



EVH Training and Consultancy Guide



supporting
social
employers

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WELCOME TO EVH TRAINING & CONSULTANCY SERVICES

EVH's training and consultancy services are a flexible, efficient, cost and time effective way to get the maximum return on your training and development investment. Since programmes are held at your premises (or at a venue of your choice) your people don't incur the expense and loss of time associated with travelling further afield.

Why Us?

We take the time to understand your organisation's needs so that the training we offer is focused around your specific requirements to ensure you achieve the results you desire. Our training can also be tailored to specific learning areas and levels of experience of individuals. This makes it much more relevant for your organisation. You gain from a personalised approach which is completely confidential, giving you the freedom to ask questions that you may not be comfortable raising at a public session. Our aim is also to make the training participative, interactive, fun and easy to understand.

You will benefit from training that draws upon a pool of experienced trainers with considerable expertise in the chosen subject areas. Full CVs of the trainers can be supplied on request.

What we offer:

EVH training and consultancy offers:

- **Cost-effectiveness** - you pay per session, rather than per person, giving you a much larger return on your investment.
- **In-house training** – we come to you or agree a mutually convenient location.
- **Extensive** range of sessions covering a wide range of topics.
- **Solutions** that enable managers and those responsible for developing people to build their capability and drive the organisations performance
- **Practical** hands-on approach
- **Flexibility** – we deliver training in a variety of different formats to suit your specific requirements



TRAINING COSTS

Because every enquiry is unique, we will provide you with a cost depending on the length of the session, however the typical cost for a full day is £650 and for a half day £350. VAT is only applicable to non-member organisations and for Consultancies. We can deliver our training sessions in a variety of formats. By providing this flexibility we aim to make the learning experience as useful as possible. We can also incorporate other topics into the training outlines which may be relevant to your organisation. Ideally, the maximum is 15 delegates per session and for larger groups we may need to split these into two sessions.

Short Sessions

These sessions typically last up to 90 minutes and are mainly geared towards governing body members who are not available during the day. These can be slotted in before scheduled evening meetings to make best use of time. Some of our other sessions fall into this category too and they can be held during the day.

Costs

Please note that our prices are per session, rather than per individual, which offers great value for money.

Session Type	Duration	EVH Members Rate	Non-Members Rate
Half Day Sessions	2-3 hours	£350	£490 + VAT
Full Day Sessions	6-8 hours	£650	£910 + VAT
Short Sessions	Up to 90 minutes	£150	£210 + VAT

SESSION OUTLINES

Absence and Attendance

Who is it for?

HR practitioners, line managers or other members of staff responsible for managing employees within their organisation. No prior knowledge of employment law is required. Also suitable for governing body members.

What's it about?

Learn practical knowledge and skills to assist in reducing absence, improving attendance and tackling poor performance in the workplace, including formal actions such as disciplinary procedures. The session illustrates the different approaches that should be adopted when dealing with different types of absences and explains how you should deal with related and unrelated short and long-term absences, disabled employees and unauthorised absences. The training covers:

- attendance and absence levels
- capability, conduct or some other substantial reason
- managing short and long-term absence
- managing disability
- avoiding discrimination
- following company policies and procedures
- obtaining medical evidence
- proposed changes to holidays and sickness absence

Appraisal- 360 degree

Who is it for?

This Consultancy service is suitable for all staff.

What's it about?

Organisations worldwide use 360 degree appraisal (or feedback) to improve the performance of their teams and encourage personal development. The 360 degree approach:

- Helps to support, motivate and develop employees
- Allows individuals to have their perceived performance rated by those with whom they work, including people who report to them, peers, managers, co-workers, customers or clients. All appraisers are anonymous.

Our bespoke 360 degree appraisal system is web-based, secure and entirely confidential. We store data off-site and access is restricted to the people you authorise.

Appraisal for Governing Body Members

Who is it for?

Governing Body members.

What's it about?

We offer a comprehensive Governing Body Members Appraisal service, based on our popular "Great Expectations" toolkit.

Appraisal for Governing Body Members cont'd

We have avoided a "one size fits all" approach. Your organisation will want to get the balance right between encouraging maximum participation and governing body development, while still ticking the right boxes for compliance. Our approach also reflects a big lesson from the best appraisal systems: good self-appraisal approaches and a productive meeting matter more than overly fussy paperwork.

