



**KEITH L MILLER ASSOCIATES**  
TRAINING & MANAGEMENT CONSULTANTS

# COURSE DIRECTORY

## 2009

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# INTRODUCTION

Keith L Miller Associates provides a wide range of management, personal development, quality, policy related training and consultancy support. We also design client specific training and development opportunities to meet your expressed needs.

We are committed to offering a participative approach with your staff and managers enabling your organisation to select the best solutions to meet your ongoing operations and management requirements.

**PROVIDING SOLUTIONS**

**MEETING YOUR NEEDS**

**ADDING REAL VALUE**

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# MANAGEMENT DEVELOPMENT

## COACHING YOUR EMPLOYEES

<b>AIM OF THE COURSE</b>	To equip delegates with knowledge and skills to provide an effective coaching process for an individual or team.
<b>OBJECTIVES</b>	<ul style="list-style-type: none"> <li>• Outline the benefits of coaching as a planned intervention for staff and management</li> <li>• Apply theoretical perspectives on the learning process to staff development</li> <li>• Develop an interpersonal and managerial style supportive to coaching</li> <li>• Recognise and create opportunities for coaching within a business environment</li> <li>• Demonstrate the skills of an effective coach</li> </ul>
<b>COURSE OUTLINE</b>	<ul style="list-style-type: none"> <li>• Definition of coaching</li> <li>• Benefits</li> <li>• Process</li> <li>• Learning cycle</li> <li>• Personal style</li> <li>• Skills required</li> <li>• Personal development plan</li> </ul>
<b>DELEGATE</b>	The course is aimed at managers who wish to utilise coaching processes to develop their staff
<b>DURATION</b>	2 Days
<b>TIME</b>	9.15 am - 4.30pm
<b>COURSE LOADING</b>	8 - 16

## COUNSELLING IN THE WORKPLACE

<b>AIM OF THE COURSE</b>	To equip delegates with knowledge and skills to provide an effective counselling process to support employees
<b>OBJECTIVES</b>	<ul style="list-style-type: none"> <li>• Understand different types of counselling</li> <li>• Identify when a workplace counselling interview is required</li> <li>• Feel confident about setting the scene for a counselling interview</li> <li>• Be able to assist the employee being counselled to reveal any concerns and wishes</li> <li>• Be able to agree a way forward</li> </ul>
<b>COURSE OUTLINE</b>	<ul style="list-style-type: none"> <li>• Definition of counselling and workplace counselling</li> <li>• Why do you require workplace counselling?</li> <li>• When do you provide workplace counselling</li> <li>• Core conditions</li> <li>• Key skills</li> <li>• Styles of helping</li> <li>• Structuring the session</li> <li>• Eight principals of workplace counselling</li> </ul>
<b>DELEGATE</b>	The course is aimed at managers who to utilise counselling principals to support staff
<b>DURATION</b>	2 Days
<b>TIME</b>	9.15 am - 4.30pm
<b>COURSE LOADING</b>	8 - 16

## EFFECTIVE COMMUNICATION

<b>AIM OF THE COURSE</b>	To equip delegates with knowledge and skills to develop communication at an individual or organisation level.
<b>OBJECTIVES</b>	<ul style="list-style-type: none"> <li>• Describe the effects of organisational culture and management structures on communication</li> <li>• Identify your own and other people's communication styles</li> <li>• Adapt communication style and techniques to facilitate effectiveness</li> <li>• Apply a range of communication techniques appropriately</li> <li>• Demonstrate communication skills via small group exercises</li> </ul>
<b>COURSE OUTLINE</b>	<ul style="list-style-type: none"> <li>• The importance of effective management communication</li> <li>• Effective internal communication</li> <li>• External environment</li> <li>• Management structure &amp; communication matrix management</li> <li>• Effect culture has on communication</li> <li>• Communicating change</li> <li>• Delivery mechanism and channels</li> <li>• Communication planning</li> <li>• Personal communication styles</li> <li>• Emotional intelligence &amp; transactional analysis</li> <li>• Influencing skills using NLP</li> </ul>
<b>DELEGATE</b>	The course is aimed at employees who require communication as key competence of their post.
<b>DURATION</b>	2 Days
<b>TIME</b>	9.15 am - 4.30pm
<b>COURSE LOADING</b>	8 -16

## EFFECTIVE MEETINGS

<b>AIM OF THE COURSE</b>	To equip delegates with the knowledge and skills to effectively contribute at meetings.
<b>OBJECTIVES</b>	<ul style="list-style-type: none"> <li>• Plan for effective meetings</li> <li>• Carry out the necessary preparation for conducting a successful meeting</li> <li>• Organise, control and chair a formal meeting</li> </ul>
<b>COURSE OUTLINE</b>	<ul style="list-style-type: none"> <li>• Types of meetings</li> <li>• Planning and preparation</li> <li>• Control of time</li> <li>• Leading discussions</li> <li>• Presenting ideas</li> <li>• Use of questions</li> <li>• Agendas and minutes</li> </ul>
<b>DELEGATE</b>	The course is aimed at employees who have to attend or chair key meetings for the organisation.
<b>DURATION</b>	1 Day
<b>TIME</b>	9.15 am - 4.30pm
<b>COURSE LOADING</b>	8 - 16

# LEADERSHIP

<b>AIM OF THE COURSE</b>	To equip delegates with knowledge and skills to implement effective leadership within your organisation
<b>OBJECTIVES</b>	<ul style="list-style-type: none"> <li>• Discuss the importance of effective leadership and its application to the manager's role.</li> <li>• Compare and contrast various approaches to analysing effective leadership.</li> <li>• Learn about the range of skills required to perform effectively in the role of Leader.</li> <li>• Analyse your own approach to leadership thus identifying strengths and development needs.</li> <li>• Examine role /responsibilities when leading/managing others</li> </ul>
<b>COURSE OUTLINE</b>	<ul style="list-style-type: none"> <li>• The importance of leadership</li> <li>• Visionary and strategic leadership</li> <li>• Leaders v Managers</li> <li>• Style theories</li> <li>• Trait theories</li> <li>• Leadership continuum</li> <li>• Contingency theory</li> <li>• Behavioural approach</li> <li>• Leadership interventions</li> <li>• Leadership Performance</li> <li>• Leading teams</li> </ul>
<b>DELEGATE</b>	The course is aimed a senior managers who require to re-assess or develop the leadership skills
<b>DURATION</b>	2 Days
<b>TIME</b>	9.15 am - 4.30pm
<b>COURSE LOADING</b>	8 - 16

