

2010 Local Government Training Calendar



local-government-training.com

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Writing Council Reports

* Half-day Program

Overview

It is through our reports to Council that we have the opportunity to shape and influence the decisions and direction of Council.

Preparing effective reports for Council requires good use of grammar, a clear and concise writing style, presenting accurate and objective information and framing conclusions and recommendations appropriately. Topics covered in this four hour session include:

- How Council and Committee reports are used – a user perspective
- Constructing a Council report, eg understanding purpose, considering the audience and context, not introducing new content into a conclusion, referencing
- Providing a balanced view in report preparation and presentation
- Use of grammar, (key points and avoiding common mistakes)
- Writing in the third person, and to an appropriate level of formality

Program Outcomes

By attending this training staff will be able to:

- Create report in accordance with the Councils template
- Provide a balanced and politically neutral view in the report
- Write in the appropriate style (eg. third person, to an appropriate level of formality and the pitched at the right level).
- Write reports which provide information for Council's decision making process

Training Options

This session is available either as an in-house program or public session.

For further details, to make an enquiry or to register:

Ph 1300 889 118

Email enquiries@local-government-training.com

'Excellent course with Local Government emphasis particularly valuable'.

Participant feedback 'Council Reports' training

Business Writing for Local Government

Overview

For many people the style of writing they have been taught is very different from the business writing style that is needed to communicate effectively in Council. This session will help participants to more effectively communicate through the written medium in a business environment, whether through reports, emails or letters.

By attending this program staff will learn how to:

- Communicate more effectively through written words by constructing clear, concise and accurate documents appropriate to their purpose
- Avoid common grammatical and style errors, often the source of feedback from managers and other readers
- Prepare including planning, researching and writing reports, letters, emails etc.

Program Outcomes

By attending this training staff will be able to:

- Write in a more concise, business style
- Use grammar and punctuation correctly
- Avoid common grammatical and style errors, often the source of feedback from managers and other readers

Training Options

This session is available either as an in-house program or public session.

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"I think I am a pretty good writer so I have to admit I was dubious about this. I was wrong. I enjoyed it and learnt a lot"

Participant feedback 'Business Writing' training

Working with Difficult Customers

Overview

As a result of the personal 'equity' that customers have in many of the issues that cause them to interact with Council it is not uncommon for these interactions to be emotionally charged with customers becoming confrontational, abusive and even threatening.

There are a number reasons conflict may reach this stage. Sometimes this results from the customer not understanding or accepting Council's decision. Sometimes the customer takes the frustration of a 'bad day' out on Council staff. Sometimes staff haven't effectively communicated or shown empathy with the customer's situation.

Handling the situation ineffectively can have significant implications for customer service, as well as leaving staff frustrated, stressed, 'shaken and stirred'.

Benefits for Staff

By attending this program staff will-

- Understand the dynamics of difficult customers and dangerous situations
- Learn techniques to assertively communicate advice and decisions to deal with conflict while representing the Council appropriately
- Learn techniques to diffuse aggressive, abusive and threatening situations
- Know when to offer a solution, negotiate an alternative or walk away

Please note: Contact us for details of dedicated sessions of this training for a range of functional areas including libraries, building and planning and regulatory functions.

Training Options

This session is available either as an in-house program or public session.

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Ph 1300 889 118

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*'I loved it – I thought I would never say that about training!
Excellent speaker with great presentation and ability to impart information in a timely & informative manner'*

Participant feedback 'Difficult Customers' training

Customer Service: Communicating with Style

* Half-day Program

As Customer Service staff, communication is at the heart of what we do.

While accountants have calculators and labourers have spades and shovels for Customer Service staff our 'tools of trade' are our communication skills.

What we say and don't say. How we use our tone and body language. How we use our emotional intelligence, empathy and understanding.

This program is relevant to all staff in Local Government working with Customers.

Delivering a Customer Experience in Local Government

* Half-day Program

Customer service in Local Government is unique for many reasons. In particular the nature of some functions performed by Council such as compliance and enforcement of regulations and legislation means that sometimes we have to say 'no' to a customer – something private enterprise organisations would rarely do.