Whether you simply want our DIY pack of forms and guidance, or our more involved assistance with training and/or ongoing support as you develop your own local approach - we are here to help.

We also offer 360 and online versions - which can be particularly helpful when considering the Chair's appraisal.

Appraisal for Managers and Staff

Who is it for?

This session is suitable for all staff tasked with conducting appraisals, as well as appraisees.

What's it about?

All managers expected to carry out performance appraisal should have some training. Ideally this should not just include the skills of performance appraisal – the 'how' to do it – but also encompass the reasons for performance appraisal, or why the organisation does it. Appraisers and appraisees should understand how the process fits into the wider strategic process of performance management and how the information and data generated contributes to the overall business strategy of the organisation. The training involves a mix of interactive exercises and discussion around:

- What appraisal is and why it is undertaken
- The appraisal process
- Self-appraisal
- Forming objectives, targets and standards
- Preparing for the appraisal interview
- Effective questioning and active listening skills
- Performance at work
- Training and development
- Giving and receiving feedback

Appraising your Director

Who is it for?

Office bearers tasked with carrying out the Chief Executive/Director's Appraisal.

What's it about?

In this short session we offer practical assistance for those tasked with conducting the Director/ Chief Executive appraisal and explain:

- Your role in the appraisal process
- What appraisal is and what it should achieve
- The overall benefits for the organisation and the individuals

We also show you sample forms and discuss what's useful and what's not.

Basics of Employment

Who is it for?

This session is suitable for those who need to know and understand the fundamentals of human resource management for use in their day-to-day roles.

What's it about?

The training is comprehensive, interactive and can act as an introductory or refresher session and covers:

- Minimum statutory requirements
- Best practice
- Sector standards
- Contracts of employment
- Salary and terms and conditions
- Employment policies
- Health & Safety
- Whistleblowing
- Personal Relationships at Work
- Support for employers
- Recruitment and Selection
- Achieving business results through your people
- Dealing with workplace conflict

Change

Who is it for?

This session is for any organisation going through change. It is aimed at those people who will have to adapt to new ways of working, and who need to embrace the opportunities that change can bring.

What's it about?

Your organisation is almost certainly having to cope with change right now. For example, changes in the resources available to you, changing demands from your stakeholders, or trying to make your operations as efficient as they can be. The session takes participants through different aspects of change, including:

- Planning and organising
- Effective change management
- Consultation and decision making
- Dealing with resistance, and
- Facilitating a change-friendly culture.

Coaching

Who is it for?

Chief Executives/Directors and Senior Managers.

What's it about?

Sometimes being the lead officer can be a lonely position in an organisation. In challenging economic times it is essential that leaders and managers make key strategic decisions and that related activities are carried out to maximise the organisation's success. We work on a 1:1 basis with Managers to ensure that they have the necessary tools and techniques to encourage and motivate the staff, and to facilitate the development, learning and enhanced performance of Managers.

Discipline and Grievance

Who is it for?

HR practitioners, line managers or other members of staff responsible for managing employees within their organisation. No prior knowledge of employment law is required. Also suitable for governing body members.

What's it about?

Knowing how to apply the law effectively to grievance, discipline or dismissal situations is essential for your organisation. This session looks at how to reduce the risk of disciplinary and grievance cases arising, and how to set the balance between formal and informal interventions when they do occur. We also review the legal issues to be aware of when resolving disputes in the workplace and how to manage problem situations effectively and in line with best practice.

The training covers:

Grievance procedures

- Legal requirements
- Grievance or grumble?
- Understanding and applying your organisation's procedures
- Conducting investigations

Disciplinary procedures

- Legal requirements
- Understanding and applying your organisation's procedures
- Conducting investigations/witness statements/anonymity
- Conducting the disciplinary hearing
- Acting 'fairly' and 'reasonably'
- Natural justice
- The right to be accompanied (and by whom)
- The appeals procedure

Employee Engagement

Who is it for?

Our Employee Engagement and Satisfaction consultancy service is aimed at senior managers with a strategic role who want to develop robust tools for measuring employee engagement.

What's it about?

Employee engagement is now a mainstream part of management thinking. It is generally seen as an internal state of being – physical, mental and emotional – that brings together earlier concepts of work effort, organisational commitment and job satisfaction. Typical phrases associated with strong employee engagement include “going the extra mile”, “feeling valued” and “having a passion for work”.

