



**PRRT Training Prospectus 2011/2012**

**Organisational Support**



Rehabilitation and  
Retraining Trust

# Contents: Organisational Support

Welcome 2

PRRT's Expert Team 3

What is PRRT? 5

Who is eligible for PRRT's training and education services? 6

Wellbeing at Work 7

Bullying and Harassment in the Workplace 8

Conflict Management at Work 9

Enhancing Personal Effectiveness 10

Managing Distressed People 11

Personal Resilience 12

Stress Management 13

Stress Management for Managers 14

Tai Chi for Health 15

Trauma Resilience 16

Understanding and Managing Conflict in 17

Mental Health

Staff Development Training 18

Achieving Greater Efficiency by Managing 19

Absence

Assertiveness for Managers 20

Assertiveness for Maximum Impact 21

Carrying out Effective Appraisals 22

Coaching Skills 23

Customer Service Excellence 24

Effective Communication Skills 25

Effective Meetings 'To meet or not to meet' 26

Effective Time Management and Delegation 27

Emotional Intelligence 28

Managing Change 29

Managing Change for Managers 30

Mentoring in the Workplace 31

Practical Leadership Skills 32

Problem Solving and Negotiation 33

Professional Presentation Skills 34

Project Management 35

Report Writing 36

Staff Development and Motivation 37

Team Working 38

The 'New Manager' Programme 39

The 'New Supervisor' Programme 40

Train the Trainer 41

Outplacement & Career Transition 42

Creating Compelling CVs 43

Interview Skills 44

Job Search Techniques 45

Retirement Planning 46

Skills Assessment 47

*For information on individual support, please flip over the prospectus and refer to the Individual Support section*



I am delighted to welcome you to the 2011/2012 PRRT Training Prospectus. It includes many new courses that have been specifically developed to address the various challenges and workplace issues that employers and managers face today in the public sector. In responding to rising mental health difficulties and stress in the workplace we have developed a number of new specialist Wellbeing at Work courses, for example Trauma Resilience and Understanding and Managing Conflict in Mental Health. To support those organisations facing downsizing, restructuring and redundancies we have added a brand new Outplacement and Career Transition section featuring courses such as, Creating Compelling CVs, Interview Skills and Retirement Planning amongst others. New staff development training courses such as Mentoring in the Workplace, Emotional Intelligence and Train the Trainer will empower line managers to make a positive difference and improve performance at work in a cost-efficient manner. The ultimate aim of this unique blend of training programmes is to help improve your efficiency, effectiveness and performance as an organisation. In addition, we have included a section dedicated to supporting learning on an individual basis.

The team at PRRT is fully committed to the continuing development and delivery of quality training, based on the ever changing requirements of the public sector, particularly the Department of Justice, and its associated agencies. As an Arms Length Body of the Department of Justice and one of its internal training providers, we pride ourselves on our public sector 'best value' ethos. This enables us to offer very competitive, but high value, training programmes which complement our other specialist services.

We look forward to working with you.



**Glenda Martin**  
*Head of Training and Education, PRRT*



**Dr. Alastair Black**

**Dr. Alastair Black** is Consultant Psychotherapist and Head of Psychological Therapies. Alastair and his team of in-house clinicians design and deliver all of PRRT's mental wellbeing training. Alastair has worked full time for 18 years in the caring profession and is a specialist in the delivery, training and supervision of evidence-based psychological therapies, particularly in the field of trauma and anxiety disorders. He holds accreditations with the British Association for Behavioural and Cognitive Psychotherapies (BABCP) and the United Kingdom Council for Psychotherapy (UKCP). He is a BABCP Accredited Cognitive Behavioural Therapy Supervisor; BABCP Accredited Cognitive Behavioural Therapy Trainer; Eye Movement Desensitisation and Reprocessing (EMDR) Europe Approved Consultant; EMDR International Association Accredited Facilitator; Honorary Consultant Psychotherapist to the Royal Belfast Hospital for Sick Children Child and Family Clinic; Honorary Consultant Psychotherapist to Child and Family Centre, Forster Green Hospital; a special lecturer on several university courses and member of the MOD UK Expert Group on Trauma. He has consulted with United Nations staff on issues relating to post trauma treatment programmes and is a qualified conflict management trainer.



**Sandra Herdman**

**Sandra Herdman** is Head of the Personal Development and Employment Transition Service. Sandra and her team design and deliver many of PRRT's personal development courses. She holds a BA (Hons), PGCE, MBA and is also an NLP Certified Practitioner and member of the Association for Coaching, Ireland. Sandra has over 16 years' experience in the field of personal development. Before joining PRRT Sandra established and managed an employment service in the North Down area funded by the EU to assist individuals with psychological problems in returning to work. She has also experience in working with young people both as a teacher in secondary and grammar schools, and as a training officer equipping young people with skills for entry to the employment market.

## PRRT's Expert Team *continued...*



**Morna McGibbon**

**Morna McGibbon** is Head of the Physiotherapy Department. Morna along with her in-house team of Chartered Physiotherapists designs and delivers PRRT's physical wellbeing training. She holds a BSc (Hons) in Physiotherapy and has had extensive post graduate training in the management of musculoskeletal conditions. She is a member of the Chartered Society of Physiotherapy, the Association of Chartered Physiotherapists in Management, the Organisation of Chartered Physiotherapists in Private Practice and the Physiotherapy Pain Association. Prior to joining PRRT she had 20 years' experience working in the NHS. Her first specialist post was in the NI Radiotherapy Centre where she worked for six years. Morna then held a senior community post in the Ulster Community and Hospitals Trust (UCHT) for 12 years giving her wide ranging clinical experience.



**Glenda Martin**

**Glenda Martin** is Head of Training and Education. Glenda and her team are responsible for managing all of the organisation's training programmes. Prior to joining PRRT, Glenda spent 17 years in the private sector as a Senior Manager in Human Resources and People Development, culminating in the post of Regional Training and Development Manager for an international retail chain, with accountability for Ireland and North East England. On completion of her CIPD qualification, Glenda successfully graduated with a BA in Professional Development. She has since achieved several management and personal development qualifications and is currently studying an MSc in Leadership and Organisational Development.

