September 2016

"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.

Introduction:

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.

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.

HIQA–National Standards for Residential Services for Children & Adults with Disabilities

Theme 7 of the HIQA standards details organisations obligations to ensure that staff have the skills, experience and competencies required to respond to the needs of those whom they are supporting and that they receive the necessary support and supervision to enable them to perform their job to the best of their abilities. The standards also recognise that as service provision changes and develops over time that the organisation needs to support staff to continuously update and maintain their knowledge and skills and that staff members training needs are monitored on an ongoing basis. In particular standard 7.3 provides that 'staff are supported and supervised to carry out their duties to protect and promote the care and welfare of people living in the residential service'. Particular features to meet the requirements of this standard include:

7.3.9   *Accredited management training is provided to all new managers who manage front-line staff.*

7.3.10   *Managers who supervise staff are provided with training in supervisory theory and practice.*

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 supporting participants achieve their goals. Course assignments are designed to help participants reinforce their learning back into the workplace.'

Mike O'Brien, Course Director and Lecturer, Management Development Unit, Kemmy Business School, University of Limerick

Features of the Programme:

The programme was developed and written by a consortium comprised of 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 inclusion of the features outlined below:

    (i) **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]

    (ii) **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

    (iii) **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

    (iv) **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

(c) **Accreditation:** the Front Line Manager Training Programme (Certificate in Management) is a Level 6 Award on the National Framework of Qualifications (60 ECTS Credits). 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.

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

Tutorial	Main Theme	Tutorial Date
1	Introduction to Programme: MG2101 Management and Leadership PM2042 Reflective Learning Journal	13 September 2016
2	MG2131 Managing Communications	4 October 2016
3	PM2021 Selecting the Team	25 October 2016
4	PM2031 Motivating the Team	15 November 2016
5	MG2152 Case Study Workshop	29 November 2016
6	PM2062 Managing Performance	24 January 2017
7	PM2072 Managing Employee Relations	14 February 2017
8	MG2132 Quality Management	14 March 2017
9	PM2082 Managing Change and Conflict	11 April 2017
10	MG2152 Case Study - Presentation	2 May 2017

Times: 09h00 to 17h00 each day.
Venue: Room S2-08, Schumann Building, University of Limerick

Module Content:

MG2101 Management and Leadership
Key role of front line manager; Managing Time: establishing objectives, setting priorities and scheduling time; Identification of core management skills; Authority, Responsibility and Accountability; Leadership theories and the Concept of Managerial Styles; Essential Skills of effective Leadership; Distinguishing Leadership from Management, also the formal and informal aspects of Organisations.

PM2031 Motivating the Team
Key role of front line manager; Group formation, norms and cohesiveness; Differences between groups and teams; Team roles and characteristics of effective teams; Content and process factors in teams; Motivation, commitment and job satisfaction; Motivational theories and concepts.

PM2021 Selecting the Team
Key role of front line manager; HR Planning & Development; Job Analysis Methods & Outputs; Preparing Job Descriptions & Personal Specifications; Regulatory Environment Influencing Human Resourcing; Sources of Recruitment & appropriate Administrative Systems; Selection Methods & Short-listing; Conducting Selection Interviews; Design, application and management of induction programmes

MG2131 Managing Communications
Key role of front line manager; Communication barriers; Personal and Team based communication; Development of questioning, active listening and assertiveness skills; Communication Dynamics; Construction & Delivery of effective presentations; Sources & construction of written communication and Information Technology and communication.

PM2042 Reflective Learning Journal
The module seeks to empower and challenge students to engage in self-evaluation and reflection by prioritising their learning and development needs**.** Syllabus includes - Introduction to reflection,

prioritising learning and development needs, identifying development needs and opportunities, reflective learning journals, personal development and learning plans. Evaluating the outcomes of reflection.

PM2062 Managing Performance
Key role of the front line manager; Performance management cycle; Setting and measuring objectives; Self analysis of job and personal development reviews; Relating performance and rewards; Managing marginal performance; Active listening and feedback skills.

PM2072 Managing Employee Relations
Key role of front line manager; Framework of employment law in Ireland; Role of third party institutions; Legal aspects of employment practices; Grievance and Disciplinary practices; Conducting fact-finding Counselling/ Disciplinary interviews; Active listening; communication and feedback skills.

MG2132 Quality Management
Key role of front line manager; Defining quality management; Links to mainstream management theory; Contributions of quality management theories and concepts; Methods, tools and techniques of quality management; Hard and soft approaches to quality management; TQM versus business process engineering; TQM and the management of change.

PM2082 Managing Change and Conflict
Key role of front line manager; Environmental triggers for change; Impact of change at the organisational, team and individual levels; Resistance to change and the strategies to overcome such resistance; Organisational culture and climate; Major change strategies and the HRM implications.

MG2152 Case Study
Develop analytical skills in identifying the key management problem(s) depicted within the case study. Apply knowledge and techniques gained across programme modules by solving the key management problem(s) identified. Distribution of case material and briefing session/discussion; in-depth case study on live management problem; Analysis of case and the application of strategies including - team building, problem solving, communication and analytical ability, presentation of findings to programme team, practitioners and peers.

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 within their own organisation or another 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.

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 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 (10 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.

Target Groups: Who?

The programme 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 2016 and will run over 10-days. Participants will be expected to attend all sessions:

Session – Dates	Time	Venue
Session 1: 13 September 2016 **Session 2:** 4 October 2016 **Session 3:** 25 October 2016 **Session 4:** 15 November 2016 **Session 5:** 29 November 2016 **Session 6:** 24 January 2016 **Session 7:** 14 February 2017 **Session 8:** 14 March 2017 **Session 9:** 11 April 2017 **Session 10:** 2 May 2017	09h00 – 17h30	Room S2-08, Kemmy Business School, University of Limerick, 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 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, e.g. €1000 in January and the balance of €950 in August (you can pay in smaller instalments if you so wish (spread out between January and October, by prior agreement with the University of Limerick).
- 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.

Additional Costs:

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

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

`Managing for the Future:

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

Booking Form – September 2016

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 mary.barrett@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 **Wednesday, August 31st 2016.**

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 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)		