

# Ararna



## Training Brochure

*"building internal capability"*

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# Ararna Limited

Ararna Limited is a management consultancy and training organisation with experience of developing and delivering a wide range of programmes to both public and private sector organisations.

We help clients build internal capability by engaging with them to ascertain their training and development needs providing bespoke courses that fit with the organisation's culture.

All our training programmes utilise a blend of delivery and engagement techniques in order to meet the required outcomes. As part of the training, delegate resources are developed that include comprehensive learning materials in order to enrich the learning experience for individuals and groups.

Ararna can offer a wide range of blended learning techniques including:

- Modular courses
- Coaching
- Activity based learning
- Interactive discussion forums
- Facilitation
- E-learning
- Virtual live classrooms

Ararna is a recognised centre with Agored Cymru (formally OCN Wales) and OCN West Midlands allowing Ararna to deliver National Open College Network (NOCN) qualifications. We can provide our clients with an option to have all training accredited so that delegates can gather credits to put towards recognised qualifications.

In order to add value to our training programmes Ararna review and evaluate training against specified learning outcomes. This aligns to our quality assurance processes ISO 9001 and ISO 27001. This process enables delegate learning and experiences to be captured and assists the organisation to embed and sustain learning and maximise the training investment.

# Ararna Training

Ararna training courses can be delivered over a range of different durations. These durations vary from 90 minute sessions to multiple day courses. Ararna will tailor each training course to the clients needs dependent upon the delegates current understanding of the topic area. Each of the course durations will contain different levels of depth and range of content.

The following provides an overview of the durations.

## **90 Minute Sessions**

These sessions will provide delegates with an overview of key points to help them begin developing their skills in the topic area. Alternatively 90 minute sessions can be developed as a refresher.

## **Half Day Course**

Each half day course will provide delegates with a better understanding of the topic area and provide them with an opportunity to start to apply the new skills learnt.

## **Full Day Courses**

Full day courses provide the delegates with an in-depth understanding of the topic area through case study analysis (if applicable) and provide opportunities to practice new skills through various activities.

## **Multiple Day Courses**

Multiple day courses provide the delegates with in-depth learning and new skills development. These courses contain a number of practical exercises, role plays (if applicable) and case studies to help embed the learning. In some cases the learning can be aligned to real life situations (action learning). These courses can be developed as consecutive days or smaller bite size modules to meet the needs of even the busiest individuals in your organisation.

# Testimonials

"I would recommend this type of course to anybody and promote Ararna for their excellent job/service provided"

"This programme should be mandatory for all managers"

"Excellent and learned a lot"

"Very interactive workshop, course contents excellent"

"Enjoyed the course, felt it was delivered at appropriate level and will be useful in daily activities of work life"

"I found the course very informative and useful. It has given me a greater insight in the processes and tools to follow"

"Excellent course and would like to second several of my department leads onto this course"

"It was an excellent course no negatives"

"Very good - would recommend it to others"

# Account Management

In today's environment the majority of businesses are operating in an increasingly busy and overcrowded arena. It is fundamental that organisations appropriately manage and optimise existing customer accounts to ensure continuous growth and customer loyalty. This course takes delegates on a journey of account management by starting off with the fundamentals.

The programme is split into three sessions; Understanding and Using Account Management, Teamworking and Knowledge Transition and Review and Evaluation of Accounts to Date – Reinforcing and Enhancing Accounts.

## Course Objectives

On completion of this course delegates will be able to:

- Understand and apply account management principles
- Understand the importance of the role of account management in the organisation
- Conduct a diagnosis of accounts and begin to make decisions about their activity to increase sales and/or market share
- Identify key accounts using key tools and techniques

*“Enjoyed the course and also enjoyed the interaction between delegates throughout the course”*

Taken from delegate feedback form

## Participants/Delegates

This course is recommended for delegates who are keen to understand the fundamentals of account management and implement this as a new way of working.



# Active Listening

*“Thank you very much. This course provided me with some key tips and techniques that I can start using”*

Taken from delegate feedback form

## Participants/Delegates

This course has been designed for delegates who want to practice and improve their active listening skills.

Listening is one of the most important skills you can have. How well you listen has a major impact on your job effectiveness and on the quality of your relationships with others. This course has been designed to provide delegates with the necessary tools and techniques to improve their active listening skills. During this practical workshop delegates have the opportunity to put into practice everything they have learnt.

## Course Objectives

On completion of the course delegates will be able to:

- Understand the importance of active listening in the workplace
- Understand the benefits of active listening
- Reflect on and practice their active listening skills

# An Introduction to Employment Law

This course gives an introduction and overview to the key employment matters that any employer and manager needs to know and understand. Delegates will receive a thorough grounding in core employment issues such as equality, recruitment, pay and holidays, working parents, atypical workers, absence management, discipline and grievance and post-employment matters.

*“The training was very beneficial to my role. I feel clear on certain topics which I was unsure of before training.”*

Taken from delegate feedback form

## Course Objectives

On completion of the course delegates will be able to:

- Demonstrate that they have a solid foundation in the basic elements of employment law
- Handle common employment issues that arise on a day to day basis by following best practice and providing basic advice
- Identify difficult employment issues where further support would be required

## Participants/Delegates

This course is intended for delegates who want to understand the essentials of employment law – ideally those with managerial responsibility.



# Anger Management

*“A very informative day”*

Taken from delegate feedback form

## Participants/Delegates

This course is intended for delegates who would like to understand what causes anger and how they can improve their skills when dealing with anger.

Anger is a mixture of both emotional and physical changes. This course provides delegates with tools and techniques for dealing with anger and helps delegates improve their anger management skills with some practical techniques that can be implemented right away. It enables delegates to help control their own emotions as well as deal with anger displayed by others.

## Course Objectives

On completion of the course delegates will be able to:

- Understand the causes of anger
- Use anger management strategies
- Understand their own strengths and weaknesses when managing anger and finding ways to improve
- Relate theory to real-life situations

# Approaching the Market – Part One

Individuals who are looking for employment or change careers need to understand the market to ensure that they maximise all opportunities.

This course will assist delegates in looking at ways they can search the job market using traditional methods such as networks and contacts. The preferences of both the employer and the job seeker will be explored and the session will highlight how recruiting managers will seek to recruit people in the opposite way to the approach most job seekers would prefer.

## Course Objectives

On completion of this course delegates will be able to:

- Understand different ways to approach the market
- Understand and access the hidden market
- Use existing contacts to access the market
- Understand ways to network and improve employment options

*“An informative session – again a very encouraging approach and support from facilitator”*

Taken from delegate feedback form

## Participants/Delegates

This course is recommended for individuals who have been absent from the job market for a period of time and are looking to approach the market for new opportunities.

# Approaching the Market – Part Two

*“Very much liked the personal encouragement the facilitator brings to the sessions, e.g. expect you to be ‘linked in’ to me after the session. Very enlightening”*

Taken from delegate feedback form

## Participants/Delegates

This course is recommended for individuals who wish to gain an understanding of social media and how to use social media to create opportunities for employment.

In today’s technological environment it is important that individuals looking for employment or change careers understand the benefits of social media.

This course will look at how delegates can optimise the technological revolution by using social media to open up new and exciting opportunities in the job market. Media channels such as Facebook, Twitter, LinkedIn plus many more will be explored and the benefits of using each source when looking for a new job will be highlighted.

