



PUBLIC SERVICE INSTITUTE OF NIGERIA (PSIN)
The Presidency

TRAINING BROCHURE

Learning, Leading & Innovating



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FORWARD

The success and prosperity of an organization is directly related to the performance of its personnel. The quality of performance of any of the personnel is, in most cases, influenced by effective operational procedures, organizational culture, worker education, training and retraining.

Federal Government of Nigeria, in recognition and appreciation of this, established the Public Service Institute of Nigeria (PSIN), a foremost Public Service Training Institution in Nigeria. We are determined to make impact within the confines of our Mission which is to sustained commitment to modernizing public governance, management and leadership development through transformational Training, Research, Consultancy and Advocacy. To this end, the Institute has currently been repositioned for better service delivery in the areas of entrepreneurship and commercial orientation, and expansion of ICT infrastructure as well as upgrading our facilities to ensure transparent and timely conduct of trainings and examinations.

The Institute in accordance with her mandate has packaged this Training Programme Brochure in line with Federal Civil Service Strategy and Implementation Plan 2021-2025 (FCSSIP 25) of the Office of the Head of Civil Service of the Federation and the Renewed Hope Agenda of the current Administration. These plans are guides in the design of training programmes. Therefore, I wish to recommend this training manual to all public and private sector stakeholders.

Abdul-Ganiyu Obatoyinbo, PhD, fimc, mni

Administrator/CEO



Africa's Leading Capacity Building Centre for Public Servants

VISION

To be a World-Class Centre of Excellence in transforming Public Sector Governance, Management and leadership Development.

MISSION STATEMENT

“Continuously engaging in modernizing management practices and leadership competencies of the top and middle-level man power, and to strengthen the organizational capacities of public service institutions, through provision of transformational training, research and consultancy”.

STATEMENT OF STANDARD OF SERVICE/QUALITY ASSURANCE MECHANISM

PSIN prides itself on setting high standards of training to its participants. The personal support and encouragement participants receive while at PSIN is an indispensable part of each training exercise. It is one of the key factors that set PSIN apart.

At PSIN, participants are treated with courtesy, friendliness and respect by all staff and each concern is taken seriously. Opportunities are given participants to state their learning needs which we strive to meet if they are related to the programme.

Varied teaching methods including visual aids and participative methods are used in the presentation. Our facilitators are well experienced, knowledgeable and will endeavor to find solution to questions.

OUR SERVICES

- i. Consultancy Services:
 - ❖ Recruitment for MDAs
 - ❖ Promotion Examinations and Interviews
 - ❖ Computer Based Tests
 - ❖ Organizational Restructuring and Development
 - ❖ Enterprise Resource Planning
 - ❖ Benchmarking/Study tour
- ii. Training and Capacity Building programmes:
 - ❖ Trainings
 - ❖ Public lectures
 - ❖ Conferences & Seminars
 - ❖ Workshops
- iii. Research
 - ❖ Training Needs Analysis (TNA)/Survey
 - ❖ Research Data collection and Analysis
 - ❖ Advocacy

CONFERENCES AND SEMINARS

- ❖ National conference on contemporary HR Management in the Public Service
- ❖ Good Governance and Fiscal responsibility and management in the Public Service
- ❖ Economic Recovery and Growth Plan (ERGP) and Public Sector Reforms:
- ❖ Modernizing Government and improving Public Sector performance in the 21st Century



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MANDATE/FUNCTIONS OF THE INSTITUTE

- i. Provide competency-based and demand driven training to Public Servants, using information and cutting-edge technology services in order to enhance their professional, technical, managerial and leadership capabilities.
- ii. Serve as think-tank support to the Federal Government especially with regard to public sector management, reform and sustainable development.
- iii. Provide high quality research, consultancy, and policy advocacy and implementation support services to the Federal, States and Local Governments in Nigeria.
- iv. Serve as a centre of excellence and innovation by promoting organizational excellence and long-life learning in the public service.
- v. Compliment other manpower and management development institutions in Nigeria in the promotion and cultivation of enlightened management practices in the public service.
- vi. Provide its services to a variety of clients, both within and outside of government in Nigeria or elsewhere.
- vii. Establish a collaborative partnership with relevant Universities, professional bodies and international organizations.
- viii. Instill in public officers a Commitment to Public Service values, ethics and integrity as a cardinal principle of public life.
- ix. Carry out other functions as may be determined from time to time by the Government through the Board or any other law.



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TRAINING NEEDS ANALYSIS (TNA)

It is always good to optimize investments made on every endeavor especially human capacity building. To attain this, a good TNA is vital to enable organizations harness better value, for money expended on training. We conduct TNA based on organizational goals and strategies: current and future needs.

BLENDED LEARNING

Our methodology for better learning outcomes is based on blended learning approach which includes:

- Classroom based training
- Self-study
- Skill Acquisition
- Video-Conferencing
- E-learning

OPEN PROGRAMMES

The Institute organizes Open and customized programmes. The Open programmes consist of courses and Public Lecture Series, all of which are focused on Leadership and Management. The customized training is courses based on request from MDAs and the Private Sector. Open programmes is aimed at examining the rapidly changing public service environment in the twenty-first century and the challenge it poses to public servants as well as private sector operators. Throughout the programmes, participants will be exposed to key issues in the attainment of the envisaged new Civil Service and its implication for policy implementation and timely quality service delivery.



SPECIALIZED TRAINING PROGRAMMES

S/No	Course Title	Duration	Venue
1.	Basic Entrepreneurship Education training	5 days	Abuja, Kaduna, Ibadan, Owerri, Nigeria (PSIN).
2.	Management and Delivery of Entrepreneurial Studies at Educational Institutions	7 days	Songhai International Resource Farm Centre, Porto-Novo, Benin Republic
3.	Appropriate Soft skills development for the 21 st Century World of works	4 days	Abuja, Kaduna, Ibadan, Owerri, Nigeria (PSIN).
4.	Effective Grant/Proposal Writing Skill	4 days	Abuja, Kaduna, Ibadan, Owerri, Nigeria (PSIN).
5.	Basic Entrepreneurship Course	5days	Kuala Lumpur University, Dubai (CUD)
6.	Strategic Management, Leadership and Innovation	5 days	Kuala Lumpur University, Dubai (CUD).
7.	Agriculture/Irrigation technology course in Israel	2 weeks	ATID International Network Colleges of Science and Technology, Israel.
8.	Mechatronics/Autotronics/Air Conditioning Course in Israel	2 weeks	ATID International Network Colleges of science and technology, Israel.
9.	Advanced Technologies for efficient food production course in Israel	2 weeks	ATID International Network Colleges of Science and Technology, Israel.
10.	Innovation, Entrepreneurship and Management Course in Israel	2 weeks	ATID International Network colleges of Science and Technology, Israel
11.	Benchmarking/Study Tour to foreign Countries	2 weeks	Singapore, Malaysia, Rwanda, Israel, etc



1. HUMAN RESOURCE & LEADERSHIP DEVELOPMENT COURSES

HUMAN RESOURCE (HR) PLANNING AND MANAGEMENT

Background

This is a well-structured course for planning and managing HR Architecture in the public service while responsively positioning the human capital quotient in the face of best global practices, workplace diversity, technology evolution and multifaceted environmental dynamics.

The Programme will enable participants to gain an insight on the Strategic approach towards HRM and to understand how various HR strategies that is relevant in the public service.

Learning Objectives:

At the end of the course, participants will be able to:

- ❖ Understand the dynamics of HR planning and management in the public service
- ❖ Appreciate various HRM models
- ❖ Evaluate work systems in line with organization's strategic purpose
- ❖ Manage organization culture mix to ensure organizational efficiency
- ❖ Manage team for strategic results
- ❖ Ensure effective use of Human Resources
- ❖ Predict the impact of technological changes on the resources as well as on the kind of jobs they do.

Course Contents

- ❖ Strategic Workforce Planning
- ❖ Strategic HR Management: An Overview
- ❖ Training and Development
- ❖ Understanding the Need for Workforce Planning
- ❖ Measuring Employee Attitude
- ❖ Talent Management
- ❖ Strategic Sourcing of Required Skills for the Civil Service
- ❖ Target Setting and Performance Management
- ❖ Ethics and Code of Conduct for Public Servants
- ❖ Developing an EPIC Culture Transformation Civil Service

Target Audience

Middle and Senior Level Officers.



UNDERSTANDING RULES, REGULATIONS, PROCESSES & PROCEDURES IN THE PUBLIC SERVICE

Background

The Civil Service of the Federal, States and Local Governments are created by the relevant provisions of the 1999 Constitution of the Federal Republic of Nigeria, Section 318 (1) of the Constitution defines the Civil Service of the Federation as “Service of the Federation in a civil capacity as staff of the office of the President, the Vice president, a Ministry or Departments of the Federation assigned with the responsibility for any business of the Government of the Federation”.

Learning Objectives

At the end of the course, participants will be able to:

- ❖ Understand the dictates of the Public Service Rule
- ❖ Financial Regulations and other extant rules guiding conduct of public officers
- ❖ Apply the Public Service Rules and Financial Regulations in the workplace
- ❖ Understand the processes and procedures in Appointment, Promotion and Discipline

Course Contents

- ❖ Public Service Rules
- ❖ Understanding PRA, NHF, NHIS
- ❖ Overview of the Public Service Reforms and Government Development Agenda in Nigeria
- ❖ Oath of Secrecy and FOI Act
- ❖ Introduction to Labour Laws in Nigeria
- ❖ Memo Writing in the Public Service
- ❖ Work Ethics in the Public Service
- ❖ Personal Development Programme
- ❖ Report and Speech Writing
- ❖ Presidential Executive Orders

Target Audience: Newly employed Civil Servants and Middle Level Officers.



STRATEGIC LEADERSHIP COURSE

Background

Leaders, especially senior decision-makers in Ministries, Departments and Agencies (MDAs) are required to tackle significant challenges in today's testing times. However, against the backdrop of necessary fiscal constraints and global financial uncertainty, leaders need to set strategic direction that takes account of a host of external/internal factors that can affect their organizations' overall goals and objectives.

Learning Objectives

At the end of the course, participants will be able to:

- ❖ Appreciate the critical role and importance of effective leadership and management training for attaining organizational goals
- ❖ Promote active learning that will offer opportunities for participants in a mutually supportive setting
- ❖ Unlock their leadership potentials in line with global best practices
- ❖ Introduce, develop and reinforce skills and techniques that will support and sustain each participant in developing overall leadership capabilities
- ❖ Facilitate knowledge and understanding in “What Works” in leadership types and styles
- ❖ Acquire skills for effective team building

Course Contents

- ❖ Strategic Leadership: The Overview
- ❖ Good governance and Policy Formulation
- ❖ Personal Effectiveness and its impact on Organizational Development
- ❖ Managing team for strategic Results
- ❖ Managing Change for Effective Service Delivery
- ❖ Succession Planning
- ❖ Target Setting and Performance Management
- ❖ Leading People through Change
- ❖ Industrial Relationship Management

Target Audience: Middle and top-level management officers in the Public Service.



MANAGING CHANGE FOR EFFECTIVE RESULTS

Background

This highly interactive programme is designed with focus on the ERGP and 2017-2020 Federal Civil Service Strategy and implementation Plan of the office of the Head of Civil Service of the Federation. It focuses on developing the critical skills to effectively managing change in the workplace and covers how to motivate people through the change process.

Learning Objectives

At the end of the course, participants will be able to:

- ❖ Understand the change management principles
- ❖ Address the knowledge gap in government policies
- ❖ Identify the role of public servants in the attainment of the expected outcomes of the Agenda
- ❖ Understand the importance of change in organizational development
- ❖ Identify ways they can help team members cope with change

Course Contents

- ❖ Introduction to Managing Organizational Change
- ❖ Overview of 2017-2020 Federal Civil Service Strategy and Implementation Plan
- ❖ Overview of the ERGP
- ❖ Understanding Presidential Executive Orders
- ❖ Understanding the SDGs
- ❖ Leading People through Change

Target Audience

Middle and top-level management officers.



PERFORMANCE MANAGEMENT AND EVALUATION

Background

Effective Organizations are aware of the positive relationship between employees' performance and the overall performance of the organization, it is, however, imperative for organizations to ensure the supervisors and managers improve employee performance.

The front or line managers are imperative any performance management system which includes setting objectives and conducting appraisals. This Programme is designed to take an in-depth view at setting the right targets and create measures to manage employees.

Learning Objectives

At the end of the course, participants will be able to:

- ❖ Describe the purpose of performance management from an individual and organizational points of view
- ❖ Ensure an improvement in both individual and organizational performance
- ❖ Create Business-based objectives, SMART targets and performance measurement
- ❖ Understand the process of identifying KPIs and Performance requirements
- ❖ Appreciate the requirements for career development
- ❖ Understand the links between behavior and values in the organization

Course Contents

- ❖ Result-Based Performance Management and Meritocracy: Introduction
- ❖ Creating and sustaining high performance teams
- ❖ Supervisory and Performance Management
- ❖ The principles of performance management
- ❖ Setting performance measures
- ❖ Reviewing and assessing performance
- ❖ One to one performance review meetings
- ❖ Rewards Management and Motivation
- ❖ Wages and Salaries Administration

Target Audience

Middle and top-level management officers.



MANAGING THE LEARNING AND DEVELOPMENT FUNCTIONS

Background

Organizations that are determined to excel in service delivery and make a difference to the clients must have core skills and competencies in learning and development. The current roles of L&D in organizations are changing and must be aligned with the raving trends in global practices. Those who handle training functions must not only have competencies in training service delivery and learning transfer, they must learn how to use training to improve organizational performance.

Learning Objectives

At the end of the course, participants will be able to:

- ❖ Align L&D function to the strategic objectives of the organization
- ❖ Design L&D programmes that are compelling and meet learners' requirements as individuals and organization as a whole
- ❖ Secure adequate resources for L&D projects and activities
- ❖ Attain training logistics competence
- ❖ Master excellent facilitation skills.

Course Contents

- ❖ HR Planning and Needs for Training
- ❖ Key Elements of L&D Business Plan
- ❖ Linking L&D to Business Strategy
- ❖ Approaches to TNAs & Skills Gap Analysis
- ❖ Curriculum Planning and Development
- ❖ Effective Management of Training
- ❖ Managing Training Budgets
- ❖ Training Delivery Methods
- ❖ Training Evaluation and Analysis

Target Audience

The course is designed for all levels of staff in MDAs.



MANAGING TEAM FOR EFFECTIVE RESULTS

Background

Teams are portrayed as effective work groups whose effectiveness rests in the degree of motivation, co-ordination and purpose. Its synergy produces an energy and creativity which is beyond them as individuals. The programme is designed to give practical knowledge of building a team and ability to understand the key concepts associated with team work.

Learning Objectives

At the end of the course, participants will be able to:

- ❖ Identify the main obstacles to effective team working.
- ❖ Understand the nature of the team formation process.
- ❖ Understand the critical components required for a high-performance team.
- ❖ Use these components to build a team that works effectively as a unit where synergy is evident.
- ❖ Explain the benefits of developing and maintaining effective team working.

Course Outline

- ❖ Leadership and Partnership
- ❖ Building an Effective Team
- ❖ Stages of Team Development
- ❖ How decisions are made in organizations
- ❖ Managing a High-Performance Team
- ❖ Problem solving and Creating Team Spirit
- ❖ Rephrasing for Better Relationships
- ❖ Dealing with Challenges in Teamwork

Target Audience: Middle and top-level management officers of MDAs.



LEADERSHIP, CHANGE AND ORGANIZATIONAL EFFECTIVENESS

Background

The Leadership in the public service combines two critical and interrelated topics – leadership and organizational effectiveness. While leadership has always been about inspiring and influencing people, leaders must now be able to do this in a context where organizational effectiveness is becoming ever more central and changing increasingly fast. To be a successful leader today is therefore about leading people to achieve organizational objectives.

Learning Objectives

At the end of the course, participants will be able to:

- ❖ Make the transition into the role of effective leader
- ❖ Understand the strengths and weaknesses as leaders
- ❖ Effectively handle friends, older workers, new hires and other early problems.
- ❖ Understand change management process
- ❖ Have a deeper understanding of motivating people, and how to gain commitment.