## MANAGING CHANGE

<b>AIM OF THE COURSE</b>	To equip the delegate with knowledge of the change process and the skills to implement effective change.
<b>OBJECTIVES</b>	<ul style="list-style-type: none"> <li>• Analyse your own role in managing change</li> <li>• Develop an awareness and understanding of individuals' reactions to change</li> <li>• Identify and begin to develop the personal skills needed to effectively manage and implement change</li> <li>• Develop strategies and approaches to introduce change within the functions for which you are responsible</li> </ul>
<b>COURSE OUTLINE</b>	<ul style="list-style-type: none"> <li>• Current thinking</li> <li>• Types of change</li> <li>• Role of the manager</li> <li>• Individual diagnostic</li> <li>• Climate for change</li> <li>• Preparation and planning for change</li> <li>• Risk analysis</li> <li>• Stakeholder analysis</li> <li>• Human factor</li> <li>• Barriers to implementation</li> <li>• Evaluating and monitoring the change</li> </ul>
<b>DELEGATE</b>	The course is aimed at manager who will or are undertaking a workplace change
<b>DURATION</b>	2 Days
<b>TIME</b>	9.15 am - 4.30pm
<b>COURSE LOADING</b>	8 - 16

## MANAGING CONFLICT

<b>AIM OF THE COURSE</b>	To equip delegates with knowledge of conflict in the workplace and the skills to defuse it.
<b>OBJECTIVES</b>	<ul style="list-style-type: none"> <li>• Determine the importance of the managers role in conflict situations</li> <li>• Identify the causes and types of conflict that exist</li> <li>• Examine a variety of styles which can be used of managing conflict</li> <li>• Identify and analyse your main conflict management style</li> <li>• Understand your organisations policy on violence, conflict</li> <li>• Identify and examine key areas of local conflict and conflict areas – change, bullying and harassment</li> <li>• Identify and analyse key de-escalation strategies, tools and techniques</li> </ul>
<b>COURSE OUTLINE</b>	<ul style="list-style-type: none"> <li>• Defining conflict</li> <li>• Analysing the use of conflict</li> <li>• Managing conflict effectively</li> <li>• Causes and types of conflict</li> <li>• Styles of managing conflict</li> <li>• Relevant policies</li> <li>• Key conflict areas – local hotspots ; change ; bullying</li> <li>• Strategies for de-escalation</li> <li>• Managing conflict action plan</li> </ul>
<b>DELEGATE</b>	The course is aimed at managers who wish to utilise defusion techniques to manage workplace conflict
<b>DURATION</b>	2 Days
<b>TIME</b>	9.15 am - 4.30pm
<b>COURSE LOADING</b>	8 - 16

## MANAGER AS A DEVELOPER

<b>AIM OF THE COURSE</b>	To equip the delegate with knowledge of staff development processes and the skills to identify the appropriate methods to utilise.
<b>OBJECTIVES</b>	<ul style="list-style-type: none"> <li>• Understand your role in developing others</li> <li>• Use a variety of techniques for developing staff</li> <li>• Successfully conduct a development review with your staff</li> <li>• Develop a practical personal development plan which reflects the needs of the organisation and the individual</li> </ul>
<b>COURSE OUTLINE</b>	<ul style="list-style-type: none"> <li>• Using the job description in training needs analysis</li> <li>• Learning Styles and how to use them for developing staff</li> <li>• A review of techniques for developing staff and their value in various circumstances</li> <li>• Coaching as a key development technique</li> <li>• The development review interview</li> <li>• Formulation of Personal Development Plans</li> </ul>
<b>DELEGATE</b>	The course is aimed at managers who have staff development responsibility
<b>DURATION</b>	1 Day
<b>TIME</b>	9.15 am - 4.30pm
<b>COURSE LOADING</b>	8 - 16

## NEGOTIATING & BARGINING

<b>AIM OF THE COURSE</b>	To equip delegates with the knowledge and skills to effectively undertake the negotiating process.
<b>OBJECTIVES</b>	<ul style="list-style-type: none"> <li>• Explain the principles and process of Negotiation.</li> <li>• Describe the framework for Negotiation.</li> <li>• Explain the key skills required to become an effective negotiator.</li> <li>• Explain the role of collective bargaining</li> </ul>
<b>COURSE OUTLINE</b>	<ul style="list-style-type: none"> <li>• Definition of negotiation.</li> <li>• When/Where/What do we negotiate?</li> <li>• Key Points/Principles of negotiation.</li> <li>• Negotiation strategies.</li> <li>• Developing and using negotiation skills.</li> <li>• Negotiation process</li> <li>• Knowledge, skills and attitudes</li> <li>• Collective bargaining</li> </ul>
<b>DELEGATE</b>	The course is aimed at employees who have negotiating as a responsibility in their post.
<b>DURATION</b>	2 Days
<b>TIME</b>	9.15 am - 4.30pm
<b>COURSE LOADING</b>	8 - 16

# PARTNERSHIP WORKING

<b>AIM OF THE COURSE</b>	To equip delegates with the knowledge and skills to effectively initiate and manage partnerships.
<b>OBJECTIVES</b>	<ul style="list-style-type: none"> <li>• Define partnership working and list the benefits / concerns of this approach.</li> <li>• Explain the types of partnerships which can exist.</li> <li>• Define what determines best practice within partnership working.</li> <li>• List key aspects which assist in the effectiveness of Partnerships and examine tools which can be used in each area.</li> <li>• Discuss specific examples of partnership working and consider the issues and subsequent solutions surrounding these.</li> <li>• Analyse your own partnership approach in relation to the issues discussed.</li> </ul>
<b>COURSE OUTLINE</b>	<ul style="list-style-type: none"> <li>• Reason and types</li> <li>• Benefits and risks</li> <li>• Preparation for partnerships</li> <li>• Partnerships agreements</li> <li>• Interpersonal management skills</li> <li>• Technical and planning</li> <li>• Action plan</li> </ul>
<b>DELEGATE</b>	The course is aimed at managers who have responsibility for managing or implementing partnerships either internally or externally for their organisation.
<b>DURATION</b>	2 Days
<b>TIME</b>	9.15 am - 4.30pm
<b>COURSE LOADING</b>	8 - 16

# PREPARING & MANAGING SERVICE LEVELS AGREEMENT

<b>AIM OF THE COURSE</b>	To equip delegates with the knowledge and skills to effectively initiate and manage your Service Level Agreement.
<b>OBJECTIVES</b>	<ul style="list-style-type: none"> <li>• Define the purpose of service level agreement.</li> <li>• Explain the process of preparing and implementing service level agreements.</li> <li>• Define what determines best practice within a service level agreement.</li> <li>• List key aspects which assist in the effectiveness of the agreement and examine tools which can be used in each area.</li> <li>• Discuss specific examples of service level agreements and consider the issues and subsequent solutions surrounding these.</li> <li>• Analyse your own organisations approach in relation to the issues discussed.</li> </ul>
<b>COURSE OUTLINE</b>	<ul style="list-style-type: none"> <li>• Benefits and risks</li> <li>• Preparation for a Service Level Agreement             <ul style="list-style-type: none"> <li>• Scope</li> <li>• Service Standards</li> <li>• Responsibilities</li> <li>• Cost analysis</li> <li>• Conditions of service availability</li> <li>• Escalation procedures</li> </ul> </li> <li>• Negotiating the Agreement</li> <li>• Management Elements             <ul style="list-style-type: none"> <li>• Tracking service effectiveness</li> <li>• Reporting and action</li> <li>• Service -related disagreements resolution</li> <li>• Review and revise the agreement</li> </ul> </li> <li>• Action plan</li> </ul>
<b>DELEGATE</b>	The course is aimed at managers who have responsibility for preparing and or monitoring service level agreements either internally or externally for their organisation.
<b>DURATION</b>	1 Day
<b>TIME</b>	9.15 am - 4.30pm
<b>COURSE LOADING</b>	8 - 16