## What is PRRT?

PRRT is a non-profit making Arms Length Body of the Department of Justice. Its work is fully funded by the Department. It was established in 1999 to support officers affected by downsizing in the police service.

PRRT supports thousands of retired and retiring police officers to create the future they want after policing. The organisation makes a difference to people's lives by helping them to feel as mentally and physically well as possible. Together, they work in partnership with clients to help them see how valuable their skills are to others, and how, with PRRT's training support, they can achieve their personal and professional potential.

As well as providing a wide range of training and education courses, PRRT offers the following specialist services:

- One-to-one psychological therapies
- Physiotherapy interventions
- Personal development and career transition services

PRRT, because of its specialist services and experience with the police community, regularly assists policing and justice organisations in supporting and developing their staff.

## Who is eligible for PRRT's training and education services?

### Funding for learners

*The following groups will be able to access funding support for PRRT's in-house and external training services:*

- Serving officers with at least 20 years' service completed
- Serving officers who intend to leave the service within 10 years
- Medically retired officers who are in temporary employment, or who have been in permanent employment for less than 12 months
- Retired officers – excluding:
  - Officers who have not yet reached their second anniversary of leaving PSNI via the Voluntary Severance Programme
  - Officers who have been in part or full time permanent employment for more than 12 months
  - Officers who have been self-employed for more than 2 years
- RUC GC and PSNI Widows (in-house training support services only)
- Family members may be eligible to attend business related courses only when working as an integral part of a PRRT client's business

### Self-funding for learners

*The following groups are able to attend PRRT's training courses on a self-funding basis:*

- Police officers who do not meet PRRT's eligibility criteria
- Immediate family members of serving or retired police officers
- Police staff
- Part-time police officers
- Employees of the Department of Justice and its associated agencies

For more information on eligibility please contact a member of the PRRT training team on 028 9042 7788 or email [training@prrt.org](mailto:training@prrt.org)



Wellbeing at Work

# Wellbeing at Work

## Bullying and Harassment in the Workplace

This course will provide guidelines for staff in relation to bullying and harassment in the workplace. It will develop an awareness of the impact of these guidelines on promoting a dignified workforce. The course will address through examples and practical exercises the responsibilities placed on organisations in relation to duty of care to employees, treatment of colleagues and the need for a complaints process.

### What will I learn?

#### You will learn to:

- Understand what is meant by bullying and harassment
- Recognise if an individual is being bullied or harassed, and how an individual might be a bully or guilty of harassment
- Understand third party harassment and how this type of harassment may be dealt with
- Understand the effects of harassment on the victim, colleagues and the organisation
- Understand the legal responsibilities placed on employers
- Appreciate why a complaints process is necessary, and understand the various ways in which complaints may be addressed and resolved

**Duration:** 1 day

#### WHO SHOULD ATTEND?

This course is ideal for HR practitioners, line managers, supervisors and anyone who would like to be able to identify and deal appropriately with bullying and/or harassment in the workplace.

- Understand what happens when a complaint results in disciplinary proceedings, and how it should be conducted, and by whom
- Identify what records need to be maintained, why and how

### Key topic areas

- What is meant by bullying and harassment?
- How can bullying and harassment be recognised?
- Third party harassment
- Why is action necessary?
- Legal requirements
- Complaints handling
- Discipline procedures
- Records

# Wellbeing at Work

## Conflict Management at work

Workplace conflict, whether physical or verbal, can be extremely distressing to members of staff. There is a growing recognition that the problems of workplace violence and aggression exist in most workplaces, particularly at points of service user contact. The skills taught on this course will enable staff to identify and resolve conflict in workplace situations.

### What will I learn?

#### You will learn to:

- Identify what conflict is
- Identify triggers and inhibitors
- Manage 'Flight or Fight' situations
- Recognise and prevent the escalation of conflict
- Signal non-aggression
- Utilise exit strategies
- Create compromise through effective communication
- How to report incidents and ensure your needs are met

**Duration:** 1 day

#### WHO SHOULD ATTEND?

This course is suitable for anyone who may encounter conflict in the working environment. It will enable staff and management to fulfil their Health and Safety obligations by ensuring all staff are appropriately equipped to proactively avoid, minimise and manage conflict in the workplace. It will also help to minimise the disruption and distress that can be caused by these incidents.

*(Courses are all designed to meet specific client need. In particular PRRT provides specialist models in managing those experiencing mental health difficulties. Please see 'Understanding and Managing Conflict in Mental Health'.)*

# Wellbeing at Work

## Enhancing Personal Effectiveness

### What is it about?

Utilising many of the skills and techniques from Cognitive Behavioural Therapy (CBT) and coaching frameworks, this programme aims to help people to feel more confident and to embrace change in all aspects of a busy working life. Through a series of individual and group activities the programme seeks to develop the skills and knowledge needed to maximise potential, and more successfully manage a demanding lifestyle.

### What will I learn?

#### You will learn to:

- Understand self-esteem and its impact
- Build self-esteem
- Think effectively
- Communicate effectively with people
- Be assertive and say what you really mean, even in difficult situations
- Develop specific strategies to support the management of change
- Be more competent in making effective decisions
- Apply stress management techniques
- Produce an action plan for incorporating skills into life and work

### Key topic areas

- What is personal effectiveness?
- Self-esteem
- Changing our thinking
- Communication styles
- Assertiveness
- Managing change
- Goal setting
- Effective decision making
- Stress management

**Duration:** 2 days

#### WHO SHOULD ATTEND?

This programme is ideal for anyone who would like to learn new skills and strategies for improving effectiveness in their work and personal life.

# Wellbeing at Work

## Managing Distressed People

### What is it about?

This course has been designed to help those who regularly manage distressed people in the course of their daily work. This can be either face to face, on the telephone or by email. The course introduces participants to tools and techniques that can de-escalate difficult situations and gives them the confidence and the ability to deal with these challenges in a professional, effective and safe manner.

