



WACOSS

WA COUNCIL of  
SOCIAL SERVICE

*Ways to make a difference*

# CUSTOMISED TRAINING CATALOGUE





















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# Consultancy

Our consultancy services offer a wealth of experience and expertise in the community services sector to help you develop your people and your organisation. WACOSS is dedicated to supporting community-managed organisations navigate our sector's complex and changing operating environment.

We provide **independent, one-on-one advice and support from experts with extensive experience in the community services sector.**

WACOSS Consultancy Services include:

**Governance and Management Development**

**Strategic and Business Plans**

**Emerging Issues & Future**

**Planning and facilitation with staff and boards**

**Developing Policy and Procedures**

**Organisation Review and Development**

**Workforce and Team Development**

**Board and senior management briefings**

# Customised (in-house) Training Courses

WACOSS training courses use real-life, operational examples and participants regularly tell us how useful and relevant these are to the issues they face.

Our customised training solutions offer great value for money and a convenient alternative to training multiple staff at a time that suits you.

When you attend a WACOSS training course you can expect:

- expert trainers with hands-on real-life experience
- practical exercises to embed your learning
- high quality resources and materials to take away

With over 50 unique training products on offer, WACOSS **In-House** and **Customised training** offers great value for money for training multiple staff.

We will work with you to meet your needs, and share the benefit of our many years of experience in the development and delivery of high quality training.

We can also customise training for your organisation, merging existing training programs or designing new courses from scratch.

If you are interested in looking at the training we have on offer, please see the courses listed on pages 5 to 21.

If you would like to run one of these courses in-house, please call 08 9420 7222 or email [events@wacoss.org.au](mailto:events@wacoss.org.au).

# PROGRAM DEVELOPMENT

## Business Writing: Writing for Your Audience

All workplaces have certain expectations and standards around business writing. This workshop explores how to plan, organise and structure written communications in various styles and formats using correct and appropriate language. It will show you how to write to the standards required by the workplace. We will look at developing business emails, concise letters and reports; writing appropriately for your audience; and planning the structure of a document to ensure effective information flow.

### Learning outcomes & content:

- Develop business emails
- Develop business letters
- Write appropriately for your audience
- Plan the structure of a document to ensure effective information flow
- Produce concise letters, emails and reports
- Adjust your writing style to suit the requirements of the topic and the reader
- Review and proofread your documents
- Plan, organise and structure written communications in various styles and formats using correct and appropriate language
- Present written communications to the standards required by the workplace

### Who will benefit?

This course is suitable for all positions and roles.

## Communicating & Connecting with Aboriginal Clients

This course is specifically designed for the community services sector and those working with, or wanting to work with Aboriginal clients or communities.

Participants will gain a deeper understanding and appreciation of Aboriginal people, their culture and history. The course has a significant emphasis on providing strategies for engaging, communicating and working collaboratively with Aboriginal people and communities.

This workshop provides an opportunity for participants to share their challenges and successes in communicating and connecting with Aboriginal clients with other participants.

### Learning outcomes & content:

- An overview of the impact of white settlement, government policy and the Stolen Generation on Aboriginal people, culture, family and community
- Explored racism and discrimination and our own experiences
- Gained an insight into Aboriginal culture, law, kinship, religious structures, customs and society
- a better understanding to the concept of Aboriginal English and an exploration of the barriers in language and communication styles for Aboriginal people
- Improved strategies to engage, promote and accommodate cultural differences and create a culturally safe and appropriate place for Aboriginal people

The course will include case studies, guest speakers and the opportunity to discuss specific issues, concerns and needs.

### Who will benefit?

This is an essential course for anyone working in the community services sector and with Aboriginal people.

## Dealing with Difficult Situations

Conflict and difficult situations are an inevitable part of any workplace. Ensuring that they are dealt with appropriately is essential to maintaining balance, harmony and productivity within the workplace.

This workshop will help you: identify common elements of difficult situations that may lead to conflict; use communication techniques to positively respond; intervene effectively; strengthen trust between parties and build morale; and manage rather than avoid conflict.

### Learning outcomes & content:

- Identify the common elements of a difficult situation
- Analyse what works and what doesn't when dealing with difficult situations
- Validate reactions to difficult situations and see how these shape outcomes
- Use listening, paraphrasing and questioning to understand the other person's perspective
- Apply assertiveness techniques to respond to difficult situations
- Respond to criticism without becoming emotional or defensive
- Define conflict and identify your style in conflict situations
- Apply a process for resolving workplace conflicts

### Who will benefit?

This course is suitable for all staff at any level.