# PROJECT MANAGEMENT

<b>AIM OF THE COURSE</b>	To equip delegates with knowledge and skills to implement a project effectively.
<b>OBJECTIVES</b>	<ul style="list-style-type: none"> <li>• Understand the process of project management</li> <li>• Understand the skills required to be effective as a project leader</li> <li>• Recognise and develop skills to overcome the constraints on projects</li> <li>• Develop skills in the use of tools and techniques of project management</li> </ul>
<b>COURSE OUTLINE</b>	<ul style="list-style-type: none"> <li>• Setting objectives and scope</li> <li>• Project dossier</li> <li>• Planning methods</li> <li>• Risk analysis</li> <li>• Project tracking</li> <li>• Project software</li> <li>• Negotiations</li> <li>• Communications</li> <li>• Project leader and teams</li> <li>• Project Closure</li> </ul>
<b>DELEGATE</b>	The course is aimed at managers who have or will be undertaking project management responsibility.
<b>DURATION</b>	2 Days
<b>TIME</b>	9.15 am - 4.30pm
<b>COURSE LOADING</b>	8 - 16

## TEAM DEVELOPMENT

<b>AIM OF THE COURSE</b>	To equip delegates with knowledge of team development and the skills to implement them effectively.
<b>OBJECTIVES</b>	<ul style="list-style-type: none"> <li>• Provide a definition of a “team” and identify key types of teams</li> <li>• Identify and recognise the characteristics of effective and under-performing teams</li> <li>• Discuss the need for effective teamwork through the development of motivational techniques</li> <li>• Describe and influence the typical stages of team development.</li> <li>• Identify and critically examine the impact of the preferred roles adopted by team members and themselves</li> <li>• Identify and understand issues relating to empowerment and self-directed teams</li> <li>• Understand and discuss the future role of leaders within empowered teams</li> </ul>
<b>COURSE OUTLINE</b>	<ul style="list-style-type: none"> <li>• Team types</li> <li>• What makes a team effective and ineffective</li> <li>• Building blocks to effective teams</li> <li>• Motivating the team</li> <li>• Formation and development of teams</li> <li>• Team roles and organisational culture</li> <li>• Empowered teams</li> </ul>
<b>DELEGATE</b>	The course is aimed at managers who manage teams.
<b>DURATION</b>	2 Days
<b>TIME</b>	9.15 am - 4.30pm
<b>COURSE LOADING</b>	8 - 16

# TRAIN THE TRAINER

<b>AIM OF THE COURSE</b>	To equip delegates with the knowledge of preparing, conducting and evaluating and the skills to implement effectively training course / programme.
<b>OBJECTIVES</b>	<ul style="list-style-type: none"> <li>• Explain how adults learn</li> <li>• Describe the various factors affecting learning</li> <li>• Demonstrate the way in which training courses are constructed</li> <li>• Prepare and present visual aids</li> <li>• Demonstrate delivery techniques, focusing on questions and dealing with your audience</li> <li>• Design and deliver a mini training session to other trainees</li> </ul>
<b>COURSE OUTLINE</b>	<ul style="list-style-type: none"> <li>• The training cycle</li> <li>• Training needs analysis</li> <li>• How people learn and learning styles</li> <li>• Myths about training</li> <li>• Different training activities</li> <li>• Design of effective training events</li> <li>• Criteria for successful training</li> <li>• Evaluation of training</li> <li>• Analysis of training events</li> <li>• Delivery of a training session</li> </ul>
<b>DELEGATE</b>	The course is aimed at employees who have responsibility for providing formal or informal training sessions.
<b>DURATION</b>	3 Days
<b>TIME</b>	9.15 am - 4.30pm
<b>COURSE LOADING</b>	Maximum 8

## INTORDUCTORY MANAGEMENT PROGRAMME

<b>AIM OF THE PROGRAMME</b>	The programme covers the core elements of effective management and is highly participative and includes case studies, skills practice, syndicate exercises and discussion groups. To ensure transfer of learning has taken place participants are required to carry out practical tasks at the workplace during and after the programme.
<b>PROGRAMME MODULES</b>	<ol style="list-style-type: none"> <li>1. The Managers Role in Your Organisation</li> <li>2. Effective Communication</li> <li>3. Leadership &amp; Teamwork</li> <li>4. Effective Time Management</li> <li>5. Performance Management</li> <li>6. Managing Change</li> </ol>
<b>DELEGATE</b>	The programme is aimed at new managers or those with no formal management training.
<b>DURATION</b>	6 x 1 Day The programme is normally operated on a fortnightly basis.
<b>TIME</b>	9.15 am - 4.30pm
<b>COURSE LOADING</b>	8 - 16

# MANAGEMENT DEVELOPMENT PROGRAMME FOR SENIOR MANAGERS

<b>AIM OF THE PROGRAMME</b>	This programme explores the concepts of integrating strategic planning into operational management.
<b>PROGRAMME CONTENT</b>	<ul style="list-style-type: none"> <li>• Organisations Vision</li> <li>• Scenario Building</li> <li>• Strategic Plans to Operational Plans</li> <li>• Managing the Change</li> <li>• Managing Performance</li> <li>• Knowledge &amp; Talent Management</li> <li>• Internal &amp; External Communication</li> <li>• Partnerships and Joint Working</li> </ul>
<b>DELEGATE</b>	The programme is aimed at experienced and senior managers who wish to enhance there knowledge and skills to create a more productive working environment.
<b>DURATION</b>	2 Days
<b>TIME</b>	9.15 am - 4.30pm
<b>COURSE LOADING</b>	8 - 16

# PERSONAL DEVELOPMENT

## ASSERTIVENESS

<b>AIM OF THE COURSE</b>	To equip participants with the knowledge and skills to be assertive in situations they choose.
<b>OBJECTIVES</b>	<ul style="list-style-type: none"> <li>• Define Assertiveness</li> <li>• Distinguish between assertive, aggressive and passive behaviour</li> <li>• Identify and analyse own current style of behaviour</li> <li>• Identify and apply basic assertiveness skills</li> </ul>
<b>COURSE OUTLINE</b>	<ul style="list-style-type: none"> <li>• What is assertiveness?</li> <li>• Meaning of behaviour</li> <li>• Reasons for behaving assertive, aggressive and passive</li> <li>• Effects your choosing behaviour will have on you and others, short and long term</li> <li>• Being assertive means</li> <li>• Assertiveness - Bill of Rights</li> <li>• Positive inner dialogue</li> <li>• Three steps to assertiveness</li> <li>• Broken record technique</li> <li>• Saying no</li> <li>• Giving and receiving criticism</li> <li>• Making requests</li> </ul>
<b>DELEGATE</b>	The course is aimed at people who require using a more assertive approach in dealing in a work environment.
<b>DURATION</b>	1Day
<b>TIME</b>	9.15 am - 4.30pm
<b>COURSE LOADING</b>	8 - 16