### What will I learn?

#### You will learn to:

- Understand the different types of challenging people and when, why and how they are challenging
- Separate the behaviour from the person
- Communicate effectively in order to prevent escalation and to de-escalate difficult situations
- Reflect on current systems in place and identify systems and protocols which will enhance performance and minimise risk
- Identify the process of implementing new systems and protocols
- Establish how and when to signpost
- Apply assertiveness skills and self care strategies as part of your individual support and wellbeing plan

### Key topic areas

- Distressed caller protocols
- Risk management protocols
- Confidentiality
- Record keeping
- Active listening
- Affect management
- De-escalating techniques
- Problem solving skills
- Signposting
- Assertive communication
- Stress continuum
- Self care strategies

**Duration:** 1 day

#### WHO SHOULD ATTEND?

This training course is suitable for anyone who through the course of their work has to manage distressed people. It would be ideal for people who have to deliver bad news, or deal with information of a sensitive or emotive nature. This training would also be very useful for front line staff who are often people's first point of contact.

# Wellbeing at Work

## Personal Resilience

Resilience is the process of adapting well in the face of adversity, trauma or even significant sources of stress. Research demonstrates that we require resiliency skills in order to perform at maximum effectiveness. This course, delivered by clinicians, will enable participants to respond positively to the pressures, demands and challenges of modern working life and help them identify opportunities to excel at work.

### What will I learn?

#### You will learn to:

- Understand the importance resilience plays in working life
- Assess your level of resilience and identify areas where it is currently being tested
- Identify the cause of the problems rather than just dealing with symptoms
- Apply tools and techniques to strengthen and enhance levels of resilience i.e. problem solving techniques, regulating emotions, challenging distorted thinking, building self-esteem, managing stress and effective communication strategies
- Identify SMART goals as part of your resilience personal development plan

### Key topic areas

- Understanding resilience
- How resilient are you?
- The importance of perspective
- Regulating emotions
- Engaging in effective relationships
- Problem solving
- Creating a resilience personal development plan

**Duration:** 1 day

#### WHO SHOULD ATTEND?

This experiential course is important for all members of staff to enable them to respond positively to the many challenges and pressures they face in their daily working lives.

# Wellbeing at Work

## Stress Management

This training course is designed to enable delegates to recognise the symptoms of stress and attune themselves to deal with it in a positive manner. Appropriate action can be taken, lessening the risk of the stress encroaching on general health and wellbeing.

### What will I learn?

#### You will learn to:

- Understand the nature of healthy and unhealthy stress
- Recognise the symptoms and causes of unhealthy stress
- Understand how stress can be harmful to the individual and the team
- Practice cognitive and relaxation strategies aimed at reducing stress
- Develop personal and team strategies to manage stress

### Key topic areas

- What is stress?
- What causes stress?
- Healthy and unhealthy stress
- Symptoms of stress
- How is stress harmful?
- The cost of stress
- The benefits of managing stress
- How to reduce stress
- The power of thought
- Relaxation
- How to create a low stress environment
- Create your own stress management kit

**Duration:** 1 day

#### WHO SHOULD ATTEND?

This course is suitable for anyone encountering pressure and stress in the working environment and would like to feel better equipped to handle it.

## Stress Management for Managers

Managers play a crucial role in the reduction and prevention of work related stress. This course has been designed to provide managers with the skills needed to manage stress as part of their daily activities.

### What will I learn?

#### You will learn to:

- Understand stress and the risk implications for staff and the organisation
- Create the right atmosphere that encourages open discussion about stress and stress triggers
- Identify signs of stress in team members early so that appropriate action can be taken
- Practice cognitive and relaxation strategies aimed at reducing stress
- Develop personal and team strategies aimed at reducing stress in the workplace
- Complete a stress risk assessment on an individual

### Key topic areas

- What is stress?
- Early identification of stress and stress related problems
- Creating the 'right environment'
- Strategies to minimise risk in the workplace
- Stress Management Toolkit
- Relaxation
- Stress risk assessment skills



**Duration:** 1 day

### WHO SHOULD ATTEND?

This course is suitable for supervisors, team leaders and managers who have to manage stress in teams.

## Tai Chi for Health

Tai Chi, an ancient martial art, is an increasingly popular form of exercise. Research has shown that this gentle exercise can provide both physical and psychological health benefits. The form taught is suitable for anyone who is independently mobile, including those with joint problems such as arthritis. The level of exertion required is similar to walking.

### What will I learn?

#### You will learn to:

- Move in a fluid, gentle, graceful and circular sequence that is slow and relaxed
- Breathe deeply and slowly to aid mental concentration and relaxation
- Apply these skills to help manage symptoms of stress and anxiety



### WHO SHOULD ATTEND?

Tai Chi classes are useful for those who wish to improve muscle tone, balance and co-ordination. Tai Chi is also extremely effective for those who would like to improve their personal stress management, relaxation and concentration skills.

# Wellbeing at Work

## Trauma Resilience

Certain roles are more likely to bring individuals into contact with traumatic material. This is particularly true of emergency services and other response organisations. Whilst it can be difficult to predict the effect of a traumatic incident, having an understanding of trauma allows individuals to equip themselves with essential tools and strategies that they can draw upon when their resilience is tested. PRRT has drawn upon its extensive specialist knowledge of providing post trauma treatment to emergency service and security forces personnel to design this unique course. It provides participants with an opportunity to develop an in-depth understanding of the impact of traumatic incidents on individuals, and to learn and practice techniques aimed at the prevention and, where necessary, management of post trauma symptoms.

### What will I learn?

#### You will learn to:

- Have an understanding of post trauma symptoms and complicated grief reactions
- Appreciate the secondary symptoms of trauma
- Limit the impact on colleagues and family
- Understand 'The Bottle' model of traumatic stress
- Identify 'road blocks' to self-diagnosis
- Deal with vicious cycles
- Manage intrusive material
- Appreciate trauma specific distorted thinking
- Deal with guilt and helplessness
- Determine what the key factor is in developing a personal resilience plan

**Duration:** 1 day

#### WHO SHOULD ATTEND?

This course will be of benefit to those who are likely to be exposed to distressing or upsetting incidents as part of their day to day work. This exposure may be experienced in person, indirectly by telephone or radio or through the processing of traumatic material.

# Wellbeing at Work

## Understanding and Managing Conflict in Mental Health

Anyone who has a public facing role is likely to have dealt with individuals experiencing mental health difficulties. In the vast majority of occasions this is not a relevant issue, however occasionally an individual's symptoms and distress can inadvertently trigger conflict situations which can be extremely upsetting for the individual and those in direct contact with them.

