



Training Programme

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INFORMATION SERVICE

JANUARY - JUNE 2000

**Eastern Health Board
Training & Development
Dr. Steevens' Hospital
Dublin 8.
Telephone: (01) 6352231/2229**



Training and Development

Introduction

It is the Board's policy to develop its staff by providing them with the opportunity to develop the core skills necessary to perform effectively and efficiently in the workplace. In so doing this ensures that the Board achieves its stated objectives over the short to medium term. Furthermore, in pursuing this policy the Board aspires to develop its staff to meet the challenges of the future.

The Training and Development Section seeks to facilitate the achievement of these policy goals through:

- ◆ Structured training and development programmes;
- Sponsorships for specified third level educational programmes; and
- ◆ Assisting staff with the cost of private study.

Each of these areas is addressed in policy documents developed by this Section and adopted by the Management Team.

The purpose of this booklet is to set out the training and development programmes that will be delivered in 2000. The number of times each programme will be delivered will depend on an assessment of the priorities applying at the time, the available budget, the extent of the demand, the strength of which will help in planning beyond 2000. The list is not exhaustive. Other programmes may be arranged in response to particular needs as they arise.

Programme Details

The following pages set out details of the various programmes that it is intended to deliver in 2000. The objectives that each programme sets out to achieve are stated, as is the target audience.

Each programme will be delivered by professional trainers engaged by the Board for that purpose. It is the policy of the Board that, where possible, each programme has a multidisciplinary mix of participants. Programmes will be interactive and, as previously stated, may involve some project work.

Each programme will be evaluated by asking each participant to complete an evaluation questionnaire. The information that we glean from these questionnaires is vital to ensuring that programmes remain relevant, that they achieve the objectives set, and that the standard of delivery is of good quality. However, the most important evaluation should take place back on the job where the line manager and the participant should establish if the improvement in performance that was agreed between them as their objective has in fact been achieved.

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Procedure

If you wish to participate on one of the programmes set out over the following pages then please follow these steps:

1. Establish that the programme objectives/content are relevant to you and that they represent a training need for you.
2. Discuss the programme and your particular objectives with your line manager. These objectives should be specific, measurable, achievable, relevant, and timed. Try to benchmark your performance now in relation to each objective. This will facilitate evaluation of progress following the training intervention.
3. Take a photocopy of the application form which can be found at the back of this booklet. **Please do not remove or write on the original application form.** You and your line manager should complete the application form, stating on the form the title of the programme that you are interested in. The completed form should be submitted to the Training Officer, Training and Development, Dr. Steevens' Hospital, Dublin 8.
4. Each application will be dealt with in order as received, subject to the need for a multidisciplinary mix on each programme, together with the need for gender balance.
5. At a later stage you may be offered a place on the programme. Please do not take this place unless you and your line manager agree and are committed that you will attend each day of the programme. The Board must still pay if you fail to turn up and, in addition, someone else who would have been prepared to attend the full programme will have been denied a place.
6. Please note that a charge of £50 per day applies to information technology programmes, payable by the Programme or Function.

The training programme will be kept under constant review and may be altered to better reflect the changing needs of the Board. Areas being examined at present include various tailor made specific training & development initiatives which have been proposed by individual service area representatives during 1999.

Help us to help you by contacting our Department and let us know what your real needs are. Your input can help us redefine our understanding of your needs, and thereby facilitate the delivery of more focussed training and development interventions.

Declan Hynes
Senior Executive Officer
Training and Development

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Supervisory Management Programme

For: Front line supervisory staff (e.g., Grade IV, Welfare Home Supervisor, Leading Ambulance Person, Ward Sister, Nursing Officer, and equivalents across disciplines and staff who are not yet supervisors but who, in the opinion of the line manager, displays potential and is at a stage where they would benefit from this programme.)

Objectives:

- To deepen understanding of the role of the supervisor in the workplace and what is expected of them;
- To understand the difference between being a team member and a team leader;
- To deepen understanding of how organisations work and to relate this to the specific context of our Board;
- To develop an understanding of the skills and techniques required for effective supervision;
- To create an awareness of the role of the supervisor in promoting good staff relations and in developing one's staff to enable them to achieve their full potential;
- To enable participants to identify their own and their team's key result areas.

Content may include:

- Problem solving and decision making;
- Motivation;
- Delegation;
- Staff management;
- Performance management;
- Communication.

Duration: 3 consecutive days.

Number of Participants: 20 max.

Middle Management Programme

For: Grade V/VI, Senior P.H.N., Maintenance Officer, Senior E.H.O., Social Work Team Leader, Ambulance Supervisor, Senior Paramedical Staff, Senior Clinical Dental Officer, Education Officer, and equivalents across disciplines, together with more senior staff who may not have been exposed to management development in the past.