## DEVELOPING YOUR POTENTIAL

<b>AIM OF THE COURSE</b>	To equip delegates with knowledge, skills and confidence to identify and develop their potential
<b>OBJECTIVES</b>	<ul style="list-style-type: none"> <li>• Understand how self esteem affects your potential</li> <li>• Implement positive mental attitudes techniques</li> <li>• Apply relaxation techniques to reduce your fears and anxieties</li> <li>• Explain the principals of personal goal settings</li> <li>• Be aware of how your image can impact you and others</li> <li>• Apply tools to improve both your verbal and non verbal communication techniques.</li> </ul>
<b>COURSE OUTLINE</b>	<ul style="list-style-type: none"> <li>• Self esteem</li> <li>• Self awareness and self belief</li> <li>• Positive thoughts and affirmations</li> <li>• Fear, anxiety, comfort zones and learning to relax</li> <li>• Goal setting</li> <li>• Making an impact</li> <li>• Effective personal communication</li> </ul>
<b>DELEGATE</b>	The course is aimed at employees who has or have been identified in requiring confidence building in their abilities.
<b>DURATION</b>	1 Day
<b>TIME</b>	9.15 am - 4.30pm
<b>COURSE LOADING</b>	6 - 12

## PRESENTATIONS & PUBLIC SPEAKING

<b>AIM OF THE COURSE</b>	To equip delegates with knowledge and skills to present a well structured, relevant and confident speech or presentation.
<b>OBJECTIVES</b>	<ul style="list-style-type: none"> <li>• Outline the principles of the communication theory</li> <li>• Outline the principles of human information processing, in relation to how people assimilate and retain information</li> <li>• Structure and plan a speech or presentation</li> <li>• Speak effectively to an audience, confidently and competently</li> <li>• Use their interpersonal style to enhance your speech or presentation</li> <li>• Respond to audience questions, whilst maintaining control.</li> </ul>
<b>COURSE OUTLINE</b>	<ul style="list-style-type: none"> <li>• Introduction to making speeches and presentations</li> <li>• Setting objectives</li> <li>• Research the audience</li> <li>• Gathering material creatively</li> <li>• Structuring a speech or presentation</li> <li>• Using visual aids effectively</li> <li>• Controlling nerves and fears</li> <li>• Effective use of verbal and non verbal communication</li> <li>• Handling questions</li> </ul>
<b>DELEGATE</b>	The course is aimed at employees who have been or are going to give speeches or presentations.
<b>DURATION</b>	2 Days
<b>TIME</b>	9.15 am - 4.30pm
<b>COURSE LOADING</b>	Maximum 8

## STRESS IN THE WORKPLACE

<b>AIM OF THE COURSE</b>	To equip the delegates with knowledge of the causes, signs and the tools to overcome these.
<b>OBJECTIVES</b>	<ul style="list-style-type: none"> <li>• Define stress</li> <li>• Identify causes of stress and personal stressors</li> <li>• Identify the signs and symptoms of stress</li> <li>• Identify and practise a variety of coping techniques</li> <li>• Prepare a personal stress reduction plan</li> </ul>
<b>COURSE OUTLINE</b>	<ul style="list-style-type: none"> <li>• What does stress mean to you?</li> <li>• Difference between stress and pressure</li> <li>• Types of stress</li> <li>• Factors leading to stress</li> <li>• Recognising the signs and symptoms of stress</li> <li>• Coping strategies</li> <li>• Stress action plan</li> </ul>
<b>DELEGATE</b>	The course is aimed at all employees of the organisation
<b>DURATION</b>	1 Day
<b>TIME</b>	9.15 am - 4.30pm
<b>COURSE LOADING</b>	8 - 16

## SUCCESSFUL JOB SEEKING

<b>AIM OF THE COURSE</b>	To equip delegates with the knowledge and skills to improve their prospects in the job interviews.
<b>OBJECTIVES</b>	<ul style="list-style-type: none"> <li>• Providing you with an opportunity to review where your work and career fit within the context of your life</li> <li>• Helping you to acquire the ability to analyse your experience, achievements and skills</li> <li>• Providing you with an opportunity to Make a Personal Presentation in a supportive environment</li> <li>• Compiling an effective CV and making a positive impact during the selection process</li> </ul>
<b>COURSE OUTLINE</b>	<ul style="list-style-type: none"> <li>• Personal commitment profiling</li> <li>• The need for change (the Sigmoid Curve)</li> <li>• Career anchors</li> <li>• Identifying transferable skills</li> <li>• Learning skills profiling</li> <li>• Types of CV's</li> <li>• Researching the job</li> <li>• Preparing for interview</li> <li>• Making a personal presentation</li> <li>• What's available to help you develop</li> </ul>
<b>DELEGATE</b>	The course is aimed at organisations that are implementing an employee restructure or individual employees require additional support for internal interviews.
<b>DURATION</b>	2 Days
<b>TIME</b>	9.15 am - 4.30pm
<b>COURSE LOADING</b>	8 - 16

## TIME MANAGEMENT

<b>AIM OF THE COURSE</b>	To equip delegates with the knowledge of time management techniques and the skills to implement them effectively.
<b>OBJECTIVES</b>	<ul style="list-style-type: none"> <li>• Recognise the causes and effects of poor time management</li> <li>• Identify your own time management weaknesses and apply appropriate techniques to improve their practise</li> <li>• Identify your own key result areas and prioritise on going and occasional tasks against these</li> <li>• Discuss key aspects of management and time such as delegation, meetings and project management and identify ways of improving their own practise</li> </ul>
<b>COURSE OUTLINE</b>	<ul style="list-style-type: none"> <li>• Examining “time”</li> <li>• Time discipline</li> <li>• Your relationship with time</li> <li>• Stress and time management</li> <li>• Time management strategies and tools</li> <li>• Planning time</li> <li>• Prioritising</li> <li>• SMART targets</li> <li>• Meetings</li> <li>• Delegation</li> <li>• Project management</li> </ul>
<b>DELEGATE</b>	The course is aimed at all employees of the organisation
<b>DURATION</b>	1 Day
<b>TIME</b>	9.15 am - 4.30pm
<b>COURSE LOADING</b>	8 - 16

