

CAPITA

HR Training Directory



Creating better business outcomes together



Capita are specialist providers of HR Advisory, Administration, Payroll, HR Project and HR Training services. We employ over 100 HR professionals in our Consultancy and Training division, the majority of whom are CIPD qualified / part qualified. Our client base includes private and public companies, public sector organisations and central government throughout the UK.

As a national company we have offices throughout the country which ensures that we have a local presence. Our range of HR training courses has been designed to provide practical high quality HR training using real-life examples where appropriate.

All of our courses are delivered by practising HR professionals who work with clients on a daily basis. Our trainers encourage delegate participation, questions and interaction to maximise the learning opportunities for delegates. We are able to offer the following options for delivery:-

In-house Courses

If your organisation has a specific requirement we can deliver any of our courses at your chosen location at a time to suit you.

Benefits:-

- ✓ Cost effective.
- ✓ All delegates can be trained in one session which leads to consistent practice.
- ✓ You can choose the most suitable date, time and location for the training.
- ✓ All delegates will receive the same comprehensive pack which they would have received if they attended one of our pre-planned courses.

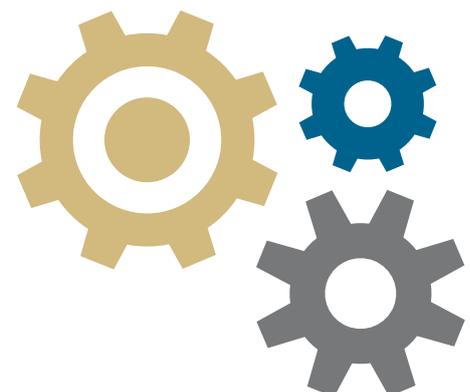
Bespoke Courses

If you are unable to find a course which matches your exact requirements we can work with you to develop a course to suit your precise needs which can then be delivered at your chosen location on a date and time to suit you.

Benefits:-

- ✓ Cost effective.
- ✓ The training will exactly match your requirements.
- ✓ All employees can be trained in one session which leads to consistent practice.
- ✓ You can choose the most suitable date, time and location for the training.
- ✓ Delegates will receive a comprehensive pack including copies of the slides used at the session.

We hope you find our courses of interest but if you have any queries at all please do not hesitate to contact us using the contact details at the end of this brochure.



Our range of training courses:-

Management training

Coaching & Developing Employees

By developing all employees to their full potential an employer is likely to see a number of benefits. It may be possible to fill key roles more quickly through establishing an effective succession plan; employee retention and employee relations may be improved and the employer is likely to develop a more motivated, committed and engaged workforce. This half-day course covers:-

- ✓ Why you should coach staff to improve their performance.
- ✓ A range of different coaching methods.
- ✓ How to develop a coaching culture throughout the organisation.
- ✓ Coaching employees who are content to remain within their current roles.
- ✓ Developing an organisational succession plan.
- ✓ The role mentoring can play.

Communication & Conflict Management

Over half of all HR issues in organisations are in some way related to conflict between employees or between employees and their managers. As a result managers often spend a great deal of time dealing with HR issues which can, in some way, be traced back to conflict within the workplace. If unresolved this conflict can lead to increased absence levels, performance shortfalls or an increase in employment relations issues such as grievances or allegations of bullying or harassment. This course will provide delegates with some tools and techniques to improve communication in the workplace and resolve conflict before issues become entrenched by covering the following in a half-day session:-

- ✓ How to deal with conflict between employees.
- ✓ Identifying effective ways to manage communication and deal with conflict situations.
- ✓ What the barriers to effective communication are.
- ✓ Hints and tips on how to deal with difficult conversations.
- ✓ The role mediation can play in resolving issues.

Conducting Investigations

Whenever you are faced with a breach of discipline or conduct, a grievance allegation or a claim of bullying or harassment it is vital that a full and impartial investigation is carried out before any action is taken against an employee. Often the person tasked with carrying out the investigation is unsure how best to proceed or what they need to do to ensure a fair process. This course will provide delegates with the skills and confidence needed to undertake a thorough and impartial investigation by covering the following in a half-day session:-

- ✓ The roles of the Investigating Officer and Human Resources.
- ✓ Principles of natural justice.
- ✓ How to plan, prepare for and conduct an investigation.
- ✓ Questioning and listening skills.
- ✓ How to deal with resistance or reluctance.
- ✓ Preparing the investigation report.
- ✓ The formal hearing—how to prepare, what to expect & how to present your findings.

