



Individual stylised financial and  
professional development training  
programmes for  
Health Service Employees



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## Why Choose Capricorn Training?

No one can over-play the importance of good financial control and sound resource and staff management skills within the NHS. Our modules help the finance professional, service managers and nurses alike, in developing skills to deliver high quality health care, at an affordable price.

## About The Trainers

Matthew Jones is a CIPFA qualified accountant who has spent his entire career in the NHS Finance Function. Since graduating from the NHS National Financial Management Training Scheme, he has gained considerable experience at a senior level in both secondary and primary care. Matthew's passion for training started with the development of courses for non-Finance managers, which over the years he has updated and runs through this company. He also assists with the Finance Staff Development (FSD) programme and the Graduate Training Schemes.

Garry Court is a registered nurse and has a wealth of experience within the acute hospital setting in developing staff to deliver high quality care, at both senior nurse and manager level.

## A Different Approach

Both Matthew and Garry believe in shared learning experiences. Their approach to delivering the outlined modules is to '*make things memorable*,' based on the premise that people learn more effectively if they enjoy the experience. This is especially important when dealing with a subject matter which is generally perceived to be boring or rigid, such as accountancy.

## Tailor Made and Value for Money

We recommend initially that Matthew comes to your organisation and designs a course specific to your needs. This course can then be repeated as often as you require.

Our fees are a flat daily rate for time, travel and the materials used. You simply book the number of days training that you require, and we will work with you to design a training programme to cater for your requirements.

We differ from many other training companies, as we charge on a '*per day*' basis, and not per delegate, and work with you to keep costs to a minimum by using resources that are local to you.

Comparable modules provided by other training companies can cost in the region of £350 per day per delegate, with additional travel and accommodation costs.

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## PART ONE - FINANCIAL TRAINING

### Introduction

Each of our Finance courses has been carefully designed to best reflect the needs of the NHS manager. The emphasis is very much on making the day fun and memorable.

The following are quotes from previous delegates on our modules/ courses taken from our feedback/ evaluation form:

Estates Manager	<i>"I didn't want to come today, but I was told by my manager that I had to attend. Finance courses are normally very dull.. today however I have really enjoyed myself and I reckon I've learnt something along the way too."</i>
Senior Staff Nurse	<i>"I really enjoyed myself when I thought I wouldn't.."</i>
Senior Registrar	<i>"The balance between teaching and small group work was very good.."</i>
Clinical Services Manager	<i>"He (Matthew) actually made finance seem fun and interesting.."</i>
Clinical Nurse Manager	<i>"Easy to communicate with presenter and within the group – sharing ideas and experiences.."</i>
Ward Sister	<i>"Excellent Introduction to budget management.."</i>
Ward Manager	<i>"Very informative and enjoyable day.. something for everyone.."</i>
Ward Sister	<i>"Excellent – Just the right amount &amp; level.. will now feel more confident talking to my finance manager about setting my own budget.."</i>

### Finance Modules Available

1. *The Effective Budget Manager*
2. *Writing Winning Business Cases*
3. *Introducing Capital*
4. *Improving Financial Controls in the NHS*
5. *Capital Accounting for Finance Staff*
6. *Get Refreshed*

## 1. THE EFFECTIVE BUDGET MANAGER

<b>Objective:</b>	To train existing and potential service managers with the skills needed to be successful budget holders
<b>Who Should Attend?</b>	<ul style="list-style-type: none"> <li>• Existing managers with budgetary responsibilities</li> <li>• Potential managers with budgetary responsibilities</li> <li>• Management Trainees</li> <li>• Finance Trainees</li> <li>• Management Accountants</li> </ul>
<b>Topics Include:</b>	<ul style="list-style-type: none"> <li>• Accounting Jargon</li> <li>• Finance in the NHS</li> <li>• Different types of budget</li> <li>• How a budget is set</li> <li>• How to manage your budget</li> </ul>
<b>Course Format:</b>	<ul style="list-style-type: none"> <li>• Presentation</li> <li>• Workshop Sessions</li> <li>• Games</li> </ul>
<b>Course Duration:</b>	One Day
<b>Maximum Number of Delegates:</b>	Nine (9)

