



# Skills for Wirral Managers

## The Wirral Manager Training & Development

### Autumn Programme

- September
- October
- November

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## Introduction & Overview

Welcome to the **2011 Autumn Skills for Wirral Managers** training booklet. In this booklet you will find details of the Manager Development Programme including outlines of each workshop and E-learning module available to all managers at Wirral.

Details of dates, venues and times are included from September to November. We are constantly adding in extra dates so if you see a course that grabs your interest but no date is shown please apply for a space and we will contact you with programme information.

The 'Skills for Wirral Managers' programme is council wide and is available to all staff in managerial or supervisory roles or people aspiring to become a manager. The programme aims to enable managers to gain the skills to manage not just people, but also projects and performance, plus share best practice. An Induction programme for those new to a management role is also available (details can be found on page 35).

You may feel some modules may also be appropriate for colleagues in partner organisations to attend so please share this information with them as you go about your work.

The programme has been divided into 5 modules as follows:

- **Module 1** Core Organisational Policies.
- **Module 2** Working with & Developing Others
- **Module 3** Developing Yourself
- **Module 4** Health & Safety for Managers
- **Module 5** Professional Development ILM

So we hope you enjoy the "Skills for Wirral Managers" programme and remember to keep learning!

For more information regarding the  
Skills for Wirral Managers programme  
please email  
[trainingapplications@wirral.gov.uk](mailto:trainingapplications@wirral.gov.uk)





# Module 1

## Core Organisational Policies.

Module 1 is all about supporting the managers' knowledge and practice in line with organisational policies, procedures and expectations. This includes refreshing managers' knowledge as policies are updated and changed.

Details of the following programmes can be found in this section:

- **Attendance Management**
- **Employee Relation Policies and Procedures**
- **Equality and Diversity**
- **Information Security**
- **Key Issue Exchange/Performance Appraisal**
- **Recruitment and Selection Policy and Procedure**




## Attendance Management e-learning module

As part of the 'Skills for Wirral Managers' programme, **all managers must complete the Attendance Management e-learning module**. This will be followed by a face-to-face training course for when you may deal with a case under the absence capability procedures.

### Topics covered in the e-learning module

- Summary of Wirral's attendance management procedures
- An overview of how to follow the procedures

The module should be completed by all managers and can also be used as a resource for future reference. The module should take between one and two hours to complete.

 Details of how to log into any e-learning module can be found under the Help & Support section of the Intranet by following the e-learning Link.



## Managing Attendance workshop

Once you have completed the e-learning module you may wish to attend a workshop. This workshop aims to provide an overview of best practice in relation to attendance management. Managers should complete the e-learning module before attending.

### Topics covered

- Review of e-learning
- Reminder – purpose of the procedure and managerial responsibility
- Positive preventative intervention – what's available
- Case studies
- Interview skills
- Return to Work interview
- Review meeting
- Formal action/interview

### Objectives

By the end of the session the learner will be able to:

- Understand and be able to apply the policy and procedure relating to managing attendance
- Apply best practice to managing attendance effectively.

### Autumn Dates

- **15<sup>th</sup> September 2011**
- **20<sup>th</sup> October 2011**
- **17<sup>th</sup> November 2011**

### Venue

Wirral Professional Excellence Centre  
Acre Lane  
Bromborough

### Times

9.30am – 2.30pm including lunch break



## Managing Employee Relations

This is a half day workshop which aims to develop the manager's knowledge and skills when dealing with disciplinary, capability and grievance issues.

### Topics covered

- Why we have policies & procedures
- General principles of managing employee relations
- Disciplinary & performance capability stages
- Roles & responsibilities
- Grievance procedures & appeals
- Responding to a Bullying & Harassment complaint

### Objectives

By the end of the session the learner will be able to:

- Identify an appropriate process to use
- Understand the importance of following procedure and individual roles & responsibilities
- Explore managing disciplinary issues or poor performance
- Gain greater understanding of stages & levels within each process
- Increase awareness of ways to assess issues & decide how to proceed.