## WRITING SKILLS

<b>AIM OF THE COURSE</b>	To equip delegates with the knowledge and skills to write effective letters, reports and minute taking.
<b>OBJECTIVES</b>	<ul style="list-style-type: none"> <li>• Identify common faults in writing letters, reports, minutes and their causes.</li> <li>• Apply a systematic approach to planning and writing letters, reports and minutes</li> <li>• Apply techniques to save your own and their reader's time.</li> <li>• Develop strategies for improving their writing style and skills.</li> </ul>
<b>COURSE OUTLINE</b>	<ul style="list-style-type: none"> <li>• Define communication</li> <li>• Advantages and barriers to written communication</li> <li>• Preparation</li> <li>• Punctuation and plain English</li> <li>• Structuring you letter, report and minutes</li> <li>• Reviewing and publishing</li> </ul>
<b>DELEGATE</b>	The course is aimed at employees who require completing letters, reports and or minutes for the organisation.
<b>DURATION</b>	2 Days
<b>TIME</b>	9.15 am - 4.30pm
<b>COURSE LOADING</b>	8 - 16

# POLICY

## APPRAISAL

<b>AIM OF THE COURSE</b>	To equip delegates with knowledge of the organisation policy and the skills to implement the appraisal process effectively.
<b>OBJECTIVES</b>	<ul style="list-style-type: none"> <li>• Understand the principles of the organisations appraisal schemes</li> <li>• Describe the skills required to conduct an effective appraisal interview</li> <li>• Conduct an appraisal interview in accordance with the organisations policy.</li> <li>• Understand the process involved in gaining maximum benefit from the appraisal interview.</li> </ul>
<b>COURSE OUTLINE</b>	<ul style="list-style-type: none"> <li>• Background to the policy</li> <li>• What are the benefits &amp; problems?</li> <li>• Outlining the policy</li> <li>• Operating principles</li> <li>• Implementing the process</li> <li>• The interview process</li> <li>• The documentation</li> <li>• The appraisal interview</li> <li>• Identifying development needs</li> <li>• Monitoring and evaluation</li> </ul>
<b>DELEGATE</b>	The course is aimed at managers who have responsibility of implementing the appraisal scheme.
<b>DURATION</b>	1 Day
<b>TIME</b>	9.15 am - 4.30pm
<b>COURSE LOADING</b>	8 - 16

## DEALING EFFECTIVELY WITH DISCIPLINE

<b>AIM OF THE COURSE</b>	To equip delegates with knowledge of their discipline policy and ACAS guidelines and the skills to carryout effectively the disciplinary process.
<b>OBJECTIVES</b>	<ul style="list-style-type: none"> <li>• Explain the concept of discipline</li> <li>• Identify when a counselling interview is required.</li> <li>• Describe the skills required to conduct a professional and successful counselling interview.</li> <li>• Conduct an investigation and disciplinary meeting in accordance with the organisations policy.</li> <li>• Institute any follow-up action needed after a disciplinary.</li> </ul>
<b>COURSE OUTLINE</b>	<ul style="list-style-type: none"> <li>• Defining discipline</li> <li>• Why do you need a policy for discipline</li> <li>• Employee problems</li> <li>• When should hold a counselling interview</li> <li>• The organisation policy and pro-forma's for discipline</li> <li>• Preparing to investigate a discipline incident</li> <li>• Preparing a disciplinary meeting</li> <li>• Conducting a disciplinary meeting</li> <li>• Follow up from disciplinary meeting</li> </ul> <p>The above course will make reference to ACAS Guidance Notes</p>
<b>DELEGATE</b>	The course is aimed at managers who have responsibility for carrying out investigations and or disciplinary meetings.
<b>DURATION</b>	2 Days
<b>TIME</b>	9.15 am - 4.30pm
<b>COURSE LOADING</b>	8 - 16

# FACILITY MANAGEMENT

<b>AIM OF THE COURSE</b>	To provide information and guidance for delegates working within the facilities function to develop strategies for succeeding in a high-tech and legislative market place.
<b>OBJECTIVES</b>	<ul style="list-style-type: none"> <li>• Explain the concept of facility management</li> <li>• Aware of the legislation and how it relates to your organisation.</li> <li>• Aware the role employees responsible for facilities have in implementing the legislation.</li> <li>• Aware of the benefits of implementing effective policies and procedures for facilities.</li> </ul>
<b>COURSE OUTLINE</b>	<ul style="list-style-type: none"> <li>• What is facility management?</li> <li>• Understanding the impact of legislation</li> <li>• Creating workable policies and procedures</li> <li>• Risk Assessments</li> <li>• Identifying key procedures               <ul style="list-style-type: none"> <li>• Fire Safety</li> <li>• Security</li> <li>• Electrical Safety</li> <li>• Asbestos management</li> <li>• Legionella management</li> <li>• Information Technology</li> <li>• Energy/Waste Management</li> <li>• Disability Discrimination Act</li> <li>• Permit to work systems</li> </ul> </li> <li>• Assessing your workplace</li> <li>• Action Plan</li> </ul>
<b>DELEGATE</b>	The course is aimed at managers or staff who are responsibility for facilities.
<b>DURATION</b>	1 Day
<b>TIME</b>	9.15am - 4.30pm
<b>COURSE LOADING</b>	8 -16

## MANAGING ABSENCE

<b>AIM OF THE COURSE</b>	To equip delegates with knowledge of their absence policy and the skills to carryout effectively the absence process.
<b>OBJECTIVES</b>	<ul style="list-style-type: none"> <li>• Understand the managers / supervisors role in managing absence</li> <li>• Understand the procedures for control and management of absence within your organisation</li> <li>• Identify the potential root causes of absenteeism</li> <li>• Be aware of what action to take to reduce absenteeism</li> <li>• Feel confident about setting the scene for an absence interview.</li> <li>• To identify a range of techniques to defuse situations, which are potentially difficult</li> <li>• Be able to agree a way forward to solving any issues or problems from the absence interview.</li> </ul>
<b>COURSE OUTLINE</b>	<ul style="list-style-type: none"> <li>• Barriers to absenteeism</li> <li>• Cost</li> <li>• Causes</li> <li>• Organisations procedures / pro-forma</li> <li>• Managers responsibilities</li> <li>• Managing short and long term absence</li> <li>• Absence interview</li> <li>• Follow up from interview</li> </ul>
<b>DELEGATE</b>	The course is aimed at managers who have responsibility for carrying out absence interviews.
<b>DURATION</b>	1 Day
<b>TIME</b>	9.15 am - 4.30pm
<b>COURSE LOADING</b>	8 - 16

## MANAGING DIVERSITY

<b>AIM OF THE COURSE</b>	To equip the delegates with knowledge of current diversity legislation and your organisations policy and the skills to implement them effectively.
<b>OBJECTIVES</b>	<ul style="list-style-type: none"> <li>Able to define the meaning of diversity and equal opportunities within your organisation</li> <li>Aware of the policies, procedures and legislation for diversity and equal opportunities and how it relates to you.</li> <li>Aware the role the manager has implementing the policies and procedures.</li> <li>Aware of the benefits of promoting diversity and equal opportunities within the workplace.</li> </ul>
<b>COURSE OUTLINE</b>	<ul style="list-style-type: none"> <li>What is diversity and equal opportunities?</li> <li>Why is diversity and equal opportunity a key area for your organisation?</li> <li>The policies, procedures and legislation and how it affects you.</li> <li>The role of the manager in implementing the policies.</li> <li>What are the benefits of managing diversity and equal opportunities effectively?</li> <li>Analysing case studies.</li> </ul>
<b>DELEGATE</b>	The course is aimed at managers in your organisation
<b>DURATION</b>	1 Day
<b>TIME</b>	9.15 am - 4.30pm
<b>COURSE LOADING</b>	8 - 16