## 2. WRITING WINNING BUSINESS CASES

<b>Objective:</b>	To train managers who are required to write business cases to further the service they are managing
<b>Who Should Attend?</b>	<ul style="list-style-type: none"> <li>• Existing service managers</li> <li>• Potential service managers</li> <li>• Management Trainees</li> <li>• Finance Trainees</li> <li>• Management Accountants</li> </ul>
<b>Topics Include:</b>	<ul style="list-style-type: none"> <li>• When to write a business case</li> <li>• How to write a business case</li> <li>• Practical example of writing a business case</li> </ul>
<b>Course Format:</b>	<ul style="list-style-type: none"> <li>• Presentation</li> <li>• Worked example of writing business cases</li> </ul>
<b>Course Duration:</b>	One Day
<b>Maximum Number of Delegates:</b>	Nine (9)

### 3. INTRODUCING CAPITAL

<b>Objective:</b>	To help staff understand the difference between capital and revenue, and to train them in managing a capital programme
<b>Who Should Attend?</b>	<ul style="list-style-type: none"> <li>• Existing managers with budgetary responsibilities</li> <li>• Potential service managers with budgetary responsibilities</li> <li>• Management Trainees</li> <li>• Finance Trainees</li> <li>• Management Accountants</li> </ul>
<b>Topics Include:</b>	<ul style="list-style-type: none"> <li>• What is Capital?</li> <li>• Where the Money Comes From</li> <li>• Capital Charges</li> <li>• Funding Options</li> <li>• Business Cases</li> <li>• Investment Appraisal</li> </ul>
<b>Course Format:</b>	<ul style="list-style-type: none"> <li>• Presentation</li> <li>• Workshop session</li> </ul>
<b>Course Duration:</b>	One Day
<b>Maximum Number of Delegates:</b>	Nine (9)

### 4. IMPROVING FINANCIAL CONTROLS IN THE NHS

<b>Objective:</b>	To train existing and potential service managers with the skills needed to ensure tight financial controls are adhered to
<b>Who Should Attend?</b>	<ul style="list-style-type: none"> <li>• Existing managers with budgetary responsibilities</li> <li>• Potential service managers with budgetary responsibilities</li> <li>• Management Trainees</li> <li>• Finance Trainees</li> <li>• Management Accountants</li> </ul>
<b>Topics Include:</b>	<ul style="list-style-type: none"> <li>• Budget Setting &amp; Control</li> <li>• Financial Risk</li> <li>• Benchmarking</li> </ul>
<b>Course Format:</b>	<ul style="list-style-type: none"> <li>• Presentation</li> <li>• Workshop session</li> </ul>
<b>Course Duration:</b>	One Half Day
<b>Maximum Number of Delegates:</b>	Nine (9)

## 5. CAPITAL ACCOUNTING FOR FINANCE STAFF

<b>Objective:</b>	To train junior accounts staff in the differences between capital accounting and revenue accounting
<b>Who Should Attend?</b>	<ul style="list-style-type: none"> <li>• Management Accountants</li> <li>• Finance Trainees</li> </ul>
<b>Topics Include:</b>	<ul style="list-style-type: none"> <li>• What is Capital?</li> <li>• The Asset Register</li> <li>• Capital Charges</li> <li>• FRS 11</li> <li>• Business Cases</li> <li>• Investment Appraisal</li> </ul>
<b>Course Format:</b>	<ul style="list-style-type: none"> <li>• Presentation</li> <li>• Workshop session</li> </ul>
<b>Course Duration:</b>	One Day
<b>Maximum Number of Delegates:</b>	Nine (9)

## 6. GET REFRESHED

*Attending our financial training courses is only the first step. It is important that your staff are reminded of the key lessons in this 'three courses in one' refresher course*