## Finance Fundamentals for Non-Accountants

Drawing on the financial reports and systems of participants, the course will ensure participants have a clear understanding of the fundamentals of finance within their organisation.

The course will look at accounting practices in the not-for-profit sector, overview legal, regulatory and taxation obligations and give tips for creating financial reports for boards and funders.

### Learning outcomes & content:

- Understand the importance of Financial Management for accountability & organisation sustainability
- Know legal & other regulatory responsibilities
- Understand the function and roles of key people involved in financial management
- Possess a good knowledge of accounting concepts and financial statements

### Who will benefit?

This course is for anyone responsible for finances in the organisation (at any level), who wants to increase their confidence or understanding of finance in the not-for-profit context. This may include finance offices, administrators, Executive Officers, Managers, Board members and curious individuals.



## Financial Planning & Budgeting Essentials

Knowing how to prepare budgets and business plans are essential skills for managers, team leaders and staff responsible for projects. This course will provide the essential tools to equip you to prepare basic business plans and budgets to achieve your organisations goals.

### **Learning outcomes & content:**

In this course you will learn to prepare and monitor costs and monitor the organisations progress against the plan.

In addition, you will:

- Understand the importance of budgeting
- Understand the difference between forecasting and budgeting
- Be able to implement techniques for effective budgeting
- Introducing the budgeting process
- Align your budget to your organisation's strategy.

### **Who will benefit?**

This course is great for anyone wanting to know how to do budgets.

## Foundations in Facilitation

Facilitation is about assisting a group to determine and or achieve a specific goal or task.

Effective facilitation will enable groups to achieve great things. Good facilitation is an art form that takes great self-awareness, practice and skill development. Essentially it is often the skill of the facilitator that makes group dynamics really work!

This highly interactive and experiential course will assist new and experienced facilitators build on their skills, reflect on their own approach and leave with some fresh ideas.

### **Learning outcomes & content:**

- What is facilitation and when to use it?
- Establishing an environment for achieving cohesiveness
- Laying the ground work for facilitation - planning, preparation and evaluation
- Models and approaches to facilitation
- Role of a facilitator and how this relates to managing or leading groups
- Tasks, skills, attitudes and qualities of an effective facilitator
- Working with different types of groups and their different purposes and intentions
- Understanding and working with group dynamics
- Dealing with difficult people, strong emotions, disruptions, conflict and dysfunctional groups as a facilitator

### **Who will benefit?**

This course is for those new to facilitation and valuable to those who are experienced and wanting to fine tune or refresh their skills.

Facilitation skills will equally apply to those involved in chairing meetings, leading teams, facilitating group education or training sessions; or working with clients in a group setting.

## Marketing your Not-for-Profit

Marketing your organisation is becoming increasingly important in the changing funding environment.

Community organisations with strategically planned marketing campaigns are able to raise their profile, create awareness of key issues, attract members and volunteers, raise funds and effectively promote their services to potential clients.

Knowing how to engage your potential audience is a process.

During this course participants will learn how to develop a marketing plan and improve their organisational presence and brand.

### Learning outcomes & content:

- Review how effective you manage your The content covered during this course includes:
- Market analysis and Research.
- Planning an approach to match your purpose.
- Understanding promotional mix.
- Selecting promotional tactics.
- Understanding visual design.

### Who will benefit?

This course is great for all staff wanting to learn how to be more efficient with emails.

## Mastering Email & Workflow

This half day course is designed to help you master managing emails so you are more productive. The course will show you how to manage email volume effectively; how to use emails for your action list; how to write quality emails and how to reduce those email time wasters.

### Learning outcomes & content:

- Review how effective you manage your emails
- Identify “email time wasters”
- How to reduce “email disruption” and improve time effectiveness
- Suggestions for managing priorities and your “to-do-lists”
- How to set up Outlook functions to optimise efficiency
- Strategies for managing large volume of emails
- Tips on writing quality emails
- What is a productive email culture in the workplace

### Who will benefit?

This course is great for all staff wanting to learn how to be more efficient with emails.

## Presentation Skills

This popular course provides an opportunity to learn how to prepare and calmly deliver great presentations with confidence.

The course will provide principles and techniques of a professional presentation and effective facilitation process.