Employment Law

Employment Law is an area which is constantly changing and evolving and it can be hard for employers to keep up to date with developments. It is however important that all employers ensure they are up to date with the latest developments in the field to reduce the opportunity for valid challenge and costly employment litigation. This short, two hour annual briefing, usually offered between September and December provides delegates with up to date information around recent and forthcoming legislative changes, explains what impact they have on employers and discusses some interesting cases which have gone to tribunal over the previous year by covering:-

- ✓ Recent employment law changes and how they impact on employers.
- ✓ Forthcoming developments to be aware of.
- ✓ Tribunal news and updates.

Introduction to Management

A first line management role can be a very different experience for employees who have never previously managed others, particularly if they are promoted from within the team they are to manage! This half-day course will provide new line managers, or those who require a refresher, with some effective tips and techniques to help them ensure they are getting the best from their team by covering:-

- ✓ The Performance Management cycle and its importance.
- ✓ How to ensure SMART objectives are set for employees.
- ✓ Key questioning and listening skills.
- ✓ Communicating effectively as a manager.
- ✓ The five a day Management fundamentals.
- ✓ Conflict resolution and basic mediation skills.



Leadership Development & Employee Engagement

Becoming a leader is very different to becoming a manager, there is a need to be much more strategic and to have a vision which others can buy into and follow. This half-day course will help you to identify your own leadership style and look at how you can influence employee engagement as a fully engaged and motivated team can only make the leader's job easier. The session covers:-

- ✓ The difference between leading and managing.
 - ✓ Key leadership skills.
 - ✓ The importance of having a clear vision.
 - ✓ What part culture and emotions play in the workplace.
 - ✓ Leading through change.
 - ✓ How to communicate as a leader.
 - ✓ What makes a successful team.
 - ✓ Key drivers of employee engagement.
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Managers Guide to HR

Managers today have a great deal of responsibility for managing HR matters within their establishments. This half-day course will provide delegates with an understanding of HR best practice, an overview of what the manager's key HR responsibilities are likely to be and an update on employment law as it affects day to day employment matters by covering:-

- ✓ The managers responsibilities when the employment relationship starts including pre-employment checks, the different types of employment contract, making and withdrawing an offer of employment.
 - ✓ The managers responsibilities during the employment relationship including dealing with time away from work e.g. absence or parental leave, managing flexible working requests and managing staff performance.
 - ✓ The managers responsibilities when the employment relationship ends.
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Managers Guide to Payroll

Payroll can be a complex area and any errors can have a significant impact. This half-day course will provide managers with the skills and knowledge to effectively manage their payroll and respond to staff pay-related queries. It is suitable for new managers or administrators who are responsible for payroll in their establishments or those who would like a skills refresher and covers:-

- ✓ Payroll terminology, statutory payments and deductions including calculations.
- ✓ An overview of family leave provisions and employee rights.
- ✓ What tax codes mean.
- ✓ An explanation of National Insurance and contributions.
- ✓ Understanding payslips.
- ✓ Real Time Information and pension entitlements.

Managing Absence

Employee absence has a major impact on all organisations however the likelihood is that all employees will become unwell at some point during their working lives. Managing absence effectively is not about encouraging employees to come into work when they are unwell. It is about encouraging them to take responsibility for their own health and for attending work regularly; supporting them to return to work as soon as they are able; making reasonable adjustments where necessary and dealing promptly and sensitively with long term absence so that the matter is resolved in a timely way. This half-day course covers:-

- ✓ The importance of monitoring absence.
 - ✓ Conducting effective Return to Work interviews.
 - ✓ The most effective methods of tackling long term and frequent short term absence.
 - ✓ How to deal with disability and reasonable adjustments.
 - ✓ Hints and tips to boost confidence in tackling difficult situations or managing absence.
 - ✓ The role of Occupational Health and the Fit For Work scheme.
 - ✓ Make an effective Occupational Health referral.
 - ✓ Planning and managing a phased return to work .
 - ✓ How to move forward if absence levels become unsustainable.
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Managing Capability

Ensuring that your employees perform their roles as effectively as possible to achieve their goals and objectives are the key to managing a successful team. What do you do however when despite your best efforts the person you are managing just doesn't seem to be willing or isn't able to complete their role to the required standard? This half-day course has been designed to help line managers who may be faced with tackling a capability issue within their team and covers:-

- ✓ Distinguishing between conduct and capability issues.
- ✓ Supporting and managing employees through a capability procedure.
- ✓ How to have difficult conversations with staff around their performance.
- ✓ The importance of accurate record keeping.
- ✓ Managing "repeat offenders" and other challenging situations.