<b>Objective:</b>	To ensure all staff are kept up to date and reminded of the key lessons in the finance and budget management modules
<b>Who Should Attend?</b>	<ul style="list-style-type: none"> <li>• All staff who have previously attended the full finance modules</li> </ul>
<b>Topics Include:</b>	<ul style="list-style-type: none"> <li>• Budget Management</li> <li>• Writing Business Cases</li> <li>• Improving Financial Controls</li> </ul>
<b>Course Format:</b>	<ul style="list-style-type: none"> <li>• Presentation</li> <li>• Workshop session</li> </ul>
<b>Course Duration:</b>	One Day
<b>Maximum Number of Delegates:</b>	Nine (9)

## PART TWO - PROFESSIONAL DEVELOPMENT MODULES

### Introduction

The NHS is one of the fastest changing environments in which a working person could ever find themselves. It is therefore essential that the workforce is equipped to cope with such changes.

Our Professional Development Modules encompass a broad range of essential skills that every modern nurse manager and service manager should possess. Whether an individual manages staff, a service, or both, each of our modules will ensure the optimisation of the manager's performance.

These modules are geared towards developing nursing and other healthcare professionals, but may have some relevance to other staff groups and managers within the health care setting.

The following are quotes from previous delegates on our modules/ courses taken from our feedback/ evaluation form:

Staff Nurse	<i>"I was always wary of people who wanted to make complaints, but now I feel confident to tackle them.."</i>
Ward Manager	<i>"I never knew what a performance indicator was before attending this session.."</i>
Ward Sister	<i>"I wanted some help on managing poor performance, now I think I can .."</i>
Nurse Specialist	<i>"Change is definitely going to be difficult to do, but at least now I have a chance.."</i>
Clinical Nurse Manager	<i>"Hard going at times but very enjoyable.."</i>
Ward Sister	<i>"I had never written a job description before.. I now know how to.."</i>

### Professional Development Modules Available

1. *Managing Change*
2. *Complaint Management*
3. *Recruitment & Retention*
4. *Monitoring Performance*
5. *Developing Competency*
6. *Accountability*
7. *Effective Presentation Skills*
8. *Writing With Clarity*
9. *Business Report Writing*

## 1. MANAGING CHANGE

<b>Objective:</b>	To ensure that all staff understand why change is necessary and how they can influence and bring about change
<b>Who Should Attend?</b>	<ul style="list-style-type: none"> <li>Any staff member who is required to deliver changes in practice or service delivery</li> </ul>
<b>Topics Include:</b>	<ul style="list-style-type: none"> <li>What is Change?</li> <li>Why do we need Change?</li> <li>Change Models (<i>Overview</i>)</li> <li>What is a Change Agent?</li> </ul>
<b>Course Format:</b>	<ul style="list-style-type: none"> <li>Presentation</li> <li>Workshop session</li> </ul>
<b>Course Duration:</b>	One Half Day
<b>Maximum Number of Delegates:</b>	N/A

## 2. COMPLAINT MANAGEMENT

From time to time we all receive complaints during the course of our work. We need to know how to respond courteously and effectively to the complainant, and ensure that the matter is fully investigated and resolved.

<b>Objective:</b>	To ensure that all staff can effectively and confidently deal with complaints and learn from them
<b>Who Should Attend?</b>	<ul style="list-style-type: none"> <li>Any staff member who is required to deal with complaints</li> <li>Any staff member who works closely with the public</li> </ul>
<b>Topics Include:</b>	<ul style="list-style-type: none"> <li>What is a Complaint?</li> <li>Complaint Management - <i>best practice principles</i></li> <li>Prevention or Cure?</li> <li>Complaint Investigation</li> <li>The Complaint - <i>a walk-through case study</i></li> <li>Responding to the complaint</li> </ul>
<b>Course Format:</b>	<ul style="list-style-type: none"> <li>Presentation</li> <li>Workshop session/ role play</li> <li>Case study</li> </ul>
<b>Course Duration:</b>	One Day
<b>Maximum Number of Delegates:</b>	Twelve (12)

### 3. RECRUITMENT & RETENTION

The process of recruiting staff in the NHS can be a problematic minefield to the uninitiated. This course aims not only to walk the delegate through the process, but teaches them techniques in how to maximise the investment in good staff by ensuring staff retention.