## Course Objectives

On completion of this course delegates will be able to:

- Use media channels such as Facebook, Twitter, LinkedIn to help improve employment opportunities
- Access and use various job search sites

# Assertiveness Course

Being assertive means being confident enough to express your feelings and opinions while still valuing those of others. This course has been devised to provide delegates with a number of tools and techniques for being assertive at work. Delegates will come away from this course feeling confident in being assertive in the future.

*“It was extremely productive and well worthwhile”*

## Course Objectives

On completion of the course delegates will be able to:

- Understand different types of behaviours
- Use assertiveness techniques at work
- Understand some of their strengths and weaknesses in their own behaviour and find ways to improve
- Relate theory to real-life situations

Taken from delegate feedback form

## Participants/Delegates

This course is intended for delegates who would like to become more confident in being assertive at work.



# Being a Coach

“The event helped to reinforce my own understanding of what being a coach entails”

Taken from delegate feedback form

## Participants/Delegates

This course is recommended for delegates who are seeking to become a coach or who would like to enhance their skills in coaching.

Today’s environment is as complex as it has ever been therefore opting to become a coach can really benefit up and coming staff members. This course has been developed to assist delegates in understanding the overall coaching role. Delegates will be exposed to a number of different coaching techniques and models to assist them in becoming the best coach they can be in the future.

## Course Objectives

On completion of the course delegates will be able to:

- Identify when and how to use coaching
- Understand the benefits of using coaching techniques
- Use a fundamental model for coaching to develop a simple coaching programme

# Body Language

Body language is an important part of communication and this course has been designed to provide delegates with the fundamentals of communication and how body language presents a large percentage of all communication. Delegates will be provided with a number of tips on how they can improve their body language when communicating with customers and members of staff.

*“Very well presented and structured – an enjoyable experience”*

Taken from delegate feedback form

## Course Objectives

On completion of the course delegates will be able to:

- Identify the importance of body language and its role within communication
- Reflect on how an individual's body language can help or hinder them in the workplace
- Be able to use simple techniques to increase effective communication with others in the organisation

## Participants/Delegates

This course has been designed for delegates who are keen to explore the topic of body language further and understand how this can help or hinder them in the workplace.



# Budgeting and Finance

*“A very useful session to attend”*

Taken from delegate feedback form

## Participants/Delegates

This course is intended for delegates who want to understand budgeting and finance.

Budgeting and finance is one of the key aspects of business management and can be complex to understand. This course provides delegates with the fundamentals of financial management. The course will explore the relationship between financial management and accurate business planning assisting delegates in interpreting the numbers and how this impacts on profit.

## Course Objectives

On completion of the course delegates will be able to:

- Understand the principles of financial management within the workplace
- Explore the relationship between financial management and accurate business planning
- Interpret the numbers and how this impacts on profit

# Building a Results Orientated Environment

For most organisations today it is imperative that the culture of the organisation is focused on building a results orientated environment. This course provides a foundation for delegates to start embedding this thinking across their healthcare working environment. Delegates are introduced to a number of tools and techniques that can be applied throughout the course to the working environment. Delegates will be taken on a journey of discovery testing their thinking about the current work environment and how close or far they are from a being results orientated.

## Course Objectives

On completion of the course delegates will be able to:

- Describe their current working environment
- Choose different tools to analyse the current state in the organisation and make informed decisions about the future
- Present a number of actions and solutions to achieve a more results orientated working environment

*“Brilliant course that has helped me change my mindset in the workplace”*

Taken from delegate feedback form

## Participants/Delegates

This course is intended for delegates who want to delve deep into the working environment and explore ways to create a strong results orientated approach at work.



# Bullying and Harassment

This course is intended to give delegates the confidence to tackle bullying and harassment and to deal with complaints effectively by taking proactive approaches to address the root causes. It will address how to develop an effective policy, how to communicate to staff on what constitutes bullying and harassment and how they should deal with this.

## Participants/Delegates

This course is intended for delegates who have a responsibility for staff whether HR professionals or line managers to support them develop a productive and positive working environment.

## Course Objectives

On completion of the course delegates will be able to:

- Identify the legal principles regarding bullying and harassment and the implications for the workplace
- Recognise how attitudes to difference, prejudice, stereotyping and discrimination can result in bullying and harassment in the workplace
- Tackle incidents of unacceptable behaviour through the appropriate internal channels and signpost staff to find support within the organisation
- Advise on the development of essential policies and procedures and how to communicate these to staff

# Change Management

Many factors cause change in any organisation and all organisations are changing their focus, expanding or contracting their activities and rethinking their products/services. Change management matters because although change is taking place at an ever-increasing pace there is evidence that suggests that most change initiatives can fail. This course takes staff on the change management journey that takes place and provides a number of tools and techniques that can be used to help plan, manage and sustain change effectively.

## Course Objectives

On completion of the course delegates will be able to:

- Understand the various stages that they, their staff and the organisation goes through when experiencing change
- Recognise where they and their staff are within the change process
- Identify different management techniques in aiding and sustaining change
- Deal with negativity throughout the change process
- Use a change plan to help in managing change effectively

*“Very enjoyable, enjoyed the group interaction”*

Taken from delegate feedback form

## Participants/Delegates

This course is intended for delegates who are currently or are expected to go through change and would like to understand further how this may affect them and how the change can be dealt with.



# Communication Skills

“Excellent course and has provided with a number of tools and techniques to implement when I get back to my job.”

Taken from delegate feedback form

## Participants/Delegates

This course is recommended for all individuals who are in contact with a number of individuals on a daily basis and wish to increase their communication skills to ensure clear messages are transmitted and received.

Having strong communication skills are essential to ensuring successful practice within the workplace. With the business environment increasing in pace it is important that individuals be able to communicate messages clearly and be able to understand and absorb incoming messages and information. This course introduces individuals to key communication skills that can help them progress and ensure productivity in the workplace.

## Course Objectives

On completion of this course delegates will be able to:

- Understand the fundamentals of communication
- Recognise different types of communication techniques
- Use new skills and tools to improve their ability to communicate and negotiate successfully

# Conflict Resolution

Conflict will always be present in a workplace and it is important to seek resolution and not just contain the issues and forget about them. This course provides delegates with a number of tools and techniques that can be used in a conflict situation. Delegates will leave the course with an array of tips/tools/techniques that can be used in the future.

*“Good course interesting and informative”*

Taken from delegate feedback form

## Course Objectives

On completion of the course delegates will be able to:

- Recognise a number of tools and techniques used in a conflict situation
- Recognise different techniques to de-escalation and conflict resolution
- Have a greater awareness of their emotions in a conflict situation

## Participants/Delegates

This course is recommended for delegates who are looking to improve their understanding of conflict and be able to resolve conflicts within the workplace.



# Creativity and Innovation

*“The course was extremely thought provoking and a pleasure to be part of”*

Taken from delegate feedback form

## Participants/Delegates

This course is recommended for anyone who would like to enhance their creativity skills and implement these in their organisation.

Being creative means turning your ideas into reality. There are two processes involved with creativity; thinking and producing. Innovation is the implementation of your idea. This course allows delegates to think more creatively by using techniques to assist them in ‘thinking outside the box’. The session will explore a number of relevant situations where creativity and innovation can be applied effectively and highlight the benefits of implementing both creativity and innovation. Participants will be provided with techniques to encourage progressive levels of creative thinking and innovative problem solving techniques.

## Course Objectives

On completion of the course delegates will be able to:

- Think more creatively by using techniques that will assist them to “think outside the box”
- Being able to identify new ways to tackle problems
- Being able to recognise how to apply creative solutions to everyday business challenges

# Customer Services

High quality customer service helps to create customer loyalty. Customers today are not only interested in the product they are being offered but all the additional elements of service that they receive. This course will provide delegates with core customer service skills to ensure customers receive a positive experience. Some of the modules covered in this course are; customer care, call handling, customer behaviour, managing difficult/angry customers and opportunities to promote.