The frontline in Local Government can be quite a battlefield. In the heat of 'battle' and over time, one campaign after another, it is not surprising that many people lose sight of the fundamentals of great customer service.

Training Options

This session is available either as an in-house program or public session.

For further details about either course please contact us:

Ph 1300 889 118

Email enquiries@local-government-training.com

*'The trainer was excellent –
a real inspiration'.*

Participant feedback: 'Problem Solving' training

Interpersonal Effectiveness

Success in Dealing with Difficult People

Overview

This workshop deals with both proactive and reactive techniques for interpersonal effectiveness from effective communication, developing relationships, understanding what motivates others to managing conflict without destructing relationships and dissolving opportunities.

The focus of this program is not accepting others, (though some understanding of why they are difficult is important), but rather the use of practical techniques and strategies that will enable staff to overcome these difficulties – to either work with, around or through difficult co-workers.

Apart from being frustrating to work with and making the work environment less than pleasant, the difficult co-worker can make it difficult for us to get our job done in a timely and effective manner.

Difficult co-workers can take many forms including:

- People who are unhelpful and almost always say 'no'
- People who are apathetic, wont get involved and say 'It's not my job'
- Co-workers whose procrastination and their inaction impacts *your* ability to do *your* work
- People who constantly complain and who consistently reject new ideas yet offer little positive input
- Co-workers who are argumentative and crave conflict
- Co-workers whose communication skills have the 'subtly of a sledgehammer'

This session will introduce participants to the principles of effective interpersonal skills including:

- Techniques for developing effective relationships with 'critical' others – your manager, colleagues, stakeholders
- Understanding differences in personalities, motivators and work preferences to work more effectively with others
- Influencing skills
- Effective communication techniques

Training Options

This session is available either as an in-house program or public session.

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*'Very informative and tailored.
Good mix of groupwork,
discussion and presentation'*

Participant feedback 'Interpersonal Effectiveness' training'

Managing Conflict

Overview

The ability to manage conflict effectively is not only a key 'success' skill but also a necessity when dealing with others. Ineffectively managing conflict can lead to ineffective or damaged relationships, destructive behaviours and damaged reputations.

Participants will be able to apply the principles learnt and skills developed in this training through interactions with colleagues and customers to assist them to minimise the potential for conflict and when conflict does occur, to handle it constructively and positively.

Topics include:

- Identifying and understanding the root causes of conflict
- Working through the conflict process – steps and stages, including conflict antidotes and breaking through resistance
- Simple but effective tools to resolve conflict
- Managing conflict when it cannot be resolved
- Handling frustration and anger in difficult and awkward situations
- Leaving stress and anxiety resulting from conflict at work

Benefits for Staff

As a result of attending this training participants will:

- Understand the dynamics of conflict situations
- Be able to communicate advice and decisions effectively to avoid problems
- Have the skills to diffuse aggressive, abusive and threatening situations
- Deal with the situation in an appropriate time frame
- Know when to negotiate a resolution or walk away
- Aim for a 'win-win' outcome in managing conflict

PLEASE NOTE: This session deals with conflict in a generally. We also conduct training tailored to conflict with difficult customers.

Training Options

This session is available either as an in-house program or public session.

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'Excellent course that covered key topics in a short time'.

Participant feedback 'Conflict' training

The Effective Team Leader

Essential Skills and Strategies for Success

Overview

There are many challenges the Team Leader must confront including adopting a holistic approach to their work, managing themselves and others, developing effective relationships and in some cases supervising staff the Team Leader previously worked alongside.

Research shows the successful team leader operates across 6 critical areas for success:

- 1) Managing people
- 2) Managing the team environment
- 3) Managing performance
- 4) Managing tasks
- 5) Managing self
- 6) Leading the team

This session, structured around these 6 dimensions, is designed to equip team leaders and potential team leaders or supervisors with a foundation of fundamental skills and strategies to operate effectively in achieving organisational, team and individual objectives.