**Objective:** To ensure staff have the skills to attract, select and interview, and appoint appropriately qualified staff

**Who Should Attend?**

- Anyone who has responsibility for managing staff
- Anyone who has responsibility for recruiting staff

**Topics Include:**

- Writing a job description and person specification
- Placing an advert
- Short listing
- The Interview
- Giving bad news
- Retaining staff

**Course Format:**

- Presentation
- Workshop session/ role play

**Course Duration:** One Day

**Maximum Number of Delegates:** Twelve (12)

### 4. MONITORING PERFORMANCE

Every manager in the NHS needs to monitor performance. Whether it is the performance of a staff member, a department or an entire organisation, performance measurement and performance management are fundamental skills for all.

**Objective:** For staff to be able to identify performance indicators, and assess and monitor performance

**Who Should Attend?**

- All managers and potential managers who have responsibility for delivering a service

**Topics Include:**

- Why monitor performance?
- Identifying performance indicators
- Preparing for an appraisal
- Setting objectives
- Assessing and evaluating performance

**Course Format:**

- Presentation
- Workshop session/ role play

**Course Duration:** One Day

**Maximum Number of Delegates:** Twelve (12)

## 5. DEVELOPING COMPETENCY

<b>Objective:</b>	For all staff to be appropriately skilled to deliver high quality care
<b>Who Should Attend?</b>	<ul style="list-style-type: none"> <li>All managers and potential managers who have responsibility for staff groups or service delivery</li> </ul>
<b>Topics Include:</b>	<ul style="list-style-type: none"> <li>What is competency?</li> <li>Writing a competency programme</li> <li>Measuring competency</li> </ul>
<b>Course Format:</b>	<ul style="list-style-type: none"> <li>Presentation</li> <li>Workshop session</li> </ul>
<b>Course Duration:</b>	One Half Day
<b>Maximum Number of Delegates:</b>	Twelve (12)

## 6. ACCOUNTABILITY

<b>Objective:</b>	For all staff to be aware of their statutory and professional responsibilities
<b>Who Should Attend?</b>	<ul style="list-style-type: none"> <li>All professional staff groups</li> </ul>
<b>Topics Include:</b>	<ul style="list-style-type: none"> <li>What is accountability?</li> <li>What is responsibility?</li> <li>When things go wrong...</li> </ul>
<b>Course Format:</b>	<ul style="list-style-type: none"> <li>Presentation</li> <li>Workshop session</li> </ul>
<b>Course Duration:</b>	One Half Day
<b>Maximum Number of Delegates:</b>	Twelve (12)

## 7. EFFECTIVE PRESENTATION SKILLS

Love them or hate them, we all at some time in our careers have to give presentations. Unfortunately, presentations are normally linked with key situations that will influence the course of a person's career. Whether it is trying to sell a new product to a client, explaining the new management structure to the staff or selling yourself at interview, presentations can make or break the moment.

**Objective:** For all staff to be able to present their case effectively and with positive results

**Who Should Attend?**

- All staff groups

**Topics Include:**

- The Presentation 'Tool Kit'
- Using your resources
- Delivering your presentation
- Delivering the point without talking..

**Course Format:**

- Presentation
- Workshop session/ role play
- Video feedback

**Course Duration:** One Day

**Maximum Number of Delegates:** Nine (9)

## 8. WRITING WITH CLARITY

With the movement away from pooled secretarial resources, it is becoming increasingly important that all staff are equipped with good written communication skills.