 **This session is mandatory for all new managers.**

### Autumn Dates

- **12<sup>th</sup> September 2011**

### Venue

Wirral Professional Excellence Centre  
Acre Lane  
Bromborough

### Times

1.30pm – 4.30pm





## Equality & Diversity e-learning Modules

**There are 2 Equality & Diversity e-learning modules and both must be completed by all managers.**


The modules are as follows:

### **Equality & Diversity Essentials**

This module introduces everyone to the concepts of equality and diversity and provides an overview of the main legislation and its practical implications.

### **Managing Diversity**

This module explores how managers and supervisors can comply with legislation and manage diverse teams effectively.

 Details of how to log into any e-learning module can be found under the Help & Support section of the Intranet by following the e-learning Link.



## Managing Information Securely

The following e-learning modules are available on Information Security.

### Data Protection Awareness

After completing this course you will understand how to keep information secure and what your responsibilities are for storing and handling personal information. You will know how to comply with our policies and the Data Protection Act 1998.

### Protecting Information level 1

Information is vital to all of us in our work and we are all responsible for protecting the information that we use. This e-learning will help you think about some of the situations you may face and how you must take responsibility for using information safely. Level 1 is designed for all staff and will provide you with a comprehensive guide to why information is so important, the risks to its safety and what you can do to protect it. It should take you about 1 hour 20 minutes to complete, including the assessment.


### Protecting Information level 2

Information is vital to all of us in our work and we are all responsible for protecting the information that we use. This e-learning will help you think about some of the situations you may face and how you must take responsibility for using information safely.

Level 2 is designed for those who have a specific responsibility for handling information and is particularly aimed at Information Asset Owners and line managers, although it is also relevant for others' such as those in policy, project and procurement roles. It will help you understand more about your role in ensuring that the information for which you are responsible is properly protected and used. This should take around an hour to complete including the assessment.

**Both modules are mandatory for all new managers.**

If after completing these modules you feel you need further support then please email [trainingapplications@wirral.gov.uk](mailto:trainingapplications@wirral.gov.uk) to make your request.

 Details of how to log into any e-learning module can be found under the Help & Support section of the Intranet by following the e-learning Link.



## Key Issues Exchange Workshop

This half day session will introduce the manager to the Key Issues Exchange. The session aims to explore the links between the Key Issues Exchange (KIE) and the Council's goals and objectives.

### Topics covered

- KIE process and importance
- Making the links
- Roles and responsibilities
- KIE forms
- KIE online

### Objectives

By the end of the session the learner will be able to:

- Explain how your team goals and objectives link to those of your Department
- Describe the stages of the business planning cycle
- Describe the key roles in KIE: "Who does what"
- Describe the roles and responsibilities of the manager in KIE
- Conduct a KIE Online.

 **This session is mandatory for all new managers.**

### Autumn Dates

- 11<sup>th</sup> October 2011

### Venue

Training Room 4  
Treasury Building  
Cleveland Street  
Birkenhead

### Times

9.30am – 4.30pm



## Recruitment & Selection policy workshop

This half day workshop aims to provide managers with a model of best practice in Recruitment & Selection\*

### Topics covered

- Roles & responsibilities
- Importance of recruitment & selection
- The stages of recruitment & selection
- Process for filling vacancy & paperwork

### Objectives

By the end of the workshop the learner will be to:

- Describe their role and responsibility in the recruitment and selection procedure
- Follow the correct procedure at each stage
- Complete the appropriate paperwork correctly.

\*Please note there is a separate workshop available for those who wish to develop their interviewer skills and technique, rather than their knowledge of the policy and procedure. See Module 3 for details.

 **This session is mandatory for all new managers.**

### Autumn Dates

- **15<sup>th</sup> November 2011**

### Venue

Wirral Professional Excellence Centre  
Acre Lane  
Bromborough

### Times

9.30am – 12.30pm



# Module 2

## Working With & Developing Others

Module 2 programmes focus on additional skills, including interpersonal skills a manager needs to support the team and individuals in their team.

Details of the following programmes can be found in this section:

- **Change Management**
- **Coaching Skills**
- **Delegation Skills**
- **Motivating Others**
- **Performance Management**
- **Supervision for Social Care Managers**



## Championing Change

This is a half day workshop for **3rd and 4th** tier managers. The aim is to support Senior Managers by providing an insight into how change affects people. It also provides the tools to facilitate practical change planning.