### Learning outcomes & content:

- Describe the principles and techniques of professional presentations and confidently demonstrate effective and interesting impromptu and prepared presentations
- Develop a dynamic speaking delivery style
- Structure and design a presentation using best practice in design of slides using Powerpoint
- Learn tools to effectively manage meetings with a range of stakeholders and interpersonal factors
- Use narrative to connect for a memorable message

### Who will benefit?

This course is for anyone who has a role where they give presentations or facilitate groups.

## Self-Care and Professional Boundaries

Are you set up to stay vital in the work place for the long haul? How well do you handle the pressures and dynamics of work, clients and the rest of your life? How much emotion and drive do you use to get through the day?

Working in the community services sector is rewarding work, yet it can present some unique challenges, both professionally and emotionally.

Maintaining your professional boundaries is a key indicator of our ability to provide the best care and service to the clients and communities we work with. This half day workshop will provide some current concepts and tools to assist you reflect and refresh.

### Learning outcomes & content:

- Describe what professional boundaries and self-care may look like and how this impacts on personal vitality and the quality of your work
- Recognise situations, pressures or personal vulnerabilities that lead to crossing professional boundaries and becoming stressed
- Understand the importance of professional boundaries and work life balance for our personal lives, career and the sector
- Identify where the real drain in our energy comes from in our day
- Develop conscious presence to stop work spinning out of control
- Create a self-care plan that supports a professional approach to work resilience and work life balance
- The role of organisational procedures, supervision, line management, time management, work colleagues, networks and other services for support and how to make the most of them.

### Who will benefit?

This course is suitable for all staff.

## Taking the Stress out of Time Management

Working in the community services and not-for-profit sector can be demanding work. Yet the reality is that there will never be enough time to do everything!

This course will provide strategies for working smarter, rather than harder and help you identify tools to improve your work performance, reduce stress and re-gain your work-life balance.

### Learning outcomes & content:

- Reflect on your own personal productivity, time management and goals.
- Develop strategies for managing workloads and time more effectively using a range of tools.
- Identify time wasters and learn how to prioritise what is actually important.
- The Time Management Matrix and how you can use it.
- Recognising stress and burn-out in yourself and others and how to prevent it.
- Understanding the relationship with time management and workplace stress.
- Reflection on self-care.
- Techniques for achieving greater work/life balance.
- Tips for contributing to a healthy and stress-less workplace culture.

### Who will benefit?

This course is suitable for anyone who wants to work more effectively and efficiently.

## Writing Submissions, Grants & Tenders

This course will equip you with the knowledge, skills and tools for finding and developing successful funding applications.

The course is very practical and will include a comprehensive toolkit, links to databases, templates, resources, tips and the opportunity to have a go at putting together a funding application in class.

### Learning outcomes & content:

This course will include:

- Understanding Australia's funding landscape
- Types of funding and where to find them
- What to consider in designing projects for funding submissions
- Step-by-step writing process
- Addressing selection criteria
- Putting together budgets
- Tips to set you apart
- Getting support and working in partnerships
- Compiling your application
- Making the most of awarded funds

### Who will benefit?

This course is suitable for all staff.

# ORGANISATIONAL DEVELOPMENT

## Acquitting & Auditing for Not-for-Profit's

This course will explain audit terminology, techniques and processes and also provide tips on how to prepare for an audit.

Acquittals are a requirement for most funding agreements and if not thought through, can make a lot of extra work for staff. This course will also discuss tips and tricks for preparing an acquittal.

### Learning outcomes & content:

At the end of this course you should have learnt the following:

#### Audits:

- What is an audit?
- Who can perform an audit?
- Audit techniques and processes
- Explanation of different techniques used by auditors
- Building a relationship with the auditor
- Documents to prepare
- Hints to make the audit go smoothly
- Finalisation of audit
- Explanation of audit reports and subsequent action required

#### Acquittals:

- Why do we need to do acquittals?
- Technique to assist in making acquittals easier
- Submitting final acquittals

### Who will benefit?

This course is designed to assist accounts staff and bookkeepers prepare for an audit of a not-for-profit organisation.

## Building Blocks of Personality Dimensions (Profiling for Profit)

Personality Dimensions is the latest profiling tool in presenting Personality Temperament Theory. By attending this half day workshop, either with your staff or with the intention of learning more about your staff, you will walk away with a greater understanding of how to utilise your staffs' skills and hidden geniuses to increase your organisation's productivity and profit.