Some traditional conflict management strategies are not appropriate to be used in these scenarios and, furthermore, in some instances can further escalate the situation. This course which is delivered by senior mental health clinicians will provide participants with an understanding of a broad range of psychological problems. The SPACE model has been specifically developed for the management of conflict within a mental health context. It equips participants with strategies to identify potential trigger points and effectively de-escalate conflicts to the benefit of all involved.

### What will I learn?

#### You will learn:

- The 'washing line' model of mental health
- The symptoms of trauma, depression, anxiety / panic, self harm, OCD and psychoses
- An insight into hallucinations and delusions
- Thinking distortions in mental illness
- Mental illness and 'Fight or Flight'
- The impact of medication and psychological treatment on conflict
- Modified verbal and non-verbal communication
- Exit strategies
- Involving clinical services – referring on.

**Duration:** 1 day

#### WHO SHOULD ATTEND?

This course will be beneficial to those who, as part of their job role, may have to assist and manage individuals who are psychologically distressed, or who are experiencing a mental health crisis.

### Key topic areas

- Defining and normalising mental illness
- Risk assessments
- Risk reduction measures
- Conflict escalation in mental illness
- Modified conflict management techniques
- The SPACE model
- Negotiating an effective outcome
- Post conflict management
- Self-care



## Staff Development Training

# Staff Development Training

## Achieving Greater Efficiency by Managing Absence

This course addresses one of the biggest frustrations faced by managers and their teams, the absence of colleagues. Unless managed properly, absence can become the norm within the workplace. This has a detrimental effect on productivity, team working and motivation. Absence must be managed in the same way as any other part of the job to ensure positive results.

### What will I learn?

#### You will learn to:

- Understand the relationship between absence and organisational efficiency
- Understand the consequences of absence in the workplace
- Understand the key causes of short and long term absence
- Implement best practice methods to manage absence
- Understand the legal responsibilities for managing absence
- Maximise attendance and motivate your team

### Key topic areas

- Why managing absence matters
- The impact of absence
- Measuring the cost of absenteeism
- The importance of record keeping
- The importance of absence procedures
- The importance of the 'Return to Work' interview
- Questioning techniques
- Action planning with the staff member
- Differences between short and long term absence and the differing procedures to manage this
- Dealing with sensitive issues and ensuring confidentiality

**Duration:** 1 day

### WHO SHOULD ATTEND?

This course is suitable for anyone who has responsibility for staff management, managing absence and improving attendance at work.

# Staff Development Training

## Assertiveness for Managers

This course has been designed to equip those who lack confidence in managing workplace relationships with the skills and techniques to develop an assertive approach to communication. It will enable participants to be more effective, positive and competent managers as they learn how to communicate with their colleagues in a confident, self-assured manner.

### What will I learn?

#### You will learn to:

- Develop techniques to confidently stand up for yourself in any situation
- Acquire a more powerful communication style
- Improve verbal and non-verbal communication skills
- Start saying what you really mean, even in difficult situations, earning the respect of your colleagues
- Empower yourself and your staff
- Exercise greater influence on others
- Utilise other people's resources to get the job done

### Key topic areas

- What does assertiveness really mean?
- Barriers to effective communication
- 'Respond' rather than 'React'
- 'No' v 'No Problem!'
- Applying assertiveness
- Communication styles
- Assertiveness toolkit



**Duration:** 2 days

### WHO SHOULD ATTEND?

This course is suitable for managers, supervisors and team leaders who would like to be more assertive at work and want to exercise greater influence on others.

# Staff Development Training

## Assertiveness for Maximum Impact

Assertive behaviour and communication have the potential to increase personal effectiveness and avoid misunderstandings between individuals and groups. As such being more assertive may reduce incongruous situations and improve working relationships through clear and focused communication.

### What will I learn?

#### You will learn:

- Key characteristics of assertive behaviour
- How to be more assertive
- How to handle difficult relationships and situations
- How to communicate and reject requests

### Key topic areas

- Communication styles
- Barriers to effective communication
- Respect for self and others - rights and responsibilities
- Effective techniques for assertiveness
- Handling praise and criticism

**Duration:** 2 days

### WHO SHOULD ATTEND?

This workshop is suitable for all employees as assertive communication is key to organisational effectiveness. On completion of the course individuals should have a better understanding of their communication style and how to move towards a more assertive approach.



# Staff Development Training

## Carrying out Effective Appraisals

Many managers are concerned about how best to carry out appraisals and to link this to organisational objectives, personal development plans and future training. This training course will identify the benefits of appraisal, the key skills required and how to assess its effectiveness.

### What will I learn?

#### You will learn to:

- Understand the purpose of the appraisal process and your role and responsibilities as an appraiser
- Plan, prepare and structure a review
- Remain fair and consistent, avoiding bias
- Achieve honest and open communications
- Listen and give clear specific feedback
- Define areas for development and set clear objectives
- Tackle performance problems and sensitive issues effectively
- Conduct appraisals in a confident and professional manner

### Key topic areas

- The importance of appraisal
- Developing an effective system
- Your responsibilities
- Establishing honest and open communication
- Questioning and listening styles
- Addressing issues of poor performance
- Dealing with conflict
- Assertive and confident behaviour
- Setting SMART objectives
- Feedback and the follow-up process

**Duration:** 2 days

#### WHO SHOULD ATTEND?

This training course is designed for individuals who carry out staff appraisals, and are looking to build their confidence and effectiveness in this essential skill.

# Staff Development Training

## Coaching Skills

Coaching is one of the most effective methods of enhancing performance. It involves deliberate and specific activities that are designed to help people develop their skills by learning on the job. A good coach leads a highly productive team which can significantly increase the cost effectiveness and efficiency of their department.