Course Outline

- ❖ Quality Management: Creating and Sustaining Organizational Effectiveness
- ❖ Articulating and Inspiring Visionary leadership
- ❖ Building and Sustaining Teams
- ❖ Succession Planning and Mentorship Management
- ❖ Strategic Organizational Planning and Change Management Process
- ❖ Communication with Influence
- ❖ Etiquette & Organizational Values
- ❖ SWOT Analysis

Target Audience: Middle and top-level management officers of MDAs.



SELF-MANAGEMENT AND PERSONAL EFFECTIVENESS

Background

We, all at some point in our past have muttered the words 'I haven't got enough hours in the day', 'I wish I could...' or 'I really want to get better at...'

We hold ourselves back from the things we want to do because our own self-limiting beliefs are telling us that we can't do something, or we shouldn't be doing it. But you can. We just need to change our mind set and become **personally effective**.

Learning Objectives

At the end of the course, participants will be able to:

- ❖ Understand what personal effectiveness is and its benefits
- ❖ Know what your personal strengths and areas for development are
- ❖ Be able to identify what is holding you back from what you want to achieve
- ❖ Communicate more effectively and efficiently with others and have the confidence to sell yourself when you need to
- ❖ Know how to build a clear personal development plan that drives you to gain new skills and knowledge that you need to succeed
- ❖ Have a range of techniques to become more efficient such as how to prioritize tasks and manage your time more effectively
- ❖ Delegate tasks effectively

Course Outline

- ❖ Overview of Self Management and Personal Effectiveness
- ❖ Working styles and relationship building
- ❖ Communicating Skills
- ❖ Goal setting and Work Priority
- ❖ Building a Personal Development Plan
- ❖ Self-Motivation
- ❖ Time Management and Delegation
- ❖ Dealing with different behaviours
- ❖ Problem solving and decision making

Target Audience: Middle and top-level management officers in Public and Private Sectors.



IMPROVING PERFORMANCE THROUGH TARGET SETTING AND APPRAISAL PROCESSES

Background

Complaints about performance reviews are all too common in the workplace. Managers feel like they are wasting precious time going through a process that doesn't have much meaning, and employees are not receiving feedback that helps them to grow and develop as professionals. Hence, this course is put together for the managers to raise the bar on performance through target setting and appraisal processes.

Learning Objectives

At the end of the course, participants will be able to:

- ❖ Improve the effectiveness of employees and organization by implementing the tools of performance management.
- ❖ Determine performance measures at the Corporate, departmental and Individual levels.
- ❖ Manage the attainment of targets through regular monitoring, and support.
- ❖ Appraise employees and identifying training and development requirements to build relevant competencies.
- ❖ Link individual performance to rewards and career advancement.
- ❖ To develop the concept of “managing for success” – consistently catching people in the act of doing things right!! (Steven Covey).
- ❖ To improve performance and productivity;

Course Contents

- ❖ Vision, Mission & Objectives.
- ❖ Employer & Employee Responsibilities and Obligations
- ❖ Target Setting and Performance Management Process - Objectives, Competencies, and Standards
- ❖ Overview of the Balanced Scorecard Model
- ✓ *Customer Perspective*
- ✓ *Business Processes Perspective*
- ✓ *Organisation Learning Perspective*



- ✓ *Financial Perspective.*
- ❖ Components of the Targets Setting
- ✓ Goals
- ✓ Critical Results
- ✓ Performance Indicators
- ✓ Performance Standards
- ✓ The Quantitative Performance
- ✓ Behavioural Performance
- ✓ Weighting
- ✓ Dependencies.
- ❖ Appraisal System
- ✓ Uses of performance appraisal
- ✓ Preparation for the Manager - Assessment and using performance measures
- ✓ Preparation for the Employee - Career and Development
- ✓ The Performance Review Conversation
- ✓ Expectations from performance appraisal exercise
- ✓ Three critical areas for review: performance, reward, potentiality review.
- ❖ Performance rating errors
- ❖ Completing the Performance Management Cycle with Appraisals
- ❖ Appraisal Process Best Practices
- ❖ Managing “poor performers”

Target Audience: Middle and top-level management officers of public and Private sectors



TALENT MANAGEMENT TRAINING FOR PUBLIC SERVANTS

Background

Talent Management is an important HR tool in the recruitment and employee management process. It is an essential business wide practice used by management to cover many areas such as; succession planning, development of the organization and individuals, performance enhancement and organizational capability. This course is designed to ensure managers understand the process of talent management and its importance to organizational performance.

Learning Objectives

At the end of the course, participants will be able to:

- ❖ Recognize the business case for talent management and succession planning
- ❖ Identify the need to have talent management integrated into the strategy of their organization in order to retain talent
- ❖ Recognize the key steps required to implement the Talent Management Continuum
- ❖ Draw up an action plan to address your talent management needs

Course Contents

- ❖ **Overview of Talent Management**
- ❖ **Concepts of Talent Management & the Public Service**
- ❖ **Talent Management Strategy** – Aligning Corporate Strategy with Talent Management Strategy
- ❖ **Developing and Attracting Talent:** To meet organizational and individual needs
- ❖ **Managing Your Talent** – Active steps taken to retain and engage talent for the future health of the organization and individual
- ❖ **Succession Planning** – Identifying and developing internal talent pools for key/critical organizational positions
- ❖ **Evaluating Your Talent** – High level and individual evaluations to ensure you have a robust Talent Management system in place
- ❖ **Retaining Your Talent** – Identifying ways to help improve retention of your talent
- ❖ **Management Policy** – The key aspects of a robust Talent Management Policy

Target Audience: Middle and top-level management officers.



MANAGING PEOPLE FOR STRATEGIC ADVANTAGE

Background

Effective management of the most strategic asset of every organization is very important. However, being equipped with the requisite knowledge on effective people management is important to achieving organizational vision.

Learning Objectives

- ❖ Recruit and keep the right talent that will ensure organizational effectiveness.
- ❖ Develop the flexibilities in communicating effectively with all cadres of staff within the organization.
- ❖ Improve the results of people they work with thorough effective coaching
- ❖ Handle conflicts effectively and decide on the best options to get the best results out of the situation.
- ❖ Build and manage high performance teams

Course Contents

- ❖ Strategic HR Management in the public sector
- ❖ Effective communication
- ❖ Critical factors that build or break teams
- ❖ Leading and managing change
- ❖ Creative Problem solving and decision-making Process
- ❖ Team Building

Target Audience

The course is designed for all levels of staff of MDAs.



MANAGING AND LEADING STRATEGIC CHANGE

Background

We constantly experience the impact of change but effective organizational change remains a management dilemma. This course, for senior and middle managers, clarifies the need for change, examines the barriers and pitfalls and identifies methods for implementing successful change.

During the programme participants will be introduced to a series of concepts and be involved in exercises that will aid your understanding of the latest theories of change. This will enable you to take a pragmatic, but visionary, view of the change process within your own environment.

Learning Objectives

At the end of this programme, participants will be able to:

- ❖ Understanding the change process that will provide them with a skill set to enable the delivery of successful change in their own environment
- ❖ Understand the proven techniques which will allow them to create their future vision, establish a realistic view of the present and to provide a methodology to minimise risk as they move towards the new way

Course Outline

- ❖ How to Prepare for Change
- ❖ Understanding the need for change
- ❖ Analyzing and understanding the impact of the environment
- ❖ Creating a shared vision of the future
- ❖ Setting the strategic goals and assessing performance
- ❖ Evaluating and utilizing the power and influence of those involved
- ❖ Understanding and Working with the Organizational Culture
- ❖ Organizational Culture and Change Management
- ❖ Does it need to change and what should replace it?
- ❖ Why resistance to change exists
- ❖ Recognizing the resistors
- ❖ Managing and supporting the effects on the individual
- ❖ Working with teams in a change environment
- ❖ Building management capability

Target Audience

The course is designed for Middle and senior officers of MDAs.



STRATEGIC LEADERSHIP FOR CHANGE MANAGEMENT

Background

The need for new breed of leaders that is aware of the necessary fiscal restraint, performance improvement ethos and global opportunities. Leaders need to drive their organizations through strategic direction that takes account of international best practice. They need to be able to grow international partnership that will propel their organization to the next level of growth. With the maturing democratic systems and the emergence of new breed of leaders in Nigeria, the expectations from organizational leadership are fast changing. Because change in public sector is inevitable, leaders clinging to old ways of leadership and management will not continue to prosper for long. Unfortunately, people and organizations change slowly, usually with great resistance and often with considerable pain.

Learning Objectives

At the end of the course, participants will be able to:

- ❖ Develop the right leadership emotional intelligence
- ❖ Identify the leadership challenges in the 21st century;
- ❖ Identify the strategic issues within the on-going reforms in public sector;
- ❖ Set strategic direction based on target driven benchmark and key performance indicators for the achievement of vision 20-20-20 and the government agenda;
- ❖ Operate successfully at the nexus of politics and administration within the Nigeria's government systems in the 21st century;
- ❖ Analyze and manage complex and intractable
- ❖ Analyze policy issues relating to change management;
- ❖ Deal strategically with various forms of contingency, crisis and change in and around their organizations;

Course Outline

- ❖ Emotional Intelligence for Contemporary Leadership
- ❖ Strategic Leadership in the 21st Century
- ❖ Strategic Road-mapping for Policy Achievement
- ❖ Strategic Change Management for Effective Service Delivery
- ❖ Key Reforms in the Public Service: Prospects, Challenges and Strategic drivers
- ❖ Strategic Networking and Partnership for Performance Improvement
- ❖ Target Setting, Performance Management and Benchmarking

Target Audience

The course is designed for all levels of staff of MDAs.



WORK ETHICS AND ORGANIZATIONAL PRODUCTIVITY

Background

Employees' attitude to their duties and responsibilities has major effect on organizational productivity. Their commitment and loyalty to their organizations and their positive attitudes to peers and superiors in the course of their job performance are necessary requirements for industrial harmony and higher productivity. Their respect for organizational core values has huge effect on results. Managers need to build positive work attitudes for the attainment of their organization's objectives.

This workshop is designed to equip participants with the requisite skills and work values essential for fully exploiting the creative potentials of human resources for improved productivity.

Learning Objectives

At the end of the course, participants will be able to:

- ❖ Analyse prevailing work ethics and their impact on organizational performance;
- ❖ Identify factors that have positive and negative effects on employees' attitude to work;
- ❖ Handle factors that negatively affect attitude to work;
- ❖ Develop strategies for managing human resources for high productivity; and
- ❖ Influence work ethics and behavior positively.

Course Outline

- ❖ Corporate Governance
- ❖ Management Concepts and Processes
- ❖ Work Ethics and Productivity
- ❖ Environment and Ethics
- ❖ Organizational Culture and Values
- ❖ Human Behaviour/Relations in Organizations
- ❖ Attitudinal Change
- ❖ Leadership Styles and Skills
- ❖ Productivity Measurement Tools
- ❖ Productivity Improvement Techniques
- ❖ Corporate Social Responsibility
- ❖ Measuring and Rewarding Performance
- ❖ Developing an EPIC Culture Transformation Civil Service
- ❖ Work Ethics and Values for the Civil Service

Target Audience: The course is designed for all levels of staff of MDAs.



CONFLICT MANAGEMENT AND RESOLUTION

Background

Conflicts abound everywhere. All over the world, there are disputes that are latent, emerging or manifest. Conflict arises partly from two or more parties disagreeing over the distribution of resources. Conflict is the result of the diverse characteristics of our thoughts, attitudes, beliefs, perceptions, systems and structures. It is part and parcel of our existence and we all have influence and power over whether conflict becomes negative or positive.

Learning Objectives

At the end of the workshop, participants will be able to:

- ❖ Develop shared values in conflict management;
- ❖ Identify causes and types of conflict;
- ❖ Analyse tools for conflict resolution;
- ❖ Develop positive attitudes and interactions in their teams and organizations; and
- ❖ Apply appropriate intervention strategies in conflict resolution.

Course Outline

- ❖ Conflict Management and Resolution: An Overview
- ❖ Causes, Styles and Types of Conflict
- ❖ Stages of Conflict Development and Strategies for Conflict Resolution
- ❖ Personal Attitudes towards Conflict Management
- ❖ Tools for Conflict Analysis
- ❖ Management/Union Conflicts Management
- ❖ Culture and Conflict Management and Resolution
- ❖ ADR and Conflict Resolution
- ❖ Effective Communication and Conflict Resolution
- ❖ Maintaining Post-conflict Relationship
- ❖ Implementing Work-life Balance in the Work Place.

Target Audience: The course is designed for all levels of staff of MDAs.



ATTITUDINAL CHANGE AND ETHICAL CONDUCT IN ORGANIZATIONS

Background

Many organizations performance and service delivery are undermined by poor attitude. The attitude challenge is manifested in tardiness, unethical conduct, conflict and low commitment, all of which lead to low productivity, negative image and poor service delivery. Attitude change poses significant challenge. Organizations which intend to excel in service delivery must pay attention to attitude problems

Employees' performance and contribution is a function of their knowledge, skills, attitude and motivation. Attitude constitutes the most important factor in the performance of the worker. With the right attitude, an employee will be willing to learn, show commitment to work, relate well with peers, superiors and juniors. With the right attitude, an employees' contribution and organizational performance will be at peak level.

This workshop is designed to provide the platform for a critical examination of attitude and ethical conduct in the public and private sectors and to bring attitude change to the fore for the betterment of the organizations.

Learning Objectives

At the end of the course, participants will be able to:

- ❖ Determine actions that constitute negative attitude and unethical conduct;
- ❖ Gain consensus on the effects of negative attitude;
- ❖ Identify individual and collective measures that may be taken to minimize attitude problem; and
- ❖ Become part of the vanguard for change in the organization.

Course Outline

- ❖ Principles and Practice of Management
- ❖ Concept of Work and Performance
- ❖ Attitude at Work: Positive and Negative Attitude
- ❖ Unethical Practice and Conduct at Work: Why People Engage on Unethical Conduct
- ❖ Developing an EPIC Culture Transformation Civil Service
- ❖ Work Ethics and Values for the Civil Service
- ❖ Planning and Organizing Work
- ❖ Effective Management of Resources at Work
- ❖ Interpersonal Relations at Work
- ❖ Gaining the Trust, Confidence and Support of the Boss
- ❖ Effective Communication Skills
- ❖ Attitude to Official Information
- ❖ The Effective Person
- ❖ Attitude Change – the Challenges and Strategies

Target Audience: The course is designed for all levels of staff of MDAs.



MANAGING PEOPLE FOR STRATEGIC ADVANTAGE

Background

In today's complex business environment characterized by pervasive economic uncertainty, organizations are constantly seeking to develop and execute a winning strategy. Most forward-looking organizations, realizing that distinctive human resources are critical in orchestrating a winning performance, now focus much more attention on aligning their human resource function with their strategic business objectives. Recent research suggests, however, that line managers remain a vital but often weak link in the alignment process, as they are ill-equipped to effectively manage the implementation of human resource aspects of business strategy.

Learning Objectives

At the end of the programme, participants will be able to:

- ❖ Understand the exploration of several fundamental aspects of managing and leading people;
- ❖ Participants will complete a Myers-Briggs (MBTI) assessment to understand their leadership types;
- ❖ how to leverage their style to get results through others and make better managerial decisions and effectively handle them;
- ❖ appreciate key ethical issues in the employment relationship;
- ❖ Gain practical concepts and frameworks that will help to align the people management practices with his/her organization's competitive strategy and;
- ❖ Understand how to implement change and drive business performance by achieving outstanding results through people.

Course Outline

- ❖ Fundamentals of Strategic People Management
- ❖ Managing and Leading Oneself
- ❖ Understanding and Influencing Human Behaviour in Organizations
- ❖ Handling Ethical Challenges in People Management
- ❖ Dealing With Conflict
- ❖ High Performance Work Practices and Frameworks
- ❖ Aligning Individual Performance with Organizational Goals
- ❖ Conducting Effective Performance Evaluations
- ❖ Developing and Engaging Talent for Peak Performance
- ❖ Driving Performance through Compensation
- ❖ Leadership and Strategic Impact
- ❖ Managing Workplace Conflicts and Negotiations
- ❖ Leading People through Culture Change
- ❖ Action Planning: Refining Your Management Style

Target Audience:

For Administrative officers and Personnel Manager of firms in the Public and Private Sectors respectively.