Our comprehensive consultancy service involves:

- Designing a bespoke questionnaire for your organisation
- Administering a user-friendly and confidential online survey
- Helping managers to analyse the results and devise action plans with their teams.

We supply a guide to interpreting survey results and also a pack to help management teams sell the concept to their staff. The service aims to improve business results by enhancing the level of employee engagement and may also assist in Investors in People accreditation.

Equality and Diversity

Who is it for?

HR practitioners, line managers or other members of staff responsible for managing employees within their organisation. No prior knowledge of employment law is required. Also suitable for governing body members.

What's it about?

This session provides practical tips to help your organisation meet its legal responsibilities. It will take you through current legislation and how it impacts on everyday working life.

The session has been designed to be straightforward and practical and will improve participants' awareness of their own responsibilities relating to equality and diversity.

The training covers:

- direct and indirect discrimination
- protected characteristics and implications for the workplace
- recent case law
- the implications of work and families legislation
- identify the key legal principles which impact on equality and diversity in the workplace
- values and attitudes

Governance Tools

Who is it for?

Governing body members—experienced members and newer recruits alike.

What's it about?

Governing body members make a huge commitment to the organisation and your staff invest a considerable amount of time preparing reports and carrying out governing body's decisions. We can help you review how well your governance arrangements are working—and what you might need to change to make things better. Book any of our Governance tools sessions and you'll get an extensive set of contextual materials and guidance for free. This includes our fairly frank guide to dealing with any tensions between the governing body and your senior officer(s).

Governing Body as Employer

Who is it for?

Governing Body Members.

What's it about?

After a brief refresher about EVH's role and services in supporting social employers, the session provides straightforward guidance on:

- The employment contract
- Legal requirement for written terms and conditions of employment
- Sample policies and procedures
- Managing people

HR Consultancy Service

Who is it for?

Any employer throughout Scotland in the not for profit sector can use the service.

What's it about?

EVH has been providing HR information and advice to members for many years now and it has become apparent to us that some members require significant support beyond that covered by the Service Level Agreement. This typically involves projects, demanding an on-site presence and an involvement in more than providing ad-hoc advice. Examples could include carrying out investigations, HR health checks or working on a change project. It could also involve a one-off piece of work or a regular presence, e.g. a day a week, to act as an in-house HR advisor. We have therefore introduced this additional HR Consultancy service in order to allow us to better meet our members needs.

Induction

Who is it for?

Senior staff who have HR/organisational development responsibilities – either newly appointed, or if you have recently added these areas to your role.

What's it about?

Our service is flexible and designed around you. We will take a run through EVH resources and how these can best be applied to support your work locally. We will also take time to discuss how any of our central arrangements can impact upon local issues you may have to deal with. You get the chance to meet the EVH team and hear a bit about what we all do and how we can help.

Job Evaluation

Who is it for?

Full and Associate members of EVH who wish assistance in aligning jobs to grades, with the exception of senior management posts. We encourage governing body members to seek our assistance in assessing posts at Grades 9 and 10.

What's it about?

We look at:

- How to rate positions within an organisation and arrive at a system to rank these against each other or a central system
- How to identify the correct territory each job will occupy within any salary scale or set of grades.
- For Associate members that don't use the EVH system, we will look at your salary bandings and help clarify where different jobs lie within your organisation's structure.

For each job you want us to look at, we will ask the post-holder to complete a Job Outline form and assess the form. We will then meet on site to discuss the content with the post-holder. We will also carry out further analysis of company or industry sector salaries.

Lone Working

Who is it for?

Employees want to be safe in the course of their work and employers have a moral and legal duty of care to do as much as possible to keep their staff safe. Our Lone worker training equips employees with basic awareness raising and avoidance skills to help them do their job safely.

What's it about?

The aim of the session is to raise awareness of the potential personal safety risks associated with working alone. The session provides delegates with practical solutions to support a safe working environment in a variety of situations.

Pay Bargaining and Negotiations

Who is it for?

Governing Body members (and Senior Managers involved in local bargaining processes).

What's it about?

This short, introductory session is mainly aimed at Governing Body members responsible for salary negotiations. The training covers:

- Pay structures
- Recognition and Partnership Agreements
- Bargaining history and its local impact
- Terms and Conditions
- Future bargaining structures
- Bonus and PRP approaches
- Flexible Reward Systems

Performance

Who is it for?

HR practitioners, line managers or other members of staff responsible for managing employees within their organisation.