### What will I learn?

#### You will learn to:

- Develop a coaching style which meets individual and business needs
- Identify learning needs and individual learning styles
- Determine barriers to learning and how to overcome them
- Give effective feedback in a way that encourages positive change

### Key topic areas

- The role of the coach
- Coaching and training
- Qualities of an effective coach
- Identifying learning needs
- Identifying individual learning styles
- Identifying barriers to learning
- Structuring a coaching session
- Setting objectives and targets
- Managing the poor performer
- Feedback skills
- Monitoring performance

**Duration:** 1 day

#### WHO SHOULD ATTEND?

This course is suitable for managers, supervisors, new and experienced leaders or coaches and anyone interested in helping others reach their potential.

# Staff Development Training

## Customer Service Excellence

The aim of this training course is to encourage and motivate participants to adopt positive customer service behaviours that not only meet but exceed their customers' needs. This course will teach delegates the rights and wrongs of delivering exceptional customer care.

### What will I learn ?

#### You will learn to:

- Successfully communicate with your customers
- Create a lasting impression, ensuring customers will return
- Understand the value of customers to your organisation
- Deliver exceptional customer care
- Handle difficult customer situations
- Do what you say you are going to do, keeping customers satisfied

### Key topic areas

- Projecting the right first impression
- Positive steps - what can you do differently?
- The importance of communication
- Handling complaints
- Dealing with difficult customers
- Active listening and questioning techniques
- Customer service over the telephone – telephone etiquette
- Building rapport
- Body language and tone of voice
- Being assertive and not aggressive
- Making a difference to your customers

**Duration:** 1 day

### WHO SHOULD ATTEND?

This course is designed for any member of staff, whether existing or new, as an introduction to dealing effectively with internal or external customers.

# Staff Development Training

## Effective Communication Skills

This training course will help participants to build the necessary confidence to actively participate in business meetings, conferences and senior management events. Participants will focus on how to develop professional communication skills, build confidence and overcome any underlying fears of communication with colleagues, senior managers, or new acquaintances. Personal image and professional presentation techniques will also be outlined.

### What will I learn?

#### You will learn to:

- Understand the benefits of confident interpersonal communication
- Identify what constitutes effective professional communication
- Understand the importance of body language when communicating
- Understand the importance of interpersonal skills when communicating
- Understand the factors which undermine your personal confidence
- Identify what will improve your professional communication
- Understand how to avoid obstacles to effective communication
- Learn how to use effective communication to develop your career

- Learn how to contribute to professional meetings and events

### Key topic areas

- What constitutes confident interpersonal communication?
- Effective professional communication
- Body language and personal image
- Interpersonal skills
- Obstacles to effective communication
- How effective communication skills can help progress your career
- How to handle professional meetings and events
- Building personal confidence
- Improving your professional communication
- Personal action planning

**Duration:** 2 days

### WHO SHOULD ATTEND?

This course is suitable for anyone who requires effective, professional communication skills. It is ideal for managers or staff who would like to refresh and further develop their skills and build confidence in relation to: representing their organisation, participating at business meetings and networking effectively at professional events.

# Staff Development Training

## Effective Meetings – ‘To meet or not to meet’

Do you feel that meetings are a waste of valuable time or an essential part of the communications strategy for a successful team? Effective meetings are vital for management and communication. Properly structured meetings save time, increase motivation, productivity and solve problems. This course will look at the effectiveness or otherwise of meetings and how to make them more meaningful and productive.

### What will I learn?

#### You will learn:

- How to recognise the need for a meeting
- How to plan an effective meeting
- How to develop an agenda
- How to control a meeting ensuring objectives are achieved
- How to handle difficult situations or confrontation
- How to be a productive participant
- How to keep a record of meetings
- How to prioritise further actions

### Key topic areas

- ‘To meet or not to meet’
- Examining the formulation of agendas
- Selecting participants
- Planning a meeting
- Timing of meetings – when and duration
- The skills of chairing or leading a meeting
- Personality types at meetings
- Achieving an outcome
- Taking minutes
- Evaluating the meeting

**Duration:** 1 day

### WHO SHOULD ATTEND?

This course is ideal for anyone who has a responsibility for leading or chairing meetings. It will support decision making about whether a meeting is necessary. Those who have responsibility for planning meetings will learn how to structure them more effectively. It will also benefit those who attend meetings on a regular basis, helping them to maximise their contribution.

# Staff Development Training

## Effective Time Management and Delegation

This interactive training course is designed to help supervisors and managers develop their skills in time management and delegation. The course looks at methods of prioritising work in order to achieve more effective results in less time.

### What will I learn?

#### You will learn to:

- Explore why time management issues arise
- Improve your ability to plan and prioritise your work
- Set clear objectives and goals
- Minimise wasted time and distractions
- Avoid being deflected from your priorities
- Adopt strategies for dealing with interruptions
- Reduce time spent in meetings yet contribute more effectively
- Delegate work more effectively to staff
- Say ‘no’ to some now requests

### Key topic areas

- How good is your time management?
- Reviewing your use of time
- Working out your priorities
- Overcoming procrastination
- How personal values impact on time management
- Identifying time wasters
- Dealing with interruptions
- Meetings, meetings, meetings
- Effective delegation
- Saying ‘no’

**Duration:** 2 days

### WHO SHOULD ATTEND?

This course is suitable for supervisors, managers, and new and experienced leaders who want to increase productivity by proactively choosing how and when to invest their time, and take more control of their life through the choices they make.

# Staff Development Training

## Emotional Intelligence

Studies have shown that in today's workplace the difference between average and outstanding performance lies in the ability to blend IQ with Emotional Intelligence (EI). This course focuses on participants' ability to understand their own emotions, and those of the people they work with and how this impacts on personal and business performance.

### What will I learn?

#### You will learn to:

- Be aware of your emotions and how they impact on your performance
- Recognise and understand emotions in others and how to adapt your behaviour to suit
- Regulate your emotions to enhance performance
- Handle and inspire emotions in others

### Key topic areas:

- What is emotional intelligence?
- The four elements of emotional intelligence
- Managing your emotions
- Improving self awareness
- Methods of self management
- Handling stress and conflict
- Improving your motivation and resilience
- Developing empathy and managing relationships
- Improving your emotional intelligence
- Change management and emotional intelligence

**Duration:** 1 day

### WHO SHOULD ATTEND?

This course is designed for anyone who wants to understand how behaviour can impact upon performance. It is ideal for individuals who wish to develop their personal and professional development via increased awareness and demonstration of emotional intelligence.

