

Managing for the Future

***Building your skills as a Front Line Manager in a
Person Centred Environment***



The Front-Line Manager Training Program

NATIONAL FEDERATION OF VOLUNTARY BODIES
Providing Services to People with Intellectual Disability


UNIVERSITY of LIMERICK
NATIONAL SPONSOR



Feidhmeannacht na Seirbhíse Sláinte
Health Service Executive

Funded through the Action Plan
for People Management



THE PERFORMANCE PARTNERSHIP LTD.

January 2013

The Context and Background to the Programme:

"What a fantastic time I had in U.L. - so much so I'm back again this year!
The course was very informative, interactive and challenging in all the right places.
The knowledge & skills I acquired were easily transferable to my work environment and were very practical. I personally developed as my confidence in updating my skills & increasing awareness of my competencies grew.
A very enjoyable course which I highly recommend."

Michelle O'Donnell, Brothers of Charity Southern Services, Programme Graduate.

The National Federation of Voluntary Bodies is a National Umbrella Organisation for voluntary / non-statutory agencies who provide direct supports and services to people with intellectual disabilities in Ireland. The primary objective of the National Federation is to promote equal opportunities for persons with intellectual disability through the provision of appropriate high quality, person centred services. This training programme for Front Line Managers in the intellectual disability sector was commissioned by the National Federation of Voluntary Bodies who engaged The Performance Partnership, a firm with extensive experience in the intellectual disability sector, in conjunction with the University of Limerick, to develop the programme resource materials. The programme is seen as being central in building the capacity of Front Line Managers to lead the development and implementation of world class person centred services and supports to people with intellectual disability in Ireland. The programme was successfully piloted in 2007 with personnel from The Performance Partnership and the University of Limerick (UL) delivering the programme modules and UL providing the programme accreditation.

A central theme running through the materials that have been developed is the provision of person centred quality services. This emphasis seeks to ensure that service provision and supports are co-ordinated around the person in a holistic manner that reflects the unique requirements and needs of each person. The programme materials that have been developed reflect a person centred approach to service delivery and through the case-studies and exercises presented aim to reflect the particular environment in which front line managers within the intellectual disability sector work.

The Programme Aim & Objectives:

The primary aim of the Front Line Managers Training Programme is:

To enhance the capacity of front line managers in intellectual disability services to effectively carry out their role and to contribute to the human resource function within their organisation in partnership with key stakeholders.

Specifically the Programme objectives are:

- (a)** To enhance and clarify learners understanding of their role as a front line manager.
- (b)** To develop a specific set of skills and competencies required by front line managers and to build their confidence in their role.
- (c)** To develop learners people management skills and knowledge of relevant human resource policies and procedures and employment law.
- (d)** To develop managers people management skills and ability to lead a team.
- (e)** To develop knowledge and practical skills in managing change.
- (f)** To provide a basis from which participants can progress onto further (accredited) training programmes.

'This programme is designed specifically for those working in frontline management roles within the intellectual disability sector, and the course materials and case studies reflect current changes and problems faced by frontline managers.'

'There is a strong focus throughout the course on personal development and the tutor marked assignments are designed to help participants reinforce their learning back in the workplace.'

Bob Pattinson, Former Director, Management Development Unit, Kemmy Business School, University of Limerick

Features of the Programme:

The programme was developed and written by a consortium comprising The Performance Partnership and the University of Limerick Kemmy Business School. Some of the key design features of the programme are as follows:

- (a)** It is intended to be a practical management training programme with an emphasis on the competencies required for effective performance as a Front Line Manager in the Intellectual Disability Sector. In particular the programme focuses on the delivery of person-centred supports that aim to empower people and support them to meet their needs through promoting independence and choice.