### Topics covered

- Culture & Change
- Team readiness for change
- 8 elements of the Kotter change model
- Critical path analysis
- Roles, Responsibilities & contra-indicators
- Personal checklist for change

### Expected Outcomes

By the end of this session the learner will be able to:

- Recognise the Kotter change model
- Identify the emotional stages of change and the optimum response
- Recognise the key skills needed to manage change effectively
- Identify the key organisational challenges and plan a response.

### Autumn Dates

- 30<sup>th</sup> September
- 9<sup>th</sup> November

### Venue

Wirral Professional Excellence Centre  
Acre Lane  
Bromborough

### Times

9.30am – 12.30pm



## Leading Change through People

Leading a team through change can be a challenge for even the most experienced manager. This 1 day active learning workshop applies the principles of a change management model into tangible activities that the manager can apply back in the workplace.

### Topics covered

- How do we feel about change?
- Change and culture
- Change curve
- Preparing the team
- Building the team
- Agreeing the vision
- Communicating the changes
- Empowering action
- Eating the elephant
- Embedding the change

### Objectives

By the end of the workshop the learner will be able to:

- Develop an action plan to lead people through change
- Recognise the emotional symptoms of change and take appropriate action
- Identify what support they need to support others through change.

 **This session is mandatory for all new managers.**

### Autumn Dates

- **21st September 2011**
- **17<sup>th</sup> October 2011**
- **4<sup>th</sup> November 2011**

### Venue

Wirral Professional Excellence Centre  
Acre Lane  
Bromborough

### Times

9.30am – 5pm



## **Delegation Skills: Discover a way to achieve more**

This is a half day active learning workshop for anyone that is looking for ways to achieve more. When you learn how to delegate and you do it well you can quickly build a strong and successful team that is capable of being able to meet demands and deadlines. That's why developing your delegation skills is a fantastic opportunity and a win/ win for all those involved.

### **Topics covered:**

- The delegation dilemma
- Delegation - Unique Selling Points
- Barriers to delegation
- The delegation rulebook
- Planning to delegate

### **Objectives**

By the end of this workshop learner will be able to:

- Identify the benefits of delegation
- Recognise their barriers to delegation and take positive action to overcome these
- Apply the principles of effective delegation
- Plan an approach to delegating work to others.

### **Autumn Dates**

- **17<sup>th</sup> October 2011**

### **Venue**

Wirral Professional Excellence Centre  
Acre Lane  
Bromborough

### **Times**

1.30pm – 4.30pm





## Motivation Skills: Unlocking Potential

Research shows that we motivate ourselves by responding to inner needs. As a manager you should understand these needs in individuals i.e. what are their motivators? You want to work with them, not against them. This half day active learning workshop develops the learner's knowledge and understanding of the key principles to motivation and demonstrates the tools to put these into your everyday practice. At the end of the workshop, the learner will be offered a coaching session to support their learning back at the workplace.

### Topics covered

- What is motivation?
- Key motivation theories
- Motivation mind map
- Communicating feedback and unlocking potential
- The leader's influence

### Objectives:

By the end of the workshop, the learner will be able to:

- Describe what motivation is
- Identify their real motivator
- Complete a team mind map
- Understand the principles of feedback to unlock potential
- Recognise their influencing style on their team.

### Autumn Dates

- 29<sup>th</sup> September 2011 (am)
- 17<sup>th</sup> October 2011 (am)
- 14<sup>th</sup> November 2011 (pm)

### Venue

Wirral Professional Excellence Centre  
Acre Lane  
Bromborough

### Times

9.30am – 12.30pm (am)  
1.30pm – 4.30pm (pm)



## Tackling Underperformance

Managing performance is key to the manager's role. When underperformance happens, the manager must be able to be tackling the issues in a confident and professional manner. This half day active learning workshop aims to give practical advice to the manager as they prepare for the under performance conversation. This workshop focuses on the practical side of the preparation rather than the policy and procedures.

### Topics covered

- What is performance management, why is it needed and why should we bother?
- How do we manage performance?
- Diagnostic: health check
- Planning the approach to the conversation
- Good practice checklist
- Case study

### Objectives

By the end of the workshop, the learner will be able to:

- Demonstrate an understanding of Performance Management principles
- Undertake a diagnostic
- Plan the conversation.