SUCCESSION PLANNING AND MENTORING MANAGEMENT

Background

The availability of managers with the requisite knowledge, skills and experience at all levels and at all times is essential for keeping organizations competitive. In order to ensure the constant supply of the required human resources, progressive organizations embark on deliberate training and development programmes like succession planning and mentoring to create a cadre of managers who possess the necessary competence and are prepared and ready to assume higher responsibilities creditably.

Succession planning and mentoring programmes are key elements in developing managers. They are essential leadership skills development programmes that help managers learn, grow and become more effective in their jobs, now and in the future.

Learning Objectives

At the end of the programme, participants will be able to:

- ❖ Highlight the various approaches used in the training and development of future managers in organizations;
- ❖ State the importance of succession planning and mentoring development programmes; and
- ❖ Apply succession planning and mentoring skills.

Course Outline

- ❖ Succession Management: An Overview
- ❖ Succession and Mentorship Management
- ❖ Personality Management and Development
- ❖ Human Resource Planning and Development
- ❖ Career Planning and Development
- ❖ Understanding Mentoring Management Strategies
- ❖ Career Opportunities and Career Change
- ❖ The Practice of Succession Planning and Mentoring as a Leadership Development Tool
- ❖ Developing Managerial Skills
- ❖ Personal Values, Attitudes and Ethical Choices
- ❖ Personal Effectiveness

Target Audience: The course is designed for Middle and senior officers of MDAs.



MANAGEMENT WORKSHOP FOR ADMINISTRATIVE / PERSONNEL OFFICERS

Background

Identification of Key Result Areas (KRAs), manpower planning, target setting, resource management and staff performance appraisal are important functions of administrative and personnel officers. These are vital management functions and require competence to effectively carry them out.

This workshop is designed to equip participants with relevant management techniques and skills that will enable them to operate as effective and efficient employees.

Learning Objectives

At the end of the course, participants will be able to:

- ❖ Apply modern management techniques;
- ❖ Identify key result areas in their jobs;
- ❖ Set targets and performance standards for themselves and subordinates;
- ❖ Evaluate employees' performance objectively; and
- ❖ Build effective work teams.

Course Outline

- ❖ Management Concepts and Processes
- ❖ Personnel Functions
- ❖ Planning and Organizing Work
- ❖ Delegation and Authority
- ❖ Budgeting and Budgetary Control
- ❖ Effective Team Building
- ❖ Leadership and Motivation
- ❖ Disciplinary Procedures
- ❖ Computer Application
- ❖ Performance Appraisal
- ❖ Industrial Relations
- ❖ New Pension Administration and Management
- ❖ Public Service Reforms and Government Development Initiatives

Target Audience

The course is designed for Middle and Senior Administrative officers of MDAs.



CREATIVITY AND INNOVATION IN LEADERSHIP DEVELOPMENT

Background

Leadership involves the appropriate utilization assets and resources to achieve collective goals and objectives. The appropriate utilization of human resources is central to this process. Creating an enabling environment for creativity and innovation as well as using creative and innovation leadership techniques are crucial to appropriate utilization of resources to achieve common goals. Among all resources, only human resources can apply their creativity to increase their capability to create value. The capacity of resources like machines, money and materials can only increase when man (HR) applies his/her ingenuity to them.

This workshop is therefore designed to equip participants with the knowledge and skills to create a work environment that stimulates their staff to be more creative and innovative, using their management initiative.

Learning Objectives

At the end of the course, participants will be able to:

- ❖ Identify the role of leadership in creativity and innovation;
- ❖ Apply the dynamics of creativity process and creativity thinking;
- ❖ Assess their leadership characteristics and qualities;
- ❖ Create a conducive environment for creativity and innovation; and
- ❖ Build teams for creativity and innovation: and
- ❖ Initiate entrepreneurial programmes.

Course Outline

- ❖ An Overview of Creativity and Innovation in Leadership
- ❖ The Creative Process
- ❖ Characteristics of Creative Leaders (with self-assessment exercise)
- ❖ Creating the Right Environment for Creativity and Innovation
- ❖ Building Teams for Creativity, Innovation and Group Genius
- ❖ Enterprise and Entrepreneurship
- ❖ Creativity in Science and Technology
- ❖ Transition from Creativity to Innovation
- ❖ Change Management
- ❖ Creativity in Public Events Management

Target Audience

The course is designed for Middle and senior officers of MDAs.



CORPORATE GOVERNANCE

Background

The rising fear of corporate failure has put pressure on governments and boards globally to reinvent strategies aimed at strengthening sector corporate governance. It is imperative for policy makers and directors of public and private organizations to improve and expedite the board's effectiveness. Most often there exists a dichotomy between the board and management in some organizations, which sometimes leads to conflicts and discord within the organization. Also, boardroom politics and shareholders responsiveness have led to incessant altercation.

The effectiveness with which boards discharge their corporate and statutory responsibilities substantially affects the performance of their organizations. Therefore, there is need to cultivate and maintain the right balance between the board and management.

This workshop is organized to equip participants from public and private sectors with the required skills to strengthen corporate governance system for the attainment of overall organizational goals.

Learning Objectives

At the end of this course, participants will be able to:

- ❖ Identify key issues in corporate governance;
- ❖ Highlight key indicators of good corporate governance;
- ❖ Describe the linkage between corporate governance and competitiveness;
- ❖ Describe the board's responsibilities to all the major shareholders;
- ❖ Identify the challenges of running effective boards in Nigeria; and
- ❖ Describe the challenges of corporate social responsibilities.

Course Outline

- ❖ Overview of Contemporary Issues in Corporate Governance (Public-Private sector perspectives)
- ❖ Elements of Good Corporate Governance
- ❖ Good Governance for National Development and Growth
- ❖ Corporate Governance: The Role and Responsibility of the Boards
- ❖ Strategies for Promoting Corporate Governance
- ❖ Corporate Ethics and Values
- ❖ The Principles and Benefits of Public- Private Good Governance
- ❖ Good Governance: Public-Private Partnerships
- ❖ Best Practices in Public-Private Corporate Governance

Target Audience

The course is designed for Middle and Senior officers of Public and Private sectors.



MANAGERIAL SKILLS AND PERSONAL EFFECTIVENESS

Background

Managers perform crucial roles in the realization of corporate objectives. They interact with subordinates, super-ordinates and the general public. In order to achieve the desired corporate objectives, they need to be well equipped and improve on core skills and competence.

The course therefore is designed to equip the participants with managerial skills and techniques needed for them to excel and succeed in a challenging and volatile work environment.

Learning Objectives

At the end of the course, participants will be able to:

- ❖ Identify their roles as leaders of effective work teams in their organizations;
- ❖ Manage crisis effectively in their organizations;
- ❖ Use problem solving and decision-making skills to solve problems in their organizations; and
- ❖ Use appropriate motivational techniques to improve their performance.

Course Outline

- ❖ Managerial Roles: An Overview
- ❖ Developing Interpersonal Styles and Skills
- ❖ Transformational Leadership Skills
- ❖ Team Building Skills
- ❖ Strategic Information Management
- ❖ Managing Difficult Employees
- ❖ Crisis Management
- ❖ Problem Solving and Decision-Making Skills
- ❖ Performance Improvement Techniques
- ❖ Managing Organizational Change
- ❖ Personal Effectiveness
- ❖ MS-Access for Managerial Skills Management

Target Audience

The course is designed for Middle and senior officers of Public and Private Organizations.



EFFICIENCY AND PERFORMANCE IMPROVEMENT TRAINING

Background

Enhanced performance in an organization is contingent on a number of factors, including result-oriented values, target setting, use of appropriate techniques and technology, supportive work climate and compensation. Organizations must have a good mix of these efficiency factors to attain the desired level of performance.

This workshop is, therefore, designed to equip participants with the requisite skills, techniques and knowledge to enhance their performance and that of their organizations.

Learning Objectives

At the end of the course, participants will be able to:

- ❖ Set performance targets;
- ❖ Evaluate individual and unit performance targets;
- ❖ Maintain accurate records of their performance;
- ❖ Develop new work attitudes that will ensure organizational efficiency;
- ❖ Take measures that will ensure sustained performance; and
- ❖ Apply the computer in data analysis and storage.

Course Outline

- ❖ Organizational Efficiency and Performance: An Overview
- ❖ Work Attitude and Organizational Efficiency
- ❖ Setting and Monitoring Targets
- ❖ Performance Measurement and Evaluation
- ❖ Performance Improvement Techniques
- ❖ Creating a Supportive Work Climate
- ❖ Approaches to Resolving Work Conflicts
- ❖ Effective Communication
- ❖ Compensation and Performance
- ❖ Report Writing

Target Audience

The course is designed for Middle and senior officers of Public and Private Organizations.



EFFECTIVE COMMUNICATION AND INTERPERSONAL RELATIONSHIPS

Background

Many organizations are characterized by poor relationships and conflicts. In such organizations, people tend to work at cross-purposes. Undoubtedly, officers, their bosses and subordinates perform better when there is effective communication, interpersonal relations and harmony in the organization. Communication and interpersonal relations are potent tools for forging shared values, commitment and harmony in the organization.

This workshop is designed to sharpen the skills of participants in communication and interpersonal relations for improved work climate and performance. It will also help them sharpen their official reporting skills and expose them to the effective use of English language and computers.

Learning Objectives

At the end of the workshop, participants will be able to:

- ❖ Identify factors that affect relations in the work place;
- ❖ Minimize incidences of communication breakdown and conflict at the work place;
- ❖ Relate more effectively with superiors, peers and subordinates;
- ❖ Apply basic communication skills;
- ❖ Improve relationships in their work teams; and
- ❖ Enhance their speed in reporting.

Course Outline

- ❖ Management Concepts and Processes
- ❖ Communication Function in Organizations
- ❖ Interpersonal Relations Function
- ❖ Work Ethics and Values
- ❖ Effective Use of English Language
- ❖ Organizing Meetings and Conferences
- ❖ Effective Team Building
- ❖ Handling Organizational Conflicts
- ❖ Personal Effectiveness
- ❖ Managing the Boss
- ❖ Human Relations at Work

Target Audience: The course is designed for Middle and senior officers of Public and Private Organizations.



STRATEGIES FOR QUALITY SERVICE DELIVERY

Background

Modern organizations now recognize the importance of growing and profiting through superior service delivery. This realization has been accentuated by rapid technological advancement and increasing competition. Customers expect excellent high quality goods and technology in conjunction with high levels of customer service delivery and total service solutions. Winning organizations must leverage on quality service delivery to their customers if they do not want to be submerged in competitive oblivion.

Learning Objectives

At the end of the course, participants will be able to:

- ❖ Develop effective service culture in their organizations;
- ❖ Evaluate the impact of employee's behaviour on service delivery in their organizations;
- ❖ Evolve effective people-driven strategies for leading service delivery;
- ❖ Use relationship management skills in enhancing service delivery; and
- ❖ Build effective profitability tiers in quality service delivery for their organizations.

Course Outline

- ❖ Overview of Quality Service Delivery
- ❖ Dimensions of Quality Service Delivery
- ❖ Understanding the Service Triangle in Quality Service Delivery
- ❖ Roles of Employees in Service Delivery
- ❖ Strategies for Building Profitability Tiers in Quality Service Delivery
- ❖ Strategies for Measuring and Rewarding High Service Performers in Organizations
- ❖ Strategies for Delivering Quality Service
- ❖ Customer Engagement
- ❖ Customer Profiling & Customer Relationship Management
- ❖ Quality Performance Indicators
- ❖ Service Delivery Evaluation
- ❖ SERVICOM and EPIC Culture Transformation Culture

Target Audience

The course is designed for Middle and Senior officers of Public and Private sector Organizations.



EFFECTIVE LOCAL GOVERNMENT ADMINISTRATION (LGA)

Background

This course provides participants with the skills and tools to administer growth within their local government by building capacity and making constructive contribution to restructuring and modernizing of the local government.

Learning Objectives

- ❖ Examine and identify areas that require growth and restructuring with a view to strengthening and improving local government administration
- ❖ Deliver a solid optimization of restructuring and tax saving measures

Course Outline

- ❖ Overview of Local Government Administration
- ❖ Constitutional Foundation of the LGA in Nigeria
- ❖ Evaluation of the LGA Autonomy in Nigeria
- ❖ Management of Modernization and E-Government
- ❖ Change and innovation Leading to Optimization
- ❖ Reviewing Organization Structures
- ❖ Initiating and Managing Change
- ❖ Reforming and managing Government Grant
- ❖ Effective Leadership
- ❖ Local Government Administration and other Tiers of Government
- ❖ Promoting and Sustaining Local Growth and Structural Development
- ❖ Financial Resources and Management of Scarc Resources
- ❖ Human Capacity Development
- ❖ Fraud and Detection through Audit

Target Audience

The course is designed for Middle and senior officers of Nigeria's 774 Local Governments



STRATEGIC PUBLIC RELATIONS MANAGEMENT IN THE PUBLIC SECTOR

Background

This advanced training course in PR Management has been designed to help delegates improve their strategic thinking when designing a PR campaign. The training provides them a comprehensive overview of the most effective Public Relations Management tactics that can make a difference in their organization's branding, corporate communications and media relations.

Learning Objectives

Upon successful completion of this training series, participants will have learnt how to:

- ❖ Lead and project manage a successful PR campaign
- ❖ Apply the most up-to-date PR techniques, methodologies, tools
- ❖ Identify and capitalize on PR opportunities,
- ❖ Overcome the challenges and minimize risks
- ❖ Maximise the Return on Investment (ROI)

Course Outline

This Advanced Strategic Public Relations Management course will cover:

- ❖ What you are promoting
 - ✓ PR to promote organization's vision, mission and strategy
 - ✓ Benefits of products and services
 - ✓ Target messages for specific audiences, stakeholders and markets
 - ✓ Objective measures of success: KPIs
 - ✓ Return on Investment: ROI
- ❖ Social media and multi-media
 - ✓ Understanding the scope, power and immediacy of these media
 - ✓ Monitoring what is said, where and by whom
 - ✓ Responding to negative feedback positively
 - ✓ Pro-actively participating in social and multi-media
 - ✓ Dos and don'ts
- ❖ Five steps for a successful PR plan
 - ✓ Agree your objectives, set targets and quantify results
 - ✓ Appropriate channels, methods and mix
 - ✓ Maximize budget and resources
 - ✓ Recruit and manage your PR team: internal and external
 - ✓ Effective project management of the implementation
- ❖ Media relations
 - ✓ What do you want from editors, journalists and their media?
 - ✓ What do they need from you?
 - ✓ Understand the pressures and deadlines they are under
 - ✓ Work together to build long-term durable relationships
 - ✓ Ten top tips for developing lasting relationships
- ❖ Press conferences and interviews
 - ✓ Managing press conferences and dealing with journalists' enquiries



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- ✓ Giving winning television interviews
- ✓ Radio interviews with impact
- ✓ Handle difficult questions on the telephone
- ✓ Avoid the 5 most common mistakes
- ❖ Planning a successful PR campaign
 - ✓ Agree strategic objectives globally, nationally, regionally, locally
 - ✓ Appropriate communication for each market, stakeholder and audience
 - ✓ Objectives measures of success and desired outcomes
 - ✓ Project management of implementation of plan
 - ✓ Anticipate and prevent problems
- ❖ Advising and developing senior people
 - ✓ Advising politicians, senior civil servants, directors and managers
 - ✓ Give winning presentations
 - ✓ Public relations challenges as opportunities
 - ✓ Harnessing creative conflict into productive output
 - ✓ Budgeting and resource management
- ❖ Building a reputation
 - ✓ Clarify the key elements which comprise reputation
 - ✓ Strategy to maintain a long-term reputation
 - ✓ Minimize threats to reputation
 - ✓ Defend reputation when under attack
 - ✓ Rebuild reputation after it has been undermined or discredited
- ❖ Issues and crisis management
 - ✓ Anticipate sources of crises and mitigate risks
 - ✓ Appoint crisis leaders and teams and allocate resources
 - ✓ Create crisis plans for key eventualities
 - ✓ Practise crisis plans regularly
 - ✓ Case studies of impact on organizations of good and poor PR crisis management

Target Audience

The course is designed for Public Relations officers of Public and Private Sector Organizations.