- (b) The aim is to maximize application of the learning back 'on-the-job' through the designing in of the features outlined below.
- (c) A **pre-course** preparation and contracting phase including:
- Pre-attendance competency self rating questionnaire to establish a learning baseline
 - Contract template for learning application and generalisation [to be signed off by participant and line manager setting out commitments]
- (d) **Within each module** the content will be presented in an action learning configuration:
- Core issues / concepts presented and discussed
 - Practical exercises and role plays
 - Debrief and identify application areas in the work environment
 - Learning Log used to capture key learning
- (e) **Between the modules** participants will:
- Be encouraged to commit to action plans involving putting into play skills learnt
 - Asked to "buddy up" where feasible to support learning applications
- (f) **Post programme** impact evaluation and ongoing application of learning will be encouraged via:
- Post programme competency questionnaire
 - Line manager feedback
 - Review with participants on ongoing Personal Development Planning progress
- (g) The programme is accredited by the University of Limerick and all participants will be required to seek the formal management qualification through completion of the programme assignments to the required standard.

A Content Map of the Programme:

The programme is designed to run over a total of 10 days as follows:

Module Focus:	Competency Areas Covered	Main Areas Covered:
Introductory Session	<ul style="list-style-type: none"> - Overview of programme - Management & Leadership 	Programme Introduction Trends in Service Development The Managers Role [Relevant Competencies] The Changing Role of the Front Line Manager Library visit
Module One: The Managers Role in Supporting & Developing Performance	<ul style="list-style-type: none"> - Promoting a Person-Centred Quality Service - Supporting and Developing Employees - Organisational Skills 	Managing for Performance Support and Supervision Feedback and Coaching Personal Development Support and Planning

	<ul style="list-style-type: none"> - Organising Service Activities 	
Module Two: The Leadership & People Management Challenge	<ul style="list-style-type: none"> - Leading and Motivating Employees - Building the Team - Communication - Building and Sustaining Relationships 	Leadership Challenge Elements of Leadership Competencies for Leading Being the Communication Channel Creating Team Spirit Approaches to Managing Conflict
Module Three: Getting it Right in Managing Staff	<ul style="list-style-type: none"> - Supporting and Developing Staff - Organisational Skills Resource Management Administration 	Employee Engagement & Service Performance Recruitment and Selection Managing Induction & Probation Managing Attendance, Discipline, Dignity at Work and Grievance Handling Equality & Diversity
Module Four: Managing Services for Effectiveness & Accountability	<ul style="list-style-type: none"> - Organisational Skills Organising Service Activities Resource Management Administration - Resourceful Problem Solving and Decision Making - Managing Procedural Compliance and Organisation Assurances 	Process Mapping and Quality Management Risk Management and Standard Operating Procedures [SOPs] Policy and Procedural Guidelines and Reporting Managing Resources Financial Planning and Tracking Problem Solving and Innovation approaches
Module Five: Managing Change & Moving Forward	<ul style="list-style-type: none"> - Promoting Change and Flexibility - Having a Positive and Professional Attitude 	Context for Change Understanding Change Dealing with Resistance Approaches to large scale change Managing Transitions
Case Study & Programme Evaluation	<ul style="list-style-type: none"> - Final programme review and assessment. 	Completion of case-study Final Programme Evaluation

Pre-Course Work:

There are three activities that participants will be expected to complete before they commence attendance on the programme. These are:

(1) Competency-based Self Assessment

Participants will be invited to complete a competency-based self assessment which will aim to assist in providing a clearer sense of priorities in terms of development needs and will help to focus learning efforts on the programme.

(2) Personal Learning Objectives

On completion of the competency based-self assessment guide, and having identified strengths and development areas, participants will be requested to review the programme content and identify their priority learning objectives. Ideally this should be discussed with their line manager in order to get his/her views.

(3) Finding a Mentor

It will be helpful for participants to identify a colleague either in their own or another organization who can act as a support person or “mentor” during the lifetime of the programme. This person should be in a position to pass on helpful advice, offer support or even open doors if help is needed to access other resources. While it isn’t absolutely necessary it would be helpful if this person had undertaken some management training.

Work between Modules:

In addition to assignments there is reading and other preparatory work that participants will be required to undertake between the Programme Modules. The reading material for the between - module work will be provided as part of the programme materials.

Target Groups: Who?

The programme and is targeted at a broad range of Managers – Front Line Managers, Team Leaders, Unit Managers, Social Care Leaders, Supervisors and others responsible for front line staff, that:

- Are employed within National Federation of Voluntary Bodies Member Organisations;
- Have management / supervisory responsibilities;
- Maybe newly appointed to a front line management post;
- Maybe experienced managers who have not obtained a management qualification to date;
- May have limited / no previous management experience or
- May possess little or no formal management training / qualifications.