# Staff Development Training

## Managing Change

Change is constant. Change is good for you. Too much change is bad for you. We need change to keep us stimulated and creative – yet we need stability and routine to make us feel safe. A bit contradictory? How much change we have or whether it is good or bad is irrelevant; far more important is how it is managed and how we deal and cope with it.

### What will I learn ?

#### You will learn to:

- Understand the different types of change
- Recognise barriers to change
- Understand resistance to change
- Handle fear and denial
- Understand why change management programmes often fail
- Make a personal shift in how you see change
- Enable others to cope and move on
- Make positive changes

### Key topic areas

- Introduction to change
- How do people react to change?
- Why does change fail?
- The change cycle
- Strategies for overcoming resistance
- Communicating change
- Tools and techniques to assist, introduce and monitor change
- Dealing with attitudes and behaviour associated with change
- Moving forward

**Duration:** 1 day

### WHO SHOULD ATTEND?

This programme is suitable for anyone facing change in the workplace, whether you have to deal with it or manage others through it.

# Staff Development Training

## Managing Change for Managers

This course looks at best practice in change management and provides effective methods for overcoming barriers to change. It not only teaches managers how to successfully manage practical requirements, but also how to positively influence and guide their teams during times of change.

### What will I learn?

#### You will learn to:

- Understand the different types of organisational change, the drivers for change and the barriers to change
- Understand the reasons why change management programmes often fail and the critical success factors
- Engage with the change process in a positive and empowering way
- Use practical tools to make potentially difficult situations easier for you and members of your team
- Set SMART goals in order to develop a change management action plan

### Key topic areas

- Introduction to organisational change
- Drivers for and barriers to change
- Reasons for success and failure
- The change cycle
- What is the role of the manager in implementing and managing change?
- Managing change from an individual and team perspective
- Practical strategies for overcoming resistance to change from team members
- Tools and techniques to assist, introduce and monitor change
- Develop a change management action plan

**Duration:** 1 day

#### WHO SHOULD ATTEND?

This course is aimed at supervisors, team leaders and managers who face the challenge of leading their teams through a change process.

# Staff Development Training

## Mentoring in the Workplace

Mentoring is a valuable learning and development tool through which to share good practice, build skills, positivity and knowledge within the workplace. This course aims to give confidence to those who have responsibility for developing staff or indeed those with the potential to do so through a mentoring approach. The course looks at the role of the mentor through exploring what underpins good mentoring practice with the opportunity to try and test skills within a safe environment.

### What will I learn?

#### You will learn to:

- Develop communication skills to assist the mentee to reflect upon their learning and development
- Create a safe mentoring environment
- Develop key mentoring skills
- Contract with the mentee to establish boundaries
- Evaluate the effectiveness of mentoring in achieving outcomes

### Key topic areas:

- The role of the mentor in learning and development
- Active listening and communication skills
- Types of questions
- The mentor/mentee contract
- Barriers to the mentoring process
- Applying mentoring skills
- Action planning

**Duration:** 1 day

#### WHO SHOULD ATTEND?

This course is suitable for anyone with responsibility for the informal learning and development of employees within the workplace, such as supervisors and line managers.

# Staff Development Training

## Practical Leadership Skills

The more leadership styles you have, the more situations you can handle. This training course increases your awareness of your current leadership style and abilities. You will also appreciate the impact your leadership style has on those who work with you. The course will provide you with a 'tool-kit' of ideas to increase your leadership skills in the workplace.

### What will I learn?

#### You will learn to:

- Understand the responsibilities of a leader
- Understand the difference between a leader and a manager
- Create and maintain an efficient, effective and motivated team
- Maximise your team performance by understanding human behaviours
- Improve your ability to communicate with your team and your customers

### Key topic areas:

#### Leadership:

- The principles of leadership
- Attributes of effective leaders
- Leaders and managers

**Duration:** 2 days

#### WHO SHOULD ATTEND?

This course is suitable for all managers and leaders who wish to develop the essential skills to influence and motivate their staff to achieve exceptional performance.

# Staff Development Training

## Problem Solving and Negotiation

This interactive training course will develop skills, tools and techniques for solving problems and effective negotiation. The application of these will support the avoidance of conflict and enable and facilitate decisions resulting in win-win outcomes.

### What will I learn?

Through a practical and theoretical approach participants will learn how to develop analytical thinking, different approaches to problem solving, and how to develop successful decision making and negotiation skills as aids in the problem solving process. Participants will also learn how to recognise potential problems at an early stage and, using these tools, take timely and appropriate action.

### Key topic areas

- How to identify what is a problem
- How to identify the main issues
- How to identify causes – cause and effect analysis
- How to identify and select various appropriate solutions
- How to 'sell' the solution through negotiation
- How to negotiate
- Styles of negotiating
- Stages of a negotiation
- Agreeing an outcome
- Prevention of future problems through intuitive thinking

**Duration:** 1½ days

#### WHO SHOULD ATTEND?

This training course is designed for anyone involved in problem solving and negotiation. It is ideal for managers or staff who want to refresh and further develop their skills and confidence in different negotiation situations.

# Staff Development Training

## Professional Presentation Skills

This training course will give participants the confidence to deliver effective presentations. Participants will focus on how to overcome fears and give maximum impact with their presentations.

### What will I learn?

#### You will learn to:

- Identify what constitutes an effective presentation
- Understand the benefits of being a professional presenter
- How to prepare a professional presentation
- Understand the importance of body language when presenting
- Understand the importance of interpersonal skills when presenting
- Deliver a presentation
- Identify what will improve your presentation
- Understand how to avoid obstacles to professional presentations

### Key topic areas

- What makes a presentation effective?
- Planning and preparation
- Visual aids and prompts
- Key messages
- Delegate presentations
- Review, critique and improve
- Using the 'Effective Presentation' checklist
- Avoiding obstacles
- Importance of body language and interpersonal skills
- Personal action planning

**Duration:** 2 days

### WHO SHOULD ATTEND?

This course is suitable for anyone with the responsibility of delivering presentations. It is ideal for managers or staff who would like to refresh and further develop their skills and confidence in this area.