Objectives:

- To develop the capacity of middle managers to discharge their key roles in the management structure;
- To deepen understanding of the nature of management, relating this to the particular context of their management role in our Board;
- To create an appreciation of the role of the middle manager in the management of change;
- To arrive at an understanding of the role of the middle manager in managing and developing human resources;
- To explore issues regarding the setting of budgets and the controlling of costs;
- To develop the skills necessary for effective management.

Content may include:

- Understanding the role of the middle manager;
- Leadership;
- Time management;
- Delegation;
- Motivation;
- Handling conflict;
- Decision making;
- Communication skills.

Duration: 3 modules x 2 days (6 days in total).

Number of Participants: 20 max.

Senior Managers Programme

For: Grade VII and higher, and Heads of Discipline.

Objectives:

- To develop an understanding of the managerial role in an Eastern Health Board context;
- To be clear about what effectiveness in this role means;
- To identify how to make strategic use of the manager's time;
- To know how to motivate and lead people to higher levels of performance;
- To improve interpersonal communication and influencing skills;
- To enhance the ability to make more effective decisions;
- To develop performance management skills and the art of giving and receiving feedback;
- To understand how to resolve conflict;
- To develop negotiation skills;
- To develop a better understanding of stress management;
- To briefly explore coaching and mentoring.

Content may include:

- Learning styles;
- Managing people;
- Leadership;
- Motivation;
- Decision making and problem solving;
- Performance management skills;
- Communication skills;
- Conflict handling;
- Negotiation skills;
- Stress management;
- Coaching and mentoring.

Duration: 3 modules x 2 days (6 days in total).

Number of Participants: 20 max.

Clerical Officer Development Programme

For: All Clerical Officers, including temporary staff.

Objectives:

- To provide an opportunity for clerical staff to analyse their jobs;
- To develop skills for improved performance;
- To provide guidance for career development.

Content may include:

- Defining the role and outlining Clerical Officer development options;
- Planning and organising work;
- Becoming more effective in work;
- Working well with others;
- Managing conflict and difficult interpersonal situations;
- Customer awareness;
- Career planning;
- Preparing for, and presenting effectively at, interviews.

Duration: 2 days.

Number of Participants: 15 max.

Presentation Skills

For: Any member of staff who, as part of their duties, is required to make presentations to groups ranging from staff groups, client groups, interest groups, Programme committees, the Board and so on.

Objectives:

- To equip staff with the necessary skills to make effective presentations, using visual aids where appropriate;
- To help staff achieve confidence in making effective presentations;
- To develop the skills for making relaxed and authoritative presentations;
- To enable staff to identify what they do well, and the areas for improvement;
- To identify the pitfalls in making presentations.

Content may include:

- How to overcome nerves and fear of speaking in front of an audience;
- How to tailor the message to the audience;
- How to plan, structure, and prepare the presentation;
- How to make the maximum impact and achieve a positive outcome;
- How to pace and vary the presentation;
- How to prepare and use visual aids effectively;
- How to summarise and conclude a presentation;
- How to identify and develop one's personal strengths and presentation style;
- How to identify areas of presentation style which need to be improved, and how one might go about this.

Duration: 2 days.

Number of Participants: 12 max.

25 + 26 Oct

Effective Report Writing

For: All staff who are required to prepare reports. Priority will be given to staff who are required to prepare reports for submission to senior management, Programme committees, the Board and so on. The types of report range from ad hoc reports on services, annual service plans, to annual reports.

Objectives:

- To develop the report writing skills of managers;
- To raise awareness of the use of language to achieve the purpose for which the report is written;
- To draw attention to the usage of clichés and how to avoid them;
- To develop an appreciation of grammar, and how to make good use of punctuation marks;
- To encourage a writing style that uses the active voice.

Content may include:

- How to order facts and ideas in a logical sequence;
- How to structure the report;
- How to make effective use of summaries;
- How to choose the appropriate language to fit the objectives of the report;
- How to write concisely;
- How to illustrate a point with the use of charts and other imagery, where appropriate;
- How to construct strong sentences that convey definite meaning;
- How to use punctuation for effect;
- How to edit the draft report, at the macro and micro level.

Duration: 2 days.

Number of Participants: 12 max.

Certificate in Health Finance

For: Staff working in the wider finance function or those working in other areas who might require a knowledge of finance or an understanding of the content of financial statements.

Objectives:

- To give participants an overview of the structure and processes of the finance function;
- To familiarise participants with the format and content of financial statements;
- To demonstrate the significance of financial statements and introduce a methodology of interpretation.

Content may include:

- Double-entry book-keeping;
- Preparation of Finance Accounts;
- Adjustments;
- Capital and Revenue Expenditure;
- Bank Reconciliation;
- Control Accounts;
- Correction of Errors;
- Cash Flows;
- Budgeting and Budgetary Control;
- Principles of Costing;
- Developments in Public Sector Accounting;
- Internal Controls;
- Ratio Analysis;
- Value for Money.