**Objective:** To develop and enhance the written communication skills of staff

**Who Should Attend?**

- All staff groups

**Topics Include:**

- Letter writing
- Punctuation
- Using e-mail
- The importance of brevity

**Course Format:**

- Presentation
- Workshop session

**Course Duration:** One Day

**Maximum Number of Delegates:** Nine (9)

## 9. BUSINESS REPORT WRITING

Following on from the above course is this useful insight into how to write and structure professional business reports.

- Objective:** To enhance the quality, presentation and impact of business reports produced by the delegates
- Who Should Attend?**
- All professional staff groups
- Topics Include:**
- What is a business report?
  - When to write a report?
  - Structure and layout
- Course Format:**
- Presentation
  - Workshop session
- Course Duration:** One Half Day
- Maximum Number of Delegates:** Nine (9)

## PART THREE - INFORMATION TECHNOLOGY COURSES

### Introduction

The need for proficiency in computer literacy is more prevalent now than ever before. With technology playing such a key role in the every day lives of all NHS managers, the need to keep abreast of developments has never been greater.

With this in mind, we have designed a modular programme of Microsoft Office Courses, taking the user from beginner to expert in each of the following Microsoft Packages, which will serve to prepare staff before undertaking the European Computer Driving Licence (ECDL).

The following are quotes from previous delegates on our modules/ courses taken from our feedback/ evaluation form:

Secretary to General Manager	<i>"I'd never really used Outlook before and used to keep a paper diary for my boss – I'm going to use Outlook form now on!"</i>
Ward Manager	<i>"I never realised how useful Excel could be in compiling audit reports.."</i>
Secretary	<i>"I thought I knew how to use Word, but this afternoon has shown me new stuff I didn't know existed .."</i>
Junior Charge Nurse	<i>"I have been used to using OHP's for my presentations and now know why I've always been 2<sup>nd</sup> best!.."</i>
Ward Sister	<i>"Not too confusing, just about the right amount of information for me to use.."</i>

### Professional Development Modules Available

- 1 *Microsoft Word (Beginner, Intermediate)*
- 2 *Microsoft Excel (Beginner, Intermediate, Advanced)*
- 3 *Microsoft Outlook*
- 4 *Internet Explorer*
- 5 *Microsoft PowerPoint*
- 6 *Presenting with PowerPoint*

## 1. MICROSOFT WORD

This is a modular programme designed to take the user from beginner to accomplished user.

### **Level 1 - Beginner (1 day, maximum 9 delegates)**

#### Content

- Orientation and overview
- Using help
- Setting page attributes
- Creating, storing and editing documents
- Creating a template
- Cut and Paste
- Spell and Grammatical Checking
- Creating Tables
- Presenting the document (tabs, indents etc.)
- Printing documents

### **Level 2 - Intermediate (1 day, maximum 9 delegates)**

#### Content

- File management
- Envelopes and labels
- Borders and Shading
- Headers and Footers
- Importing objects
- Bullet Points
- Using fields
- Mail Shots
- Formal Reports

## 2. MICROSOFT EXCEL

This is a modular programme designed to take the user from beginner to advanced level.

### Level 1 - Beginner (1 day, maximum 9 delegates)

#### Content

- Orientation and overview
- Using help
- Setting worksheet attributes
- Creating, storing and editing worksheets
- Creating a template
- Printing documents
- Cut and Paste
- Formatting spreadsheets
- Common Formulas and calculations
- Basic Graphs

### Level 2 - Intermediate (1 day, maximum 9 delegates)

#### Content

- File security – protecting a spreadsheet/ cell
- Grouping Spreadsheets
- Data Tables and Lookups
- IF statements (basic)
- Manipulating the data

### Level 3 - Advanced (1 day, maximum 9 delegates)

#### Content

- Multiple IF statements
- Count and Average Functions
- Pivot Tables
- Conditional Formatting
- Goal Seeking
- Introduction to Macros

## 3. MICROSOFT OUTLOOK

This half-day course is designed to help the user feel more confident with Microsoft Outlook both as an e-mail facility and a work scheduler / diary.