## Course Objectives

On completion of this course delegates will be able to:

- Understand their customers
- Use techniques to win over new customers
- Manage difficult customers
- Identify opportunities to promote

*“Helped me to increase my customer service skills and look at ways to ensure customers feel that they have been given the attention that they deserve.”*

Taken from delegate feedback form

## Participants/Delegates

This course is recommended for any delegates that have daily interaction with customers. The course will assist delegates in developing their customer service skills in the areas outlined.



# CV Writing Skills

*“Helped me to understand the key requirements of my CV. A very helpful session. Excellent”*

Taken from delegate feedback form

## Participants/Delegates

This course is recommended for individuals who will be approaching the job market or wish to update their CV to help create new opportunities.

A curriculum vitae (CV) is the first impression an employer will have of an individual. Therefore it is imperative that your CV shows you in the best possible light.

This course will take delegates on the journey of building a CV, from understanding the core content that is required, to making their CV stand out from the crowd. It will help delegates understand the different types of CVs and provide them with a five step structure for developing a CV.

## Course Objectives

On completion of this course delegates will be able to:

- Understand the different types of CVs
- Understand the core content required within a CV
- Understand the importance of the personal profile
- Make their CV stand out from the crowd

# Dealing with Criticism

Nobody likes to be criticised but this is now a way of life. This course has been designed to assist delegates in dealing with the criticism they receive in a much more positive way. Criticism that is given should be constructive and this course explores how this constructive criticism can be used in the delegates favour.

*“I have thoroughly benefited from this course”*

Taken from delegate feedback form

## Course Objectives

On completion of the course delegates will be able to:

- Identify how they currently deal with criticism
- Recognise the importance of criticism for development purposes
- Use simple techniques to reflect on criticism and subsequently deal with it in a positive way

## Participants/Delegates

This course is essential for delegates who would like to be able to deal with criticism in a more positive way.



# Dealing with Difficult People

*“Very informative  
and great delivery”*

Taken from delegate feedback form

## Participants/Delegates

This course is recommended for all individuals who are in contact with different individuals on a daily basis.

In today’s business environment working with a variety of individuals is key to ensuring business productivity, creativity and innovation. This course has been designed to help individuals understand and work with different individuals who are seen as difficult people in the workplace. The course outlines key traits and provides simple techniques to improve relationships and help individuals to work with others.

## Course Objectives

On completion of this course delegates will be able to:

- Understand what makes people difficult
- Recognise different types of difficult people in the workplace
- Use new skills and tools to improve your ability to deal with difficult people

# Delegation

Delegation can be used for much more than just getting rid of unwanted tasks at time of high pressure. This course has been designed to ensure delegates understand the meaning of and impact of delegation.

*“One of the best courses I have been on”*

## Course Objectives

On completion of the course delegates will be able to:

- Understand the meaning of delegation
- Understand the importance of delegation in the workplace
- Recognise the different levels of delegation
- Recognise the characteristics of effective delegators
- Recognise key skills required for effective delegation

Taken from delegate feedback form

## Participants/Delegates

The course is recommended for delegates who would like to explore the topic of delegation further and require tips to help them delegate in the future.



# Delivering Difficult Messages

*“The course helped me to understand different ways to communicating messages and ensure the message is understood.”*

Taken from delegate feedback form

## Participants/Delegates

This course is recommended for delegates who have to deliver difficult messages on a regular basis or for those who will be asked to deliver difficult messages for the first time.

Executing delivery of a difficult message requires directness and sensitivity. This workshop encapsulates the essence of something which the majority of people find challenging to execute, which is having difficult conversations, or even delivering a difficult message. On completion of this very practical approach on difficult conversations, delegates will gain the understanding that difficult conversations in the workplace cannot be avoided, so they will be able to effectively deal with this by clarifying the message, confronting avoidance (procrastination) and delivering the message.

## Course Objectives

On completion of this course delegates will be able to:

- Prepare effectively to deliver a difficult message
- Understand the ways to deliver difficult messages
- Understand the goals in communicating difficult messages

# Discipline and Grievance

This course gives managers the knowledge and skills to confidently manage disciplinary issues and to investigate and manage grievances. It will provide a thorough grounding in the legal issues to be aware of, and enable delegates to have an appreciation of the benefits of good practise as exemplified in the Acas Code of Practice.

## Course Objectives

On completion of the course delegates will be able to:

- Understand and advise on the legal issues involved in the grievance, discipline and dismissal process
- Advise on and apply their organisation's grievance and disciplinary procedures
- Deal with these difficult situations effectively and efficiently
- Follow all aspects of best practice

## Participants/Delegates

This course is intended for delegates who have responsibility for staff and have to deal with discipline and grievance issues and who want to be clear about the legal and practical issues involved in tackling such issues effectively and compliantly.

# Effective Clinical Commissioning

*“Good course and very relevant”*

Taken from delegate feedback form

## Participants/Delegates

This course is intended for delegates who wish to gain a better understanding of the role GP Practices will play in regards to the commissioning of services and their role within the CCG.

In order for clinical commissioning to take place effectively in the future it is important that GPs work collaboratively with key stakeholders. This course helps delegates to understand the challenges that GP Practices face due to the NHS reforms. The course will also help delegates to understand commissioning and explore the implications of the NHS reforms on GP Practices.

## Course Objectives

On completion of the course delegates will be able to:

- Understand commissioning and the NHS commissioning cycle
- Analyse current and future services to ensure that correct services are being provided
- Balance the risk versus the reward
- Recognise the key challenges moving forward

# Email Skills

Email skills are an integral part of business communication however they can take up a lot of time in the workplace. This course has been designed to allow delegates to analyse the amount of time they currently spend on reading/replying and deleting emails and gain some tips on how they can reduce this time and become more efficient.

*“Was useful to pick up tips to manage emails more effectively”*

Taken from delegate feedback form

## Course Objectives

On completion of the course delegates will be able to:

- Reflect on what and how they use emails in the workplace
- Apply simple tools to maximise efficiency in using and working with emails
- Choose different approaches to reducing time spent on email activity

## Participants/Delegates

This course is recommended for delegates who would like to learn tools and techniques to help them reduce their time spent on emails at work.



# Embedding Business Transformation Programme

“Just right – good tools and techniques and very thought provoking and motivational”

Taken from delegate feedback form

## Participants/Delegates

This programme is recommended for anyone who would like to develop their business transformation skills and be able to influence and enable others to act in reference to business transformation in their organisation.

Successful business transformation can create sustainable change, increase the quality of services for customers and improve efficiency. This Embedding Business Transformation Programme has been designed to offer delegates with a clear steer, reassurance and direction for business transformation. The programme is based on one principal; ‘enabling others to act’.

## Course Objectives

On completion of the course delegates will be able to:

- Use a suite of skills to deliver business transformation
- Enable others to act by becoming a knowledgeable friend

# Employment and Social Media

This course provides a comprehensive overview of the legal implications relating to the use of social media in the workplace. Attention will be paid to privacy issues and events outside of work that impact on a workplace. Delegates will obtain a thorough grounding in this area, including a focus on the latest caselaw and practical steps an organisation can take to protect itself.