Duration: 5 modules x 2 days (10 days in total).

Number of Participants: 20 max.

Retirement Planning Course

For: Staff who are within two years of the official retirement age and their partner or other family member. Staff who would like to start planning for retirement at an early stage are also welcome, together with their partner or other family member.

Objectives:

- To assist staff in preparing for retirement;
- To enable staff to make a smooth transition from working to retirement;
- To provide staff with appropriate information as they approach retirement.

Content may include:

- Approaches to retirement;
- Social Welfare and Health, including Private Insurance;
- Investment and Management of Money;
- Medical Aspects of Retirement;
- Health and Diet in Later Life;
- Legal Aspects of Retirement;
- Superannuation Entitlements;
- EHB Retirement Association.

Duration: 2 days.

Number of Participants: 30 max.

Reception & Telephone Skills

For: Staff working in reception areas and on switchboards.

Objectives:

- To develop effective reception and telephone skills;
- To enhance the quality of customer service provided by reception and switchboard staff;
- To raise the awareness of staff of the need to project of positive image of the Board.

Content may include:

- Appreciating the importance of the role of reception staff;
- Dealing with customers, internal and external;
- How to deal with challenging situations;
- Effective use of the telephone;
- Being assertive;
- Communicating effectively;
- Projecting a professional image.

Duration: 1 day.

Number of Participants: 12 max.

29th Sept 2000

Effective Meetings

For: Staff who are required to participate in formal meetings as part of their work.

Objectives:

- To clarify the purpose for holding a meeting;
- To develop an understanding of the roles of the various participants;
- To consider the principles of effective meetings;
- To enable participants to effectively contribute to the meeting.

Content may include:

- When to hold a meeting and when not to;
- Preparing for the meeting;
- Roles of participants, particularly the Chairperson and the Minute Taker;
- Skills required for effective participation;
- Getting your point across;
- Managing conflict;
- Group decision making;
- Managing time.

Duration: 1 day.

Number of Participants: 12 max.

Customer Service Development

For: All frontline staff

Objectives:

- To develop awareness of customer service requirements;
- To develop skills to deal with difficult customer interactions in a professional manner;
- To be able to handle telephone communications professionally and effectively.

Content may include:

- Your role in customer satisfaction;
- Knowing customer needs and expectations;
- Dealing with customer complaints;
- The telephone as a communications medium;
- Dealing with customers in writing;
- Receiving communications/e-mails.

Duration: 1 day.

Number of Participants: 12 max.

Induction Training for Managers

For: Managers involved with inducting new staff

Objectives:

- To understand the basic principles of conducting training;
- To be clear on the objectives and benefits of structured induction training;
- To be able to impart information to new employees.

Content may include:

- Methods of training – traditional and modern;
- New staff development as an investment;
- Areas to be covered in induction;
- Leading by example;
- Monitoring and control of the induction process;
- Providing feedback to new employees;
- Handling questions and difficulties;
- Individual Action Plans.

Duration: 1 day.

Number of Participants: 12 max.

Microsoft Windows NT & Word '97 Introduction

For: All staff who are new to this package and wish to enhance their skills.
Participants should have a specific learning need identified that they wish to work on during the programme.

Objectives:

- To introduce participants to both the Windows environment and Microsoft Word '97;
- To introduce participants to the major commands and features of MS Word;
- To enable participants to manage the everyday workings of their computer system together with having the confidence to produce professionally finished documentation.

Content may include:

- | | |
|---|--|
| ➤ Windows Desktop | ➤ Word Screen |
| ➤ Menus and Toolbars | ➤ Moving around |
| ➤ Basic Editing | ➤ Selecting Text |
| ➤ File, New, Open, Save and Close | ➤ Moving and Copying, Clipboard, Drag and Drop |
| ➤ Preview and Print | ➤ Format Text |
| ➤ Format Paragraphs – Spacing and Indents | ➤ Bullets and Numbers |
| ➤ Borders and Shading | ➤ Special Characters |
| ➤ AutoCorrect and AutoText | ➤ Tabs and Tables |
| ➤ Page Breaks and Section Breaks | ➤ Drawing |
| ➤ Clipart and WordArt | ➤ Mail Merge |
| ➤ Shortcuts | ➤ Page Formats |

Duration: 2 days.

Number of Participants: 8 max.

Microsoft Word '97 for Users

For: All staff who regularly use this package and who wish to enhance their skills. Participants should have completed the Introduction Course or have an equivalent level of knowledge and skill. Participants should have a specific learning need identified that they wish to work on during the programme.