This hands on, interactive and highly focused workshop explores what makes your staff tick and how to capitalise on the genius within each and everyone one of them. Find out about what incentives work for each individual and how to keep your employees focused and on target.

At the end of the workshop you will have a far greater understanding of yourself, your place within your organisation and how to ensure your people are bringing in a profit.

### Learning outcomes & content:

At the end of this course you will have gained a greater understanding of:

- Your actions and reactions
- Your colleagues' preferred styles of behaviour
- How to assist, support and encourage others
- How to communicate and negotiate more effectively with team members
- Building morale and enthusiasm
- Organising efficient and productive teams.

### Who will benefit?

This is great for teams of any size. It is an ideal course to be customised for your organisation to learn how to understand each other and communicate and work together better.

## Collaboration for Sustainability

In the Australian Institute of Company Directors NFP Governance & Performance Survey 2014; fifty per cent of Directors of not-for-profit social service organisations said in the past year they have discussed the possibility of a merger. About a quarter of these organisations are expecting a merger to happen within the next two years.

Deciding to merge or form an alliance with another organisation requires careful strategic consideration and is often complex, expensive and risky to implement. This course will look at the key social, political and economic drivers for change and the strategic considerations for collaborations and partnerships.

### Learning outcomes & content:

At the end of the session participants will be able to:

- Understand the basic models, legal framework options and steps involved in a merger or restructure.
- Recognise key factors involved in a successful merger or restructure.
- Identify risks, benefits and challenges for making a decision to merge or restructure.
- Identifying and approaching possible partners.

### Who will benefit?

This course is aimed at strategic decision makers.

Note: this is program does not replace legal advice.

## Developing a Business Case to Meet Organisational Need

This workshop covers how to present your organisation's business case effectively to critical stakeholders to gain approval and buy in from them and increase your success rate. We also look at how to analyse, create and communicate a successful business case to meet your organisation's unique needs. Key financial principles used in business case development will also be considered.

### Learning outcomes & content:

On completion a participant will be able to:

- Analyse, create and communicate a successful business case to meet your organisation's unique needs
- Prepare a rigorous analysis to support the case
- Explain the key financial principles used in business case development
- Translate a concept or initiative into a range of viable options for achieving organizational goals
- Identify and compare costs and benefits of alternative solutions
- Apply risk assessment techniques to mitigate potential problems
- Prioritise alternative solutions according to key decision criteria
- Present the business case effectively to critical stakeholders to gain approval and buy in and increase the success rate.

### Who will benefit?

This course is suitable for anyone in a management or leadership position who is responsible for writing proposals, reports or business presentations.

## Developing a Reconciliation Action Plan

A Reconciliation Action Plan (RAP) is a practical way to set out your organisation's aspirational goals towards Aboriginal reconciliation and greater equality.

This half day training will introduce you to the RAP program championed by Reconciliation Australia, give you examples of inspiring corporate and community service RAP's and provide suggestions for making a RAP plan happen in your organisation.

### Learning outcomes & content:

At the end of the training participants will be able to:

- Recognise the benefits of your organisation developing a RAP
- Have knowledge of different types of RAPs from R.I.S.E options (Reflect, Innovation, Stretch, Elevate) and identify the right one for you
- Discuss key principles and strategies for engaging and developing purposeful and positive relationships and partnerships with Aboriginal and Torres Strait Islander individuals and organisations
- Understand different strategies for implementing and reporting on RAP progress - including who is responsible for implementation and progress reporting
- Formulate a communication strategy aimed at celebrating Reconciliation achievements and building relationships and partnerships with Aboriginal & Torres Strait Islander individuals and organisation

### Who will benefit?

This course is suitable for anyone in a management or leadership position.

## Foundations in Governance

Governing and organisation requires rules, norms and actions. Governance is the way the rules, norms and actions are structured, sustained, regulated and held accountable. This training provides an introduction to the legal obligations and core activities of Boards and management committees. It aims to give participants a foundation in governance and best practice strategies for a high functioning and effective Board.

### Learning outcomes & content:

As a board member you are part of the governance body of the organisation. As such you are entrusted with the legal and ethical running of the organisation. This training ensures you have the right foundation knowledge to be able to do this.