### Autumn Dates

- 29<sup>th</sup> September 2011(pm)
- 20<sup>th</sup> October 2011 (pm)
- 23<sup>rd</sup> November 2011 (am)

### Venue

Wirral Professional Excellence Centre  
Acre Lane  
Bromborough

### Times

9.30am – 12.30pm (am)  
1.30pm – 4.30pm (pm)



## Supervision for Social Care Managers

This half day workshop aims to provide social care managers with an understanding of the principles of supervision and the skills and knowledge to develop current competence.

### Topics covered

- Drivers/context for supervision
- Supervision standards
- Function and methods of supervision
- Recording of supervision
- The role of reflective practice and positive expectations approach

### Objectives

By the end of the workshop learners will be able to:

- Understand the principles and purpose of supervision
- Explore the different approaches to supervision
- Provide guidance on recording and paperwork
- Understand the role of reflective practice and personal development planning.

 **This session is mandatory for all new Adult Social Care managers.**

### Autumn Dates

- 16<sup>th</sup> September 2011 (am)
- 3<sup>rd</sup> October 2011 (am)
- 13<sup>th</sup> October 2011 (pm)
- 28<sup>th</sup> October 2011 (am)
- 17<sup>th</sup> November 2011 (am)
- 24<sup>th</sup> November 2011 (pm)

### Venue

Wirral Professional Excellence Centre  
Acre Lane  
Bromborough

### Times

9.30am – 12.30pm (am)  
1.30pm – 4.30pm (pm)





# Module 3

## Developing Yourself

These courses focus on supporting the manager to grow and develop individually.

Details of the following programmes can be found in this section:

- **Assertiveness**
- **Budget Management**
- **Chairing Meetings**
- **Interviewer Skills**
- **Interviewee Skills**
- **Presentation Skills**
- **Time Management**
- **Train the Trainer**



## Assertiveness

### Improving your Personal Effectiveness and Interaction with others

By being assertive and able to express yourself with confidence without having to resort to passive, aggressive or manipulative behaviour you can learn to modify your behaviour for greater effectiveness for inside and outside workplace situations. This half day active workshop will support learners to develop skills in becoming more assertive and build self-confidence to help them achieve greater work effectiveness.

At the end of this workshop learners will be offered the opportunity to have a coaching experience to build upon their learning experience.

#### Topics Covered:

- What is assertiveness?
- Self esteem
- Behaviour and communication styles
- The OK Corral

#### Objectives

At the end of this workshop learners will be able to:

- Explain what assertiveness is
- Take a positive approach in communicating more effectively
- Improve their self esteem
- Appreciate which words to use to get the most out of the interactions with others
- Follow a process for approaching situations in an assertive manner.

#### Autumn Dates

- 12<sup>th</sup> September 2011

#### Venue

Wirral Professional Excellence Centre  
Acre Lane  
Bromborough

#### Times

9.30am – 4.30pm



## Budget Management Workshop

This half day session aims to develop the manager's skills in planning and monitoring budgets and help to identify how budget holders can meet the challenges they face within the Local Authority environment.

### Topics Covered

- Brief overview of Wirral Council and its current financial challenges
- Importance of budgets and the Budgetary Cycle
- Future Challenges for the Council/How budget holders can help
- Budget Planning/Monitoring
- Accounting Codes/Financial Reporting

### Objectives

By the end of the workshop the learner will be able to:

- Demonstrate an understanding of budgetary planning/monitoring
- Interpret financial data for decision making using techniques from the workshop
- Deal with their budget in a confident manner.

### Autumn Dates

- **14<sup>th</sup> September 2011**
- **24<sup>th</sup> November 2011**

### Venue

Training Room 3  
Treasury Building  
Cleveland Street  
Birkenhead

### Times

9.30am – 12.30pm



## Effective Meetings

Meetings can often have a bad reputation and can sometimes seem to be an unproductive and time wasting activity. This is a half day active workshop designed to support those whose are asked to lead a meeting by providing practical help and advice to make the most from the meeting occasion.