Specifically Participants must:

- (a)** Have a minimum of 3 years experience of working in the Intellectual Disability Sector.
- (b)** Be working in a management position.
- (c)** Be committed to completing the programme and gaining accreditation.
- (d)** Have the support of their Line Manager to participate in the programme.

Line Manager:

To ensure that participants get the most from this programme they will need to discuss their participation with their line manager and ensure that their line manager is fully supportive of their involvement.

Details: Where? When?

The programme will commence in January 2013 and will run over 10-days. Participants will be expected to attend all sessions:

<i>Session - Dates</i>	<i>Time</i>	<i>Venue</i>
Session 1: January 17 th & 18 th 2013 Session 2: Feb. 28 th & March 1 st 2013 Session 3: April 11 th & 12 th 2013 Session 4: June 6 th & 7 th 2013 Session 5: October 24 th & 25 th 2013	9.00 – 4.45p.m.	New Kemmy Business School, University of Limerick National Technological Park, Castletroy, Limerick (A map of the University campus and details in relation to parking will be provided to programme participants once they have received confirmation of a place on the programme).

Programme Assessment & Accreditation:

There are a number of criteria which must be completed to a requisite standard in order to achieve the formal qualification from the University of Limerick. These criteria include:

- (1) Satisfactory attendance at course modules (minimum attendance of 75 per cent).
- (2) Completion of a number of course assignments over the duration of the programme (8 assignments – 1,200 words per assignment).
- (3) Completion of a 'Reflective Learning Journal' throughout the programme.
- (4) Completion of a case-study assessment at the end of the programme (to be completed in the University as part of the final session).

The programme is accredited by the University of Limerick as a Certificate in Management (Intellectual Disability), Level 6, National Framework of Qualifications. Students will be required to register with the University of Limerick and pay a fee directly to the University for accreditation purposes.

Programme Supports:

In addition to attendance at the 10-day workshops, programme participants will be provided with a comprehensive course resource pack containing relevant reading materials and programme information.

Course participants will also be able to avail of telephone and email support from programme tutors.

Programme Fee:

The total fee for the Programme is €1950 - University of Limerick:

- Students will be required to register with the University of Limerick and pay the programme fee directly to the University. The fee will be payable in two instalments.
- Full details in relation to this payment will be provided to participants once they have received confirmation that they have been successful in securing a place on the programme.
- It may be possible for participants to complete the programme on a modular basis if desired (over a longer period of time).

Additional Costs:

Participants will be expected to cover their own travel, accommodation and subsistence costs.

Booking:

Please return the completed Booking Form by **14th December 2012** to: jillian.sexton@fedvol.ie

Further Information:

Please contact Jillian Sexton (091) 792316 / jillian.sexton@fedvol.ie

NATIONAL FEDERATION OF VOLUNTARY BODIES

Providing Services to People with Intellectual Disability



***'Managing for the Future:
Building your skills as a Front Line Manager in a Person Centred
Environment'.***

January 2013

To book a place on the '***Managing for the Future; Building your skills as a Front Line Manager in a Person Centred Environment***' programme please complete and return this Booking Form to jillian.sexton@fedvol.ie Please note the following:

- Places will be allocated on a first come, first served basis.
- A minimum number of participants will be required in order for the programme to proceed (approximately 10).
- The closing date for booking places is **14 December 2012.**

Booking Form		
Checklist:	Yes	No
(a) Do you have a minimum of 3 years experience of working in the Intellectual Disability Sector?		
(b) Are you working in a management position?		
(c) Are you committed to completing the training programme and gaining the accreditation?		
(d) Do you have the support of your Line Manager to participate in the programme?		
Name:		
Organisation:		
Position:		
Address:		
Contact Details:	Telephone	
	Mobile	
	Email	

Please outline your Main areas of responsibility:		
Describe your management experience, if any, to date:		
Have you undertaken any Management training undertaken to date? Yes [] No []		
If Yes, Please outline:		
Line Manager: Contact Details	Name	
	Telephone:	
	Email:	
Signed: (Participant)		
Date:		
Co-signed by: (Training Manager/ Human Resource Manager)		