



Recruitment and Selection

Improve your recruitment success rate by learning the tools and techniques of recruitment and selection, enabling you to recruit the right person for the right job, first time and within legal requirements.

- Analyse the job by considering the skills, knowledge and competencies required for the job
- Understand how to prepare a meaningful job description and person specification
- Prepare an appropriate job advertisement
- Consider the use of an application form and how to short-list candidates down to interview stage
- Learn how to prepare for an interview
- Learn successful interview techniques
- Understand the legal implications of recruitment by being aware of what you can and can't do or say when recruiting in order to avoid potential discrimination claims from candidates
- Learn the importance of the correct way to offer a job to the successful candidate
- Learn how to minimise the risk of selecting the wrong candidate

Who should attend?

Suitable for managers or supervisors responsible for recruitment in their organisation who have some experience but wish to refresh their skills or no experience and wish to develop in this area.

Managing Absence

Unplanned absence has a serious impact on a company and high levels of absence are expensive with a significant negative operational effect on the morale and the productivity of a team.

This course explains how to manage absence effectively and improve absence levels whilst complying with legal requirements.

- Learn about different types of absence - short-term, sporadic and long-term absence and how they can be reduced in line with legislation
- Learn the importance of recording and monitoring absence and how to do this
- Learn when and how to use return to work interviews and how to ensure a fair and consistent approach at all times
- Learn how to conduct a meeting to discuss an employee's absence, and appropriate questions to ask
- Understand the process for dealing with an employee on long-term sickness absence including appropriate medical reports and meetings
- Know when and how to conduct formal disciplinary procedures to manage absence

Who should attend?

Suitable for business owners and managers who have responsibility for staff.



Managing Poor Performers

An employee with performance problems is not just a manager's problem. It is a problem for the whole team and even the company. In addition to causing a decline in efficiency, other members of staff can resent taking up the slack for a poor performer.

This course explains how to manage a poor performer whilst complying with legal requirements.

- Understand the difference between poor performance (capability) and misconduct (conduct)
- Learn how to conduct a meeting with an employee about poor performance
- Learn how to give feedback on performance in a positive and constructive manner
- Learn how to construct a meaningful action plan to meet training needs, write SMART objectives and define reasonable timescales for improvement
- Know when and how to implement and conduct formal disciplinary procedures to manage poor performance

Who should attend?

Suitable for managers and supervisors who have responsibility for staff.

The Performance Appraisal

The correct implementation of an Appraisal System can improve an employee's performance by ensuring they understand what is expected of them, their role and contribution to the team and organisation.

This course explains how to improve staff performance through correct use of the performance appraisal.

- Understand the stages of the appraisal process
- Learn how to set SMART objectives
- Learn how to give feedback on performance in a positive and constructive manner
- Learn the importance of review meetings
- Learn how to prepare for the appraisal interview and construct an appraisal interview agenda
- Design a personal development plan

Who should attend?

Suitable for managers and supervisors who have responsibility for conducting performance appraisals.



Managing Discipline and Grievance Issues

As well as being a legal requirement for an organisation to have documented Discipline and Grievance Policies, managing discipline and grievance is a vital management tool to ensuring employee issues are handled fairly and objectively and to help maintain standards of conduct at work.

- Understand the difference between poor performance (capability) and misconduct (conduct)
- Know when to use the disciplinary procedure
- Understand the disciplinary process including investigations, witness statements, disciplinary hearings
- Learn how to conduct a disciplinary hearing
- Understand the difference between misconduct and gross misconduct
- Understand what is meant by a grievance
- Know when an employee would use the grievance procedure
- Learn how to conduct a grievance hearing
- Learn how to implement the disciplinary and grievance procedures within legal requirements
- Understand the legal consequences of not applying the correct procedure

Who would attend?

Managers or supervisors who have responsibility for managing employees.

How to Conduct an Objective and Effective Investigation

The ACAS Code of Practice on Disciplinary and Grievance Procedures recommends that 'when a potential disciplinary matter arises, the employer should make necessary investigations to establish the facts'. Conducting an objective and effective investigation is therefore critical to a good disciplinary process.

- Understand when an investigation should be conducted and by whom
- Learn about the Investigation Process and how to ensure it is effective and objective
- Understand about witness statements and anonymous witness statements
- Understand how to prepare for an investigation hearing and learn what skills to use during the hearing
- Be aware of what action to take after the investigation and how to avoid bias when making a decision

Who would attend?

Managers or supervisors who have responsibility for conducting investigations.



Handling Conflict and Managing Difficult People

Most managers have to contend with at least one high-maintenance employee at any one time. Aside from the obvious drain on time, one of the biggest hazards of hard-to-get-along-with employees is the unnecessary tension they can cause and their effect on staff morale.

This course provides a practical understanding of the causes and signs of conflict and how to avoid it.

- Learn about personality, motivation and why people behave in a difficult way
- Learn about the causes and signs of conflict and the importance of management style
- Learn how to avoid conflict using assertion and communication skills.
- Be informed of some key principles around managing difficult people

Who should attend?