### Topics covered

- Meeting purpose
- Agendas
- Controlling the meeting
- Who's at the meeting? Dealing with personalities
- Overcoming obstacles
- Action notes & meeting notes
- Closing the meeting

### Objectives

By the end of the workshop the learner will be able to:

- Consider whether a meeting is always needed
- Provide focus for their meetings through use of objectives and agendas
- Control their meetings
- Ensure agreed actions are assigned.

### Autumn Dates

- 27<sup>th</sup> September 2011

### Venue

Wirral Professional Excellence Centre  
Acre Lane  
Bromborough

### Times

9.30am – 4.30pm





## **Interviewer Skills: How to pick the right candidate**

This is a half day active workshop which aims to develop the learner's selection interviewing skills. The course concentrates on developing interview techniques rather than legal aspects of recruitment and selection procedures which are covered under the module 1 programme on recruitment & selection.

### **Topics covered**

- The selection process
- Question Plans
- Setting and making first impressions
- Building rapport with the candidate
- Effective questions
- Active listening
- Closing the interview
- Scoring linked to the question plan
- Interview practice

### **Objectives**

By the end of this workshop learners will be able to:

- Structure & plan a logical approach to interviews
- Prepare effectively for the interview
- Build and maintain appropriate rapport with candidates
- Conduct selection interviews effectively and professionally
- Manage expectations in the closing round of the interview
- Evaluate the interview to help them select the best possible candidate.

### **Autumn Dates**

- **10<sup>th</sup> October 2011**

### **Venue**

Wirral Professional Excellence Centre  
Acre Lane  
Bromborough

### **Times**

9.30am – 12.30pm



## **Be a STAR at the job interview**

Interviews aren't a test or an exam: interviews are in fact a 2 way process, to see if you will fit into the organisation and to see if the job will fit you i.e. if you got the job would you want to work for them? This half day active learning workshop aims to give practical advice and guidance on presenting yourself in a positive and confident manner in a job interview by using the STAR approach.

### **Topics covered:**

- Barriers to performing well at interview
- Answering killer questions using 6 top tips
- STAR

### **Objectives:**

By the end of the session the learner will be able to:

- Identify their personal barriers and take action
- Prepare themselves for interview questions using STAR
- Confidently answer interview questions.

### **Autumn Dates**

- **12<sup>th</sup> October 2011**

### **Venue**

Wirral Professional Excellence Centre  
Acre Lane  
Bromborough

### **Times**

9.30am – 12.30pm



## Presentation Skills: Overcoming the fear

Presentations are an effective way of getting ideas, opinions or information across to a number of people at once. Yet, according to recent surveys, making presentations in public is our third most widely held fear, affecting almost half of the population (snakes and spiders are first and second). But what are we really afraid of?

Most people feel anxious when asked to give a presentation but there are practical steps that you can take to make it easier. This 2 half day workshop aims to provide practical advice and support to anyone who is asked to make a presentation.

Day 1 is trainer led and day 2 is a practical day including feedback on performance. The learner must attend both sessions.

### Topics covered:

- Top 6 planning questions
- Presentation structure
- Dealing with questions
- Dealing with a hostile audience
- The 4 P approach
- Communication: words, voice and body language
- Personal checklist
- Gold Star presentation must haves
- Practical
- 

### Objectives

By the end of the workshop the learner will be able to:

- Plan a presentation
- Structure a presentation
- Deliver a presentation.

### Autumn Dates

- 7<sup>th</sup> & 14<sup>th</sup> October 2011 - must attend both dates.

### Venue

Wirral Professional Excellence Centre  
Acre Lane  
Bromborough

### Times

9.30am – 1pm



## Time Management

Often when we are busy we can often make ourselves busier by failing to make the best use of our time. It sometimes helps to stop and take stock of the situation and think about how we are working.

This half day workshop encourages the learner to stop and think about how they operate and will help anybody who wants to make more effective use of their time.

### Topics covered

- What is time management?
- What are our time wasters?
- The time matrix
- Time saving techniques
- Breaking habits that impact on our time

### Objectives

By the end of the workshop the learner will be able to:

- Identify current time management patterns
- Recognise the importance of effective time management for the individual and the organisation
- Use tools to improve time management.