ADVANCED ALTERNATIVE DISPUTE RESOLUTION AND MEDIATION

Background

The course will help participants in distinguishing between different forms of ADR as well as evaluate strategies for resolving conflict.

Learning Objectives

As a result of participating in this course candidates will also be able to:

- ❖ Prepare their organization to participate in dispute resolution processes
- ❖ Apply negotiation techniques to commercial and other disputes
- ❖ Consider the merits of using an intermediary to facilitate a win-win result
- ❖ Achieve good outcomes to resolve contract disputes
- ❖ Plan and implement a dispute resolution strategy
- ❖ Recognize the strengths and weaknesses of mediation
- ❖ Appreciate the appropriateness of mediation as a means of resolving disputes
- ❖ Prepare their organization to participate in the mediation process
- ❖ Demonstrate their ability to use mediation skills
- ❖ Manage conflict through a negotiated approach

Course Outline

- ❖ Introduction to Dispute Resolution
 - ✓ Typical Causes of commercial disputes
 - ✓ Common legal remedies from court action
 - ✓ Do we want an enforceable court judgment?
 - ✓ Litigation strengths and weaknesses
 - ✓ Considering ADR contract mechanisms - tiered
 - ✓ Jurisdiction and applicable law issues
 - ✓ Dispute case studies and exercises
- ❖ Arbitration principle's
 - ✓ When is arbitration appropriate?
 - ✓ Selecting and appointing the arbitrator and the forum
 - ✓ Strengths and weaknesses of arbitration
 - ✓ What happens if we lose?
 - ✓ Recognition and enforcement of arbitration awards
 - ✓ Arbitration variants
 - ✓ Pendulum (baseball) arbitration
 - ✓ Class exercise : Preparing for arbitration
- ❖ Negotiating Solutions to Disputes
 - ✓ Conflict management styles
 - ✓ Distributive and integrative negotiation
 - ✓ Building relationships to improve success
 - ✓ BATNA- What's my Plan B?
 - ✓ Negotiation phases
 - ✓ Using "the third side" in negotiation
 - ✓ Class exercise : Negotiation preparation and role play
- ❖ Mediation



- ✓ Mediation fundamentals
- ✓ Working with neutral intermediaries
- ✓ Facilitative vs Evaluative mediation approaches
- ✓ Appointing and Working with a mediator
- ✓ Process and Stages of a mediation
- ✓ Reaching a settlement agreement
- ✓ Practical arrangements
- ❖ Alternative Dispute Resolution Mechanisms
 - ✓ What are the other choices and when might we use them?
 - ✓ Conciliation
 - ✓ Settlement conference
 - ✓ Expert determination
 - ✓ Early Neutral evaluation
 - ✓ Dispute Review Boards
 - ✓ Med/Arb
 - ✓ Ombudsman
 - ✓ Mediation Agreements and other Formalities
 - ✓ Contractual commitments to mediate
 - ✓ ADR Contract Clauses
 - ✓ The Mediation Agreement
 - ✓ Important Clauses in the agreement
 - ✓ Establishing the rules of the mediation
 - ✓ "Without prejudice" status of discussions
 - ✓ Confidentiality
 - ✓ Terminating the agreement
 - ✓ Fees and expenses
 - ✓ Settlement Agreements
 - ✓ Staying future proceedings
- ❖ Mediation Processes
 - ✓ Structuring a mediation process
 - ✓ Preparation phase
 - ✓ Opening joint sessions
 - ✓ Caucus meetings in private
 - ✓ The Conclusion phase
 - ✓ Alternative mediation processes
 - ✓ Formalizing the settlement agreement
 - ✓ After the mediation
 - ✓ Class exercise: Mediating a dispute
- ❖ Developing Mediation skills
 - ✓ Building trust and rapport
 - ✓ Active listening
 - ✓ Identifying common interests
 - ✓ Engaging reluctant participants
 - ✓ Facilitating co-operative problem-solving behaviors
 - ✓ Dealing with deadlock
 - ✓ Helping both sides get a win-win
 - ✓ Class exercise



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❖ Mediation Scenarios

- ✓ Choosing the right mediator for the job
- ✓ Duties of the mediator and professional advisers
- ✓ Mediation scenarios
- ✓ Commercial disputes
- ✓ Domestic / Family disputes
- ✓ Workplace disputes
- ✓ Online mediation
- ✓ Beyond mediation - next steps and alternatives

Target Audience

The course is designed for Middle and senior officers of Conflict Management Agencies and Non-Governmental Organizations.



POLICY DESIGN AND MANAGEMENT

Background

The role of government has been steadily changing, with increasing emphasis being placed on setting overall direction through policy and planning, engaging stakeholders and citizens, and sometimes empowering stakeholders or partners to deliver programmes and services. At the same time, the environment for policy and planning has increased in complexity. In this complex environment, the demand for good public policy development is also steadily increasing, as must the capacity of managers, policy analysts, planners, and others involved in the design and delivery of policies and programmes.

This course is therefore designed to equip the participants with the requisite competencies required to design and manage policies effectively.

Learning Objectives

At the end of the course, participants will be able to:

- ❖ State the role of public policies in national development;
- ❖ Discuss Nigeria's experience in public policy making and implementation;
- ❖ Examine approaches and processes for effective public policy making and implementation;
- ❖ Analyse the significance of research and statistics in public policy making and implementation; and
- ❖ Discuss issues in the political economy of public policy making and implementation.

Course Outline

- ❖ Overview of Policy Design and Implementation in Nigeria
- ❖ Elements of Public Policy Formulation and Implementation
- ❖ Constitutional/Institutional Framework for Public Policies
- ❖ Economic Policy Making and Implementation
- ❖ The Role of Research and Statistics in Policy Decision Making
- ❖ Strategies for Financing Public Policies
- ❖ Public-Private Sector Policy Interface
- ❖ Good Governance and Vision 20:2020 Policy Strategies
- ❖ Good Governance and Effective Policy Implementation in Nigeria
- ❖ The Political Economy of Public Policy
- ❖ Challenges of Public Policy Making and Implementation

Target Audience

The course is designed for Middle and senior officers of PRS of MDAs.



ADVANCED DYNAMIC OFFICE MANAGEMENT and ADMINISTRATION

Background

This Advanced Dynamic Office Management & Administration training programme is designed to provide delegates with a comprehensive overview of the key concepts relating to office administration and the responsibilities associated.

Learning Objectives

At the end of the programme, participants will be able to:

- ❖ Provide high standards of modern office practices and methods
- ❖ Enhance managerial capabilities and career growth
- ❖ Manage the work environment to fulfill both organizational success and individual performance
- ❖ Communicate effectively, handling challenges and duties professionally with confidence

Course Outline

- ❖ Office organization
 - ✓ Practical solution focused management skills
 - ✓ How to support good workflow in the office for employee productivity
 - ✓ How to manage the day-to-day running of the office
 - ✓ Dealing with suppliers and developing good buying relationships
- ❖ Arranging meetings and taking minutes
 - ✓ Best practice for handling meetings
 - ✓ The role of teams and teambuilding
 - ✓ Taking accurate minutes and following up
 - ✓ Arranging the environment for best meeting atmosphere
- ❖ Event management
 - ✓ Planning, arranging and monitoring events
 - ✓ Coordination and facilitation skills
 - ✓ How to manage different suppliers to deliver a successful event
 - ✓ Managing on time and on budget
- ❖ Verbal communication skills
 - ✓ How to communicate clearly and concisely
 - ✓ How to express ideas and core objectives to diverse audiences
 - ✓ Communicating with a confident voice



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- ❖ Written communication skills
 - ✓ Report writing, structure, theme, and executive summary
 - ✓ Aiming reports to different stakeholders
 - ✓ Email communication best practice
 - ✓ Letter writing skills
- ❖ Team-working
 - ✓ Creating winning teams, key roles and team dynamic
 - ✓ How to motivate staff and ensure results
 - ✓ How to create interventions for team conflicts and problems
 - ✓ The pitfalls of underperforming teams and how realign them
- ❖ Time and stress management
 - ✓ Emotional intelligence vs. Intelligence Quotient (IQ)
 - ✓ The psychology of wellbeing and performance
 - ✓ How to deal with pressure and stress in the workplace
 - ✓ How to encourage high performance without creating stress
- ❖ Presentation skills
 - ✓ Delivering professional and memorable presentations
 - ✓ How to write a speech for conferences and events
 - ✓ Proven public speaking tips and techniques for charismatic presentations
 - ✓ Managing nerves and overcoming fear of public speaking
- ❖ Travel management
 - ✓ Making travel arrangements (i.e. arranging flights, accommodation, visas)
 - ✓ Managing timelines and preparing contingencies
 - ✓ Negotiation with suppliers and getting the best quotes
 - ✓ Researching the best routes for a journey both locally and internationally

Target Audience:

Administrative Officers, Special Assistants, Technical Assistants, Personal Assistants, and Secretaries, as well as Legislative Aides.



SUSTAINABILITY WORKSHOP FOR NGOS AND CORPORATE ORGANISATION

Background

Leading companies know that: "Business as usual" has changed. Investors, media and customers want companies to address social and environmental concerns. Leading companies in the private sector recognize that they should develop strategies to meet these needs while remaining profitable. At the same time, many of the most effective non-governmental organizations (NGOs) recognize that they can achieve widespread and lasting change by harnessing the power of the market. To achieve these goals, companies and NGOs are finding ways to work together.

This emerging shift in NGOs/private corporations' relationship creates an exciting new landscape of opportunities for parties to collaborate, increase capacity, sustainability and deliver service to the community. Yet such partnerships must not be entered into lightly. The choice of partner (the "who"), the articulated objectives (the "why") and the mode of operations (the "how") are decisive factors in the success of any partnership. Also, key is that after successfully identifying corporate bodies whose objectives are in sync with theirs, NGOs will need to be equipped with the necessary tools that will make these companies want to forge partnerships them.

Learning Objectives

At the end of the programme, participants will be able to:

- ❖ Develop a sustainability strategy ;
- ❖ Effectively manage NGO – Private Sector Partnership relationship;
- ❖ Develop sustainable social entrepreneurship initiatives; and
- ❖ Effective Project Management Programme.

Course outline

- ❖ Getting to know you and workshop road map/ Concept of Shared Value;
- ❖ Sustainability Strategy for NGOs;
- ❖ Social Entrepreneurship;
- ❖ NGO – Private Sector Partnership;
- ❖ Managing projects;
- ❖ NGO Fund Raising;
- ❖ Putting together Compelling Proposals
- ❖ Stakeholder Communication and Sustainability Reporting.

Target Audience:

For NGOs and Private Sector operators



MANAGERIAL LEADERSHIP IN SALES AND MARKETING FUNCTIONS

Background

Managing and leading the sales force has become a major challenge as Nigeria moves from an allocation economy to full supply. In review of the present economic situation, the sales job is a lot more complex and challenging. An update on changes in buying and selling behaviours will be offered as a catalyst for discussing the changes in sales organization structures. Cases and team exercises will be used to enhance the participant's knowledge.

This programme will present a framework to enable participants assess their sales force, tackle issues surrounding sales force effectiveness, develop high-impact strategies to accomplish goals and enhance performance.

Learning Objectives

Participants will learn how to:

- ❖ Use a more accurate tool for judging sales and marketing potential;
- ❖ Use best sales planning, practices, operations and sales enablement;
- ❖ Use technology and tools for managing productivity;
- ❖ Develop the right route to sales and market strategy;
- ❖ Increase team motivation, integration, accountability, and performance;
- ❖ Use price as an effective selling tool;
- ❖ Manage with shrinking resources;
- ❖ Turning regional sales managers into leaders;
- ❖ Develop a simple and actionable sales strategy during the course;
- ❖ Set clear standards for sales performance and;
- ❖ Use of social media to influence sales.

Course Outline

- ❖ The Challenges of Sales Management in Nigeria;
- ❖ Training for Results;
- ❖ Evaluating Sales Performance;
- ❖ Leading an Effective Sales Force in A Challenging Economy;
- ❖ Measuring And Compensating The Sales Force Presentation;
- ❖ Strategic Price Setting in Sales and Marketing;
- ❖ Hiring and Motivating the Right Sales People;
- ❖ Organizing and Designing The Sales Force Structure;
- ❖ Strategy for Leading an Effective Sales Force – Route to Market Strategy;



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- ❖ Account Management Dealing With Competition;
- ❖ Social and Ethical Responsibilities of Sales Executives and;
- ❖ Managing Relationships in a Dynamic Environment.

Target Audience:

For Marketing and Sales officers in Companies and Banks.

TRADE UNION MANAGEMENT AND ADMINISTRATION

Background

Organizations have moved from adversary trade unionism to a more collaborative and partner-driven relationship management. The changing value orientation of industrial relations require trade union officials and representatives of workers to develop profound knowledge of organization and labour matters and to have the skills to make presentations, to negotiate and be more persuasive.

Learning Objectives

At the end of the workshop, participants will be able to:

- ❖ Demonstrate current value orientation in industrial relations
- ❖ Discuss industrial relations practices;
- ❖ Engage in constructive discussion with management;
- ❖ Build and maintain harmonious relationship with management; and
- ❖ Apply effective trade union management skills.

Course outline

- ❖ Overview of Trade Union Development
- ❖ Trade Unions: Structure, Management and Leadership
- ❖ Arbitration, Mediation and Negotiation
- ❖ Emotional Intelligence in Trade Union Management
- ❖ Problem-Solving and Decision Making
- ❖ Communication and Interpersonal Skills
- ❖ Changing Orientation in Union/Management Relations
- ❖ Collective Bargaining



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- ❖ Grievance Handling and Industrial Disputes
- ❖ Transparency and Accountability in Industrial Relations
- ❖ Conflict Management and Resolution
- ❖ Industrial Relations Management in Nigeria's Public Service
- ❖ Case Study and Exercises

Target Audience:

For Labour Union officers, Administrative Officers and Labour Groups.

CONFLICT MANAGEMENT AND ALTERNATIVE DISPUTE RESOLUTION

Background

Conflict is unavoidable and inevitable. It also has significant impacts to an organizations ability to perform excellently well in achieving its goals and objectives. This programme is designed to offer tools and techniques to effectively manage conflict in the public service by providing an understanding of conflict, styles of conflict management, and utilization of conflict by negotiation to achieve conflict resolution.

Learning Objectives

At the end of the course, participants will be able to:

- ❖ Understand conflict management styles and its use
- ❖ Gain insight into how to better manage themselves and relationships to prepare for approaches to conflict management and to handle difficult situations
- ❖ Prepare, conduct, conclude and evaluate negotiation at organizational level
- ❖ Understand the uses and practices of negotiation techniques in resolving conflict
- ❖ Use conflict management tools and techniques in resolving conflicts
- ❖ Use negotiation techniques in reduction and resolving conflicts

Course Contents

- ❖ Overview of Conflict Management
- ❖ Approaches to conflict management
- ❖ Managing Conflict in a diversified organization
- ❖ Approaches to managing difficult situations and people
- ❖ Understanding Negotiation Process in the workplace



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- ❖ Negotiations and other strategies to resolve conflict
- ❖ The competencies, skills and characteristics of a good negotiator

Target Audience

Middle and top-level management officers.



2. PUBLIC SERVICE PERFORMANCE DEVELOPMENT COURSES

WRITING OF COUNCIL MEMORANDA, NOTES AND CONCLUSIONS

Background

Government Manifestoes are articulated into policies, programmes, projects, budgets, or legislations. These can only be executed after the approval of the Federal Executive Council and in some instances, the Council of State. Therefore, for approval to implement such policies Memoranda/Notes are presented by Ministries, Departments and Agencies (MDAs) to these Councils. Thus, the quality and clarity of Memos/Notes initiated by the MDAs are of utmost importance. Some of the objectives of this course are therefore to: Acquaint participants with the rudiments of Council Memo/Notes and Conclusions

Learning Objectives

At the end of the course, participants will be able to:

- ❖ Differentiate between Council Memorandum, Notes and Conclusions
- ❖ Explain the importance of Council Memorandum, Notes and Conclusions.
- ❖ Understand different types of Council documents
- ❖ Describe the structure of Council Memorandum and Notes
- ❖ Convert Council Notes to Council Conclusions
- ❖ Prepare Council Memoranda and Notes
- ❖ Take notes in the Council
- ❖ Identify the requirements for producing good Council Documents
- ❖ Follow up action on Council Conclusions
- ❖ Describe the structure and processes of the Cabinet Secretariat

Course Contents

- ❖ Preparation and contents of council memo
- ❖ Presentation and Defense of Council Memo
- ❖ Analysis of Council Memo, Notes and Conclusions
- ❖ Reasons for Council Memo, Notes and Conclusions

Target Audience

Middle and top level management officers



PUBLIC SERVICES RULES: PROVISIONS, IMPLEMENTATION AND CHALLENGES

Background

The dynamism in the public sector administration requires frequent capacity building and knowledge development programmes for the administrators and practitioners for the development of and implementation of its critical objectives.