# Staff Development Training

## Project Management

This training course is highly participative and focuses on the transfer of knowledge and the development of skills necessary for effective project management. This practical course will provide the foundation for future development into the more complex areas of managing multiple projects.

### What will I learn?

#### You will learn to:

- Understand the project life cycle, deliverables and phases
- Understand the relationship between project time, quality and cost constraints
- Create an effective project plan, specifications and deliverables
- Identify and agree critical success factors and stakeholder engagement
- Identify and manage stakeholder relationships and expectations
- Understand critical path analysis, the identification of project points, risk management and resilience
- Develop and manage project information requirements

### Key topic areas

- Project management lifecycle and its elements
- The Project Manager – key skills
- The 4 Rs – Resources, Relationships, Results and Review
- Critical success factors
- The 3 Constraints – Time, Quality and Cost
- Defining the project, roles, responsibilities and risk
- Project mapping
- Project choke point identification and risk management
- Critical Path Analysis and GANTT flow charting
- Use of IT
- Project meetings and stakeholder management
- Communications and review
- Measuring success

**Duration:** 2 days

### WHO SHOULD ATTEND?

This course is suitable for managers and supervisors or any individuals who are responsible for managing projects.

# Staff Development Training

## Report Writing

Presenting information in a written form is a task that is increasingly required of managers and supervisors. Effective report writing is one of the best ways of influencing and persuading your audience and leaves a permanent record of your research and thought processes. Through the use of practical exercises, participants will appreciate the various forms of report writing and when to use the most appropriate form.

### What will I learn?

#### You will learn to:

- Identify the purpose of your reports
- Apply a recognised and helpful report structure
- Organise the material logically
- Present the information clearly on paper and on screen



### Key topic areas

#### Preparation:

- Set your objectives
- Think about the needs of the reader
- Obtain relevant information

#### Planning:

- Prioritising material
- Structuring material
- Sequencing material

#### Writing:

- Consider accuracy, brevity and clarity
- Refine your writing style
- Use illustrations
- Practice presentation, format and layout
- Understand editing and proofreading

**Duration:** 1 day

### WHO SHOULD ATTEND?

This training course is aimed at anyone who needs to write business reports, proposals, white papers or other types of written business communication. It is also ideal for all individuals who are keen to improve their overall written communication skills.

# Staff Development Training

## Staff Development and Motivation

Motivation is a key element in any people management role. If you can encourage, persuade or develop your people in such ways as to improve their effectiveness, then you have been successful.

### What will I learn?

#### You will learn to:

- Identify personal development needs
- Identify and understand what motivates people
- Recognise demotivators
- Develop your motivational techniques
- Implement a personal action plan

### Key topic areas

- Identifying development needs
- Making staff aware of their needs
- What is motivation?
- Motivational techniques
- Job satisfaction and motivation
- Applying good motivational techniques
- How to motivate
- Personal action planning



**Duration:** 1 day

### WHO SHOULD ATTEND?

This course is suitable for managers, supervisors and team leaders who are responsible for developing and motivating their staff.

# Staff Development Training

## Team Working

This course is designed to enable participants to explore their roles in contributing to team performance and overall organisational productivity. The course recognises that in the present economic climate many organisations are reducing or combining teams and restructuring the roles and responsibilities of those teams. It is important therefore that team members are aware of the importance of both working in a team and with other teams.

### What will I learn?

#### You will learn to:

- Identify the difference between a team and a group
- Identify the elements of an effective team
- Understand personality differences
- Appreciate the strengths you can bring to a team
- Understand the necessity to provide support and develop trust with colleagues
- Understand your role within the team
- Identify what can improve the effectiveness of a team

### Key topic areas

- What makes a good and a bad team?
- What is a team?
- Self awareness analysis
- Barriers to good team working
- How to overcome the barriers
- Belbin's team roles
- Personal action planning

**Duration:** 1 day

#### WHO SHOULD ATTEND?

This course is suitable for anyone working in a team environment. It is ideal for managers, supervisors and all members of their team to attend together.

# Staff Development Training

## The 'New Manager' Programme

This two day programme provides a thorough overview of the essential skills and techniques you will need to demonstrate in order to succeed as a new manager. The programme will focus on the skills required to make the adjustment from working alongside your colleagues to managing and motivating them to work for you.

### What will I learn?

#### You will learn to:

- Understand your own management style
- Explore various forms of communication
- Resolve problems and implement solutions
- Prioritise and manage time effectively
- Coach and develop your staff
- Implement and manage change
- Manage and resolve performance issues
- Motivate and inspire your staff

### Key topic areas

- The role of the manager
- What makes an effective manager?
- Effective communication
- Problem solving and decision making
- Time management and delegation
- Coaching and developing staff
- Managing the impact of change
- Performance management and appraisal
- Motivation
- Personal action planning

**Duration:** 2 days

#### WHO SHOULD ATTEND?

This programme is aimed at recently appointed managers.

# Staff Development Training

## The 'New Supervisor' Programme

The 'New Supervisor' Programme is designed to help delegates understand the initial skills and responsibilities that go with first line management responsibility. The programme focuses on a combination of skills and behaviours associated with effective management. Within any internal hierarchy certain behaviours and skills are required. In the case of recently appointed supervisors, this frequently means a change of 'mind set'.

### What will I learn?

#### You will learn to:

- Understand different styles of management
- Agree and monitor objectives and goals
- Understand the key concepts of motivation
- Understand key communication skills
- Understand verbal and non-verbal behaviours
- Prioritise and manage your time
- When and how to delegate
- Coach and develop staff
- Handle difficult or conflict situations
- Recognise poor performance and identify when disciplinary action is required
- Understand the stages of team development
- Confidently solve problems and make decisions

### Key topic areas

- The role of the supervisor
- Supervision and management
- Management styles
- Interpersonal skills
- Agreeing and monitoring goals
- Problem solving and decision making
- Time management and delegation
- People development and coaching
- Motivation and team development
- Managing conflict
- Managing performance and disciplinary matters
- Personal action planning

**Duration:** 2 days

### WHO SHOULD ATTEND?

This course is suitable for any person required to manage people within an organisation. It is aimed at those that may need to fully understand where they fit into the business; how they are identified within their role; what is required of them in order to grow into the role and how their attitude towards team members affects performance.