## MANAGERS ROLE DEALING WITH STRESS

<b>AIM OF THE COURSE</b>	To equip delegates with knowledge of current legislation and the organisations policy and skills to implement them effectively.
<b>OBJECTIVES</b>	<ul style="list-style-type: none"> <li>• Aware of the policies, procedures and legislation for diversity and equal opportunities and how it relates to you.</li> <li>• Identify the symptoms and repercussions of stress in the workplace</li> <li>• Examine the Manager's role and responsibility for managing stress in the organisation.</li> <li>• Recognise the 7 Key Elements of work related stress</li> <li>• Identify the impact of organisational culture on stress</li> <li>• Identify strategies for Managers.</li> </ul>
<b>COURSE OUTLINE</b>	<ul style="list-style-type: none"> <li>• Defining stress</li> <li>• Facts and figures about stress</li> <li>• The manager's role- an overview</li> <li>• Causes of Stress- general, in your workplace</li> <li>• Environmental aspects</li> <li>• Impact of change</li> <li>• Symptoms and manifestation of stress</li> <li>• Stress and you</li> <li>• Case Study- causes of stress</li> <li>• Organisation policy</li> </ul>
<b>DELEGATE</b>	The course is aimed at all managers in the organisation
<b>DURATION</b>	1 Day
<b>TIME</b>	9.15 am - 4.30pm
<b>COURSE LOADING</b>	8 - 16

## RECRUITMENT & SELECTION

<b>AIM OF THE COURSE</b>	To equip delegates with knowledge of current recruitment legislation and the organisations policy and skills to implement them effectively
<b>OBJECTIVES</b>	<ul style="list-style-type: none"> <li>• Identify the characteristics of an effective Recruitment and Selection process</li> <li>• Describe the requirements of legislation and your organisations policy, at all stages in the recruitment and selection process.</li> <li>• Describe what information is contained in job descriptions and person specifications</li> <li>• Prepare interviews in an effective manner</li> <li>• Understand the key components on participating on an interview panel</li> </ul>
<b>COURSE OUTLINE</b>	<ul style="list-style-type: none"> <li>• Competition in the interview market</li> <li>• Equal Opportunities and legislation affecting recruitment</li> <li>• Forms and procedures</li> <li>• Research on interviewing</li> <li>• Interviewing strategies</li> <li>• Interviewing skills</li> <li>• Skills practice</li> </ul>
<b>DELEGATE</b>	The course is aimed at employees who have or are going to undertake recruitment interviewing
<b>DURATION</b>	2 Days
<b>TIME</b>	9.15 am - 4.30pm
<b>COURSE LOADING</b>	8 - 12

## VIOLENCE/AGGRESSION IN THE WORKPLACE

<b>AIM OF THE COURSE</b>	To equip delegates with the knowledge of what, where and when and the skills to defuse aggressive and violent behaviour.
<b>OBJECTIVES</b>	<ul style="list-style-type: none"> <li>• Define and understand conflict/aggression</li> <li>• Analyse past experiences for future use</li> <li>• Recognise causes of aggression in customers</li> <li>• Identify verbal and non verbal signs of aggression</li> <li>• Recognise and alter your own behaviour</li> <li>• Utilise tools and techniques to calm customers</li> <li>• Understand the importance of reporting incidents and post incident counselling</li> </ul>
<b>COURSE OUTLINE</b>	<ul style="list-style-type: none"> <li>• Define conflict and aggression</li> <li>• Personal experience</li> <li>• Conflict - negatives and positives</li> <li>• Responsibility for managing aggression</li> <li>• Recognise verbal and non-verbal signs of anger in others</li> <li>• What upsets customers</li> <li>• Locating the risk</li> <li>• What calms customers</li> <li>• Recognise and control your own behaviour</li> <li>• Model for assertive communication</li> <li>• Defusing acts of aggression</li> <li>• Violence and aggression policy</li> </ul>
<b>DELEGATE</b>	The course is aimed at all employees of the organisation.
<b>DURATION</b>	1 Day
<b>TIME</b>	9.15 am - 4.30pm
<b>COURSE LOADING</b>	8 - 16

# QUALITY

## CUSTOMER SERVICE EXCELLENCE

<b>AIM OF THE COURSE</b>	To equip delegates with the knowledge and skills to provide best practice in customer service excellence.
<b>OBJECTIVES</b>	<ul style="list-style-type: none"> <li>• Understand the importance of applying good Customer service</li> <li>• Promote your organisation as a caring organisation that provides a quality service for everyone</li> <li>• Provide services in a manner that takes account of the needs and circumstances of the individual customer.</li> </ul>
<b>COURSE OUTLINE</b>	<ul style="list-style-type: none"> <li>• Identifying your customers / clients service journey</li> <li>• What is poor, good and excellent service?</li> <li>• Criteria for excellent customer service</li> <li>• Important factors to consider</li> <li>• Dealing with complaints and compliments</li> <li>• The awkward customer</li> <li>• Telephone skills</li> </ul>
<b>DELEGATE</b>	Staff who have deal with customers face to face or on the telephone
<b>DURATION</b>	1 Day
<b>TIME</b>	9.15 am - 4.30pm
<b>COURSE LOADING</b>	8 - 16

## DEVELOPING YOUR SERVICE

<b>AIM OF THE COURSE</b>	To equip delegates with the strategic knowledge and skills to develop and improve their service
<b>OBJECTIVES</b>	<ul style="list-style-type: none"> <li>• Explain the key principles and components of developing your organisation.</li> <li>• Apply the principles of providing best value in the context of using strategic leadership techniques.</li> <li>• Implement performance measurement &amp; benchmarking.</li> <li>• Explain the principles of knowledge and talent management</li> <li>• Apply effective internal management communications</li> <li>• Utilise tools for measuring customer satisfaction</li> </ul>
<b>COURSE OUTLINE</b>	<ul style="list-style-type: none"> <li>• Vision / Mission</li> <li>• Strategic planning</li> <li>• Strategic management</li> <li>• Performance measurement</li> <li>• Benchmarking</li> <li>• Partnership working</li> <li>• Strategic &amp; situational leadership</li> <li>• Organisational culture</li> <li>• Managing change</li> <li>• Knowledge management</li> <li>• Talent management</li> <li>• Managing communications</li> </ul>
<b>DELEGATE</b>	The course is aimed senior managers who have responsibility for the strategic approach and deployment of the organisation
<b>DURATION</b>	2 Days
<b>TIME</b>	9.15 am - 4.30pm
<b>COURSE LOADING</b>	8 - 16