Learning Objectives

At the end of this programme, participants will be able to:

- ❖ Understand task-oriented and strategy-oriented behavior require for public service management
- ❖ Keep teams focused on rules, provision, implementation and challenges in the public sector
- ❖ Effective lead of multi-cultural teams
- ❖ Effective internal and external communication process
- ❖ Deal with rapid advances in best practice
- ❖ Improve decision-making in different conditions

Course Content

- ❖ **Overview of Public Service Rules**
- ❖ **Managing Organizational Development**
- ❖ **Leading and Managing People**
- ❖ **Communication and Human Resource Development**
- ❖ **Making Decisions and Controlling Outcomes**
- ❖ **Coaching and Mentoring for Improved Performance**

Target Audience

All levels of staffs in MDAs



PUBLIC SECTOR REFORMS: MODERNIZING GOVERNMENT AND IMPROVING PUBLIC SECTOR PERFORMANCE IN THE 21ST CENTURY

Background

The Nigerian public service has undergone changes and transformations over the years, which were tailored towards achieving efficiency and effectiveness of the service. However, the rapid pace of the “Nigerianization” aspect of the reforms has created a few other challenges which require proactive actions aimed at studying and in depth assessment of the features of the public sector reform process that were appropriate, adapt initiatives from international best practices.

This programme will be held in Abuja at the Public Service Institute and rounded up in Gambia. It will also include field trips and study tours.

Learning Outcomes

At the end of the course, participants will be able to:

- ❖ Evaluate the relevance and practicality of public sector reform intervention in different country setting
- ❖ Discuss relevant skills to promote an appropriate public sector reform agenda in their respective organizations
- ❖ how to significantly improve existing investment in competencies
- ❖ Analyze and demonstrate how performance can be improved in the Public Sector
- ❖ Take action and demonstrate financially how improving reliability will add value
- ❖ Understand and be able to significantly improve any existing Performance appraisal system and explain the benefit to Management
- ❖ Learn techniques to apply to motivate staff, specifically in the Public Sector

Course Contents

- ❖ Management principles and techniques
- ❖ The History, Role and Future Function of Public Sector Organizations
- ❖ Building Organizational Core Strength in the Public Sector
- ❖ Performance Improvements – Are they necessary in the Public Sector?
- ❖ Using Reliability and Differentiation to Maximize on What Strengths You Have



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- ❖ Making Things Happen within our Existing Constraints
- ❖ Public Relations
- ❖ Public Service Reforms and Government Development Initiatives in Nigeria
- ❖ New Pension Administration and Management
- ❖ Business Ethics in the Public Service
- ❖ Public Service Rules
- ❖ Corporate Social Responsibility
- ❖ Labour Relations and Key Stakeholders Management

Target Audience

Middle and top-level management officers

OPTIMIZING TIME, WORKFLOW AND PRODUCTIVITY IN THE PUBLIC SERVICE

Background

Time and self-management are very important in achieving organizational productivity. This programme is designed for public servants who desire to improve individual and organizational efficiency.

Learning Objectives

At the end of the programme, the participants will be able to:

- ❖ Understand the relationship between positive attitudes and improved workplace productivity
- ❖ Acquire better work ethics
- ❖ Recognize the impact of listening, politeness, building rapport on morale and work place harmony
- ❖ Know the techniques of working intelligently and working smart.

Course Contents

- ❖ Organizational goals and Productivity defined
- ❖ Relationship between attitude and productivity
- ❖ Personality traits and model



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- ❖ Identify time wasters
- ❖ Identifying your KPIs
- ❖ Performance dialogue
- ❖ Aligning task to your energy level
- ❖ Defining Efficiency and Effectiveness
- ❖ How to achieve speed and accuracy in work performance
- ❖ Habits of personal effectiveness
- ❖ Self-development, goal setting and prioritising tasks
- ❖ Applying the 5s, and TQM continuous improvement tools

Target Audience

The course is designed for all levels of staff of MDAs.

ETHICS, VALUES AND ATTITUDINAL CHANGE TRAINING FOR PUBLIC SERVANTS

Background

Ethics, attitudinal change and value orientation is an input variable for the success of any forward-looking organization. Positive attitude to work and commitment to duty will ensure an improved productivity and organizational effectiveness. Knowledge, Skills, ethical conducts and attitude of employees are very important for a functional organization in achieving its goals and objectives.

Learning Objectives

At the end of the course, participants will be able to:

- ❖ Aware of the dangers of poor attitude to work and unethical behaviour
- ❖ Determine actions that create right attitude and ethical conducts
- ❖ Expose the participants to how their services contribute to organizational productivity
- ❖ Learn approaches to reduce negative and promote positive attitude in organizations
- ❖ Improve individual and organizational performance through positive attitude and ethical behaviour

Course Contents



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- ❖ Overview of Ethics and Attitudinal Change
- ❖ Overview of Executive Order 001 of 2017
- ❖ Developing an EPIC Culture Transformation Civil Service
- ❖ Ethics and Code of Conduct for Public Servants
- ❖ Work Ethics and Values for the Federal Civil Service
- ❖ Organizational Culture and Values
- ❖ Understanding Work/Business Ethics
- ❖ Organization Resource Management
- ❖ Effective Communication and Inter-Personal Relations Skills
- ❖ Improved Performance through Attitudinal Change
- ❖ Self and Time Management
- ❖ 360 Degree Leadership Model

Target Audience:

Lower, Middle and top-level management officers.

SPEECH AND REPORT WRITING

Background

Managers have the responsibility to write reports and speeches in the course of their duties. They report on projects and activities being handled by them. Their report provides information on project benefits to a large number of people and facilitates managerial decisions. Managers also write speeches on major events involving their organizations, including product launch, anniversaries, awards, reception of dignitaries, press conferences, etc. Report and speech writing require specialized communication skills and techniques.

This workshop is therefore designed to equip participants with the requisite skills and techniques for lucid and articulate reports and speeches.

Learning Objectives

At the end of this course, participants will be able to:

- ❖ Plan and write a good report/speech;
- ❖ Generate relevant data for report writing;
- ❖ Demonstrate effective communication skills;
- ❖ Develop appropriate format and outline to write reports; and
- ❖ Present reports to Management.

Course Outline

- ❖ Overview of Report and Speech Writing



- ❖ Elements and Types of Speeches
- ❖ Planning and Writing a Report
- ❖ Planning and Writing a Speech
- ❖ Data Collection for Report and Speech Writing
- ❖ Writing Clearly and Logically
- ❖ Citation and References
- ❖ Effective Communication Skills
- ❖ Report Presentation Skills
- ❖ Report and Speech Writing Exercises

Target Audience

The course is designed for all senior staffs of MDAs.

INTERPERSONAL SKILLS IMPROVEMENT TRAINING

Organizations manage relationships to ensure supportive work climate for optimum performance. Conflicts arising from poor interpersonal relations can undermine organizational goals. For employees to cope with pressures of their jobs, build supportive relations and perform their duties effectively, they must have outstanding interpersonal relations skills.

This workshop is designed to enable Secretaries and Personal Assistants to manage internal and external relations and enhance harmony and optimum performance.

Learning Objectives

At the end of the course, participants will be able to:

- ❖ Identify their roles and responsibilities as personal assistants/secretaries;
- ❖ Plan their activities more effectively;
- ❖ Build effective work teams;
- ❖ Relate better with superiors, colleagues, subordinates and the public;
- ❖ Provide timely reports and information;
- ❖ Operate as effective team members
- ❖ Communicate effectively.

Course Outline

- ❖ Interpersonal Relationship: Overview
- ❖ Understanding Temperaments and Body Language in Interpersonal Relations
- ❖ Interpersonal Relations Skills and Styles
- ❖ Secretary/PA as a Manager of Relations
- ❖ Strategies for Building Interpersonal Relations
- ❖ Cultural Pattern of Interpersonal Relations
- ❖ Effective Team Building
- ❖ Effective Communication Skills
- ❖ Time and Self-Management



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- ❖ Effective Use of Feedback in Interpersonal Relations
- ❖ Managing the Boss

Target Audience

The course is designed for Middle and Senior officers in the Public and Private Sectors



3. FINANCE AND ACCOUNT COURSES

BUDGETING AND BUDGETARY CONTROL

Background

Budgeting is a key management tool for planning and controlling finances within an organization. This course will examine all aspects of the budget circle and the techniques top line administrators need, to handle financial information with confidence as well as contribute fully to organization's planning activities.

Learning Objectives

At the end of the course, participants will be able to:

- ❖ Develop capacity in the preparation of budget
- ❖ Understand the budget cycle in relation to the Presidential Executive Order 002 of 2017
- ❖ Understand the areas within an organization where there is a bureaucracy supporting the use of budgeting
- ❖ Acquire knowledge and skills relevant for budget defense implementation
- ❖ Highlight the importance of budgeting
- ❖ Understand the effective review of budget performance
- ❖ Develop an effective Monitoring and Evaluation system for budget implementation
- ❖ Discuss the challenges of public sector Budgeting process

Course Contents

- ❖ Overview of budgeting and budgetary process
- ❖ Executive Order 002 of 2017
- ❖ Forecasting and reporting in Budget Process
- ❖ Budget Systems and Procedures
- ❖ Budgeting Transparency and Accountability
- ❖ Budget Monitoring and Evaluation
- ❖ Challenges of Budget Implementation

Target Audience

Middle and top-level management officers.



FINANCIAL MANAGEMENT IN THE PUBLIC SECTOR

Background

There is a growing realization that many developing countries and economies in transition are facing particularly difficult problems of economic and social adjustment in the context of globalization due to their economic and institutional structures which hinder rather than accelerate the achievement of sustainable development. Effective financial management is regarded as fundamental pre-requisites in any public service reform. This will lead to practical skills development in the audit process from the planning phase to implementation, reporting, monitoring, evaluation and recommendation phases.

Learning Objectives

At the end of the course, participants will be able to:

Ensure proper utilization of funds

Ensuring financial discipline in the organization

Building up reserves for growth and expansion

Ensure the survival of the organization

Encourage aggregate fiscal discipline

Encourage strategic prioritization of expenditures for programmes and projects

Encourage technical efficiency in the use of budget resources as well as accountability for their use by ensuring that resources once allocated are used in an effective, efficient and transparent way.

Course Contents

- ❖ Public Finance and Globalization
- ❖ Prioritization of public expenditure
- ❖ Measures to increase efficiency and effectiveness
- ❖ Internal financial accounting, control and auditing
- ❖ Public financial accountability and transparency
- ❖ Understanding Treasury management: TSA
- ❖ Financial Information
- ❖ HR Module of IPPIS
- ❖ Evaluation of the Monetization Policy
- ❖ Salary Review for Civil Servants

Target Audience: Middle and top-level management officers.



PUBLIC SECTOR MANAGEMENT, GOVERNANCE AND FISCAL SUSTAINABILITY TECHNIQUES

Background

Participants will be exposed to proven efficient approaches that improves the performance and delivery of government services, create higher levels of citizen-centred organization, customer satisfaction, remove bureaucratic inefficiencies and improve fiscal responsibility, good governance and accountability.

Learning Objectives

At the end of the training participants will gain:

- ❖ Improve alignment to mission, vision and values of the organization
- ❖ Evolve performance and accountability
- ❖ Increase decision-making agility
- ❖ Advance accountability for key objectives, risks, and performance
- ❖ Enhance convergence of Corporate Governance components
- ❖ Reduce the financial risk while achieve your organization's goals
- ❖ Understand fundamental concepts of good governance & fiscal sustainability

Course Contents:

- ❖ ***Corporate Governance, What is it about? Key Principles of Good Governance in the Public Sector***
- ❖ ***The Risk, Compliance & Internal Audit Triangle***
- ❖ ***Interpretation of Financial Statements - Financial Structure & Financial Analysis***
- ❖ ***Risk Management in Government Projects and Programme***
- ❖ ***Public Sector Management in Changing Financial and Economic Environments***
- ❖ ***Strategic Thinking and Planning***
- ❖ ***Strategies to Institutionalize the Regulation, Monitoring, and Enforcement of Government Projects / Programs***
- ❖ ***Strategies to Reduce Systemic Corrupt Practices in Government Operations***



- ❖ ***Fiscal Management Accountability: Revenue Forecasting and Expense Budgeting***
- ❖ ***Recommendations for a Successful Corporate Governance***

Target Audience: All levels of staffs in MDAs

TAX ADMINISTRATION AND REVENUE BUILDING

Background

Tax drive has been one of the cardinal points of the present administration. This programme is designed to help in Tax administration and revenue building in Nigeria.

Learning Objectives

This programme will equip participants with the necessary knowledge and skills to enable them:

- ❖ To equip with the knowledge and capacity to develop and implement effective tax management and administration
- ❖ To view appropriate audit techniques to monitor the system and combat tax evasion and fraud.
- ❖ To consider adequate structures to set in place for businesses to adopt change in the administration of tax
- ❖ Continually appraise tax administration, specifically the administration of sales tax
- ❖ Implement a strategy to combat the eventuality of fraud and maximize revenue
- ❖ Gain a better understanding and application of the legislation governing tax administration

Course Outline

- ❖ Introduction to the concepts of tax administration: modernizing the sales tax administration structure
- ❖ Review and analyzing existing structures, audit tools and techniques, risk analysis and profiling, curbing evasion and fraud.
- ❖ Tax collection and debt management
- ❖ Tax management reforms, building revenue and promoting savings.
- ❖ Systematic approach, managing and implementing change, monitoring and managing performance and risk management
- ❖ Reviewing fiscal and taxation policies



Target Audience: The course is designed for tax administrators, Revenue officers and Accountants of MDAs.

EFFECTIVE PUBLIC FINANCE MANAGEMENT

Background

High standards in financial management cannot be compromised in the public sector. This will improve service delivery and give value to economic programmes of the government. Every officer saddled with the responsibility of managing public finance must equip themselves with necessary skills, knowledge and attitude for effectiveness and efficiency.

Learning objectives

At the end of the course, participants will be able to:

- ❖ Acquire the knowledge of managing public finance.
- ❖ Acquire required skills to manage the resource, financial allocation, budgeting, and control mechanism within the public service.
- ❖ Plan financial resources control its uses consistently with the objectives of the organization

Course Contents

- ❖ Public Finance Management: Processes and Procedures
- ❖ Review of finance processes and structure, payment system
- ❖ Procedures for monitoring, controlling and forecasting public expenditures, meeting expenditure needs.
- ❖ Debt control and management
- ❖ Financial Instructions and Regulations
- ❖ Overview of IPSAS
- ❖ Overview of IFRS
- ❖ HR Module of IPPIS
- ❖ Evaluation of the Monetization Policy
- ❖ Salary Review for Civil Servants
- ❖ Tax and Revenue Management
- ❖ Fiscal Responsibility in public Financial Management
- ❖ Accountability and Transparency in Managing Government Business
- ❖ Government Accounting and Auditing
- ❖ Financial Management Reforms and Policies

Target Audience: Middle and top-level management officers in Finance & Accounts and Audit Units.



FRAUD DETECTION IN GOVERNMENT ACCOUNTING

Background

The programme provides an intensive examination of public sector accounting frauds, including asset misappropriation schemes and financial statement frauds that are common to Ministries, Departments and Agencies at Federal and State Levels. It offers a thorough review and analysis of accounting and auditing processes in the public service to forestall fraud and leakages in finances.

Learning Objectives

This programme will equip participants with the necessary knowledge and skills to enable them:

- ❖ Have a formidable task of managing fraud in accounting and Auditing processes;
- ❖ Effectively communicate their activities with the stakeholders;
- ❖ Provide an environment where transparency can thrive, and fraud detected and prevented; and
- ❖ Direct knowledge of how targets are achieved and what administrative systems are in operation.