# Staff Development Training

## Train the Trainer

Do you need to train staff but don't want to undertake a lengthy course to learn how to train? This Train the Trainer course will give you the essentials to enable you to identify learning theories, manage the learning cycle, design a successful programme and impart knowledge in a meaningful way to participants.

### What will I learn?

#### You will learn to:

- Understand how people learn – the learning cycle and perception
- Design, plan and prepare a training programme
- Deliver a training programme
- Use visual aids and various presentation skills
- Manage groups and individuals
- Deal with difficulties or challenging trainees
- Close and evaluate the training programme

### Key topic areas

- Learning styles and adult learning
- The experiential learning cycle
- Assessing the training needs
- Designing a training programme
- Choosing practical activities
- Delivering the training
- Presentation – Do's and Don'ts
- Dealing with problems in the training room
- Closure – winding things up
- Review and evaluation

**Duration:** 2 days

### WHO SHOULD ATTEND?

There are many instances where line managers, supervisors or specialists need to pass on knowledge and skills to others in their organisation. Everyone from full-time instructors to those providing occasional mentoring or guidance will gain invaluable skills from the Train the Trainer programme.



## Outplacement & Career Transition

# Outplacement & Career Transition

## Creating Compelling CVs

This course helps individuals to create CVs that will stand out from the crowd. It focuses on the key areas of designing and developing a CV. The course will also provide participants with the most up to date techniques and skills in CV preparation and self marketing.

### What will I learn?

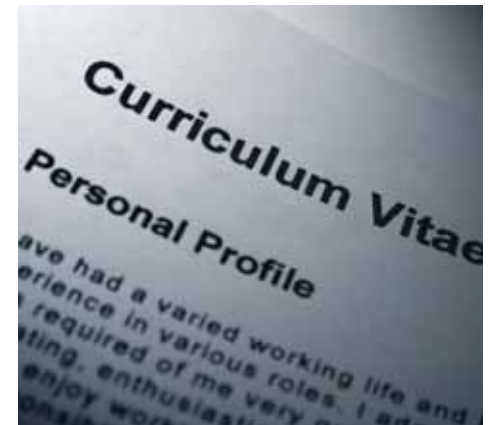
#### You will learn to:

- Identify different CV styles
- Structure a CV correctly
- Understand what to include and not include in a CV
- Identify the best way to structure a covering letter
- Understand how best to present your CV
- Make your CV compelling

### Key topic areas

- Essential elements of a CV – content and structure
- Types of CV
- Analysis of CVs
- Personal Profile
- Writing a covering letter

- Electronic CVs
- One to one support and critique of customised CVs



**Duration:** 1 1/2 days

### WHO SHOULD ATTEND?

This course is ideal for anyone who requires the knowledge and skills to produce an individual, professional and comprehensive CV in order to effectively market themselves.

# Outplacement & Career Transition

## Interview Skills

This course will help participants to develop skills and techniques to enhance performance when invited to interviews for employment. Participants will learn how to demonstrate their competence, promote their skills and present themselves at a job interview.



### What will I learn?

You will learn to:

- Identify potential interview questions
- Prepare for the interview
- Structure responses to questions
- Present yourself at interview
- Manage interview nerves
- Review performance post interview

### Key topic areas

- Type, structure and purpose of interviews
- Interview preparation, practice and performance assessment
- Competency based interview
- Promotion of skills, experience and expertise
- Interview questions
- Post interview review

**Duration:** 1 day

### WHO SHOULD ATTEND?

This course is suitable for individuals who need to prepare for an interview to maximise their chances of securing employment or promotion. The course is also suitable for individuals who need to build their confidence in self presentation at interviews.

# Outplacement & Career Transition

## Job Search Techniques

This course will provide information, advice and guidance to enhance and increase knowledge in researching employment opportunities. It will include sourcing vacancies, understanding various methods of recruitment and how application forms may be completed.

### What will I learn?

You will learn to:

- Identify sources of job vacancies and how to access them
- Understand how different employers will assess applications for recruitment
- How to successfully complete application forms
- Analyse advertisements and job descriptions

### Key topic areas

- Sources of job vacancies
- Analysis of job descriptions, criteria and requirements
- Introduction to application forms: competency based and on-line
- Guidance with completion of application forms

**Duration:** 1 day

### WHO SHOULD ATTEND?

This one day job search course is suitable for anyone who is seeking employment or wishing to change jobs.



# Outplacement & Career Transition

## Retirement Planning

This course focuses on exploring the issues affecting people leaving their place of employment. This includes the impact of retirement on the retiree, family and friends and ways to manage the transition together with personal expectations. Participants are encouraged to consider their priorities in retirement and how to ensure related activities are incorporated into their daily routine.

### What will I learn?

#### You will learn to:

- Develop an understanding of the impact of retirement
- Plan for your retirement
- Appreciate your strengths and personal qualities
- Manage your time and commitments
- Understand alternatives to employment
- Understand how to be active in retirement
- Develop personal goals

### Key topic areas

- Change management
- Transferable skills
- Personal effectiveness - staying positive
- Sources of information, advice and guidance
- Decision making
- Setting goals and action planning



**Duration:** 1 day

### WHO SHOULD ATTEND?

This course is suitable for anyone close to retirement or those who have recently retired. The aim is to assist participants to achieve a successful and fulfilling retirement by exploring alternative and meaningful options.

# Outplacement & Career Transition

## Skills Assessment

This half day course will enable participants to identify their strengths and skills as developed through personal and professional development. At the end of the course participants will have created an inventory of skills, personal qualities and values which is useful when exploring the suitability of occupations, undertaking job seeking and completing a CV.

### What will I learn?

#### You will learn to:

- Recognise transferable and specialist skills
- Develop a profile of personal and professional skills
- Analyse skills as described in job advertisements
- Evidence your skills when making a job application

### Key topic areas

- Transferable skills
- Core employment skills
- Personal qualities and values



**Duration:** 1/2 day

### WHO SHOULD ATTEND?

This course is appropriate for anyone who wants to identify their skill set and in particular their transferable skills. A good knowledge of personal and professional skills is a foundation for CV building and completing job applications.

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