Objectives:

- To enable participants to make full use of the advanced power and functionality that Word has to offer;
- To expand on the basic skills to increase speed and productivity.

Content may include:

- Shortcut Keys
- Fields
- Labels/Envelopes
- Catalogue
- Section Breaks
- Headers and Footers
- Templates
- Bookmarks
- Cross References
- Macros
- Multilevel Numbering
- Customising Toolbars and Shortcut Keys
- Mail Merge and Conditional Merge
- Tables
- Columns
- Styles & Templates
- Table of Contents
- Captions
- Footnotes and Endnotes
- Document Map
- Master Documents

Duration: 2 days.

Number of Participants: 8 max.

Microsoft Excel Introduction

For: All staff who are new to this package and wish to enhance their skills.
Participants should have a specific learning need identified that they wish to work on during the programme.

Objectives:

- To introduce participants to the major commands and features of Excel;
- To enable participants to feel confident in spreadsheet design, printing, entering formulae, and charting.

Content may include:

- | | |
|--|-------------------------------|
| ➤ Define Microsoft Excel | ➤ Worksheets v. Workbooks |
| ➤ Columns and Rows | ➤ Formatting Cells and Sheets |
| ➤ Create Manual Formulas | ➤ Paste Function Wizard |
| ➤ Currency, Comma, and Percentage
Formats | ➤ Relative v. Absolute |
| ➤ Formula | ➤ Generating Charts |
| ➤ Add New Data to Charts | ➤ Printing and Previewing |
| ➤ Defining a Database | ➤ Data Form and Filter |
| ➤ Sorting Data | ➤ VLOOKUP Function |
| ➤ Outlining | ➤ Subtotalling |
| ➤ Naming Ranges | |

Duration: 2 days.

Number of Participants: 8 max.

Microsoft Excel Advanced

For: All staff who regularly use this package and who wish to enhance their skills. Participants should have completed the Introduction Course or have an equivalent level of knowledge and skill. Participants should have a specific learning need identified that they wish to work on during the programme.

Objectives:

- To enable participants to make full use of the advanced power and functionality that Excel has to offer;
- To expand on the basic skills to increase speed and productivity.

Content may include:

- | | |
|-------------------------------|----------------------------------|
| ➤ Connecting Multiple Sheets | ➤ Create Formulas between Sheets |
| ➤ Using Templates | ➤ Move/Copy/Delete Sheets |
| ➤ Protecting Sheets and Books | ➤ Locking/Unlocking |
| ➤ Passwords | ➤ Print Ranges |
| ➤ Consolidate Multiple Sheets | ➤ Create Links |
| ➤ Text Functions | ➤ Goal Seek |
| ➤ Scenarios | ➤ Pivot Table |
| ➤ Tool Functions | |

Duration: 2 days.

Number of Participants: 8 max.

Microsoft PowerPoint

For: All staff who regularly use this package and who wish to enhance their skills. Participants should be familiar with the Windows environment. Participants should have a specific learning need identified that they wish to work on during the programme.

Objectives:

- To enable participants to create professional electronic presentations.

Content may include:

- The PowerPoint Screen
- Slide Layouts – Title Page
- Work with Levels – Promote and Demote
- Format Text and Bullets
- Create, Delete, Move and Resize Graphic Objects
- Edit the Slide Master
- AutoContent Wizard
- Graphics, Clipart and WordArt
- Colour Schemes and Backgrounds
- Animation and Transition Effects
- Creating a New Presentation
- Bulleted List Page
- Move, Resize Placeholders
- Alignment, Spacing, Tabs and Indents
- Format and Duplicate Objects
- Create and Print Notes Pages and Audience Handouts
- Work in Outline View
- Tables, Bar & Pie Charts, Organisation Charts
- Apply Presentation Designs
- Run a Slideshow

Duration: 1 day.

Number of Participants: 8 max.

Training & Development Section

Dr. Steevens' Hospital, Dublin 8

Course Booking Form

COURSE TITLE: _____

(A) TO BE COMPLETED BY APPLICANT (PLEASE COMPLETE IN BLOCK CAPITALS)

NAME: _____

GRADE: _____

EXACT WORK LOCATION: _____

PROGRAMME/FUNCTION: _____

WORK TELEPHONE NUMBER: _____

I wish to attend the above training intervention. My objectives for attending are:

SIGNED: _____ **DATE:** _____

(B) TO BE COMPLETED BY THE HEAD OF DEPARTMENT OR LINE MANAGER:

I have discussed and agreed with the applicant the objectives set out above. I have undertaken to follow these up with the applicant on completion of the course and will facilitate the application of the learning to the work situation. I have also undertaken to release the applicant to attend the course. I now request that a place be reserved for this person.

SIGNED: _____ **DATE:** _____
HEAD OF DEPT/LINE MANAGER