Course Outline

- ❖ Introduction: nature and elements of fraud
- ❖ How fraud surfaces and fraud symptoms
- ❖ Fraud detection and role of the auditors
- ❖ Techniques in detecting fraud
- ❖ The investigative process, investigative tools, techniques and strategies
- ❖ Fraud detection in a computerized environment
- ❖ E-government and the prevention of fraud. Setting professional standard
- ❖ Fraud investigation and automated detection techniques. Fraud detection using computer audit retrieval

Target Audience

The course is designed for all Auditors and Account officers of MDAs.



BUDGETING, FORECASTING AND CONTROL

Background

The needs to link the budget to the organization's strategic plan, advise the managers of the overall organization goals, project organizational and department-specific volumes, recognize the relationship between volume and revenue, between volume and expenses, and set many of the organizational and department specific budgetary goals using peer benchmarks; are the issues discussed in this seminar. We also discuss the how of preparing various Budgets including Cash Budgets.

Learning Objectives

At the end of the programme, participants will be able to:

- ❖ Acquire knowledge of the common accounting tools organizations use for planning and controlling what they must do to satisfy their customers and succeed in the market place;
- ❖ Understand the measure of the financial results an Organization expects from its planned activities;
- ❖ Plan for the future, learn to anticipate potential problems and how to avoid them;
- ❖ focus their energies on exploiting opportunities and;
- ❖ Develop their Analytical Competence for Managing Operations.

Course Outline

- ❖ Financial Planning and Control;
- ❖ Budgets and Strategic Planning and Implementation;
- ❖ Steps in Developing an Operating Budget, Cash;
- ❖ Budget, Budgeted Income Statement and the Balance Sheet;
- ❖ Budget Preparation Case Study;
- ❖ Budgeting, Responsibility Accounting and Human Aspects of Budgeting;
- ❖ Capital Budgeting;
- ❖ Sensitivity Analysis in Budgeting;
- ❖ Cash Budgeting;
- ❖ Budgeting and IT (1);
- ❖ Budgeting and IT (2);
- ❖ Interpreting Budget Reports (Variances) - General Session and;
- ❖ Interpreting Budget Reports (Variances) - Work in Teams.

Target Audience:

For Finance and Accounts officers, Budget Officers and Auditors in Public and Private Sectors.



4. INFORMATION AND COMMUNICATION TECHNOLOGY COURSES

ICT APPRECIATION COURSE FOR PUBLIC SERVANTS

Background

The course will improve the capacity of the participants to use ICT devices, basic productivity software, web browser, and writing/presentation with office productivity devices and the use digital capture devices.

Learning Objectives

Attend of the course, participants able to:

- ❖ Identify and use digital tools to carryout tasks.
- ❖ Critically assess the benefits/constraints of ICT applications and approach to implement ICT solutions
- ❖ Recover from failure: to stay up to date with ICT as it evolves: to adopt computational modes of thinking

Course Contents

- ❖ **Technical Introduction to the Computer**
- ❖ **MS Word 2016:**
 - ✓ Getting started with word
 - ✓ Formatting text and paragraphs
 - ✓ Working more efficiently
 - ✓ Managing lists
 - ✓ Adding tables
 - ✓ Inserting graphic objects
 - ✓ Controlling page appearance
 - ✓ Preparing to publish a document
- ❖ **MS Excel 2016:**
 - ✓ Getting started with Microsoft office excel 2016
 - ✓ Performing calculations
 - ✓ Modifying a worksheet
 - ✓ Formatting a worksheet
 - ✓ Printing workbooks
 - ✓ Managing workbooks
- ❖ **MS PowerPoint 2016**
 - ✓ Getting started with PowerPoint



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- ✓ Developing a PowerPoint presentation
- ✓ Performing advanced text editing operations
- ✓ Adding graphical elements to your presentation
- ✓ Modifying objects in your presentation
- ✓ Adding tables to your presentation
- ✓ Adding charts to your presentation
- ✓ Preparing to deliver your presentation

Target Audience

The course is designed for all levels of staff of MDAs.

DATA ANALYSIS AND INTERPRETATION TRAINING FOR PUBLIC SERVANTS

Background

Technical and conceptual analytical skills are required for high quality decisions and provide answers to organizations' toughest questions and data management and interpretation. This Programme is to produce hands-on experience with the use of data to draw conclusions, make recommendations and present data in an influential manner. This will further improve and empower the participants with the knowledge to make informed decisions.

Learning Objectives

At the end of the course, participants will be able to:

- ❖ Define Analytics Process Model
- ❖ Identify each phase of the Analytics Process Model and its purpose
- ❖ Apply basic Excel functions to filter data, sort data, create ranges, and to anchor
- ❖ Define effective objectives for analysis
- ❖ Translate an organizational problem into an accomplishable analysis project
- ❖ Apply basic quantitative analysis techniques
- ❖ Develop interview questions and conduct short interviews
- ❖ Analyze data using descriptive statistics (e.g., mean, median, mode, range, variance, standard deviation, and frequencies)



- ❖ Develop an outline for an executive summary in an analytical report
- ❖ Give a short briefing to present analysis results

Course Contents

- ❖ **Introduction to Data Analysis**
 - ✓ What Is Analytics?
 - ✓ Excel for Analytics
- ❖ **Defining Effective Objectives for Analysis**
 - ✓ Defining Organizational Objectives
 - ✓ Developing a Hypothesis
 - ✓ Problem Statements
 - ✓ Creating Analytical Objectives
 - ✓ Stakeholder Analysis
- ❖ **Basic Quantitative Analysis Techniques**
 - ✓ Qualitative vs. Quantitative Data
 - ✓ Levels of Measurement
 - ✓ What Is Central Tendency?
 - ✓ What Is Variation?
 - ✓ Descriptive Statistics and Excel's Data Analysis Tool Pak
- ❖ **Visual Analysis Techniques**
 - ✓ Data Visualization
 - ✓ Exploring Data
 - ✓ Preparing Chart Data
 - ✓ Creating Graphs in Excel
 - ✓ Best Practices for Formatting Charts in Excel
 - ✓ Sample of Pivot Table in Excel
- ❖ **Data Collection**
 - ✓ Primary Data vs. Secondary Data
 - ✓ Primary Data: Surveys
 - ✓ Primary Data: Interviews
- ❖ **Data Presentation**
 - ✓ Presentation Goals
 - ✓ Organizing the Presentation
 - ✓ Assessing Your Audience
 - ✓ Crafting the Message of the Presentation



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- ❖ Techniques of Data Analysis and Interpretation
- ✓ Evidence-Based Decision Making
- ✓ Data Organization and Mining
- ✓ Data Analysis Tools: E-Views, Stata, MS-Excel and SPSS

Target Audience

Lower, Middle and top-level management officers of MDAs.

UNDERSTANDING THE FUNDAMENTALS OF E-GOVERNMENT

Background

The e-government project is the application of information and communication tools in government, business within the country and also with other countries in the world. It is to change the way government business is implemented with emphasis on due diligence, transparency and efficiency in the delivery of government services.

A developing nation like Nigeria, which aspires to participate effectively and become a key player in the emerging Information Age, needs to have in place, a highly efficient Information Technology System.

It Incorporates:

- The concepts of governance, good governance and ICT solutions.
- Good governance facilitated by the use of ICT.
- ICT is an integral part.
- Is the modern part to re-enforcing the connection between public officials and communities thereby leading to a stronger, more accountable and inclusive democracy?
- It is further reinforcing democracy through the implementation of good governance concept and enabling citizens to explore and fully bring to effect opportunities offered by ICT and global digital environment.

Learning Objectives:

At the end of this programme, participants will be able to:

- Have a broad and detailed overview about e-government;
- Understand the fundamentals of e-government development and applications, management and expected challenges;
- Comprehend the major tasks of e-government and knowledge management;



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- Determine the factors that slow and/or deter the success of e-government implementation and;
- Have a broader outlook of e-government, Model and the basic elements of e-government and its vision.

Course Content

- E-government Dimensions
- Fundamentals of E-government Development
- Major tasks of E-government
- Model of E-government
- E-Government Applications
- Benefits of E-government
- Critical Success Factors of E-government
- Risk factors in E-government Development

Target Audience: All levels of staffs in MDAs

E-RECORDS MANAGEMENT TRAINING

Background

. Today, information technology remains the most active, quickest and most dependable means of imparting knowledge, develop skills and disseminating of information. Therefore, information management tools for thinking about, identifying and articulating functional requirements for electronic document and records management systems are a must to tackle the enormous and ever demanding complex tasks managers face on their day-to-day activities.

The workshop is designed to provide participants with requisite knowledge and skills for the enhancement of information management in their organizations. It will afford participants the opportunity of developing effective and appropriate techniques for records control and management.

Learning Objectives

At the end of the course, participants will be able to:

- ❖ Compile and maintain a safe record system;
- ❖ Identify various forms of records and their relevance to their organizations
- ❖ Sort, keep and maintain records effectively;



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- ❖ Develop appropriate techniques for managing information; and
- ❖ Use appropriate computer software for records management.

Course Outline

- ❖ Records Management: An Overview
- ❖ Record Keeping Function in Organizations
- ❖ Types and Relevance of Records
- ❖ Global Trends in E-Records Management
- ❖ E-Data Security and Cloud Computing
- ❖ E-Records Management for Service Delivery
- ❖ Carry out basic operations in excel;
- ❖ Compute simple calculations in excel; and
- ❖ Computer analysis of data using charts.
- ❖ Create a database using Ms-Excel
- ❖ Creating of data-entry form in excel
- ❖ Relevant Computer Application Software in Records Management using MS-Excel and SPSS

Target Audience

The course is designed for all levels of officers involved in records management of MDAs

APPLICATION OF ICT IN ACCOUNTING, AUDITING AND FINANCIAL MANAGEMENT

Background

Every organization is established to achieve some clearly stated OBJECTIVES. In order to achieve the objectives, resources must be effectively and efficiently managed. Accounting, auditing and financial management are key functions that aid the management of resources and enhance accountability.

Financial management involves record keeping and financial control functions, and great emphasis is often placed on the maintenance and generation of appropriate accounting information.

The workshop is designed to develop the skills of relevant officers in the use of modern information and communication technology in the preparation and auditing of accounting reports and financial analysis.

Learning Objectives

At the end of the workshop, participants will be able to:

- ❖ Explain the basics of financial management;
- ❖ Highlight the procedures for computerizing an accounting system;
- ❖ Use relevant computer packages in accounting, auditing and financial



management; and

- ❖ Identify auditing techniques and risks in computerized accounting and financial management.

Course Outline

- ❖ Overview of Financial Management
- ❖ Fundamentals of a Computer System
- ❖ Role of ICT in Accounting, Auditing and Financial Management
- ❖ Accounting and Auditing Techniques and Procedures in Computerized Accounting Information System
- ❖ Microsoft Excel in Accounting and Financial Management
- ❖ Maintenance and Computer Security

DATA ANALYSIS AND MANAGEMENT WORKSHOP FOR PLANNING RESEARCH AND STATISTICS OFFICERS

Background

Data and information gathering, including disaggregated Gross Domestic Product (GDP), provides the basis for evidence-based policy choices. Sound policies are essential for economic development. Likewise, efficient economic management requires timely, accurate and reliable information. It is with a view to effectively utilize data (among others) in a systematic form to target developments in the economy that saw the emergence of the new short, medium and long-term plans. Given the centrality of data to socio-economic decision making, adequate knowledge of the various methods and techniques of data generation, analysis and management is necessary for officers involved in planning, research and statistics.

Learning Objectives

At the end of the course, participants will be able to:

- ❖ Discuss the basic requirements for socio-economic data management;
- ❖ Explain methodologies for data collection, analysis and management;
- ❖ Use relevant computer packages for processing and analyzing data; and
- ❖ Interpret analyzed data and write appropriate reports.

Course Outline

- ❖ Socio-economic Data Management for National Development: An Overview
- ❖ Institutional Framework for Statistical and Data Management in Nigeria
- ❖ Methods of Data Collection, Collation and Management
- ❖ Fundamentals of Data Cleaning and Validation
- ❖ Tools and Techniques for Analysis of Socio-Economic Data
- ❖ Computer Applications to Data Management (SPSS, E-view, Excel)



- ❖ Interpretation and Reporting of Analyzed Data

Target Audience

The course is designed for Middle and senior officers of PRS of MDAs.

ENTERPRISE RESOURCE PLANNING WORKSHOP

Background

In organization, Enterprise Resource Planning (ERP) is a great tool that helps to manage business processes of various departments and functions through a centralized application. This helps in making organizational decisions through screening of the information provided by ERP. Global organizations are using ERP to fast track work processes that guarantee prompt completion and desired results.

Learning Objectives

At the end of the course, participants will be able to:

- ❖ Understand the traditional ERP Solutions are provided by many vendors in the business environment
- ❖ Learn the benefits of the ERP in managing a contemporary public service (workplace)
- ❖ Though implementation platforms or
- ❖ There are common and basic modules of ERP which can be found in any ERP System. Depending on organizations, required components are integrated & customized ERP system is formed.

Course Contents

Each of the listed areas below has different platforms which can be applied during the training based on the needs of the organization:

- ❖ Human Resource
 - ❖ Inventory and Store Management
 - ❖ Procurement and Contract Management
 - ❖ Finance & Accounting
 - ❖ Customer Relationship Management(CRM)



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- ❖ Engineering/ Production/Project Management
- ❖ Supply Chain Management (SCM)
- ❖ Enterprise Content Management in the Public Service

Target Audience

For senior officers in the public service



5. LEGAL AND LEGISLATIVE COURSES

UNDERSTANDING LEGISLATIVE PROCESSES AND PROCEDURES

Background

The legislative arm of government is the least developed of the three arms, namely the executive, judiciary, and the legislature. This is particularly so in developing countries where political developments are disrupted repeatedly. This has led to legislators not being knowledgeable enough on legislative processes and procedures as to make the legislature effective. Educating the legislators on the fundamentals of legislative practices is a dire need. This course has been designed to expose new legislators to the legislative processes and procedures.

Learning Objectives

The objectives of the course are to:

- ❖ Educate participants on the basic processes and procedures of legislation.
- ❖ Expose participants to important documents used and produced by legislators.
- ❖ Educate participants on the language, vocabulary, and concepts of the legislature.
- ❖ Enable participants identify the skills required in the legislature.
- ❖ Enable participants to identify the techniques and skills required in the legislature.

Course Outline

- ❖ The Legislature as a Third Arm of Government.
- ❖ The Functions of the Legislature.
- ❖ The Legislative Processes and Procedures.
- ❖ The Representative Function of the Legislature
- ❖ Law Making by the Legislature.
- ❖ Oversight Function of the Legislature.
- ❖ Basic Legislative Documents.
- ❖ Legislative Language and Vocabulary.



- ❖ Drafting of Legislative Documents: Bills, and Motions.
- ❖ The Use of Committees in the Legislature.
- ❖ Legislative Staff.
- ❖ Constituency and Public Relations for Legislators,
- ❖ Capacity Building for the Legislature.
- ❖ Comparative Legislative Practices.
- ❖ Emerging Trends in Legislative Processes and Procedures.
- ❖ Target Audience: Newly elected Legislators and newly appointed Senior Legislative Aides.

Target Audience:

Legislative officers in the State and National Assemblies.

LEGISLATIVE REPORTING AND WRITING

Background

The Legislative draftsman must aim to be a craftsman in the use of the language. Therefore, words are raw materials with which the craftsman works. This course equips the participants with languages and vocabulary as a tool for a professional legislative draftsman.

Learning Objectives

- ❖ To be more effective in drafting of legislation to support the legislative process
- ❖ Understand why legislation is structured in the way it is
- ❖ Swiftly read and understand the effect of legislation
- ❖ Advice interested departments with a high degree of confidence on the scope and effect of legislation

Course Outline

- ❖ The basic elements of drafting and the functions of legislation
- ❖ Principles of legislative Expression and Legislative Syntax
- ❖ The structure and format of legislative Drafts
- ❖ The legislative Plan and Common Difficulties Encountered in Drafting



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- ❖ Statutory Interpretations
- ❖ Amending Legislation and Subsidiary Legislation
- ❖ Law Revision and Law Reform
- ❖ Preparing stages of Drafting
- ❖ Role and Responsibilities of Legislative Counsel

Target Audience

The course is designed for Legislative officers and draftsmen in the State and National Assembly.