Benefits for Staff

By attending this training participants will obtain:

- A greater understanding of the role and challenges of the Team Leader
- Knowledge and skills in key areas of supervisory responsibility
- Strategies for being successful as a Team Leader
- A foundation for future development as a Team Leader or Manager

Training Options

This session is available either as an in-house program or public session.

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*'Practical. Relevant.
Interesting. Fun'.*

Participant feedback from 'Team Leader' training

THE NEW TEAM LEADER:

Transitioning From Team Member to Team Leader

Benefits for Staff

As a result of attending this training participants will:

- Have a greater understanding of the role and functions of an effective Team Leader
- Develop skills and learn strategies to assist them in meeting the challenges Team Leaders face in this transition.

Overview

The program is designed to equip employees progressing from a Team Member to Team Leader role with a foundation of skills and knowledge to assist them in adapting to and performing in their new role.

Topics include:

1. The Role of the Team Leader

- Achieving Council performance standards, policies and procedures
- Building and developing an effective team
- Assigning work, delegating and driving performance and continuous improvement

2. Challenges in Transitioning From Team Member to Team Leader

- Overcoming resistance of team members - earning credibility and respect
- Keeping professional distance
- Understanding and working with the scope of authority
- Handling performance issues including poor work performance, lateness and absenteeism

Training Options

This session is available either as an in-house program or public session.

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'I expected this to be another boring course but it was quite the opposite!'

Participant feedback from 'Team Leader' training

Managing Staff Performance

Overview

Those who supervise staff often cite managing staff performance as the most important part of their job – but equally the part of their job they find most challenging and most ill equipped to handle effectively.

There are a number of fundamental principles and techniques for effective performance management that this training is designed to impart.

A range of both proactive and reactive strategies will be explored to deal with performance in all its forms – from ‘great’ performance through to poor performance and issues associated with this such as poor work standards such as absenteeism, lateness etc.

This session will also address how to successfully work with performance management systems including how to conduct performance appraisals.

Topics

Topics include -

- Overcoming employee fear, resentment and defensiveness relating to the performance management process
- Creating an environment of trust and open communication
- Establishing performance goals and expectations with employees
- Having employees ‘own’ their performance - providing employees with equity in their performance objectives
- Monitoring performance
- Providing feedback about performance whether good or bad.

Training Options

This session is available either as an in-house program or public session.

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Contact us

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The Performance Formula™

Overview

The principle of The Performance Formula™ proposes that there are 5 critical elements that must be in place to get great performance from people.

The principle is as follows:

- People need to know what is expected of them to be able to perform to the desired standard
- People need to have the required skills and knowledge to be able to do what is required and expected of them
- People need feedback about their performance whether it be good or bad
- People need to have the motivation to perform
- People need the opportunity to perform and achieve

The Performance Formula™ is at the heart of all interactions between people.

The principles of the Performance Formula™ extend beyond just work relationships and apply to many of the relationships we have with others in life.

It is food for thought – it will change how you interact with people, how you deal with colleagues and how you manage staff.

Benefits for Staff

By attending this program staff will-

- Understand the critical 5 elements that collectively contribute to getting great performance from people
- Understand why people perform the way they do. Improve your ability to get things done through other people - and have it done to the standard you require

Training Options

This session is available either as an in-house program or public session.

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Ph 1300 889 118

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'An innovative way to look at staff performance... really got me thinking about new ways to manage my staff.'

Participant feedback from 'The Performance Formula' training

Managing Time & Priorities

The ability to manage time and priorities is one of the most valuable skills in work and in life.

This session will empower participants with the knowledge, skills and motivation to manage their time both more effectively and more efficiently.

This training is designed to produce 'next day results' by providing participants with tools and techniques for successful time management and the opportunity to examine these in the context of their own environment. Topics include:

- Understanding factors influencing our ability to manage time and what to do about them
- Goal setting, planning and organising
- Managing multiple tasks and competing priorities
- Techniques and tools for time management

Benefits for Staff

By attending this program staff will learn how to:

- Manage time *effectively* eg planning, prioritising, scheduling etc
- Manage time *efficiently* eg how to deal with interruptions, overcome procrastination, manage paperwork etc.

