

Managing Conduct and Capability

Many organisations have yet to fully introduce systems to effectively performance manage their staff. Many managers would rather ignore a problem with conduct or capability than deal with it for a variety of reasons. Sometimes it is perceived as the easier approach or managers are not sure what to do and therefore, do nothing.

Many managers see this area as one that they deal with when something goes wrong or when someone is doing their job incorrectly. They therefore miss the opportunity to identify their team members' strengths and to look at ways through which they can develop those strengths further. Performance Management is for some managers something they 'must do' rather than something they 'can and should do' for mutual benefit.

We believe that managing conduct and capability 'positively' can create many benefits for managers, individuals and the organisation itself. We are passionate about changing mindsets on all areas of Performance Management. This course aims to motivate, encourage, introduce and enlighten managers to the 'Gold Medal' potential that the effective management of performance can offer.

The course is highly participative using training techniques, which create impact, accelerate learning, stimulate debate and raise awareness. Delegates learn through doing and reflection. They are supported in their learning journey by trainer led facilitation.

This full day course is aimed at helping organisations and their managers to identify the key elements that ensure the effective management of conduct and capability in the workplace.

The course covers the following key topics:

Why manage conduct and capability?

Here we use a range of activities that allow participants to explore the definitions of conduct and capability from the work perspective. We link the management of these areas to an effective Performance Management system and look particularly at the performance management cycle. It is also vital that managers understand their role and responsibilities in this area not only to meet their organisations needs but that of the law!

The conduct and capability process

Where possible we link this session to the organisations own policies and procedures for dealing with conduct and capability issues, identifying the key elements and points of process. Delegates are encouraged to consider a range of different approaches with facilitators feeding back observations on performance - the key being with any situation requiring performance attention – 'do it quickly and do it right'. We see this feedback as not just covering what has gone wrong but looking at what is going well and what else can be done to further develop and enhance individuals existing skills. It is about creating the right environment to give performance feedback, structuring the meeting, listening as much as telling and identifying a way forward. We advocate a 'train not blame' approach but do not forget the need to outline the consequences of failing to meet the standards required.

Objective setting and monitoring performance

Although often quoted - how many managers actually set SMART objectives? Are objectives linked to actual performance and what evidence is gathered to support what ever type of feedback they wish to give - whether it's positive, negative or developmental? Who keeps records and what should they contain? All these topics are explored in this session.

Preparing for and giving feedback

Most managers are honest enough to tell you that they are happy to give positive feedback but may be not so keen when it comes to negative issues, let alone how they react when they are given feedback from their team members! Here we look at some 'top tips' for handling feedback both formally and informally. We also look at what managers need to do to maintain the review cycle.

Scenarios

Throughout this course we use examples and scenarios to consolidate learning and add realism to what can sometimes seem to be an area that has no direct relevance to the individual. Again, delegates often comment that they hadn't realised what they were expected to do as individuals as they had seen 'Conduct and Capability' as something the organisation should address.

Examples of modules which could be included

- Contract Formation
- Organisation specific policies
- Competency frameworks – getting it right from the outset
- Setting targets and objectives
- Monitoring performance
- Absence/sickness monitoring
- Fair reasons to dismiss
- Conduct – The triple test
- Disciplinary policies and process
- Capability policies and process
- Tribunals
- Investigations
- How to prepare for conduct and capability meetings
- Dealing with difficult interview situations
- Bullying and harassment and other behaviours
- Compromise agreements

If you have a specific requirement which is not covered above please get in touch. We will be able to design something to suit your specific needs.

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<p><i>Purpose of the Course</i></p> <ul style="list-style-type: none"> ▪ To help participants understand the role they play in managing conduct and capability within the work place. ▪ It will introduce managers to the role they can play in designing and implementing an effective performance management system. 	<p><i>Key Topics</i></p> <ul style="list-style-type: none"> ▪ Identifying the key elements to effectively manage conduct and capability. ▪ Evaluating performance. ▪ Implementing/amending a conduct and capability system. ▪ Managing performance – the cycle. ▪ 1:1's planning, preparing and undertaking for feedback on performance, conduct and capability. ▪ Annual reviews and development plans. ▪ The managers' role and responsibilities.
<p><i>Objectives</i></p> <p>By the end of this course participants will be able to:</p> <ul style="list-style-type: none"> ▪ Outline the elements that make up the conduct and capability process. ▪ Identify the methods that can be used to implement new and amend existing performance management systems. ▪ Use a range of methods to review and evaluate conduct and capability via a performance management system. ▪ Use a structured approach to 1:1 feedback of performance to team members including the production of Personal Development Plans. ▪ Understand their responsibilities as managers when dealing with conduct and capability. 	<p><i>Learning Methods</i></p> <ul style="list-style-type: none"> ▪ Highly interactive and probably not what the delegates will be expecting of this subject! ▪ Accelerated learning techniques are used throughout, to enhance understanding by doing and reflecting. ▪ Case studies and scenarios bring realism to the event. ▪ Tutor input, group discussion, practical exercises and the sharing of experiences from the workplace.