EFFECTIVE COMMITTEE MANAGEMENT IN THE LEGISLATURE

Background

Committees are the engine rooms of legislatures. Their effectiveness determines the quality of the Legislature. It is, therefore, needful for legislative committees to be effective as a precondition for having effective legislatures. This course will build the capacity of committee staff of legislatures for effective performance.

Learning Objectives

At the end of the programme, the participants will be able to:

- ❖ Understand the duties and responsibilities of Legislative Committees.
- ❖ Identify how to manage committees effectively.
- ❖ Understand how to make legislative committees perform effectively.

Course outline

- ❖ The Duties and Responsibilities of Legislative Committee.
- ❖ Managing Legislative Committees.
- ❖ Policy Analysis.
- ❖ Budget Analysis.
- ❖ Legislative Oversight.
- ❖ Effective Committee Report Writing.



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- ❖ TQM in Committee Work.
- ❖ Applying ICT in Committee Work.
- ❖ Legislative Staff Ethics.
- ❖ Effective Team Management Techniques for Legislative Committees.
- ❖ Inter-Personal Relationship in Committee Works.
- ❖ Time Management in Legislative Committee Work.
- ❖ Effective Problem Solving and Decision Making Techniques.
- ❖ Personal Effectiveness and Self Development in Legislative Committee Work.

Target Audience:

Legislative Committee staffs, Legislative Aides and Secretaries.

MANAGING CONSTITUENCY AND PUBLIC RELATIONS FOR LEGISLATORS

Background

Legislators face mounting challenges in their relationship with constituents and the general public. How successful they handle this relationship impacts greatly on the image and acceptability of the legislators. There is the need for legislatures to acquire and use the required skills, so as to enhance their visibility, effectiveness, and acceptability. This course has been designed to equip legislators, especially those in developing countries, with the skills for effective constituency and public relations.

Learning Objectives

The objectives of the course are, to:

- ❖ Educate participants on the nature and importance of relating with their constituencies and the general public.
- ❖ Enable participants to identify the skills for effective constituency and public relations.
- ❖ Stimulate participants to use the skills developed in maintaining fruitful relationship with their constituencies and the general public.



Course Contents

- ❖ The Concept of Public Relations.
- ❖ Legislators' Constituencies and the General Public.
- ❖ Public Relations Strategies.
- ❖ Hansard as a Constituency Relations Tool.
- ❖ Constituency Relations, Strategies: Provision of Services, and Embarking on Development Projects.
- ❖ Constituency Relations Strategies: Touring, Constituency Meeting with Stakeholders and Hosting of Press Conferences.
- ❖ Low Key and Non-Partisan Approach in Legislator-Constituency Relations.
- ❖ Techniques for Seeking and Maintaining Broad-Based Stakeholder Support.
- ❖ Effective Management of Political Change in Constituencies.
- ❖ Constituency Relations Strategies: Partnering with Professional and Community-based Organizations.
- ❖ Relating with the General Public: Press Briefings, Writing of Articles, Features in the Print and Electronic Media.
- ❖ Effective Inter-Personal Relationship.
- ❖ Conflict Resolution.

Target Audience:

Public relations officers in the State and National Assemblies, Legislative Committee staffs and Legislative Aides.



6. ENGINEERING AND PROJECT MANAGEMENT COURSES

PROGRAMME/PROJECT MANAGEMENT COURSE FOR PUBLIC SERVANTS

Background

The knowledge of Project management in 21st century organizations has become an important skill towards achieving organizational goals and objectives. Employees need to understand PMBOK for effective management of projects and assignments allocated to them. The Mastery of this subject matter will enhance the effectiveness of the MDA in achieving the mandate and in the long-run the objectives of the Government.

Learning Objectives

At the end of the course, participants will be able to:

- ❖ Manage projects with the knowledge of PMBOK
- ❖ Conceptualize programmes and projects
- ❖ Appraise programmes/project planning
- ❖ Apply best practices in project design, integration and implementation
- ❖ Understand project Monitoring and Evaluation methods, tools and approaches.
- ❖ Understand the Knowledge of the main tasks the Project Managers undertake, plan and execute
- ❖ Understand the unique challenges in managing public service projects

Course Contents

- ❖ Overview of Project management
- ❖ Understanding project Integration and Triple Constraints
- ❖ Managing Project HR and communication
- ❖ Managing project stakeholders
- ❖ Project quality and procurement management
- ❖ Risk Management in Projects
- ❖ Project Monitoring, control and Evaluation

Target Audience: Middle and top-level management officers in MDAs



BRIDGE FAILURES: PREVENTION, INSPECTION, REPAIRS

Background

Over the past few years, a harsh reminder has forced the realization of the worst-case scenario of structure failures to the eyes of the public. This course provides information for designers, inspectors, and repair specialists as instructors discuss previous bridge failures along with techniques for proper structural condition assessment and inspection necessary to avoid failures.

Steel and concrete bridge structures will be presented to participants. The facilitators will review welding processes related to seismic applications, metallurgical and mechanical properties, fabrication, testing, and corrosion. Nondestructive testing for both concrete and steel are described as well as the advantages and disadvantages of the various processes.

This course will provide recommendations to add controls above code minimums for extended life and additional information to enhance standard drawing practices.

Participants will gain from a relevant course that assesses and covers problems and applicable solutions in order to prevent future bridge failures.

Course Outline

- ❖ Examples of structural failures
- ❖ Structural condition assessment and inspection techniques
- ❖ Recommended conservative inspection applications
- ❖ Advantages and disadvantages of nondestructive testing techniques
- ❖ Low cycle low stress fatigue
- ❖ Mechanical and metallurgical properties of steels (hot formed through quenched and tempered)
- ❖ Fracture mechanics considerations
- ❖ Accelerated corrosion of weld joints
- ❖ Basic weld designs, seismic consideration
- ❖ Advantages and disadvantages of welding processes
- ❖ Special provisions and drawing details for welded structures
- ❖ Code minimums and improvements over code requirements



- ❖ How to improve ductility
- ❖ High strength bolting

Target Audience: Structural Designers, Structural Engineers, Structural Inspectors, Civil Engineers etc.

CONSTRUCTION ADMINISTRATION FOR ENGINEERS

Background

This training gives practical guidance on construction project administration, field management, and claims avoidance. Participants will save time and money on their projects by applying the principles and techniques set forth in this dynamic seminar. Participants will follow the construction process from the preconstruction phase through project closeout, learning procedures, contract provisions, and rules of conduct that will help minimize and resolve claims and disputes. Information technology tools that can be used to assure a smooth flowing project will also be discussed.

The seminar is lecture/ discussion format and includes numerous court and board of contract appeals cases as well as case studies that illustrate many of the key points of the seminar.

Learning Objectives

Attend of the course, participants will be able to:

- ❖ Find out how to apply proven administrative principles and techniques to improve control of your construction projects from preconstruction through project closeout
 - ❖ Discover the importance of accurate record keeping
 - ❖ Learn how to keep construction projects on schedule and within budget
 - ❖ Avoid claims through effective communication
 - ❖ Minimize exposure to risk
 - ❖ Effectively supervise projects in the field
 - ❖ Find out how information technology can be used to achieve the above benefits

Course Contents

- ❖ Project Delivery Systems



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- ❖ Partnering
- ❖ Responsibility and Authority
- ❖ On Site Responsibilities
- ❖ Records and Reports: Documentation
- ❖ Using Specifications for Contract Administration
- ❖ Construction Laws and Public Contracts
- ❖ Construction Safety
- ❖ Preconstruction Operations
- ❖ Construction Planning and Scheduling
- ❖ Construction Operations
- ❖ Measurement for Payment
- ❖ Construction Materials and Workmanship
- ❖ Changes and Extra Work
- ❖ Risk Allocation
- ❖ Claims and Disputes: Alternate Dispute Resolution
- ❖ Project Closeout and Lien Protection

Target Audience: All members of a construction project team whose actions affect each other. The focus is on the interaction between them and how, together, they can resolve the problems they encounter.

- ❖ Observers (inspectors)
- ❖ Resident project representatives (resident engineers)
- ❖ Project managers
- ❖ Contract administrators
- ❖ Architects
- ❖ Engineers
- ❖ Supervisory personnel, and field management personnel



CONSTRUCTION MANAGEMENT FOR PUBLIC SERVICE ENGINEERS

Background

This training programme has been developed to break down the construction management process for a typical public project into its component steps and reassemble it into a straightforward, logical methodology for the development of effective construction management strategies from the owner's perspective. The process starts with analyzing the construction contract, specifications, and drawings and developing a work breakdown structure upon which the owner's project controls system will be based. It then proceeds through the construction administration processes for scheduling, submittal, progress payments, quality management, and safety.

The course includes a focus on change orders and claims with an emphasis on how to analyze them and develop a strategy for negotiating them with the contractor. It concludes with the construction manager's roles and responsibilities for contract close-out. The result is a comprehensive view of the construction management process and a set of proven tools to control cost, time and quality during the execution of the actual construction.

Learning Objectives

Attend of the course, participants will be able to:

- ❖ Understand procedures for effectively managing and controlling construction projects
- ❖ Understand the function of key contract documents in the construction management process.
- ❖ Understand the construction change order and claims negotiation process.
- ❖ Understand application of project controls methodologies to a typical project.

Course Contents

❖ Introduction to Construction Management

Definitions
Project Delivery Methods
Partnering



- ❖ **Construction Documents as Contract Administration Tools**
 - Roles and Responsibilities
 - Submittals

- ❖ **Construction Law and Public Contracts**
 - Basic Principles of Construction Contract Formation
 - Public Contract
 - Offers and Acceptance

- ❖ **Construction Safety**
 - Preconstruction activities
 - Preconstruction reports

- ❖ **Contract Law Case Study**

- ❖ **Construction Planning & Scheduling**
 - Definitions
 - Work Breakdown Structures
 - Measuring progress

- ❖ **Progress Payments**
 - Schedule of Values
 - Pay Applications
 - Earned Value Management

- ❖ **Construction Operations and Quality Assurance**
 - Daily work reports
 - Preconstruction activities
 - Preconstruction reports

- ❖ **Project Close-out**
 - As-built
 - Final Inspection
 - Punch-list
 - Final Payment
 - Post-acceptance issues

- ❖ **Claims and Disputes**



Negotiations
Claims
Alternative Dispute Resolution

❖ **Preparing for Negotiations**

Developing a Negotiating Strategy
Client's objective/opponents' objective
Client's points/ opponents' points
Takes and concessions

❖ **Project Dispute Case Study**

Target Audience: All members of a construction project team in Public Service, these include:

- ❖ Resident Engineers)
- ❖ Project Managers
- ❖ Contract Administrators
- ❖ Architects
- ❖ Engineers
- ❖ Supervisory personnel, and field management personnel

LIABILITY, LAWS, AND ETHICS FOR ENGINEERS

Background

This course will cover the legal and ethical standards applicable to engineers and how the Professional Engineers interpret those standards. Participants will learn what the engineer's liability is for preparing proper plans and specifications. They will learn how to head off problems by using the right contract language, including clean and fair terms. Advice will be given on actions to take during the design phase and the construction phase which will minimize problems that inevitably surface. These topics will be presented in an informal, interactive style using real life examples and cases. Participants will be given practical, hands-on advice and guidance on how to best conduct themselves and thus, avoid trouble.



Learning Objectives

At the end of the course, participants will be able to:

- ❖ Understand the laws and rules applicable to the practice of engineering
- ❖ Learn how the courts and the engineering board interpret and apply these standards to engineers
- ❖ Explore ethical issues which engineers may face and learn how to properly deal with them
- ❖ Learn the liability of engineers to the owner and to the contractor for the preparation of proper plans and specifications
- ❖ Find out how to eliminate problems up front by using the right language in contracts and the right procedures during the design and construction phases of a project

Course Contents

- ❖ **Laws and rules applicable to engineers**
 - ✓ Statutes
 - ✓ Board Rules
 - ✓ Recent Statutory and Rule Changes
- ❖ **Laws and rules related to the practice of engineering**
 - ✓ Who Can Practice Engineering?
 - ✓ Exemptions from Licensure
 - ✓ Responsible Charge
 - ✓ Engineer of Record
 - ✓ Certification of Business Organizations
 - ✓ Seals
 - ✓ Competency
 - ✓ Negligence
 - ✓ Personal Liability
 - ✓ Drawings
 - ✓ Maintaining Engineering Documents
- ❖ **Ethical considerations and obligations of engineers**
 - ✓ Fundamental Principles
 - ✓ Public safety
 - ✓ Advertising



- ✓ Protection of Confidential Information and Assets
- ✓ Conflicts of Interest and Gifts
- ✓ Hypothetical Ethical Dilemma Exercise
- ❖ **Engineer's warranty to contractor and adequacy of design**
- ❖ **Effect of incomplete, ambiguous or incorrect design documents**
 - ✓ Impact on Project and to Contractor
 - ✓ Consequences to Engineer
 - ✓ Ways to Reduce Claims and Mitigate Impact
- ❖ **Differing site conditions and how to minimize their impact**
 - ✓ Definition
 - ✓ Purpose
 - ✓ Common Occurrences
 - ✓ Effect of Site Investigation Clauses and Disclaimers
 - ✓ Ways to Minimize Differing Site Condition Claims

PROJECT MONITORING AND EVALUATION

Background

Monitoring and evaluation is a process of continued gathering of information and its analysis, in order to determine whether progress is being made towards pre-specified goals and objectives. Traditional project management placed monitoring and evaluation as the last step in the project cycle however, contemporary project management practices lay emphasis on monitoring and evaluation as an important aspect which should be evident throughout the lifecycle of a project. A well-functioning monitoring and evaluation system helps guide the intervention strategy and ensures effective operations for all key stakeholders.

This workshop is designed to build and strengthen participant's skills in monitoring and evaluating projects for national development.

Learning Objectives

At the end of the course, participants will be able to:

- ❖ Situate the roles of projects in the development process;
- ❖ Discuss the significance and roles of monitoring and evaluation in project implementation;
- ❖ Apply tools and techniques for monitoring and evaluating development projects;
- ❖ Write good monitoring and evaluation reports;



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- ❖ Identify weaknesses and constraints to effective m & e in Nigeria; and
- ❖ Proffer strategies for effective M&E.

Course Outline

- ❖ Development Project: An Overview
- ❖ Concepts and Roles of Project Monitoring and Evaluation
- ❖ Institutional Framework for Monitoring and Evaluation in Nigeria
- ❖ Tools and Techniques of Monitoring and Evaluation
- ❖ Designing M & E System
- ❖ Result-based M&E
- ❖ Computer Applications in M&E
- ❖ Writing M&E Report
- ❖ issues and Strategies for Effective M & E

Target Audience

The course is designed for Middle and senior officers of PRS of MDAs.

LEADERSHIP DEVELOPMENT FOR THE ENGINEER

Background

A senior engineer executive recently said I can always find a good team player but I have one heck of a time finding a good conductor. In this 21st century, the engineering manager must not only be technically competent, but must possess the leadership or conductor skills to move the organization forward.

The need for leadership skills is particularly important in this time of change and complicated by the explosion of new technology. Often, the most successful, technically competent engineers move into positions of leadership. The characteristics that earned the engineers the leadership positions (such as independent achievements and focused technical interests) are often the very characteristics that will lead to failure as a leader.

Although engineers continually develop new technical skills, they receive little training to develop and hone their leadership skills. This training programme, designed for engineers, will help them to develop or expand their leadership skills and will provide tools needed for their success. It will guide them through the steps required to become a successful leader in an engineering organization.