## Course Objectives

On completion of the course delegates will be able to:

- Understand and advise on the key legal implications in this area, including privacy issues
- Understand and promote key aspects of a social media policy
- Be able to communicate to staff the expectations of them in this area
- Appreciate the issues involved in using social media as a tool for recruitment

## Participants/Delegates

This course is intended for delegates who want to understand the legal issues relating to employees use of social media, and who want to implement a fair but compliant strategy in dealing with this area.

# Employment Contracts

This course provides an understanding of contract law and how it applies to the employment relationship. Delegates will be given the knowledge and confidence in putting in place effective contracts, what they should contain, how, why and when to vary them and how to terminate them fairly and lawfully.

## Participants/Delegates

This course is intended for delegates with responsibility for staff, responsibility for preparing, changing or ending contracts, and those with responsibility for compliance with the contract of employment in practice.

## Course Objectives

On completion of the course delegates will be able to:

- Understand the significance of contract law on the employment relationship and the different types of terms within a contract
- Appreciate the importance of clarity and flexibility in drafting terms of employment
- Advise on how to amend an employment contract
- Understand how to terminate a contract lawfully and fairly

# Equality and Diversity

Equality and diversity is becoming more important in all aspects of our lives and work for a number of different reasons. One of the biggest reasons equality and diversity is important is because we live in an increasingly diverse society. This course challenges delegates thinking and perceptions around the equality and diversity agenda and provides an update of all relevant legislation. During the course the importance of delegate behaviour and how this impacts on colleagues, customers and the organisation as a whole is emphasised.

## Course Objectives

On completion of the course delegates will be able to:

- Understand the equality and diversity agenda in detail
- Have an awareness of their own behaviour
- Value other peoples backgrounds and experience
- Have a basic understanding of key legislation
- Have an understanding of the organisations equality policy

*“First class, really enjoyed it!”*

Taken from delegate feedback form

## Participants/Delegates

This course is essential for all members of staff from all organisations.



# Fundamentals of HR Including Employment Law

*“An informative course that has given me the skills required”*

Taken from delegate feedback form

## Participants/Delegates

This course is intended for delegates who work with employees on a daily basis as a manager or at a senior level and individuals who wish to understand the fundamentals of HR.

HR Fundamentals is about getting human resource basics right for small to medium organisations. This theory based course explores the role of HR in the workplace. The course introduces delegates to the fundamentals of HR and the relationship it has to profit. Delegates will walk away from this course feeling confident in core employment law. The course will cover many of the fundamental HR activities which include recruitment and selection, performance appraisal, employee relations and the employment cycle.

## Course Objectives

On completion of the course delegates will be able to:

- Understand the role of HR in the workplace
- Define the fundamentals of HR and their relationship to profit
- Understand core employment law (myths and reality)
- Understand recruitment and selection, performance appraisal, employee relations and the employment cycle

# Giving Appraisals

Appraisals provide the perfect opportunity to give feedback therefore it is important to fully understand how to give an appraisal that will have maximum impact on the appraiser and appraisee. This course prepares delegates in being able to carry out a comprehensive and effective appraisal with their staff. Delegates will be provided with guidelines and tools to assist them in carrying out an appraisal. Various subjects such as constructive feedback, active listening and influencing skills will also be covered during the course.

## Course Objectives

On completion of the course delegates will be able to:

- Describe the importance of appraisals from the point of view of the appraiser and appraisee
- Gain an understanding of the specific tasks and duties when giving an appraisal
- Choose a range of processes to help aid the discussions in the appraisal process
- Know what to expect on the day of the appraisal and be prepared for giving the appraisal by adopting a number of important skills

*“Good course that works well with receiving appraisals – beneficial to go on both!”*

Taken from delegate feedback form

## Participants/Delegates

This course is recommended for delegates who would like to improve their skills and maximise their involvement in the appraisal process.



# Giving Good Feedback

*“Good course. I can use the theory and put into practice in the workplace”*

Taken from delegate feedback form

## Participants/Delegates

This course is recommended for delegates that are required to give feedback to other staff members and would like to explore the different ways this can be done.

Feedback is more than just useful, it is essential. This course provides delegates with the fundamentals of giving feedback and a number of key techniques in how feedback can be given. The range of techniques that are provided will improve the delegates individual skills and allow them to provide good feedback in the future.

## Course Objectives

On completion of the course delegates will be able to:

- Describe the importance of feedback in the workplace
- Understand the benefits of giving good feedback
- Improve individual techniques to giving feedback

# Improving Access for Socially Excluded Groups

Social exclusion is an issue that pervades many areas of society in the UK. The Government recognises that poverty is a multifaceted and wide-reaching problem. The Government is committed to building a fairer society, where opportunity is more equally distributed. This course will assist delegates in understanding their population to help reduce health inequalities for socially excluded groups. Delegates will be introduced to Ararna's Four Pillars for Mapping & Improving Access for Socially Excluded Groups which will take delegates through a step by step process that will assist them in understanding their local population to help reduce health inequalities.

## Course Objectives

On completion of the course delegates will be able to:

- Understand the meaning of socially excluded groups
- Understand the political, economic and social drivers
- Recognise and deal with barriers to accessing socially excluded groups
- Make changes and work more effectively with socially excluded groups

*“Enjoyed the session, covered lots of topics”*

Taken from delegate feedback form

## Participants/Delegates

This course is intended for GPs and practice staff who wish to learn how to engage with their local population, improve access to their healthcare organisation for socially excluded groups and reduce health inequalities within their local population.

# Improving GP Registration Processes

*“The course was an eye opener for me to look at different procedures in the surgery with a different and constructive approach”*

Taken from delegate feedback form

## Participants/Delegates

This course is intended for practice staff who wish to encourage patient registration and simplify the process to meet all equality needs.

Fair and efficient processes for registering new patients save practices time and money and avoid the potential cost of legal challenges. This course provides delegates with the opportunity to analyse and assess their current registration process to ensure it is fit for purpose. The course provides delegates with tools and techniques that will help strip back their current process and identify areas where they can become more effective and efficient to encourage patients to register quickly and easily.

## Course Objectives

On completion of the course delegates will be able to:

- Understand the GP registration process and its function
- Apply the equality impact assessment
- Apply analysis tools to analyse the current process
- Identify changes to improve effectiveness
- Examine and identify the barriers to access
- Look at ways to improve the patient experience

# Improving the Patient Experience (Customer Services)

Improving the patient experience is a key priority for many organisations today. This course will assist delegates in improving the patient experience by introducing the principles of customer service. Delegates will be given tools and techniques to analyse the patient journey and identify areas for improvement. The course provides information and guidance for delegates to embed customer focus as a new way of working and move the organisation towards a customer centric approach.

## Course Objectives

On completion of the course delegates will be able to:

- Understand the role of customer service within the workplace
- Be able to assess the current level of customer service within the workplace
- Identify barriers and enablers to improving the patient experience
- Define their own 'Gold Standard' of customer service

*“Excellent session, good opportunity to get views and opinions of others through group interaction”*

Taken from delegate feedback form

## Participants/Delegates

This course is intended for delegates who work in a healthcare setting that wish to improve customer service within their organisation.



# Influencing Skills

*“Very interesting and provided food for thought. Will look at changing my work practice”*

Taken from delegate feedback form

## Participants/Delegates

This session is recommended for delegates who would like to improve their influencing skills in the workplace.

At work we frequently need to influence others' behaviour and decision making and this course has been designed to provide delegates with the core skills that are required for influencing others. Delegates will walk away from this course with various new skills and tools that they can use in the future to assist them in being successful influencers.