What's it about?

Performance management is a must in any business, to co-ordinate individual contributions towards achieving organisational goals. But in many organisations, there is no consistent approach and managers may feel less comfortable with managing and challenging an individual's performance.

This training takes management teams through how to manage performance, with an emphasis on practical solutions and covers:

- What is performance management
- Measuring performance - organisational and individual
- Creating a culture of high performance
- The stick and carrot approach in performance management
- Consistent message in conditioning behaviour
- Whose responsibility is it?

Performance cont'd

- How to approach conversations about underperformance
- Exploring potential reasons for not reaching required standards and ways of addressing them
- The informal and formal process of managing underperformance
- Capability dismissal
- The risks of getting it wrong

Recruitment & Selection Career Development Assistance

Who is it for?

This service offers support to both employers and employees when fixed term contracts end, or when a redundancy situation arises.

What's it about?

It may have been a number of years since a member of staff last had to look for a new job and this situation has come around perhaps sooner than expected. It can be a challenging time for both the individual and the employer.

We will assist individuals with preparing a realistic and practical job search strategy. Our support is based on assessing the skills or resources the person has and can develop, and how to make a successful move onto the next job.

Our service includes:

- Helping employees prepare for future job searches
- Compiling an effective CV
- Developing good interview techniques and skills

Interview Skills

Who is it for?

HR practitioners, line managers or other members of staff involved in the interview process. Also suitable for governing body members.

What's it about?

This training will help you be fully prepared for the interview process and to avoid common pitfalls.

The training covers:

- The legal framework
- Interview preparation
- The structure for effective interview situations
- How to build rapport and relax the candidate
- Communication skills, including listening and body language
- Questioning techniques
- Interview assessment
- Appropriate record keeping and storage
- Appointment and induction for the successful candidate
- Feedback to unsuccessful candidates

Job Applications and Interview Tips

Who is it for?

Mainly Apprentices to equip them for prospective employment.

What's it about?

This half day session provides apprentices with help on job searches, CV preparation, interview skills and possible registration with EVH for temporary work. The session covers:

- How and where to search for job advertisements
- How to apply for vacancies
- How to prepare a CV, or update an existing one
- Providing feedback on CVs
- Interview preparation and company research

Recruitment & Selection

Who is it for?

HR practitioners, line managers or other members of staff involved in the recruitment and selection process. Also suitable for governing body members.

What's it about?

Recruiting fresh talent is critical for all organisations. Recruiting the right people and then providing them with a proper introduction to your business will make a positive difference to your service delivery, staff teams and the organisation.

The training covers all aspects of how to get the best from your organisation's employee recruitment and selection processes, including:

- The key stages of the recruitment process
- Relevant legislation
- Planning and managing the selection process
- Techniques for each stage of the selection process
- Employer Checks
- Appropriate record keeping

Shortlisting Skills

Who is it for?

HR practitioners, line managers or other members of staff involved in the shortlisting process. Also suitable for governing body members.

What's it about?

This session will help participants to learn and improve practical shortlisting skills. The contents include:

- Legislation
- Criteria to consider when shortlisting
- How to assess an individual application
- How to deal with too many applications after shortlisting
- Compiling your interview list
- Keeping appropriate records and storage
- Feedback

Satisfaction Surveys

Who is it for?

All organisations wishing to carry out staff or customer surveys.

What's it about?

Finding out what people think can be really hard—and engaging specialist help can often be very expensive. Help is at hand though—our Satisfaction Survey service offers a very user-friendly web service. Quick, responsive, set up with minimum fuss—bespoke to your organisation and what it is trying to find out.

Stress

Who is it for?

HR practitioners and line managers requiring the skills to manage stress in the workplace.

What's it about?

We discuss how in most work situations some pressure is healthy, but that pressure can turn into stress when a person experiences too much pressure and look at the negative effect of this. This short session covers:

- The theory of stress
- Identification of personal stressors
- Signs and effects of stress
- Developing stress reducing techniques and strategies
- Designing a stress management policy

Succession Planning

Who is it for?

Governing Body Members.

What's it about?