# MANAGING QUALITY

<b>AIM OF THE COURSE</b>	To equip delegates with knowledge of quality models and how they can be used to assist the organisations performance.
<b>OBJECTIVES</b>	<ul style="list-style-type: none"> <li>• Be aware how assessment quality models can be used to help assess your organisation</li> <li>• To understand the concept of Self Assessment</li> <li>• Understand the process of using the different quality models.</li> <li>• Relate the models to the operation of your organisation, section or team.</li> </ul>
<b>COURSE OUTLINE</b>	<ul style="list-style-type: none"> <li>• What is Quality?</li> <li>• Assessment Quality Models</li> <li>• Performance Management &amp; Measurement</li> <li>• Benchmarking</li> <li>• What is Self Assessment</li> <li>• Benefits of Self Assessment</li> <li>• The Self Assessment Process</li> <li>• Assessing your project utilising aspects of assessment models analysed.</li> </ul>
<b>DELEGATE</b>	The course is aimed a strategic managers and employees responsible for quality
<b>DURATION</b>	2 Days
<b>TIME</b>	9.15 am - 4.30pm
<b>COURSE LOADING</b>	8 - 16

# PERFORMANCE MEASUREMENT/BENCHMARKING

<b>AIM OF THE COURSE</b>	To equip delegates with the knowledge and skills to implement effective performance measures for their organisation.
<b>OBJECTIVES</b>	<ul style="list-style-type: none"> <li>• Identify appropriate performance measures for your service</li> <li>• Appreciate the problems connected with traditional performance measures</li> <li>• Discuss and evaluate the various new approaches to performance management</li> <li>• Understand benchmarking as a tool for organisational learning and improvement</li> <li>• Explore the steps to benchmarking and the ethics of benchmarking</li> <li>• Apply benchmarking techniques to your service</li> </ul>
<b>COURSE OUTLINE</b>	<ul style="list-style-type: none"> <li>• Traditional performance measurement</li> <li>• Performance measurement process</li> <li>• Critical success factors</li> <li>• The balanced scorecard</li> <li>• Performance measurement in your service</li> <li>• Demonstrating performance using third party assessment</li> <li>• Types of benchmarking</li> <li>• Benchmarking partners</li> <li>• Readiness for benchmarking</li> <li>• The ethics of benchmarking</li> </ul>
<b>DELEGATE</b>	The course is aimed at all managers in your organisation.
<b>DURATION</b>	2 Days
<b>TIME</b>	9.15 am - 4.30pm
<b>COURSE LOADING</b>	8 - 16

# STRATEGIC PLANNING

<b>AIM OF THE COURSE</b>	To equip delegates with the knowledge and skills to prepare and implement strategic plans.
<b>OBJECTIVES</b>	<ul style="list-style-type: none"> <li>• Understand the importance of your aim to strategic planning</li> <li>• Understand how scenario, strategic and operational planning relate to each other</li> <li>• Be aware how to design an effective strategy</li> <li>• Be aware how to manage the strategy</li> <li>• Understand the importance of monitoring and reviewing the strategy</li> </ul>
<b>COURSE OUTLINE</b>	<ul style="list-style-type: none"> <li>• What are the benefits of strategic planning</li> <li>• Moving from Vision / Purpose to strategic aims</li> <li>• Analysing your aim/s (3 Know Formula)</li> <li>• Setting objectives to aims</li> <li>• Strategic Planning Stages</li> <li>• Communicating your Strategy</li> <li>• Monitoring your Strategy               <ul style="list-style-type: none"> <li>• Gated Review</li> <li>• RAG</li> </ul> </li> <li>• Evaluating the strategy</li> </ul>
<b>DELEGATE</b>	The course is aimed at employees who prepare develop or manage strategic plans.
<b>DURATION</b>	2 Days
<b>TIME</b>	9.15 am - 4.30pm
<b>COURSE LOADING</b>	8 - 16

## CONSULTANCY SERVICE

Our consultants also provide support and advice in:

- Change Management
- Constructing / Managing Learning Centres
- Coaching
- Competency and capacity building
- Evaluation
- Equality & Diversity
- Facility Management
- Health & Safety
- Induction
- Mentoring
- Organisational Management
- Performance Management
- Process Mapping
- Recruitment
- Research
- Strategic Planning and Reviews
- Team Development / Profiling
- Vision & Values
- Vocational Qualifications

## CONSULTANTS PROFILES

### Keith Miller

Keith is the founder member of Keith L Miller Associates and has over 15 years in the Public, Private, Social Care & Voluntary Sectors analysing, designing, preparing and conducting Training & Management Development Programmes as well as providing Management Consultancy.

Keith has a Degree in Community Studies and is a European Foundation for Quality Management Assessor, an associate lecturer with University of West of Scotland and a member of the Chartered Management Institute and Chartered Institute of Personnel Development.

### Irene Mains

Irene has a BA Hons Degree in Business Law and is a member of the Chartered Institute of Personnel Development. Currently Irene is a part time lecturer at Glasgow Caledonian University.

Irene has considerable experience in project and change management and providing support to senior management teams in designing and implementing their strategic aims.

### Fiona Miller

Fiona has a BSc, Diploma in Applied Social Science, Diploma in Youth & Community Studies, Certificate in Personnel & Training Practice and is a member of the Chartered Institute of Personnel Development

Fiona specialises in designing and providing coaching and mentoring programmes, social and emotional literacy and personal development.

### Angus MacVicar

Angus has a Diploma in Youth & Community Work, Diploma in Management Studies and a Member of Chartered Management Institute. He has also studied penology, criminology and institutional psychology.

Angus has considerable experience in both training and consultancy in dealing with conflict, violence and stress within the workplace.

### Craig Thorpe

Craig has a MSc in Engineering Design of Buildings and a Diploma in Professional Studies for Health & Safety.

Craig specialise in training, providing support and advice in the management of facilities for those organisations who need to manage their own premises.

## CONSULTANTS PROFILES

### Gordon Hendry

Gordon is qualified at Post Graduate level in both Training and Management Studies. He is a Chartered Fellow of the Chartered Institute of Personnel Development and a Member of the Chartered Management Institute. He is also an Associate Lecturer at Paisley University's Ayrshire Management Centre and is a qualified SVQ Assessor.

Gordon has a wide range of experience in the Public, Private, Care & Voluntary Sectors designing and delivering staff and management development programmes in both Scotland and Ireland.

### Paul McDonald

Paul has a Certificate in Personnel Practice, Diploma in Life Skills Coaching, Certificate on Supporting and Delivering Online Learning and is a member of Chartered Institute of Personnel Development.

Paul has considerable experience in developing the Lifelong Learning Agenda including online development programmes. He also has a wide knowledge in the creation and management of learning centres.