## Course Objectives

On completion of the course delegates will be able to:

- Identify the core skills required in influencing a given situation or outcome in the workplace
- Choose different approaches to persuade others
- Use new skills and tools to improve their ability to influence others

# Leading and Supporting your Staff through Change

In today's economic climate organisational change and restructuring is a common occurrence across all industries. It is imperative for a manager to have the necessary skills to help support and guide their staff through change.

The course will help delegates understand the emotions individuals will be going through as they contemplate their future and face the up and coming change. The module will aim to provide delegates with guidance as to how best to support staff through the change process, and will

*“Very good and practical help/ advice, helped me to understand the change process”*

Taken from delegate feedback form

## Course Objectives

On completion of this course delegates will be able to:

- Understand personal change
- Have difficult conversations
- Understand the effects of transition

## Participants/Delegates

This course is recommended for individuals who manage/supervise others who are currently or will be going through organisational change.



# Making Your Application

*“The session has been very helpful and I have learned a lot of new hints and tips to help with regards to application forms.”*

Taken from delegate feedback form

Completing an application form is an individual's chance to show a potential employer that they are the person the employer is looking for.

This course helps delegates to understand the various methods of applying for a job and provide them with information on ensuring their application has the best possible chance of securing them that valuable interview slot.

## Course Objectives

On completion of the course delegates will be able to:

- Understand application forms
- Complete an application form
- Develop an application/cover letter
- Apply for vacancies using online facilities

## Participants/Delegates

This course is recommended for individuals who wish to improve their application skills when applying for a job.

# Managing Absence

This course gives managers the knowledge, confidence and skills to identify root causes of absenteeism and to manage absences and a return to work in a professional and fair way. It will include analysing absence patterns, absence “trigger points,” the role of the manager in an absence policy and the importance of Return to Work Interviews.

## Course Objectives

On completion of the course delegates will be able to:

- Identify and resolve absence issues
- Deal with problem situations in a timely and effective manner
- Recognise and manage an effective absence management policy

## Participants/Delegates

This course is intended for delegates who have responsibility for staff and absence management and who want to confidently deal with this issue.

# Managing by Outcomes

*“Great course and great facilitator”*

Taken from delegate feedback form

## Participants/Delegates

This course is intended for delegates that are in transition and/or are currently exploring methodologies to enhance performance.

Having an outcomes based management model encourages everyone to focus on the difference that can be made and not just the inputs and outputs. This course focuses on using an outcomes based management system to improve organisational performance. During the course delegates will uncover the benefits of managing by outcomes in the workplace. The course will concentrate on improving the leadership skills required to manage an outcomes based system.

## Course Objectives

On completion of the course delegates will be able to:

- Describe the benefits of using an outcomes based management model
- Identify and review a number of factors when developing outcomes to improve performance
- Understand the importance of monitoring and reviewing outcomes on a regular basis

# Managing Meetings

Managing effective meetings requires commitment and diligence and are a great way to get together to discuss important issues. However time ill spent in a meeting is time taken away from other important tasks. This course has been designed to support delegates in preparing for an effective meeting. A number of tools and techniques are provided to delegates to assist them in leading effective, successful meetings in the future.

## Course Objectives

On completion of the course delegates will be able to:

- Prepare effectively for meetings
- Recognise simple techniques that can lead to successful meetings
- Use new skills and tools to improve their ability to manage meetings

*“Managing difficult participants in meetings was good. Learnt a lot”*

Taken from delegate feedback form

## Participants/Delegates

This course is recommended for staff who are required to carry out meetings with other staff members and require further support and guidance on how to carry these meetings out in the most effective way.

# Managing Stress

*“Informative, interactive and well presented by trainer, very good course”*

Taken from delegate feedback form

## Participants/Delegates

This course is intended for delegates who want to reduce their stress levels and become more efficient and effective.

In today's working environment employee stress is a key issue for absenteeism. Helping employees deal with stress can help organisations improve their workforce and reduce their absenteeism. This course helps delegates to understand and recognise when they are under stress. It provides delegates with tools and techniques to minimise stress levels while at work.

## Course Objectives

On completion of the course delegates will be able to:

- Understand the causes of stress
- Recognise their own stress indicators and find ways to deal with these
- Use prioritisation tools and simple planning techniques as a way to minimise stress

# Managing Your Energy

With workloads increasing it is imperative now more than ever that individuals be able to manage their energy and maximise their productivity throughout the working day. This course helps individuals to recognise their peak performance times and understand their energy levels throughout the day.

## Course Objectives

On completion of the course delegates will be able to:

- Recognise their own peak performance times and use these to maximise their working day
- Self-reflect using tools to monitor their energy and work patterns
- Understand the various energy states
- Understand the energy cycles
- Understand the four dimensions of personal energy
- Track their individual energy cycles

*“I think the course has made me really think about looking at myself, and positive ways to change my way of working to improve my time management and energy levels”*

Taken from delegate feedback form

## Participants/Delegates

This course is intended for delegates who want to understand how to manage their energy to ensure that they make the most out of their working days.



# Marketing Your Practice and Satisfying Your Patients

*“Useful, focused, relevant information presented in an easy going manner with good group sharing of experience”*

Taken from delegate feedback form

## Participants/Delegates

This course is intended for delegates who wish to understand and use marketing to increase patient engagement and loyalty.

Good marketing is the key to a successful business, big or small. This course will work with delegates to explore various marketing models and theories to help attract new patients and instil loyalty in current patients. The course will help delegates to look at the most appropriate solutions for patient involvement and engagement. Good marketing will ensure that your business is more effective by ensuring patients access the services in the way they should. Effective marketing strategies will ensure that patients are well informed to use services effectively.

## Course Objectives

On completion of the course delegates will be able to:

- Understand the concept of marketing
- Identify the boundaries of marketing within the NHS
- Use the theories from the fundamentals of marketing and apply them in the workplace
- Understand and utilise the Marketing Mix i.e. the Seven Ps
- Recognise practical ways to use market segmentation

# Mentoring

Mentoring is a relationship which gives people the opportunity to share their professional and personal skills and experiences, and to grow and develop in the process. This course provides delegates with a basic understanding of the mentoring process and assists delegates in becoming mentors.

*“Very interesting  
thank you”*

## Course Objectives

On completion of the course delegates will be able to:

- Understand what mentoring is (covering the benefits and myths of mentoring)
- Put mentoring into action
- Overcome any challenges in mentoring
- Understand the role of the mentor
- Carry out a mentor role using a number of tips given
- Distinguish the mentors role versus the mentee role

Taken from delegate feedback form

## Participants/Delegates

This course is recommended for anyone who would like to become and/or is in the process of becoming a mentor and would like to understand the fundamentals of the mentoring process.



# Microsoft Excel Skills – Basic

*“The trainer was really helpful and provided relevant examples for areas discussed”*

Taken from delegate feedback form

## Participants/Delegates

This course is recommended for delegates who want to get to know the basics of Excel or want to brush up on their skills.

Organisations are more and more turning to software to help improve productivity and efficiency and record and store data. Microsoft Excel is being used on a daily basis within organisations and is fundamental to organisations internal processes. This course allows the delegates to learn the basics of the Excel programme. The course immerses the delegate into the Excel world and uses practical examples and activities throughout the course to help accelerate learning.

## Course Objectives

On completion of the course delegates will be able to:

- Understand the basics of Excel
- Enter and edit data
- Modify an Excel worksheet
- Use simple functions and formulas
- Format worksheets
- Create charts and graphs

# Microsoft Excel Skills – Intermediate

This course builds upon the knowledge gained from the Basic Excel course and takes the delegate deeper into the functions and capabilities of the Excel programme. The course allows users to explore new functions and discover new ways to increase their effectiveness and efficiency with Excel.