Managing Change - Redundancy, Restructure & Redeployment

Managing a redundancy or restructure situation can be challenging, it can divide the workforce, impact on staff morale and cause considerable stress to all those involved including those managing the process. Much of the stress can be caused by uncertainty around legal requirements and the responsibilities of those involved. This half-day course will clarify those issues and provide delegates with the confidence and knowledge to effectively manage a redundancy or restructure exercise within their establishment by covering:-

- ✓ The legal framework and the steps involved in a redundancy or restructure exercise.
- ✓ Planning an effective timeline, including consultation requirements and notice periods.
- ✓ What the consultation process should involve.
- ✓ How to develop and apply selection criteria.
- ✓ The process around "slotting in" to roles following a restructure.
- ✓ Hearing representations, giving notice and hearing appeals.
- ✓ How to move forward following the conclusion of a redundancy or restructure exercise.

Managing Employee Relations – Bullying or Harassment & Grievances

Managing employee relations is one of the most important aspects of a manager's role. Dealing with grievances or allegations of bullying & harassment can be very difficult, time consuming and emotive for all those involved, including those responsible for looking into the allegations. If these issues are not resolved quickly they can swiftly escalate and positions become more entrenched making resolution difficult. This half-day course has been designed to empower managers with the skills and confidence to tackle such issues effectively by covering:-

- ✓ The importance of managing employee relations.
- ✓ When and how to use an informal and formal approach to resolving allegations.
- ✓ Dealing with false, malicious, repeat or trivial allegations.
- ✓ The differences between bullying and managing effectively.
- ✓ How to deal with witnesses.
- ✓ Mediation and conciliation skills.

Managing Mental Health in the Workplace

Around one in six people in the UK are currently dealing with a mental health problem and around 91 million working days a year are lost to mental ill-health. Almost 50% of long term absence from work is due to mental health issues and 43% of Britons say they would feel uncomfortable talking to their employer about a mental health problem. This half-day course will encourage delegates to consider their approach to mental health and how they can support a move to a collaborative and supportive culture in the workplace which removes the stigma often attached to mental ill-health by covering:-

- ✓ The legal framework and the employers responsibilities.
- ✓ Supporting employees who may be suffering from mental ill-health.
- ✓ What the term "mental ill-health" covers.
- ✓ How to consider situations on a case by case basis.
- ✓ Early intervention steps to consider.

Managing Misconduct in the Workplace

All organisations have expectations around the level of conduct they expect from their employees and managers have a responsibility to deal with any breaches of conduct in a fair, consistent and timely manner. It is also important to ensure that if any disciplinary action is contemplated against an employee that a fair process, which is in line with the statutory ACAS code of practice, is followed to protect the organisation from any litigation claims. Before any sanction can be imposed there must have been an investigation into the allegations, the employee must have been given the opportunity to respond, any sanction must be confirmed in writing and the employee given the opportunity to appeal the decision. This half-day course provides managers with the skills and knowledge they require to ensure that a fair process, which can stand up to scrutiny is always followed and covers:-

- ✓ How to avoid misconduct issues arising as far as possible.
- ✓ Identifying misconduct and gross misconduct issues.
- ✓ When to consider dealing with issues informally and when to use a formal approach.
- ✓ Dealing with a suspension.
- ✓ The range of disciplinary sanctions.
- ✓ Managing an appeal.

Performance Management & Employee Appraisals

The Performance Management process should ensure that all employees are working towards the longer term goals and aims of your establishment. It is a key responsibility of managers and needs to be carried out consistently and on an on-going basis to ensure that the process is the same for all employees. Objectives need to be fair, reasonable and SMART; the process should ensure that all employees are treated consistently; supported in an appropriate manner and that reliable documentation is held which can be used to justify decisions if required. This half-day course will ensure delegates have the skills they need to be able to set SMART objectives, conduct effective performance reviews and appraisals, challenge any areas of under-performance and link pay rises to performance if appropriate by covering:-

- ✓ An overview of the Performance Management process.
- ✓ How to set SMART objectives.
- ✓ Conducting effective performance reviews.
- ✓ The importance of providing timely feedback.
- ✓ Managing poor performance.
- ✓ The managers role in helping staff to reach their full potential.