#### Content

- Orientation and Overview
- Using the Calendar
- Scheduling Meetings
- Inviting Delegates
- Sending and receiving e-mail
- Contact lists
- Distribution lists
- Filing and storing data
- Out-of-Office

#### **4. INTERNET EXPLORER**

This half-day course is designed to help the user feel more confident with Microsoft Internet Explorer, in particular using the internet as a source of information.

##### Content

- Orientation and Overview
- Basic principles
- Searching for information
- Saving information
- Printing web pages

#### **5. MICROSOFT POWERPOINT**

This half-day course is designed to teach the basics in creating PowerPoint presentations.

##### Content

- Orientation and Overview
- Creating a presentation
- Common tips for use
- Amending & Editing a presentation
- Text and Background Effects
- Importing Clip Art & Graphics
- Running a Slide Show

#### **5a. PRESENTING WITH POWERPOINT**

Designed as a follow-up module to basic Microsoft PowerPoint, this half-day course allows the user to get the most out of their presentations including:

- Designing a Slide
- Creating Charts
- Timing and Delay Effects
- Using object and slide animations
- Designing handouts
- Understanding the technology

**The above two modules can be run either as two independent half-day courses or as a full day.**

**Maximum Number of Delegates: Nine**

## PART FOUR – MANAGEMENT DEVELOPMENT PROGRAMMES

### Introduction

For the very best in management development and value for money, we have put together a series of management development programmes designed to produce a well-rounded skill set for any ambitious manager. These programmes include the topics set out in sections one to three above and represent a saving of 10% compared to our usual daily rate.

### Management Development Programmes Available

- 1 *The Management Development Programme*
- 2 *Microsoft Unravalled*
- 3 *Managing Staff Effectively*
- 4 *Everything You Need to Know About Management but Were Too Afraid to Ask*

### 1. THE MANAGEMENT DEVELOPMENT PROGRAMME

Our comprehensive Management Development Programme encompasses the key lessons of all of the modules included within this catalogue.

<b>Objective:</b>	To develop well rounded managers with a broad range of basic general management principals
<b>Who Should Attend?</b>	<ul style="list-style-type: none"> <li>• All managers, potential managers and trainee managers</li> </ul>
<b>Topics Include:</b>	<ul style="list-style-type: none"> <li>• Recruitment &amp; Retention</li> <li>• Staff Development Strategies</li> <li>• Developing Competency</li> <li>• Motivating the Workforce</li> <li>• New Ways of Working</li> <li>• Budget Management</li> <li>• Complaint Management</li> <li>• Performance Monitoring</li> <li>• Writing Winning Business Cases</li> <li>• Managing Change</li> <li>• Using Word (basic)</li> <li>• Using Excel (basic)</li> <li>• Using PowerPoint</li> <li>• Effective Presentation Skills</li> <li>• Presenting with PowerPoint</li> </ul>
<b>Course Format:</b>	<ul style="list-style-type: none"> <li>• Presentation</li> <li>• Workshop session/ group work/ role play</li> </ul>
<b>Course Duration:</b>	10 days
<b>Maximum Number of Delegates:</b>	Nine (9)

## 2. MICROSOFT UNRAVELLED

This comprehensive training programme offers a complete training programme in Microsoft Office packages.

**Objective:** To develop a broad understanding of the Microsoft Office Suite and how to get the best out of it

**Who Should Attend?** • Suitable for all staff groups

**Topics Include:**

- Basic & intermediate Word skills
- Basic, intermediate & advanced Excel skills
- Internet Explorer
- Basic & intermediate PowerPoint skills

**Course Format:**

- Presentation
- Workshop session/ group work

**Course Duration:** 6 days

**Maximum Number of Delegates:** Nine (9)

## 3. MANAGING STAFF EFFECTIVELY

This programme aims to develop the manager in all aspects of management.