### Autumn Dates

- **16<sup>th</sup> September 2011**

### Venue

Wirral Professional Excellence Centre  
Acre Lane  
Bromborough

### Times

9.30am – 12.30pm



## Train the Trainer & Brain Friendly Learning

Anyone who has endured a dry 'chalk and talk' or 'death by PowerPoint' training session will know the importance of getting training activities right. This is a 2 half day activity based workshop which aims to support anyone who is asked to train individuals or groups of people in the workplace by introducing the 'trainer' to the concept of brain friendly learning.

The workshop includes a brief overview of traditional learning theories and models and an introduction to modern learning approaches. Day 1 is trainer led and day 2 is learner led. Learners will be expected to attend both sessions.

### Topics covered:

- The Training Cycle
- Traditional learning styles
- Experiential learning
- Accelerated learning styles
- Making training creative
- Session plans & brain breaks
- The warm welcome
- Training delivery & engaging with difficult personalities
- Assessing, evaluating & reviewing learning

### Objectives:

By the end of the workshop, learners will be able to:

- Identify training needs
- Design creative training sessions to suit the range of learning styles
- Deliver effective training sessions confidently and professionally
- Assess learning and review effectiveness of their training session.

### Autumn Dates

- **19<sup>th</sup> & 26<sup>th</sup> September 2011 - must attend both dates**

### Venue

Wirral Professional Excellence Centre  
Acre Lane  
Bromborough

### Times

9.30am – 5.00pm day one  
9.30am – morning only session





# Module 4

## Health & Safety for Managers

Details of the following programmes can be found in this section:

- **Managers Manual Handling**
- **Managers Working at Height**
- **Institute of Occupational Safety and Health (IOSH)**



## Managers Manual Handling

This 2 hour course provides advice and guidance on: safe working practices, planning manual handling, statutory requirements and Council arrangements. The course also provides practical working solutions for managing staff who carry out manual handling activities.

### Topics covered

- Legislation.
- Case studies
- Unsafe working practices
- Hierarchy of control for manual handling
- Safe working procedures
- Risk assessment

### Objectives

By the end of the course the manager will be to:

- Complete a suitable and sufficient risk assessment
- Recognise and prevent unsafe working practices.

**Cost £15 per person**

### Autumn Dates

- 4<sup>th</sup> November 2011

### Venue

Lower Ground Floor  
Cheshire Lines  
Birkenhead

### Times

9.30am – 12.30pm





## Managers Working at Heights

This 2 hour course will cover: safe working practices, planning working at height, statutory requirements and Council arrangements. It is suitable for anyone who supervises or manages staff who work at height. The course also provides practical working solutions.

### Topics covered

- Legislation.
- Case studies
- Unsafe working practices
- Hierarchy of control for working at height
- Safe working procedures
- Risk assessment

### Objective:

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

- Complete a suitable and sufficient risk assessment
- Recognise and prevent unsafe working practices whilst working at height.

**Cost: £15 per person**

### Autumn Dates

- 8<sup>th</sup> September 2011

### Venue

Wallasey Town Hall  
Room 3  
Brighton Street  
Wallasey

### Times

10am – 12pm



## Managing Safely - Institute of Occupational Safety & Health (IOSH)

This course aims to give managers the knowledge and tools to tackle the health & safety issues they're responsible for. Importantly, it will explain why health & safety is such an essential part of their job. The course is 4 days long and is conducted across 2 x 2 day blocks and leads to a nationally recognised certificate upon completion.

### Content:

- Introducing managing safely – accountability for health & safety
- Assessing risks and controlling risks.
- Understanding your responsibilities.
- Identifying hazards.
- Investigating accidents and incidents.
- Measuring performance.
- Protecting the environment.

### Objective:

By the end of the course, managers will be able to:

- Complete a 'suitable and sufficient' risk assessment
- Identify the different hazards within the workplace and ensure the correct control measures are implemented.

