am - 4.30pm	one day	10 June 2009 15 October 2009 4 February 2010
Making public consultation work	9.30am - 4.30pm	two days	3 and 4 June 2009 8 and 9 September 2009 10 and 11 February 2010
Pathway to management	9.30am - 4.30pm	one day	30 September 2009 3 March 2010
Personal impact	9.30am - 4.30pm	one day	6 July 2009 13 January 2010
Safeguarding: everyone's business	Various	bite size	30 June 2009 (9.30am-11.00am) 14 September 2009 (10.00am-11.30am) 14 October 2009 (2.30pm-4.00pm) 10 December 2009 (10.00am-11.30am) 12 February 2010 (2.00pm-3.30pm) 14 April 2010 (9.30am-11.00am)
Sensory impairment awareness	9.30am - 4.30pm	one day	29 June 2009 3 September 2009 14 December 2009 24 March 2010
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Sustainable procurement	9.30am - 4.30pm	one day	11 September 2009 26 February 2010
Time management – getting the job done	9.30am - 4.30pm	one day	25 June 2009 13 July 2009 11 November 2009 17 March 2010
Working in partnership	9.30am - 4.30pm	one day	15 May 2009 14 September 2009 6 January 2010

For Information technology course dates see Learning Zone on Harinet