*“I think the course was really useful and enjoyable – thanks!”*

Taken from delegate feedback form

## Course Objectives

On completion of the course delegates will be able to:

- Work with large sets of data
- Use advanced functions
- Work with multiple workbooks at any one time
- Use the sort and filter functions
- Create pivot tables and charts to display data
- Password protect workbooks
- Understand basic macros

## Participants/Delegates

This course is recommended for delegates who want to increase their knowledge and skills in the use of Excel. It is recommended that delegates have been through the basic course or have sufficient knowledge of the basic functions of Excel.

# New and Emerging NHS Stakeholders

*“This course has really shaped some future thoughts and actions around future stakeholder mapping. It will inform immediate action with regards to questions to ask, how to continue to look for opportunities and to be entrepreneurial”*

Taken from delegate feedback form

## Participants/Delegates

This course is intended for delegates who wish to gain a thorough understanding of who the new stakeholders will be for them to engage and build business relationships with.

The new NHS landscape is emerging and is populated with a variety of new stakeholders. This course helps delegates to make sense of the NHS reforms and identify the new stakeholders emerging from the changes. The course helps delegates to understand the key stakeholders that they will need to engage and build relationships with.

## Course Objectives

On completion of the course delegates will be able to:

- Understand the NHS reforms
- Identify key stakeholders
- Create new plans to align with new key stakeholders
- Identify the impact of the NHS reforms upon their business
- Identify new ways to develop business and move forward in line with the NHS reforms

# NHS Reforms and Business Development

This course helps delegates to understand the NHS reforms and the impact that they will have on their business. The course takes delegates through a structured programme from understanding the impact of the NHS reforms to looking at ways to develop their business and move forward within the NHS environment.

*“Both facilitators delivered this course well, a good balance of theory and practical application”*

Taken from delegate feedback form

## Course Objectives

On completion of the course delegates will be able to:

- Understand the NHS reforms
- Describe the new NHS structure
- Identify key stakeholders within the new NHS
- Understand the latest documents and policies regarding the NHS reforms
- Identify the impact of the NHS reforms upon their business
- Identify new ways to develop business and move forward in line with the NHS reforms

## Participants/Delegates

This course is intended for delegates who wish to gain a thorough understanding of how the NHS reforms will impact upon their business and how they can sustain and develop their business within the ever changing NHS environment.



# Organisational Planning

“Useful course and given me lots more knowledge on organisational planning”

Taken from delegate feedback form

## Participants/Delegates

This course is recommended for individuals who are looking to produce a business plan for the future direction of the organisation.

With the ever changing economic environment organisations need to set a vision and plan ahead to ensure survival. Organisational planning can help the organisation create a clear picture of its future and put into place the necessary policies, procedures and actions needed to achieve this future. This course takes delegates through a process of defining, developing, aligning and implementing a strategic business plan to meet the future vision of the organisation.

## Course Objectives

On completion of the course delegates will be able to:

- Understand and align business planning to departments and individuals
- Understand the business planning process
- Allocate resources and delegate
- Monitor, evaluate performance, reflect and revise plans

# Performance Management Advanced

Performance management brings together many elements that make up the successful practice of people management. Performance management can be complex and capable of being misunderstood. This course builds on the performance management basic course and takes performance management to the next level. Delegates will explore the current culture/sub cultures that are present in the organisation in order to understand the relationship between culture and performance.

## Course Objectives

On completion of the course delegates will be able to:

- Identify a number of factors that can affect the performance of an individual, team and/or organisation
- Identify a range of different solutions that can be used to manage performance
- Understand the impact of not managing performance
- Describe the relationship between culture and performance

*“Really enjoyable course with lots of practical exercises to reinforce learning”*

Taken from delegate feedback form

## Participants/Delegates

This course is recommended for managers that are fully involved in performance management and embrace the benefits it can bring to the work environment.



# Performance Management Basic

*“A good course that provided a good basic understanding of performance management”*

Taken from delegate feedback form

## Participants/Delegates

The course is essential for managers that want to learn about performance management and how it can be used as a positive spiral to optimising resources.

Performance management brings together many elements that make up the successful practice of people management. Performance management can be complex and capable of being misunderstood. This course focuses on the fundamentals of performance management providing delegates with the essential first step to knowing their role within the performance management process. A number of different models are referred to during the course and delegates will have the opportunity to understand performance management from different perspectives (the manager, HR and the employee).

## Course Objectives

On completion of the course delegates will be able to:

- Understand the importance of performance management
- Have knowledge of the different types of performance management models
- Understand the importance of the performance management process with alignment to the organisations values
- Understand the importance of a performance review meeting

# Personal Financial Management

In today's economic climate and ever increasing prices it is important to have a grasp on personal finances.

This course will provide delegates with tools and techniques that can help assess and analyse their current income and outgoings. The analysis will help delegates identify areas within their life that can be streamlined to make savings and plan for their future.

## Course Objectives

On completion of this course delegates will be able to:

- Manage the household budget
- Use simple tools that can help assess and analyse current income and outgoings
- Identify areas within their life that can be streamlined to make savings and plan for your future

*“Good information.  
Hoping to use the  
daily budget diary.  
Very useful money  
saving tips ”*

Taken from delegate feedback form

## Participants/Delegates

This course is recommended for individuals who wish to improve their personal financial situations and learn to manage a household budget.



# Personal Safety

*“Enjoyed the course, it was very interesting”*

Taken from delegate feedback form

## Participants/Delegates

This course is recommended for delegates who are on the frontline on a daily basis and are open to the possibility of threat and intimidation.

Personal safety refers not only to physical safety (freedom from physical harm) but also to psychological safety. This course introduces the delegate to the issue of personal safety and provides a number of tools and techniques that can be used to prevent incidents, cope with stress and increase personal confidence.

## Course Objectives

On completion of the course delegates will be able to:

- Prevent incidents from occurring or escalating
- Cope with the effects of stress and adrenalin
- Increase personal confidence
- Develop an action plan for handling aggressive behaviour
- Reduce the risk of escalation during the initial stages of physical provocation

# Plan Do Review

It is important that individuals continuously monitor working habits to develop and improve productivity and efficiency within the workplace. This course will introduce individuals to monitoring and evaluation techniques and use well known models to highlight the importance of continuous improvement.

## Course Objectives

On completion of this course delegates will be able to:

- Develop understanding of the Plan Do Review process and the Audit Cycle
- Be able to identify where and how to use these processes as part of every day working life
- Develop a reflective and analytical viewpoint in order to evaluate tasks and activities in the work place

*“I have a better understanding of the importance of reviewing and monitoring and the course has provided me with some excellent tools to incorporate back in my workplace.”*

Taken from delegate feedback form

## Participants/Delegates

This course is recommended for all individuals who are looking at ways to improve current ways of working or implement a new procedure and ensure monitoring and reviewing is embedded to ensure success.



# Preparing for Interviews and Assessments

*“Thank you for a really useful session, these skills will help improve my confidence for the competitive interviews”*

Taken from delegate feedback form

## Participants/Delegates

This course is recommended for individuals who wish to improve on their interview skills, individuals with lack of interview experience and for individuals who are re-entering the job market after a long absence.

Getting through an interview can be a daunting task. The pressure of giving a good impression can cause individuals to panic during the interview.