This program is suitable for anyone who wants to get greater control over their workload, work more effectively and efficiently, set and achieve goals and be less stressed by 'too much to do and too little time'.

Training Options

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*Time is the scarcest resource
and unless it is managed
nothing else can be
managed.*

Peter Drucker, Management Author

Negotiating Skills

Successful mediators and negotiators achieve results through effective preparation and employing a range of flexible strategies designed to take advantage of opportunities without damaging relationships.

This session will explore principles and strategies for effective mediation and negotiation including-

- Preparing for a negotiation – determining what you want (and don't want)
- Understanding the dynamics of negotiations including bargaining power
- Communicating what you want
- Reducing emotional investment in negotiations
- Understanding different negotiation styles and tactics
- Mediating between negotiating parties to achieve win-win outcomes

In-house Programs

An in-house program provides the opportunity to have this training program tailored, at no cost, to address specific needs or issues staff are experiencing, or to communicate a specific message the Council wants to convey.

Contact us

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Project Management

Planning, Executing and Evaluating Projects

Overview

This program will provide participants with skills in planning, executing and evaluating small to medium-sized projects, assisting Council staff to deliver projects on time and cost, meet project objectives and report on project outcomes. Accordingly this session is suitable for both staff with individual responsibility for projects and those leading or working as part of a project team.

Topics

Topics include:

- Establishing project parameters, objectives and identifying stakeholder needs
- Project planning including documenting project plans
- Managing project considerations – risk, quality, finance etc.
- Potential problem identification, analysis and contingency planning
- Leading/facilitating or working with a defined project team or other contributors
- Managing project implementation and execution challenges
- Evaluating and reporting on project outcomes

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Developing High Performance Teams

Teams develop into high performance teams when they focus on team processes, how the team works, relationships within the team, how the team interacts with the rest of the organisation and the roles team members perform which ultimately link what the team does with the strategic direction of Council.

High performance teams don't just happen by bringing a group of people together and calling them a team, no matter how well skilled and capable they may be.

This session will focus on the 'how to' of developing high performance teams including-

- The characteristics of high performing teams
- Strategies for building high performing teams
- The leader's role in leading, developing and sustaining a high performing team
- Team member's role in a high performing team
- Avoiding the dysfunctions of teams.

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Developing Teams & Teamwork

What Individuals Can Do To Help Make Their Team Great

Benefits for Staff

By attending this program staff will explore:

- The ingredients of high performance teams
- Strategies for developing their team into a high performance team

Overview

Teams develop into high performance teams when they focus on team processes, how the team works, relationships within the team, how the team interacts with the rest of the organisation and the roles team members perform which ultimately link what the team does with the strategic direction of the organisation.

High performance teams don't just happen by bringing a group of people together and calling them a team, no matter how well skilled and capable they may be.

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- The leader's role in leading, developing and sustaining a high performing team
- Team member's role in a high performing team
- Avoiding the dysfunctions of teams

Training Options

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Coming together is a beginning.

Keeping together is progress.

Working together is success.

Henry Ford, founder Ford Motor Company

Presentation Skills

Overview

Surprisingly, nervousness and anxiety are fears common to both the inexperienced and experienced presenter. What separates them is the ability to overcome this fear, prepare solid content and deliver this in a convincing, confident manner. These are skills that can be learned and applied by everyone.

Benefits

This session will provide participants with effective techniques for public speaking and delivering presentations. Topics include:

- Determining content and structure appropriate to the presentation's purpose
- Using techniques to deliver a powerful and engaging presentation that will capture and hold the interest of an audience
- Engaging the audience and responding to questions
- Prepare presentation content and structure
- Minimise and control nervousness and pre-talk anxiety
- Use voice, language and body language to deliver a powerful message effectively.

In-house Programs

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Managing Stress

A demanding workload, competing priorities, interactions with difficult customers and colleagues and sometimes simply too much to do with too little time are common stressors.

The impact of these stressors on health, productivity and job satisfaction stands as one of the most significant 'people' issues for Councils and their staff today.