Recruitment & Selection

Recruitment can be seen as a chore, it can be time consuming and there is normally a time pressure to ensure that the replacement is recruited before their predecessor leaves. How do you ensure that you are recruiting the best person for the job whilst still ensuring that you adhere to all your legal responsibilities? The consequences of recruiting the wrong person can be huge in terms of a financial or reputational impact or in management time spent dealing with issues. This half-day course helps you to consider your recruitment process from attraction through to appointment and induction to ensure that you recruit the best candidate for the role by covering:-

- ✓ Your legal responsibilities in terms of equality and the right to work in the UK.
- ✓ The recruitment cycle from identifying a vacancy through to managing probation.
- ✓ How to draft an appropriate advert.
- ✓ Effective interviewing hints and tips.
- ✓ The importance of employment checks.



Employee training

Customer Service

Front line employees are the face of any organisation and by training those employees to provide an excellent service this ensures that they have a common purpose and approach to anyone who contacts your organisation whether the contact is made in person, by phone, email or in writing.

This three hour training course has been designed to support those employees who are the first point of contact in your organisation and covers:-

- ✓ How to make an effective first impression.
- ✓ Telephone skills.
- ✓ Questioning and listening skills.
- ✓ Overcoming obstacles to providing excellent customer service.
- ✓ The relationship between words, tone and body language.
- ✓ Complaint handling.

Equality & Diversity

All employers have a legal responsibility under the Equalities Act 2010 to ensure that the workplace is a non-hostile inclusive environment for everyone. Any breach of these responsibilities can have serious consequences both on and for the employer as well as the individuals concerned.

This two hour training course has been designed to help delegates explore how their attitudes, beliefs and values can be perceived by others and to help them to understand the benefits of a diverse workforce and covers:-

- ✓ The meaning of Equality & Diversity.
- ✓ Protected characteristics under the Equalities Act 2010.
- ✓ What the law says.
- ✓ The different types of discrimination.
- ✓ Who is liable for any discrimination or harassment.
- ✓ The impact on individuals & organisations.
- ✓ Key principles which should be adhered to.

Managing Your Performance

The Performance Management process should encourage all employees to achieve the objectives set for them and support the organisation to achieve its longer term goals. Employees should feel supported, treated fairly, clearly understand the expectations their employer has of them and take personal responsibility for their own training and development.

This short two hour course has been designed to complement the Performance Management & Employee Appraisals half-day course available for managers to ensure that employees clearly understand the process and their responsibilities within it. In turn this should improve the quality and effectiveness of the performance management and appraisal process within the establishment. Topics covered include:-

- ✓ A review of the process and purpose of the performance management process.
- ✓ Employee responsibilities in terms of managing their own performance.
- ✓ Preparing for reviews with line managers.
- ✓ Taking ownership of training and development.
- ✓ How to prepare for the annual performance review.



Booking terms & conditions

Booking

Please complete the booking form which can be found at www.capitahrededucation.co.uk or contact us using the details included at the end of this brochure.

By making a booking you are requesting to reserve a place on a course at the price stated. This request will be subject to acceptance by Capita HR Solutions who will confirm acceptance by email within two working days.

Payment

Course fees must be paid in full upon receipt of an invoice.

Transferring Courses

If you wish to transfer a confirmed booking to a later course date please email training-education@capita.co.uk. We will confirm within two working days whether it is possible to accommodate your request. There is no charge for this service.

Substituting Delegates

You can transfer a confirmed place on a course to a substitute delegate free of charge at any time.

Cancelling Courses

The following charges will apply if you wish to cancel a confirmed course booking:-

+21 working days' notice	NO CHARGE
11 - 20 working days' notice	33% CHARGE
5 - 10 working days' notice	66% CHARGE
4 working days or less	FULL CHARGE APPLIES

Course dates, venues & postponement

Capita reserves the right to alter dates and locations of courses without liability. We may be required to change a course location, course date or postpone a course as necessary. We will endeavour to give delegates as much notice as possible of any such change. If a delegate is unable to attend a course in a revised location or on a revised date we will refund 100% of the fees paid or offer an option to credit 100% of the fees paid against a future course.

Course Outlines

In order to ensure our training keeps up to date with rapid changes in employment law it may be necessary to amend our course outlines from time to time to ensure that they remain relevant at the time of delivery. Capita also reserves the right, where required to change the advertised trainer.



Contact us

To find out more about how we can help transform your HR operations please contact us:



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