Succession planning is the process of identifying and developing potential future leaders, senior managers, office-bearers, as well as individuals to fill other business-critical positions, either in the short, or the long-term. In addition to training and development activities, succession planning programmes typically include the provision of practical, tailored work experience relevant for future senior or key roles. This short session covers:

- Succession planning: an overview of its importance, function and methodology
- The role of governing body members in setting up a succession planning system
- Forecasting future needs
- Developing the succession planning process
- Regulatory requirements with regard to senior staff recruitment

Training Needs Analysis

Who is it for?

Governing Body members.

What's it about?

The service includes:

- Initial session with the governing body members on appraisal and training needs analysis.
- Survey on training needs analysis and report on the results.
- Survey feedback session, including the overall governing body members' plan and plans for individual members.

The training session goes through the practical steps of analysing group and individual training needs and drawing up training plans. Participants will complete a training needs analysis survey, to help draw up governing body and individual training plans. The survey responses are treated confidentially.

LEADERSHIP PROGRAMMES

The maximum number of delegates is 12 from a mix of organisations.

Leadership for Engagement

Do you feel you are getting the best out of everyone in your organisation? We would like to invite you to take part in this ground breaking Leadership Development initiative delivered in partnership with VR Growth. This programme is aimed at CEO level—the people in the organisation who are setting the culture. On the programme you will work on the tools and processes that will create an environment of engagement in your organisation, and help you get the most out of your people now and in the future.



The programme begins with a one to one session that will help you understand where you and your organisation are in relation to the ideal. We will help you look at your strengths and weaknesses and build a plan that will help find your focus for the programme. This initial exploration is the vital first step in your journey of improvement. There then follows a series of intensive workshops, starting with a 2-day session, followed by a further 6 sessions, which will be held approximately once a month, over a six month period.

The investment for this transformational programme is **£1,595 plus VAT for EVH member organisations.**

Future Leaders

Are you confident that your current or aspiring managers have the skills and attitudes needed to lead your organisation in the future? We would like to offer you the opportunity to have some of your managers attend this proven development programme once again delivered in partnership with VR Growth. The programme will work on developing the management and leadership skills required to get the best out of people now and in the future, and help guarantee the success of the organisation.



Every one of the five sessions is entirely focussed on your manager's learning skills that they will instantly translate into actions in the workplace. These practical sessions will not only involve delegates learning the theory required, but they will work on real situations to cement their understanding. This programme offers incredible value for money at only **£714 + VAT**, however **EVH members benefit from a discounted rate of £595 + VAT**. Either way this offers an incredible opportunity for a programme developing the skills of individuals for future leadership roles.

Everyone agrees Leadership is key today. These programmes give people practical skills that are actually implemented during the programme, giving you and your business immediate benefit.

Over the last 20 years ACS has provided Health & Safety Services to our members, through our partnership arrangement. All sessions include a Certificate of Attendance or an accredited pass certificate where applicable.

Who is it for?

Training is available for all managers, staff members, and Governing Body members.

What's it about?

Recently ACS have invested greatly in developing their training function to meet the needs of members. They now offer over 20 different health and safety sessions, and the Training Matrix provides information on what training courses are available and who they are most suited for. The Matrix, together with detailed training outlines and costs for each course are available to download from our website.

Training can take place either on site or individual delegates can book on to any of the scheduled courses which will be held at ACS's Training Suite in Glasgow.

CONTACT US

In addition to the aforementioned sessions, we can also deliver bespoke training, basically building the sessions which best fit with your needs. If you have any other topics in mind that you don't see in the guide, just get in touch and if we can't do it ourselves we can help source someone who can.

Email Contactus@evh.org.uk or call 0141 352 7435.

To enquire about any of our training sessions or provisionally book via our website, please use the training enquiry form next to each of the topics. Alternatively you can use the Enquiry Form from the Guide itself and submit it by email. All enquiries will be acknowledged by email on receipt of your form.



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Enquiry Form for EVH Training/Consultancy

Please complete the following and return by email, post or fax to:

EVH, 5th Floor, 137 Sauchiehall Street, Glasgow G2 3EW
Email: Contactus@evh.org.uk / Fax: 0141 352 7449

Contact Name:

Organisation:

Address:
.....
.....

Email:

Tel:

Training Session/Consultancy	Preferred Dates	Duration

Please tick which applies:

Members:

Non-members:

The contact person making the enquiry will receive a confirmation email. On completion of any agreed training EVH will invoice your organisation for the appropriate fee. (VAT is only applicable to non-members).

Cancellations

If you cancel your training within 5 working days of the start date of the session, you are liable to pay the full cost of the session.



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