This course will provide delegates with a number of tips and techniques to help them prepare for a job interview. It will provide them with guidance on what to do before, during and after the interview. It will also look at ways to calm nerves and deal with anxiety and provide guidance on interview behavioural techniques.

## Course Objectives

On completion of this course delegates will be able to:

- Prepare for an interview
- Look at ways to increase confidence for the interview
- Understand behaviours during the interview

# Preparing for Your Future

In today's uncertain climate it is important that individuals prepare for their future and consider the skills and capabilities they have to offer moving forward.

This course will look at ways delegates can deal with change and look at how delegates can manage their career and personal development moving forward. The tools and techniques within the module will assist delegates in analysing their skills and align to future career options and/or identify any skills gaps that need to be filled in

## Course Objectives

On completion of this course delegates will be able to:

- Understand personal change
- Manage their career and personal development moving forward
- Examine how to make the best use of their skills and experience now and how to enhance these in the future
- Identify where they want to improve in their own development

*“Very well presented and challenges individuals thought about their future and take responsibilities for taking appropriate action”*

Taken from delegate feedback form

## Participants/Delegates

This course is recommended for individuals who wish to gain a better understanding of their skills and capabilities to help manage and make better career choices moving forward.



# Presentation Skills

*“Good course and more importantly found it really useful”*

Taken from delegate feedback form

## Participants/Delegates

This course is intended for delegates who would like to build on their presentation skills to ensure any presentation that is given is as effective as possible.

Many organisations in today’s market rely on well developed and succinct presentations to ensure information is communicated successfully. Whether you are addressing your core team or a large audience, having strong presentation skills are extremely essential for you to succeed professionally. This course has been designed to assist individuals in developing their presentation skills.

## Course Objectives

On completion of this course delegates will be able to:

- Understand the eight stage process to developing and delivering a presentation
- Understand the use of visual aids
- Understand the dos and don’ts when delivering a presentation

# Presenting Your Application

In today's job market it is important that your application stands out from the rest. This course will take delegates on a journey of personal branding and communication skills. These key skills will assist in ensuring the application they present is as effective as possible.

## Course Objectives

On completion of this course delegates will be able to:

- Understand personal branding
- Improve their written communication skills
- Add value to their application

*“Very, very useful. Particularly key words to use and personal statements”*

Taken from delegate feedback form

## Participants/Delegates

This course is recommended for individuals who wish to improve the way they present their completed application to help them stand out from the crowd.



# Project Management Introduction

*“Very helpful and will help in my day job tremendously”*

Taken from delegate feedback form

## Participants/Delegates

This course is ideal for delegates who would like to enhance their project management skills and be able to use the skills learnt to plan effectively in the future.

The role of the project manager covers many different disciplines. This course will explain what project management is and define the skill set based upon the project management body of knowledge (PMBOK). This approach is the largest and fastest growing standard in project management. However this course has taken the principles from other project management methodologies such as PRINCE2 and APM. PRINCE2 has evolved to meet the specific UK government requirements and is a well-known method.

## Course Objectives

On completion of this course delegates will be able to:

- Understand the fundamental principles of project management
- Recognise the importance of defining clear deliverables and required outcomes for a project
- Understand the definitions, roles and responsibilities of all stakeholders involved in project delivery
- Identify the use of planning and co-ordinating

# Receiving Appraisals

Appraisals provide the perfect opportunity to give feedback. This course prepares delegates for what to expect when they receive their appraisal. The course provides a foundation of how to prepare for the appraisal and what to expect. Some of the topic areas covered in this course include what to expect, how to handle difficult questions, how to manage positive criticism and how to present the best possible answers.

## Course Objectives

On completion of the course delegates will be able to:

- Describe the importance of appraisals from the point of view of the appraisee
- Gain an understanding of their specific tasks and duties when receiving an appraisal
- Choose a range of processes to help build a strong portfolio throughout the year
- Know what to expect on the day of the appraisal and be prepared for receiving the appraisal

*“Informative course presented in a professional manner”*

Taken from delegate feedback form

## Participants/Delegates

This course is essential for anyone wanting to improve their skills and maximise their appraisal.



# Recruitment and Selection

“Very useful to share ideas with members and get different perspectives”

Taken from delegate feedback form

## Participants/Delegates

This course is designed for managers who wish to delve deeper into understanding the organisational recruitment and selection policy and implement this successfully so the most suitable candidates are recruited in a fair and equitable way.

Recruitment and selection forms a core part of the central activities underlying human resource management. This course has been designed to help delegates understand the process of recruiting and selecting suitable staff for the organisation.

## Course Objectives

On completion of the course delegates will be able to:

- Understand and implement the organisations recruitment and selection policy
- Explain the organisations policy and procedure on recruitment and selection including:
  - Job descriptions
  - Person specifications
  - Advertisements
  - Equal opportunities

# Redundancy and Retirement

In today's economic environment a job is no longer for life. With uncertainty about the future it is important that individuals are prepared for a change in circumstance. Nowadays redundancy is unfortunately a regular occurrence along with the option of early retirement.

This course will assist delegates in dealing with redundancy and retirement. There are options available for all individuals as they move forward into new territory and this course will identify the options available and help delegates to explore those that are most suitable for them. The course will also introduce delegates to the dos and don'ts of redundancy and retirement.

## Course Objectives

On completion of this course delegates will be able to:

- Plan for redundancy and retirement
- Identify possible future options
- Understand how the change will affect different elements of their life

*“Good focus on emotional elements. Very useful session and insightful”*

Taken from delegate feedback form

## Participants/Delegates

This course is recommended for individuals who are at risk of redundancy or looking to retire.



# Service Change through Workforce Redesign

*“Just right – good tools, pace right, challenging and thought provoking. Motivational – really need to put into action. Learnt a lot from colleagues”*

Taken from delegate feedback form

## Participants/Delegates

This course is intended for delegates who wish to analyse their current service to optimise their workforce, increase productivity and meet future demands.

Redesigning health services to be delivered in different ways has never been more critical to the long term success of the NHS. This course is aimed at senior/middle management operating at a strategic/operational level for leading and implementing service/workforce redesign. The course allows delegates to apply effective business models to their service in order for the delegates to think laterally about the whole service and the workforce change required to meet service demands. The course works on the notion that all delegates have a live project to put into action the learning on a daily basis during the course.

## Course Objectives

On completion of the course delegates will be able to:

- Understand the complexity of the external environment
- Through demand analysis be able to forecast the service users/patients demand
- Measure the success of the service and analyse whether the service is getting value for money for the human capital it employs
- Understand the business risk environment and make decisions in order to meet the future needs of the service

# Setting SMART Targets

Setting targets helps individuals focus and improve their productivity. However setting unrealistic targets can cause stress and illness. This course helps delegates to understand the importance of setting achievable targets. It introduces delegates to the SMART model and how they can apply this when developing targets.

*“Very enjoyable course that has given me a lot to think about. The model used has been very helpful”*

Taken from delegate feedback form

## Course Objectives

On completion of the course delegates will be able to:

- Understand what a SMART target is
- Understand the importance of setting SMART targets
- Recognise the SMART model
- Apply the SMART model when setting targets
- Align SMART targets with the organisations objectives

## Participants/Delegates

This course is intended for delegates who work in a target driven environment or would like the environment to become more target driven.



# Team Briefing

*“Fantastic, thanks very much for this course – I would recommend this course to anyone”*

Taken from delegate feedback form

## Participants/Delegates

This course is intended for delegates who wish to communicate with their teams on a regular basis in a formal and structured way.