This course will include the following:

- Roles and Responsibilities of board members
- Board Composition
- Purpose and Strategy
- Risk Recognition and Management
- Organisational Performance
- Board Effectiveness
- Integrity and Accountability
- Organisation Building
- Culture and Ethics
- Legal responsibilities

### Who will benefit?

This training is ideal for people new to a board or management committee or those wishing to develop their skills further.

N.B: This training can be run as a full day, half day or 5x90 minute webinar series.

## Getting things done through Project Management

While many workers in the not-for-profit sector have experience in delivering successful projects; using the tried and true principles of project management can make a great difference to the level of success and stress of managing projects!

This course will provide theory, tools and group practice opportunities that will deepen your understanding of project management and give you what you need to deliver a project on time, on budget with all bases covered.

### Learning outcomes & content:

This two day course will include:

- What is a project versus an operation?
- The Project Management Life Cycle.
- Overview of the 9 Knowledge Areas.
- Elements of a project management methodology.
- Key project roles and responsibilities
- How to improve a project teams performance.
- How to run a project meeting.
- How to manage change.
- How to manage risks.
- Key tools like the work breakdown structure.

### Who will benefit?

This is a valuable course for anyone involved in projects; such as project managers, project sponsors, funders, project team members and support personnel.

## High Performance Boards

Want to do more than just turn up to a Board meeting and meet quorum? If you are keen to make a real contribution to the Board and help lead your organisation to make a real difference, then this course is for you.

### Learning outcomes & content:

This course will cover:

- The current landscape of governance and the imperatives for improving performance and governance of organisations.
- Implications and expectations for community groups and not-for-profit organisations.
- Best practice principles for governance of boards.
- How to analyse your current boards' performance and your contribution.
- What it means to be strategic and how boards can become more strategically focused.
- Exploration of common mistakes and pitfalls of boards and solution focused strategies to address them.
- Inspiring case studies that illustrate transformation of boards and organisations and that you can relate to.

### Who will benefit?

This course is for people who are already on a board and have a good understanding of the rights, responsibilities and legalities of boards.

It is recommended that participants have completed Foundations in Governance prior to commencing this course on High Performance Boards.



## Introduction to Strategic Planning

Crafting the future direction of your organisation or service can be a challenging task. By taking a structured and planned approach you are more likely to achieve clarity and confidence in your work, and ultimately better client outcomes.

This workshop explores the key skills and techniques you need to take a strategic approach to achieving goals and objectives.

### Learning outcomes & content:

- Understand the importance of strategic planning, implementation and review
- Understand the definitions and components of strategic planning
- Explain the process of strategic planning
- Be familiar with contemporary strategic planning tools
- Be better equipped to implement strategy into action
- Know how to set and monitor the strategic direction
- Set organisational mission, vision and values

### Who will benefit?

This course is suitable for executive, boards and management committees.

## Leading Change in Turbulent Times

Some say that, other than death and taxes (Benjamin Franklin's famous quote), the only certainty in life is change.

The successful contemporary workplace is a place of change and improvement, however most workplace changes struggle to take traction.

This workshop will develop a deeper understanding of the psychology of change and how to better prepare and engage people in adapting to and embracing change in the workplace.

### Learning outcomes & content:

At the end of this course you will learn to:

- Develop a better understanding of the psychology of change and why people seem to resist change.
- Understand the change curve and the six concerns of change.
- Develop strategies to engage people in a change you are implementing in your own workplace.

The content includes:

- Change interactive activity.
- Understanding reactions to change.
- The Change Curve.
- The psychology of change.
- The six concerns of change.
- Why people resist change.
- Planning for change.
- Leading change.

### Who will benefit?

This course is suitable for all staff.

## Leading Teams

Research clearly shows that when people cooperate and are empowered to act; productivity increases, effectiveness is heightened and people become more satisfied in their work. At the heart of this is the leaders' ability to develop, engage and lead the team.

The purpose of this workshop is to provide leaders at all levels, with theory and practical ideas for how they can develop their own team.

This one day workshop is highly interactive and involves experiential learning techniques.

### Learning outcomes & content:

At the end of this course you will be able to:

- Assess your teams' strengths, challenges and stages of team development.
- Identify strategies for improving your teams functioning and performance.
- Recognise changes to your leadership approach as a team leader.

The content includes:

- Team development, stages and function.
- Team dysfunctions and how to guide teams through these.
- How to optimise individuals' strengths, differences and personality types.
- How to support team members and build effective working relationships within a team.
- A look at different approaches to handling difficult situations.
- How to move a team from functioning to high performing.
- Suggestions for structuring teams, tasks and outcomes.