### Marian Hopkins

Marian has a Post Graduate Certificate in Local Government, is a member of the Chartered Institute of Personnel Development and is a qualified SVQ Assessor and Internal Verifier.

Marian has 20 years experience in liaising with Awarding Bodies/Sector Skills Councils and Local Enterprise Companies. She was instrumental in setting up Glasgow City Council's highly successful Accredited Assessment Centre offering Vocational Qualification, Levels 1 - 4, including Administration, Management, Contact Centre, IT, Customer and Financial Service, Housing Benefit and Youth Work.

# SAMPLE CLIENT PORTFOLIO

## **East Ayrshire Council**

- Commissioned by East Ayrshire Council to provide change management support for Child Care Partnership Section, Education & Social Services Department.

## **South Lanarkshire Council**

- In conjunction with Learning Development Associates, provided support /training for Home Care Service, Social Work Department on applying for Charter Mark.
- Provided Train the Trainer courses for staff who were delivering courses on a new reporting system.
- Provided strategic leadership training for managers who were leading a new section.
- 1-1 coaching session for managers.

## **East Renfrewshire Council**

- Prepared and delivered Train the Trainers Courses on Dealing with Violence and Aggression in the Workplace.

## **Glasgow City Council**

Prepared and delivered:

- Three day Management Development Programme to 60 managers for Cultural & Leisure Service.
- Diversity training for all staff from Environmental Protection Services
  - ½ day Senior Management Team
  - 1 day for Manager
  - ½ day for staff

## **Renfrewshire Council**

- Prepared and delivered team profiling and development sessions for Neighbourhood Warden Teams.

## **Renfrewshire Leisure Trust**

- Prepared and delivered interviewing skills courses as staff went through a large scale restructuring.

## **Greater Glasgow & Clyde NHS**

- In conjunction with Learning Development Associates provided a 3 day Project Management course for senior managers with project responsibility.
- Provided Recruitment & Selection courses for all levels of staff.
- Provided a strategic management course for senior managers.

## **Law Society of Scotland**

- Commissioned to assess the recruitment and induction process for the Guarantee Fund Inspector Group
- Support and guidance on developing a Competency Appraisal Framework
- Training to all managers on Recruitment & Selection
- Awareness training to all staff on Age Legislation 2006

# SAMPLE CLIENT PORTFOLIO

## **Clydebank College**

Prepared and delivered:

- Both the 5 day and 3 day Management Programmes to all managers in the college.
- Facilitation sessions for the Senior Management Team on Employee Development and Strategic Review and Implementation.
- Training to all managers on Recruitment & Selection and Managing Absence.
- Personal development session for support staff.
- Support and guidance on developing the Personal Development Planning process.

## **Glasgow College of Nautical Studies**

Prepared and delivered:

- Training to all managers on Recruitment and Selection
- Dealing with Difficult Situation courses for both lecturers and support staff

## **John Wheatley College**

- Provided training for all managers on managing absence procedures and supporting staff through the absence process.

## **George Wimpey Homes**

- In conjunction with Learning Development Associates, prepared Site Start Up meetings process which included sub contractors and suppliers.
- Provided coaching and mentoring sessions with site managers.

## **PEACE- After School Care Services**

- Commissioned by PEACE to provide managerial support and advice during large scale restructuring.

## **Turning Point Scotland**

- Provided training and support as the organisation works towards EFQM.
- Prepared a six month Induction Process for new Managers which are linked to the Registered Manager's Award.

## **Royal National Institute of the Blind**

- Commissioned by RNIB to provide support in preparing service level agreements
- Prepared and delivered Managing Successful Service Level Agreements Course.

## TERMS & CONDITIONS FOR COURSES

	Keith L Miller Associates will provide:
<ol style="list-style-type: none"> <li>1.</li> <li>2.</li> <li>3.</li> <li>4.</li> <li>5.</li> </ol>	<p>Delivery of the course to the specification/objectives as agreed with the client.</p> <p>Complete set of Course Masters and Handouts for customising and reproduction by client. (Copyright retained by Keith L Miller Associates)</p> <p>Master sets of any pre-work material delegates need to complete and have issued with joining instructions.</p> <p>Any videos and specialised equipment needed to enhance the content and delivery of the course.</p> <p>Full set of delegate evaluation forms for each course delivered.</p>
	Client will provide:
<ol style="list-style-type: none"> <li>1.</li> <li>2.</li> <li>3.</li> <li>4.</li> <li>5.</li> <li>6.</li> </ol>	<p>An agreed fee for each training course delivered and agreed additional expenses.</p> <p>A training room to accommodate course numbers and syndicate rooms when appropriate.</p> <p>Training room should include:             <ul style="list-style-type: none"> <li>• Projector screen</li> <li>• Flipchart stand, paper and pens</li> </ul> </p> <p>Catering / catering facilities, as appropriate.             <ul style="list-style-type: none"> <li>• Tea/Coffee @ 9.00am, 10.45am. &amp; 2.45pm</li> <li>• Lunch @ 12.30pm</li> <li>• Courses to commence at 9.15am and will finish at 4.30pm - unless otherwise agreed.</li> </ul> </p> <p>Copies of course handbooks and handouts for each delegate attending. (Copied from originals provided).</p> <p>Issue of any joining instructions/pre-work material and course administration.</p>
	Payment
<ol style="list-style-type: none"> <li>1.</li> <li>2.</li> <li>3.</li> <li>4.</li> <li>5.</li> </ol>	<p>Payment can be by cheque to Keith L Miller Associates or BACS where arrangements will be made with your finance section.</p> <p>Payment must be received within 32 days from date of invoice.</p> <p>Courses cancelled within 2 weeks of the start date incur full charge.</p> <p>Courses can be rearranged within an agreed timescale. If course is cancelled and no agreed date can be negotiated organisation will incur full charge.</p> <p>Purchase order invokes course payment terms and conditions.</p>

## TERMS & CONDITIONS FOR CONSULTANCY

	Keith L Miller Associates will provide:
<ol style="list-style-type: none"> <li>1.</li> <li>2.</li> <li>3.</li> <li>4.</li> <li>5.</li> </ol>	<p>Appropriately skilled personnel</p> <p>Consultancy Plan</p> <p>Completion of agreed activities, on time and specification</p> <p>Dashboard monitoring of activities</p> <p>Interim and final reports</p>
	Client will provide:
<ol style="list-style-type: none"> <li>1.</li> <li>2.</li> </ol>	<p>An agreed day rate (expenses may be included )</p> <p>Appropriate facilities and resources to complete activities.</p>
	Payment
<ol style="list-style-type: none"> <li>1.</li> <li>2.</li> <li>3.</li> <li>4.</li> </ol>	<p>Payment can be by cheque to Keith L Miller Associates or BACS where arrangements will be made with your finance section.</p> <p>Payment will be paid in agreed instalments</p> <p>Payment must be received within 32 days from date of invoice.</p> <p>Purchase order invokes course payment terms and conditions.</p>
	A full terms and conditions for consultancy will be supplied if you wish to proceed with consultancy support