The objectives of this program are to assist staff to recognise the contributors to stress and tension, develop strategies to manage these stressors and ultimately leave stress, tension and anxiety from work – at work. Topics include:

- Understanding stress & stress reactions
- Identifying & understanding stressors
- Action planning techniques for *avoiding* & managing stressors
- Dealing with stressful situations & confrontations (critical incidents)
- Action planning for managing stress on an on-going basis
- Supporting work colleagues in dealing with their stress

In-house Programs

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Making Meetings Meaningful

Benefits for Staff

This program will assist participants to effectively conduct meetings, including both internal and external meetings, with other Council staff, community groups or other stakeholders of Council.

By attending this training participants will learn:

- How to gain greater success from their meetings, by effectively planning and managing meetings
- How to facilitate and promote discussion among meeting participants
- How to undertake group-based problem solving and decision making in a meeting
- How to use meeting agendas and minutes to support effective meetings
- How to manage conflict / a divergence of opinions in meetings
- The nature of consultation and the distinction between participative decision making and information sharing

Overview

This training emphasises 'components for success'. That is, linking meeting purpose with meeting outcomes and the processes and skills required to achieve this link including:

1. Processes

- Planning (including meeting objectives and meeting preparation, eg agendas)
- Conducting meetings
- Evaluating meeting outcomes
- Consultation / information sharing

2. Skills

- Facilitating and managing discussion / participation
- Managing diverse opinions and conflict within meetings
- Assertive communication skills (including how to communicate in a non-aggressive manner)
- Facilitating group-based problem solving or decision making

In-house Programs

An in-house program provides the opportunity to have this training program tailored, at no cost, to address specific needs or issues staff are experiencing, or to communicate a specific message the Council wants to convey.

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Occupational Health Safety & Welfare

We provide a range of Occupational Health and Safety (OHS) training programs including:

General OHS Awareness

Either as an introduction to or refresher for participants, this session will present fundamental responsibilities and principles of OHS&W management including:

- Responsibilities of employers and employees under legislation
- An overview of the legal framework and key legal requirements
- General principles for effective OHS&W management

OHS&W Fundamentals

This session will assist managers and team leaders to meet the Council's OHS obligations and manage OHS in their team. Topics include:

- An introduction to OHS&W including why managing OHS&W is important
- Legal responsibilities of employers & employees
- Identification, assessment and control of hazards
- Accident prevention and investigation
- Continuous improvement in OHS&W
- Managing OHS&W of staff

Risk Assessment

This session will assist participants in conducting risk assessments including:

- Risk assessment requirements under legislation
- Understanding the principles of risk assessments – the 'how to'
- Assessing risk – the risk equation – and using the hierarchy of controls
- Using risk assessment as the basis for continuous improvement in OHS&W

Accident Investigation

This session will assist participants in:

- Conducting thorough accident and near miss investigations
- Incorporating hazard management processes – identification, assessment and control in accident investigation
- Using the hierarchy of controls
- Implementing countermeasures to prevent recurrence

Any of these programs can be tailored at no cost to meet the specific needs of your Council, department or team.

Other Training Programs

Leadership and Management

- Leadership Fundamentals for New & Aspiring Local Government Leaders
- Scenario Planning
- Conducting Performing Appraisals for Managers
- Scenario and Strategic Planning for Teams
- Performance Coaching and Feedback Skills

General Skills

- Making Meetings Meaningful
- The Art of Effective Communication
- Assertiveness & Conflict Management Skills for Women
- Facilitation Skills
- Using Email Effectively
- Train the Trainer / Training Small Groups

Customer Service

- Front Counter Management
- Internal Customer Service Skills
- Continuous Improvement in Customer Service

Local Government

- Dealing with Difficult Customers in the Library
- Dealing with Difficult Customers in the Planning and Building Environment
- Dealing with Difficult Customers for Regulatory Staff
- Project Management for Local Government Engineers & Works Managers
- Negotiating & Managing Service Contracts
- Consulting with the Community
- Policy & Best Practice Initiatives
- Writing Council Reports