### Who will benefit?

This course is suitable for team leaders, supervisors and managers.

## Managing Staff Performance

The performance of staff and volunteers is central to achieving program and service outcomes. How to ensure people actually perform to required standards and deadlines, involves high level people management skills and an understanding of key human resource management systems.

This very practical course will focus on the critical factors involved in what enables staff to perform, strategies for effectively tracking performance and what to do when performance is not up to expectations.

### Learning outcomes & content:

Allocating work effectively for accountability (i.e. setting people up for success).

- Using the performance management process to engage staff and to increase productivity.
- Performance appraisals – how and when to use them.
- Strategies for providing constructive criticism and praise.
- How and when to tackle poor performance.
- The difference between tackling knowledge gaps as compared to behavioural and attitude issues.
- Handling those who are having difficulty in performing.
- Using coaching to improve performance.
- When and how to terminate employees regarding performance issues.

### Who will benefit?

This course is suitable for team leaders, supervisors and managers.

## Reviewing Your Board's Effectiveness (Performance)

The work and achievements of a Board are vital for the sustainable future of the organisation. Creating a non-threatening environment that fosters a learning culture and commitment to continuous improvement, is critical to a Board's ability to review its own performance and is an essential component of being effective.

Does your Board know what it is achieving and if it is performing? How do you know?

This short course will provide practical mechanisms and strategies for reviewing your Board's progress throughout its term. It will also provide valuable tips for creating a supportive, trusting culture for effective reviews to occur.

### Learning outcomes & content:

The course covers:

- Why reviewing your Board's performance is key to a thriving organisation - what the research shows.
- An overview of the kind of tasks Boards should be focusing on and reviewing.
- How to create a trusting and candid culture that embraces and thrives on review and feedback.
- Simple strategies and mechanisms your Board can implement to begin monitoring itself.
- When and how to use external consultants appropriately.

### Who will benefit?

This course is suitable for boards and management committees.

## Risk Management Planning

Risk management is the process of identifying and assessing risks and developing strategies to manage their impact.

Managing risk can:

- Help with decision-making and strategic planning.
- Assist you with being more efficient and get better results.
- Assist with meeting compliance.
- Provide clarity around new business opportunities.

This training course is highly interactive using a variety of tools and practical learning techniques that will enable participants to gain some insights and practical ideas for developing their own Risk Management Plans.

### Learning outcomes & content:

Upon completion of the course participants will be able to:

- Understand what risk management is and its importance for your organisation.
- Conduct an organisational impact analysis of risk in your own agency.
- Prepare a basic risk management plan, including identification and impact of risks, treatment strategies and action plans.
- Identify common risks in not-for-profit organisations; specifically high impact risks.
- Ensure your risk management plan is not a stand-alone document, but rather is a plan which is integrated with other management processes and techniques.

### Who will benefit?

This course is suitable for boards and management committees.

## Roles & Responsibilities of Board Members

This course will provide an overview of the legal environment of community governance and identify the structure and processes of a Board, their key duties and responsibilities and determine practical steps to effectively recruit and retain the Governance Team.

### Learning outcomes & content:

This course will cover:

- Incorporation and relevant legislation
- Understanding the constitution
- Governance frameworks and requirements under the act
- Committee and Board member roles
- Strategic Functions of the Board:
- Planning
- Managing risk
- Financial Oversight
- Governance and management
- Board effectiveness:
  - o Appropriate structures
  - o Running efficient meetings
  - o Planning activities in advance
  - o Assessing Board performance
  - o Making effective use of sub-committees
  - o Succession planning

### Who will benefit?

This course is suitable for boards and management committees.

## Understanding your Constitution

Has your organisation reviewed your constitution in the past three years? If not, you may find the organisation has outgrown its constitution. Often organisations find out they are not legally complying with their own constitution, the hard way.

As the governance approach of not-for-profit community services sector moves further into a corporate model and organisations change direction or structure to meet the ever changing socio-political landscape, it is essential organisations have a serviceable and well-structured constitution suitable for their current needs.

This short course will look at the importance of understanding your Constitution and reviewing it to ensure it continues to meet the organisations needs. The session will be specifically for those organisations that are Incorporated under the WA

### Learning outcomes & content:

The session will cover the review process and look at some common issues such as:

- how much detail to put in the constitution
- the value of by-laws
- using the model rules and terminology
- the roles of office bearers
- how often Boards should meet per year, meeting electronically
- the requirements of the Incorporation Association Act.