 **This course is mandatory for all new managers.**

**Cost: £100 per person**

### Autumn Dates

- 13<sup>th</sup>, 14<sup>th</sup> & 20<sup>th</sup>, 21<sup>st</sup> September 2011
- 15<sup>th</sup>, 16<sup>th</sup> & 22<sup>nd</sup>, 23<sup>rd</sup> November 2011

### Venue

Wirral Professional Excellence Centre  
Acre Lane  
Bromborough

### Times

9.15am – 5.00pm



# **Module 5**

## **Professional Development**

### **Institute of Leadership and Management (ILM) Qualifications**

ILM qualifications bring about practical benefits to you as the manager because they focus on improvement – improvement of leaders and managers in their roles, improvement in the teams they lead and in the products and services they provide, and improvements in the organisation and the way it operates. Wirral is an approved ILM centre and is able to deliver ILM qualifications using in house expertise.

Details of the following programmes can be found in this section:

- **ILM Level 3 Award**
- **ILM Level 5 Award**
- **ILM Level 5 Certificate**



**ILM Level 3 Award in Management** (Dates will be arranged from December onwards and will be published in the Winter Programme)

This qualification gives an introduction to basic skills, knowledge and understanding required by today's first line manager. The mandatory unit "Solving Problems and Making Decisions" is designed to develop practical techniques for tackling managerial problems and decisions. Two further optional units must also be completed.

The course will take place over a period of 4/5 months and attendance of 10 days is required during this time. Assessment is carried out via 3 assignments and **the cost of the course is £150.00**

**ILM Level 5 Award in Management** (Dates will be arranged from December onwards and will be published in the Winter programme)

This qualification is aimed at developing basic middle management skills and knowledge. The mandatory unit, "Understanding the Management Role", examines organisational structure and function, the roles and responsibilities of middle managers and the effect of communication and interpersonal skills on managerial performance. Two further optional units must also be completed.

The course will take place over a period of 4/5 months and attendance of 10 days is required during this time. Assessment is carried out via 1 written assignment and a 30 minute professional presentation. **The cost of the course is £150.00**

**ILM Level 5 Certificate in Management** (Dates will be arranged from December onwards and will be published in the Winter programme)

This qualification builds on the areas covered in the ILM Level 5 Award. Here "Managing Improvement" is explored, both in terms of organisational and personal improvement. "Making a Financial Case" allows the manager to develop an understanding of the concepts used to inform financial management decisions. Three further optional units must also be completed.

The course will take place over a 12 month period and attendance of 14 days is required during this time. Assessment is carried out via 3 Improvement Reports of approx 4,000 words to be academically written and reference. **The cost of the course is £200**

**N.B. Learners must have completed the ILM Level 5 Award before applying for this course.**

Please contact [christinerollinson@wirral.gov.uk](mailto:christinerollinson@wirral.gov.uk) for further details



## The Manager Induction Programme

The Skills for Wirral Manager Programme is available to all managers across the Council. To support those new to management, an Induction programme is in place to help new managers plan their learning in a timely fashion for the compulsory elements of the modules.

All new managers will be contacted by a member of the organisational development team and a 12 month training plan established.

If you are a new manager and have not yet received your training plan please contact [trainingapplications@wirral.gov.uk](mailto:trainingapplications@wirral.gov.uk) with your name, department, section and a contact number immediately.

For more information regarding the  
Skills for Wirral Managers programme  
please email  
[trainingapplications@wirral.gov.uk](mailto:trainingapplications@wirral.gov.uk)



## How to make arrangements to attend a workshop

To book a space you do the following:

### Step 1 - Chose your course

### Step 2 - Complete an Online Application Form

A much simpler 1 page Training Application Form is now available. You complete the form online and send it via email to your manager. The form can be found in the **“forms” section of the HR Handbook**. If you do not have access to email your manager will be able to support you with accessing the form.

### Step 3 - Manager Authorisation

The Training Application form should now be sent from the manager's inbox to [trainingapplications@wirral.gov.uk](mailto:trainingapplications@wirral.gov.uk) as an authorisation from your manager. The form does not need to be printed off and signed.

### Step 4 - Joining Instructions

The details and information about your place on the course will be e-mailed to your manager once you are booked on. ( You will be copied in)

**Please note** that Wirral Council employees will not incur a cost for attending the majority of training, however Heads of Service are contacted with details of those who fail to attend or give 48 hours notice of cancellation.

(Health & Safety courses and ILM do incur a charge, details of which can be found in the relevant course outlines)

