

Overview

This programme is for first line managers and supervisors who wish to learn about the functional side of management, from recruitment & selection through to handling grievances and disciplinaries, without the need for HR intervention. It is designed to provide participants with the knowledge of best practices, plus tangible techniques to improve daily interactions with their direct reports.

Module	Content
1	Recruitment & Selection <ul style="list-style-type: none">• Programme overview & objectives• Recruitment best practice• Creating job adverts• Job descriptions & person specification• Defining essential vs desirable criteria• Shortlisting• Recruitment & selection legalities• The importance of conducting consistent interviews• The PRICE structure and question plan for Interviewing• Preparation and planning - roles and competencies• How to create good first impressions• Building and maintaining appropriate rapport• Effective questioning & listening techniques• STAR based competency interviewing technique• Managing expectations of candidates when closing interviews• Evaluating the interview to help you select the best possible candidate
2	HR for Managers <ul style="list-style-type: none">• Understanding a managers duty of care• How to implement HR best practise for line managers• Getting contracts of employment right• Understanding the importance of employment status• Why is Equality & Diversity so important• Demystifying GDPR (quiz)• Learning needs analysis• How to reward & recognise employees to effectively motivate• Maximise employee engagement for maximised performance -Appreciating how to handle terminations• What are holiday allowances & sign off procedures• Managing sickness & absenteeism to attendance

Module	Content
3	Disciplinarys & Grievances <ul style="list-style-type: none"> • Importance of a handbook & policies • How to have difficult conversations • Understanding the importance of the disciplinary procedure • When to use the Capability procedure • How to handle grievances • Understanding the role of an accompanying person • Why follow ACAS guidelines • Why manage attendance rather than absence
4	Performance Management & Appraisals <ul style="list-style-type: none"> • Purpose and benefits of effective performance management • Understanding of the key stages in performance management process • Selling the value of an effective performance management process internally • Defining key performance standards, roles & responsibilities • Gathering performance evidence throughout the year • Setting, assessing and monitoring performance progress • Coaching skills to aid individual development (using the GROW model) • Effective questioning & listening techniques • Adapt leadership style based on situational needs • Delivering constructive feedback • Being able to motivate and gain employee buy in • Setting clear & achievable objectives using SMART • Identifying learning and development needs • Recognising & dealing with performance issues
5	Delivering Feedback <ul style="list-style-type: none"> • What feedback is and its impact on performance • Different types of feedback & their purpose • Questioning & listening skills • Reinforcing feedback • Developmental feedback • The RISE feedback model • Handling difficult conversations during feedback delivery
6	Project Management <ul style="list-style-type: none"> • Identifying the key components of a project • How to define a project, and allocation of project roles • The role of project leader • The project life cycle - defining the steps to achieve success • Understanding potential project constraints and what can make projects fail • Understanding the critical success factors of a project • Estimating resources and compiling the budget • Develop a project plan including objectives, timescales, resources & deliverables • Managing the risk & identifying potential impact of risk to the project and to the business • Monitoring and tracking the progress of the project • Project closure and post-project evaluation

By the end of the course learners will be able to...

- Recruit & retain key talent
- Provide support & guidance to their direct reports in HR matters
- Effectively handle grievance & disciplinarys
- Identify performance gaps & provide constructive feedback

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Stage	Content
1	Pre-work to be sent to all participants. To include: overview of the Functional Manager programme aims of the course self-assessment personal objective setting issues or challenges they face & would like to overcome team assessment personal development plan template
1	Manager meeting - each participant to have a brief discussion with their line manager to review pre-work, personal issues, aims & objectives prior to commencement of the programme
2	Delivery of 6 one-day modules: 1. Recruitment & Selection 2. HR for Managers 3. Disciplinarys & Grievances 4. Performance Management & Appraisals 5. Delivering Feedback 6. Project Management
3	Peer Coaching - in between each module. Peer partners to meet to discuss their action plans and reflections from each module - the summary of which is to be recorded in their Personal Development Plans (PDP). Typically, these sessions last between 30-60 minutes.
3	Monthly Management Meeting - action learning sets for all participants to discuss the on-going application of each module & their management journey. A framework for that discussion is recommended and could include: a chair person and minute-taker; reflection on real scenarios that have occurred in the work place in staff and in themselves; what issues & challenges they have experienced and how they have overcome them or plan to; what successes they've had and which strategies they used to succeed. The main idea is for them to take ownership of these sessions. Typically, they would last an hour, the outcome of which is to be recorded in their PDPs.
4	Personal Development Plan & Reflective Statement - the PDP is for them to log any relevant activities they have undertaken throughout the programme to apply what they have learned on each module, for example: <ul style="list-style-type: none"> - Met with line manager to discuss my action plan - Attended peer coaching session with x - Practiced delegation model on y Following all six modules, they will complete a 500-word reflective statement to summarise their thoughts and views on the programme and what they have learned and applied throughout.
5	Final presentations - 2 months after the final module, they will come back together as a group and in pre-determined pairs deliver a 15-20 minute presentation on their learning, outcomes and experience of the programme. These presentations need to include 2 aspects: 1. A teach-back on a topic of their choice from the whole course. This should be an interactive session that they will deliver to their peers and to key stakeholders who will be observing the presentations. To avoid duplication of topics - they will need to decide as a peer group who is doing which topic. 2. During the teach-back they will need to demonstrate where they have applied what they have learned throughout the programme. Option to work on a live project from the end of the programme until final presentations & deliver their project results to their peers & key stakeholders.