### Who will benefit?

This course is suitable for boards and management committees.

## Workplace Motivators: Truly Connecting with Your People

Motivating your employees doesn't have to be a challenge anymore. It's simple.

If you want to motivate your employees, you have to make them feel excited to come to work every day, and to spend time with you and each other. So how do you do it?

This workshop explores the top five employee motivators and how to ensure they are embedded into your workplace to improve morale, teamwork and productivity.

### Learning outcomes & content:

This course will cover:

- Identifying and understanding the workplace motivators
- Keys to managing and motivating individuals
- How to reduce conflicts, improve efficiency and retain good staff
- Different things motivate different people. Learn why a simply pay rise doesn't always tick the box
- Learn to appreciate how celebrating achievements and recognising individuals contributes to a productive work environment
- Reward, create and be clear in all communications to increase motivation.

### Who will benefit?

This course is suitable for all staff.

## Writing Business Plans

Do you know what ought to be in a Business Plan and how to go about developing one?

Is your organisation working towards achieving at "another level" and would like to map out how it does this?

If you said yes to any of the above, then perhaps it is time for your organisation to develop or update your Business Plan.

A Business Plan clarifies what you do, its feasibility, and why you will succeed.

### Learning outcomes & content:

- What is a Business Plan and the benefits of this type of plan for the NFP sector
- The difference between a Strategic and Business Plan and how they work together
- An overview of key factors of a great Business Plan.
- Practical steps for developing a business plan
- What to avoid in your business plan.
- Useful resources and templates.

### Who will benefit?

This course is suitable for all staff, particularly those in management and executive positions.

# PROGRAM DEVELOPMENT

## Nuts and Bolts of Measuring Outcomes

What is the difference between measurement and evaluation? Why do we need consultants to evaluate our programs? What sort of measurement or evaluation do we do ourselves, and when do we need external assistance?

In our current changing procurement environment of understanding and measuring outcomes, it can be very unclear as to what we are referring to when we discuss measurement and evaluation. It becomes even more confusing when we see the myriad of tools, frameworks, theories and definitions in measuring social outcomes.

### Learning outcomes & content:

This workshop will provide you with a robust base level understanding of measurement and evaluation, and the ability to:

- recognise what you can measure yourself,
- what you need to be able to undertake this measurement, and
- when you should ask for external assistance

The course will cover:

- Introduction to outcomes.
- Introduction to measurement and evaluation.
- What can be done in-house and when you should outsource.

### Who will benefit?

This course is suitable for managers and staff setting and reporting on program outcomes.

## Story Based Approach for Capturing Outcomes - Most Significant Change

The Most Significant Change (MSC) technique is a participatory monitoring & evaluation tool ideally suited to providing qualitative information on project outcomes and program impact.

MSC is about collecting stories of change in peoples' lives as a result of the project or program intervention. It is transferable across cultural contexts, can pick up unexpected outcomes and supports organisational learning and program improvement.

MSC is easy to use, requires no special professional skills. When the technique is implemented successfully, your whole team will begin to focus their attention on program impact.

### Learning outcomes & content:

At the end of this course, participants will:

- Understand how MSC works and contribute to identifying outcomes
- Understand how MSC fits within broader Monitoring and Evaluation techniques
- Understand the benefits and weaknesses of MSC and when and where to use it
- Be able to undertake the essential steps of MSC (story collection, selection and feedback)

### Who will benefit?

This course is suitable for managers and staff setting and reporting on program outcomes.

## Tips and Tricks of Program Measurement

What is the difference between measurement and evaluation? Why do we need consultants to evaluate our programs? What sort of measurement or evaluation do we do ourselves, and when do we need external assistance?

In our current changing procurement environment of understanding and measuring outcomes, it can be very unclear as to what we are referring to when we discuss measurement and evaluation. It becomes even more confusing when we see the myriad of tools, frameworks, theories and definitions in measuring social outcomes.

### **Learning outcomes & content:**

This workshop explores the key skills and techniques of program measurement including:

- Understanding the difference between impact measurement, monitoring and evaluation
- Explain the process of measurement cycles
- Be familiar with contemporary tools and process
- Be better equipped to implement program measurement

### **Who will benefit?**

This course is suitable for managers and staff setting and reporting on program outcomes.



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