**Objective:** To develop a range of skills to use with staff and staff management

**Who Should Attend?** • Suitable for all staff groups

**Topics Include:**

- Recruitment & Retention
- Staff Development Strategies
- Developing Competency
- Motivating the Workforce
- New Ways of Working
- Complaint Management
- Performance Monitoring
- Managing Change
- Effective Presentation Skills

**Course Format:**

- Presentation
- Workshop session/ group work

**Course Duration:** 7 days

**Maximum Number of Delegates:** Nine (9)

#### 4. EVERYTHING YOU NEED TO KNOW ABOUT MANAGEMENT BUT WERE TOO AFRAID TO ASK..

Our most comprehensive course offers excellent value for money and encompasses the majority of the courses featured in this catalogue.

**Topics Include:**

- Recruitment & Retention
- Staff Development Strategies
- Developing Competency
- Motivating the Workforce
- New Ways of Working
- Budget Management
- Complaint Management
- Performance Monitoring
- Accountability
- Writing Winning Business Cases
- Managing Change
- Using Word (basic, intermediate)
- Using Excel (basic, intermediate, advanced)
- Microsoft Outlook
- Internet Explorer
- Using PowerPoint
- Effective Presentation Skills
- Presenting with PowerPoint

This course runs over 15 days and uses a variety of teaching methods including taught sessions, group work, role play and self directed learning.

Maximum number of delegates = Nine (9)

## PART FIVE - THE COST

We aim to provide value for money to all our clients, and therefore simply charge a flat rate per day plus travel, based around half day or one day sessions.

- One Day Course £750 plus travel (up to 9 delegates)
- Half Day Course £500 plus travel (up to 9 delegates)

Prices include all course materials. Travel is charged at 50 pence per mile from our base. An additional charge for accommodation and excess travel time may apply for some locations.

We offer large discounts for block bookings. The following table shows the percentage discounts on offer for large contracts;

<b>Number of individual/ combination days</b>	<b>% Discount</b>
Less than 10	Nil
10 to 24	5
25 to 49	10
50 to 74	15
75 to 99	20
More than 100	25

An additional 10% saving is made when you purchase any of our Management Development Programmes.

## PART SIX - BOOKING FORM

I am interested in the following modules and would like more information on how you can meet my development needs – please tick module(s) of interest

Module Title	Duration	
The Effective Budget Manager	1 day	
Writing Winning Business Cases	1 day	
Introducing Capital	1 day	
Improving Financial Controls in the NHS	Half day	
Capital Accounting for Finance Staff	1 day	
Get Refreshed	1 day	
Managing Change	Half day	
Complaint Management	1 day	
Recruitment & Retention	1 day	
Monitoring Performance	1 day	
Developing Competency	Half day	
Accountability	Half day	
Effective Presentation Skills	1 day	
Microsoft Word (Beginner / Intermediate)	1 day each	
Writing With Clarity	1 day	
Business Report Writing	1 day	
Microsoft Excel (Beginner / Intermediate / Advanced)	1 day each	
Microsoft Outlook	Half day	
Microsoft Internet Explorer	Half day	
Microsoft PowerPoint	Half day	
Presenting with PowerPoint	Half day	
The Management Development Programme	10 days	
Microsoft Unravalled	6 days	
Managing Staff Effectively	7 days	
Everything You Need to Know About Management	15 days	

I would like to book \_\_\_\_\_ Day's training, at a discount of \_\_\_\_\_ %

Name: \_\_\_\_\_ Designation: \_\_\_\_\_

Phone No.: \_\_\_\_\_ E-Mail: \_\_\_\_\_

Organisation: \_\_\_\_\_

Address: \_\_\_\_\_

\_\_\_\_\_

Please send the completed form to Matthew Jones, 42 Ripon Hall Avenue, Ramsbottom, Bury, Lancashire BL0 9RE

# Capricorn Training

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