Regular communication and engagement with your team is imperative to ensure a teamworking environment is created. This course will help delegates understand the importance of delivering effective team briefings within the workplace. It will provide the delegates with skills and techniques to deliver an effective team briefing.

## Course Objectives

On completion of the course delegates will be able to:

- Understand the benefits of an effective team briefing
- Be able to plan and prepare a team briefing
- Consider feedback and follow up
- Recognise the skills required to conduct a team briefing
- Understand the difference between a core and local brief
- Manage difficult participants

# Team Effectiveness

Effective team working does not just happen because a group of people work together. This course takes delegates on the journey of truly understanding what a team and an effective team is. Delegates will be left feeling confident that they understand the fundamentals of an effective team and that they can go away and contribute to the team they are part of to ensure it is effective.

*“Very helpful and gave me loads to think about”*

Taken from delegate feedback form

## Course Objectives

On completion of the course delegates will be able to:

- Understand what a team and an effective team is
- Recognise team player qualities
- Understand characteristics of an effective team
- Recognise barriers to effective teamwork and propose solutions to the barriers

## Participants/Delegates

This course is intended for delegates who are keen to develop their understanding of what an effective team is and develop their skills in being a team player.



# Telephone Training

*“It was an enjoyable experience”*

Taken from delegate feedback form

## Participants/Delegates

This course is recommended for frontline staff who would like to improve their telephone skills in order to carry out effective telephone calls in the future.

A telephone call may be the first contact a customer has with any organisation therefore it is important that those staff answering/making calls understand the impact of good/bad telephone customer service. This course is a great starting point for delegates who wish to delve deeper into the fundamentals of telephone skills. By the end of the course delegates will feel much more confident in understanding telephone etiquette, dealing with angry customers and having to make a problem/negative call.

## Course Objectives

On completion of the course delegates will be able to:

- Understand what is meant by telephone etiquette
- Conduct a phone call
- Understand some of the causes of anger
- Use the anger cycle
- Know how to handle difficult customers and what not to do with angry customers
- Handle a problem call
- Negotiate over the phone

# Tender Skills

With the NHS environment rapidly changing it is now more important than ever to understand how to apply for tenders due to the changes in commissioning. This course helps delegates to understand the NHS procurement system and apply for tenders. The course helps delegates to sell their skills and capabilities through the tendering process ensuring alignment to the client needs. It assesses the delegates current knowledge and introduces them to regulatory and legal compliance when submitting tenders.

## Course Objectives

On completion of the course delegates will be able to:

- Align key skills and capabilities to meet the tender requirements
- Understand the new and emerging NHS procurement system
- Analyse previous systems and identify areas for improvement
- Understand the regulatory and legal appliance

*“Very informative and met my needs”*

Taken from delegate feedback form

## Participants/Delegates

This course is for delegates who wish to improve their tender writing skills when applying for tenders within the NHS.



# Time Management

*“Encouraged me to change the way I plan/work in terms of time management”*

Taken from delegate feedback form

## Participants/Delegates

This course is intended for delegates who want to improve their time management skills and ensure deadlines are met.

Increasing workloads are a common issue amongst employees from all types of organisations. Managing your time effectively is key, to ensuring that workloads are managed and deadlines are met. This course helps delegates by introducing them to a number of tools and techniques that can improve their time management skills.

## Course Objectives

On completion of the course delegates will be able to:

- Describe and use a number of time management tools
- Recognise their own strengths and weaknesses in managing their time in the workplace
- Understand the Four Quadrants of Time Management
- Use prioritisation tools and simple planning techniques to manage their time

# Train the Trainer

This course offers the knowledge and skills required for good practice in Train the Trainer. On completion of this course, delegates will apply effective methods of training whilst appreciating and understanding how to efficiently carry out a training needs analysis and interpret the results. Delegates will also confidently understand how to handle objections, the importance of equality and diversity, and how evaluation fits into an overall training responsibility.

## Course Objectives

On completion of this course delegates will be able to:

- Understand the purpose and process of training
- Identify how people learn – learning theories
- Recognise learning styles
- Understand various training and assessment methods
- Plan a structured training session
- Deliver training – using visual aids appropriately
- Equality and Diversity – considering delegate needs
- Feedback and the use of evaluation models

*“Overall, I felt it was an excellent course and I have come away confident”*

Taken from delegate feedback form

## Participants/Delegates

This course is recommended for delegates who would like to become a trainer within their organisation.



# Tupe

## (Transfer of Undertakings Regulations)

The course provides an overview of TUPE, identifying implications of a transfer (from both a commercial and practical perspective) at each stage of the process from initial procurement process, to due diligence, communicating with staff and other stakeholders as well as actions post transfer.

### Participants/Delegates

This course is intended for delegates who want to understand where TUPE applies and how to manage this in procurement processes from a people perspective as well as those responsible for implementing a transfer of businesses.

### Course Objectives

On completion of the course delegates will be able to:

- Plan a TUPE transfer
- Advise on and apply the key legal principles surrounding TUPE
- Demonstrate and promote HR best practice
- Consult and engage staff
- Be familiar with the considerations around redundancies, reorganisation and harmonisation

# Understanding and Managing Demand

One of the biggest challenges with service improvement is attempting to balance the demand against supply. This course will help delegates to explore different models of practice to help manage and meet demand. The course provides delegates with the opportunity to analyse and measure demand and develop appropriate solutions. By forecasting demand appropriately practices can identify bottlenecks and lulls in the system. This will enable them to redesign accordingly and deploy resources more effectively in order to minimise waste and increase quality of service. This will maximise cost efficiencies.

## Course Objectives

On completion of the course delegates will be able to:

- Understand various tools and concepts
- Be able to apply these tools and concepts back in the organisation
- Be able to analyse and measure demand within the practice
- Develop appropriate solutions to meet demand needs

*“Assessing demand and working to meet and assess the need was extremely helpful”*

Taken from delegate feedback form

## Participants/Delegates

This course is intended for delegates who wish to understand and manage demand within their service.



# Workforce Modernisation

*“Thoroughly enjoyed this session, good facilitator”*

Taken from delegate feedback form

## Participants/Delegates

This course is intended for delegates who wish to understand and explore methods to improve their workforce efficiency to increase productivity and effectiveness.

Workforce modernisation is essential to deliver a flexible, competent and capable workforce to deliver a high quality service. This course provides delegates with the necessary skills to analyse their workforce to ensure that they are working as effectively and efficiently as possible. Delegates will be able to recognise the different ways they can work with their most valued asset and use a number of workforce analysis tools such as the Ararna Cost:Work Ratio.

## Course Objectives

On completion of the course delegates will be able to:

- Understand and conduct a workforce analysis
- Recognise ways to work with their most valued asset
- Utilise workforce analysis tools such as the Ararna Cost:Work ratio

# Workplace Confidence

Being able to say no, participate in team discussions and put across your views and opinions is a key trait of successful individuals within the workplace. This course challenges delegates thinking about workplace confidence. It will explore how the delegate perceives confidence in the workplace and how their confidence can help or hinder them in the working environment.

*“Session was a great building block!”*

Taken from delegate feedback form

## Course Objectives

On completion of the course delegates will be able to:

- Gain an understanding of confidence
- Identify the importance of confidence in the every day working environment
- Reflect on where self confidence hinders or helps them in their working life
- Use simple techniques to help increase self confidence

## Participants/Delegates

This course is intended for delegates who want to understand how their level of confidence affects them in the workplace and/or increase their confidence in the workplace.



All of our training courses can be customised to meet your needs. If the training you require is not listed above or if you have any further questions about any of our training courses then please do not hesitate to contact us.

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