Managers or Business Owners who have to deal with conflict.

Change Management, Culture Change, Management Behaviours

To achieve a successful change management programme, you must be able to define the culture you are trying to build compared to the culture you currently have and therefore determine the change you need to make.

- Understand the Change Transition Model and how people move through the Change Curve
- Learn the key principles of how to manage change
- Understand about people's personalities and how different people react differently to change
- Learn how management behaviours influence the successful implementation of change
- Learn the eight steps to successful change

Who should attend?

Managers or supervisors of organisations which anticipate going through a period of change and want this to be a smooth and successful transition.



Self Development

The importance of continuous development and lifelong learning can never be underestimated.

This course will raise awareness of goals and ambitions and the part an individual plays in achieving them.

- Enable trainees to identify their most efficient learning style
- Identify the strengths and weaknesses of the person in their current job
- Consider career aspirations and how to achieve these
- Write a personal development plan and use this to record and review learning

Who would attend?

Managers or supervisors with an interest in the learning and development of their employees or any individual who wants to take responsibility for their own development.

Time Management

Time is money. This course is for those people who want to take more control of their workloads by organising themselves, tasks and other people more effectively.

- Look at how and why time is wasted
- Analyse how the trainees currently spend their time and identify areas for improvement
- Explain how to prioritise workload, plan schedules and organise themselves
- Look at some of the time management systems which can be used
- Define delegation and explain the delegation process
- Produce an action plan of the steps that the trainee will take after the course in order to manage their time more effectively

Who should attend?

Anyone who needs to organise time!

Leadership, motivation and communication

The ability for a manager or supervisor to provide clear direction, leadership and motivation to teams is vital for successful team performance. Underpinning any management skill is the ability to communicate effectively.

- Learn the qualities of a leader and different leadership styles and challenges
- Learn how to select the right leadership style for the right situation
- Be able to explain the theories of motivation and how to put these into practice
- Learn about the communication process and the essential skills of communication

Who should attend?

Supervisors and managers with responsibility for managing people.



Managing Stress

Stress has become part of life in the 21st Century and is a common cause of sickness absence from work. It is becoming more important that Managers know how to recognise the symptoms of stress and take action to ease stress in the workplace.

- Understand what stress is and what causes it
- Understand the symptoms of stress
- Learn stress-busting techniques
- Understand the legal position of an employee coping with stress at work

Who should attend?

Managers or supervisors who have responsibility for managing employees.

Effective Report Writing Skills

Reports are a way of informing and persuading people as well as initiating change. Managers or supervisors may be required to prepare or contribute to annual, project or progress reports. A well-structured report that has clear objectives will get more attention and is more likely to produce the intended result.

- Understand the key principles of a good report
- Learn how to plan, organise and structure a report
- Understand how to write a report in a language and style that is easily understood

Who should attend ?

Managers or supervisors who may be required to produce a report.

Employment Law Awareness

As employment law changes and becomes more complex, it is important that an organisation keeps up to date with these changes and confident that their policies, procedures and practices comply with legal requirements.

This course provides a practical understanding of employment legislation and how to ensure that company procedures comply.

- Learn about the contract of employment and what details it must contain
- Learn how to deal with disciplinary, grievance and absence issues
- Review new legislation which has been introduced and be updated on forthcoming legislation
- Be informed of discrimination legislation and recent legislation on discrimination on the grounds of Sexual Orientation and Religion and belief
- Learn how to terminate employment within the boundaries of employment law
- Be aware of what is required to ensure procedures and documentation comply with legislation

Who should attend?

Managers or Business Owners who employ staff.



Selling Skills

Retail is an extremely competitive market. Good customer service is critical but so is the ability to achieve sales in a positive, relaxed manner and to make the whole shopping experience a pleasure for the customer.

This course takes the delegates through the six stages of the selling process to help them develop a proactive selling ability that will enhance customer care and increase sales.

- The Buying and Selling Process
- Preparing to sell
- Approaching the customer
- Establishing customer's needs
- Presenting the merchandise
- Closing the sale
- Relating the sale

Who should attend?

Suitable for all sales staff and management.

Customer Care

In today's competitive business environment, good customer relations are essential to secure new and repeat business. It is important that employees are aware of the role that they play in achieving good customer relations within their Company.

This course explains the fundamental techniques and skills for providing good customer care within a retail environment.

- Preparation before talking to a customer
- The Welcome
- Welcome standards
- Understanding customer needs
- Communication skills
- Responding to customer enquiries
- Dealing with customer concerns

Who should attend?

Suitable for all sales staff and management.



Telephone Techniques and Telephone Selling

Many people are unaware of the image they portray when communicating on the telephone. It is essential that employees represent their Company in a professional and friendly way and clear, effective communication is essential to ensure that customer needs are met and business is not lost.

- Telephone Frustrations and irritations
- Good telephone techniques
- Establishing customer needs
- Features and benefits
- Closing the sale
- Finishing touches

Who should attend?

Suitable for all staff and management who deal with customers over the telephone.