They will recognize the need for honing not only their technical but also their leadership



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skills. They will understand the differences in and the need for the art of leadership and the discipline of management. They will be introduced to important leadership philosophies and powerful tools and have the opportunity to apply many of them in the workplace

Learning Objectives

At the end of the course, participants will be able to:

- ❖ Learn how to successfully lead an organization
- ❖ Gain an understanding of yourself and your team
- ❖ Gain an understanding of generational differences
- ❖ Learn how to apply the art of leadership and/or the discipline of management
- ❖ Learn how to apply appropriate leadership styles to the situation
- ❖ Learn how to apply systematic decision making processes
- ❖ Learn how the multiple generations and genders communicate in the workplace
- ❖ Learn how to effectively communicate and provide feedback
- ❖ Evaluate your value system as well as the values of those being led
- ❖ Learn your role in establishing the ethical climate of your organization

Course Contents

- ❖ **Leadership vs Management.** Participants will identify the characteristics of a good supervisor. Through discussion of the characteristics, the definitions of leadership and management will evolve. These characteristics will be compared to those of a good engineer. Dealing with generational differences will be a major theme throughout the seminar.
- ❖ **Ethics, Servant Leadership, and Self-Assessment.** In order to understand and sensibly apply the Code of Ethics, the origin and evolution of the code will be discussed. The roles in developing a code for global ethics will be presented. The concept of Servant Leadership will be explored. The role of a leader in establishing the moral climate of an organization will be understood. The seminar concludes with participants delving into their own value centers to determine if they are synchronized.
- ❖ **Becoming a Change Agent.** Participants will understand the dynamics of motivation and change. They will develop their own plan



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for motivating during change. The participants will then be challenged with the questions - Can you really motivate another person? Can you get them to change? Do they need to change?

- ❖ **Communications with the 4G's -Generations.** Types of communications will be demonstrated and discussed. A highly thought provoking exercise on gender communications will be undertaken. Through additional exercises and discussions, an effective method for providing feedback will evolve.
- ❖ **Courageous Decision Making.** Structured processes will be presented to maximize both the quality and acceptances of decisions. These processes will be used to solve problems presented to the participants.
- ❖ **Coaching for Team Building.** A group development model will be presented that will reveal to the participants how teams evolve and develop and the corresponding appropriate leadership styles.

STRUCTURAL-CONDITION ASSESSMENT OF EXISTING STRUCTURES

Background

This seminar is an intensive overview of material evaluation practices and procedures used for assessing the structural condition of existing structures and cover as many aspects of evaluating structures and structural material conditions as possible. State-of-the-art information on visual inspections, destructive and nondestructive testing (NDT), and the hands-on experience provided in this seminar, are essential for those involved in evaluating concrete, masonry, wood, and metal structures.

After a brief review of structural condition assessment procedures and guidelines, the seminar will cover condition surveys, planning a materials evaluation, destructive and nondestructive testing, limitations of NDT testing, statistical evaluation of test data, and interpretation and use of test results. Nondestructive testing techniques for establishing in-place material properties for concrete, masonry, wood and metals are a primary focus.



The hands-on workshop and case studies will enhance understanding of condition survey and inspection procedures, and destructive and nondestructive testing techniques.

Learning Objectives

Attend of the course, participants will be able to:

- ❖ Plan and implement an effective structural evaluation program
- ❖ Use Guidelines for Structural Condition Assessment of Existing Buildings
- ❖ Examine the latest destructive and nondestructive investigation techniques for evaluating concrete, masonry, wood and metals
- ❖ Identify the pros and cons of common destructive and nondestructive testing techniques and find out how to select the best techniques to suit your projects
- ❖ Understand how to interpret and use destructive and nondestructive tests results
- ❖ Identify quick and simple evaluation techniques
- ❖ Plan and conduct a condition survey for concrete, masonry, wood and metal structures
- ❖ Develop a condition survey inspection checklist
- ❖ Design a materials evaluation program for your structural condition assessment projects
- ❖ Identify the limitations of various nondestructive testing techniques
- ❖ Diagnose problems and assess strengths and weaknesses of structural materials
- ❖ Evaluate test data statistically

Course Contents

- ❖ Structural Condition Assessment Procedure
- ❖ Conducting a Condition Survey
- ❖ Planning the Evaluation
- ❖ Statistical Procedures
- ❖ Destructive and Nondestructive Testing for Concrete and Masonry
- ❖ Pros and Cons of Nondestructive Testing
- ❖ Establishing Strength and Quality of In-Place Concrete and Masonry
- ❖ Evaluating Cracks in Concrete and Masonry



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- ❖ Analyzing Wet Masonry Walls
- ❖ Evaluating Corrosion
- ❖ Interpreting and Using Destructive and Nondestructive Test Results
- ❖ Conducting Condition Surveys of Wood and Metal Structures
- ❖ In-Place Evaluation of Wood-Based Materials and Metals
- ❖ Planning the Evaluation
- ❖ Inspection Procedures
- ❖ Destructive and Nondestructive Testing of Wood-Based Materials and Metals
- ❖ Establishing In-Place Strengths for Wood and Metals
- ❖ Understanding the Limitations of Nondestructive Testing
- ❖ Investigating Defects and Damage
- ❖ Evaluating Wood and Steel Connections
- ❖ Case Studies
- ❖ Interpretation and Use of NDT Results

Target Audience: All members of a construction project team whose actions affect each other. The focus is on the interaction between them and how, together, they can resolve the problems they encounter.

- ❖ Observers (inspectors)
- ❖ Resident project representatives (resident engineers)
- ❖ Project managers
- ❖ Contract administrators
- ❖ Architects
- ❖ Engineers
- ❖ Supervisory personnel, and field management personnel



7. PROCUREMENT PROCESS COURSES

THE PROCUREMENT ACT: PROVISION, IMPLEMENTATION AND CHALLENGES

Background

The training in Procurement Act, implementation and challenges focuses mainly on understanding the Procurement Act and its implementation processes as well as the challenges in its implementation.

Learning Objectives

At the end of this programme, participants will:

- ✓ Understand the evolution in Procurement
- ✓ Discuss the inputs, outputs and processes of the system
- ✓ Develop meaningful performance measurements
- ✓ Learn the necessary conditions to be taken on all four levels

Course Outline:

❖ **Seeing Procurement as a Dynamic, Interactive System**

- ✓ The System Approach vs. the Traditional Functional Approach
- ✓ What is the goal of Procurement?
- ✓ Developing the Strategic Procurement Plan
- ✓ An Overview of the Procurement Process
- ✓ Procurement as Part of the Supply Chain

❖ **Developing the Strategic Procurement Decisions**

- ✓ Make / Buy Decision
- ✓ Alliances and Partnerships
- ✓ Inter-company Trade
- ✓ Reciprocity and Counter Trade
- ✓ Supplier Strategy
- ✓ The Coordination Strategy



- ✓ The Purchasing Organization

❖ **Implementing the Tactical Procurement Decisions**

- ✓ Supplier Involvement
- ✓ Value Analysis
- ✓ Quality Assurance
- ✓ Supplier Selection
- ✓ Supplier Rating and Ranking
- ✓ Contract Management
- ✓ IT Systems and e-Procurement
- ✓ Policies and Procedures
- ✓ Staffing the Procurement Department

❖ **Dealing with Operational Procurement Decisions**

- ✓ Selecting the most Appropriate Ordering Process
- ✓ Addressing Quality Issues
- ✓ Follow-up
- ✓ Overdue Orders
- ✓ Expediting
- ✓ The Payment Process
- ✓ Reducing the Cost of Procurement: Small Value Purchase Orders

❖ **Contingency Procurement Decisions**

- ✓ The Different Contingency Situations
- ✓ Contingency Management

❖ **Procurement Performance Measurement and challenges**

- ✓ Spend Analysis
- ✓ Total Cost of Ownership
- ✓ Supplier Performance Measurement



Target Audience

For Procurement Officers, especially newly recruited officers

ADVANCED PROCUREMENT AND MANAGING SUPPLIERS

Background

This one-week training programme covering Advanced Procurement strategies and Managing Suppliers is designed to enable delegates to set up and manage a procurement activity. The training agenda covers supplier evaluation methods and selection criteria, as well as supplier performance measurement tools.

Learning Objectives

Upon successful completion of this one-week training series, delegates will have identified effective ways to increase the procurement effectiveness of their organisations.

Course Outline

- ❖ The Principles of Procurement
 - ✓ Definition of procurement vs purchasing activities
 - ✓ Defining the goals of procurement
 - ✓ The role of procurement
 - ✓ Supporting the business strategic objectives
 - ✓ Formulating the procurement strategy
- ❖ The Procurement Process
 - ✓ Key roles and responsibilities
 - ✓ Forming commodity teams
 - ✓ Planning the procurement activities
 - ✓ Development of the procurement policy
 - ✓ Developing the supplier selection process
- ❖ Compiling the Approved Supplier List
 - ✓ Determination of the most appropriate suppliers
 - ✓ Methods and techniques of inviting potential suppliers
 - ✓ Developing the supplier questionnaire
 - ✓ Supplier segmentation and grading Tier 1, 2 and 3 suppliers
 - ✓ Developing supplier performance metrics
- ❖ Supplier Relationship Management (SRM)
 - ✓ Introduction to the principles of SRM



- ✓ The importance of the buyer/supplier relationship
- ✓ Developing the SRM strategy
- ✓ Collaboration and joint working
- ✓ Motivating suppliers and continuous improvement
- ❖ **Monitoring and Managing Supplier Contracts**
 - ✓ Managing the contract and setting expectations
 - ✓ The importance of setting proper baselines
 - ✓ Conducting supplier appraisals based on performance measures and metrics
 - ✓ Dealing with underperforming suppliers
 - ✓ Dealing with breaches and disputes
- ❖ **Definition and development of a sourcing strategy**
 - ✓ Understanding the concept of strategic sourcing
 - ✓ Differences between sourcing and strategic sourcing
 - ✓ The seven stages of a competitive sourcing strategy
 - ✓ The value and benefits of strategic sourcing
 - ✓ Performing a strategic sourcing gap analysis
- ❖ **Strategic Sourcing Process**
 - ✓ Working to the seven phases
 - ✓ Generate the supplier portfolio
 - ✓ Determine the implementation path
 - ✓ Selection of strategic suppliers
 - ✓ Integration of the strategic suppliers
- ❖ **Strategic Cost Management**
 - ✓ Principle of cost management in procurement
 - ✓ Whole life costing
 - ✓ Total cost of ownership
 - ✓ Target costing and analyzing prices
 - ✓ Should cost analysis
- ❖ **Identifying and managing risks**
 - ✓ Determination of the risk involved in the global supply chain
 - ✓ Practical risk identification and assessment
 - ✓ Proactive risk management
 - ✓ Effective risk migration strategies
 - ✓ Dealing with challenging situations in the supply chain



Target Audience:

For procurement officers in the Public and Private Sectors.

VENDOR SELECTION AND TENDER PROCESS MANAGEMENT

Background

This one week course from London Corporate Training is designed to give participants the ability to understand the procurement and contract management cycles. They will also learn how to understand specifications and make the correct following decisions in regards to supplier/contractor, tendering process and evaluation and award processes.

Learning Objectives

Upon successful completion of this training series, participants will have learnt how to:

- ❖ Develop the award criteria
- ❖ Manage the complete process
- ❖ Select, Negotiate and Contract Award
- ❖ Prepare Tender opening and the legal process
- ❖ Manage the evaluation process
- ❖ Prepare Presentations, interviews and visits
- ❖ Understand the Tender Negotiations process
- ❖ Manage contract award procedures

Course Outline

- ❖ The Procurement Cycle
- ❖ Procurement key principles
- ❖ Understand the various stages and key steps of procurement
- ❖ Formulating the procurement strategy
- ❖ Alignment of strategic goals with procurement goals
- ❖ Identification of key stakeholders in the procurement process
- ❖ Analyzing the business needs and requirements
- ❖ Needs recognition
- ❖ Gathering requirements
- ❖ Identification of specific needs
- ❖ Developing the specific statement of requirements
- ❖ Essential elements of the scope of work
- ❖ Defining the sourcing options



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- ❖ Developing the Approved Supplier List
- ❖ Implementing a robust and viable supplier assessment
- ❖ Setting the assessment criteria
- ❖ Supplier qualification screening process
- ❖ Determining the selection and award criteria

Target Audience

The course is designed for Contract management personnel, Purchasing executives, senior managers, and professional staff from supply chain management, logistics and inventory planning and control managers.



8. ENTREPRENEURSHIP DEVELOPMENT COURSES

ENTREPRENEURSHIP DEVELOPMENT WORKSHOP

Background

Entrepreneurs are achievement motivated people who take the risks to establish business ventures, produce goods and render services that are needed by the society and thereby creating job for themselves and others.

The reality on ground is that there can be no successful entrepreneurship without possessing unique qualities of a leader. Since these qualities are difficult to possess, concerted effort must be made to identify such potentials as well as developing them for the benefit of the person in particular and our society in general.

This workshop is designed to develop the requisite leadership skills needed by the participants to establish a business venture and manage it successfully on a sustainable way.

Learning Objectives

At the end of the course, participants will be able to:

- ❖ Explain the concepts of entrepreneurship
- ❖ List leadership types and skills required in successful entrepreneurship
- ❖ Apply leadership skills in business management
- ❖ Develop leadership capabilities to manage a business
- ❖ Manage challenges of business environment through application of successful leadership skills
- ❖ Discuss leadership strategies for successful business management

Course Outline

- ❖ The Concept of Entrepreneurship;
- ❖ Enterprise Content Development in the Civil Service
- ❖ The Concept of Leadership;
- ❖ Discovering Personal Entrepreneurial Characteristics (PEC);
- ❖ Entrepreneurship, Creativity and Innovation;
- ❖ Leadership and decision Making in a Dynamic Business Environment;
- ❖ Leadership and Business Success;
- ❖ Risk management and Leadership Qualities;
- ❖ Challenges of Human Resource Management in Business;
- ❖ Transforming process: from Non-Entrepreneur to Entrepreneur;
- ❖ Leadership and Challenges of the Nigerian Business Environment
- ❖ Ethical Issues in Business Management.

Target Audience

The course is designed for unemployed Youths, Middle and senior officers, as well as retiring officers in the Public Service.



VOCATIONAL SKILLS TRAINING (VST) DESIGN, IMPLEMENTATION AND MANAGEMENT

Background

The emerging strategy used to combat the alarming rate of unemployment and poverty in recent times is the vocational skills acquisition programmes. Vocational skills training (VST) is becoming more relevant because it is a key factor in successful entrepreneurship. However, VST programmes require meaningful designs to facilitate effective implementation as well as result-oriented management to guarantee sustainability. Therefore, stakeholders in charge of designing, implementing and managing VST programmes in both public and private sector institutions require to possess core competencies for successful design, implementation and managing VST programmes.

Learning Objectives

At the end of the course, participants will be able to:

- ❖ Discuss the concept of VST programme
- ❖ Understand types of VST programmes
- ❖ Explain VST programmes design implementation and management
- ❖ Appraise VST programmes

Course Outline

- ❖ An overview of vocational skills training programme
- ❖ The role of vocational skills training in entrepreneurship
- ❖ Types of vocational skills training programme
- ❖ Beneficiary identification, selection and management
- ❖ Funding for vocational skills training programme
- ❖ Vocational skills training design and planning
- ❖ Monitoring and evaluating vocational skills training programmes
- ❖ Effective management of vocational skills training
- ❖ Project management

Target Audience

The course is designed for unemployed Youths and officers managing poverty reduction projects and programmes.



MANAGING SUSTAINABLE POVERTY REDUCTION SCHEMES

Background

Poverty has become an intractable problem in our society. In fact, other problems seem to be caused by poverty and turn around to reinforce the poverty problem. It has therefore become a global issue as poverty reduction is one of the main objectives of the Millennium Development goals (MDGs).

The pervasiveness of poverty is mind boggling but what is more frightening is obvious dearth of effective schemes that would address the issue of poverty reduction on sustainable basis. Therefore, this course is designed to equip participants with requisite skills and competences required to manage poverty reduction schemes that are sustainable.

Learning Objectives

At the end of this course, participants will be able to:

- ❖ Explain the basic concepts of poverty reduction;
- ❖ Examine the socio-economic implication of poverty
- ❖ Analyze the socio-economic environment under which a sustainable poverty reduction scheme should operate;
- ❖ Identify the key problems and constraints facing sustainable poverty reduction scheme; and
- ❖ Develop strategies for effective and sustainable poverty reduction schemes.

Course Outline

- ❖ Poverty and poverty alleviation: An overview
- ❖ Socio-economic policies and institutional support for sustainable poverty reduction schemes
- ❖ Employment- oriented growth and its impact on poverty reduction and gender equality
- ❖ Key success factors in the design and implementation of poverty reduction schemes
- ❖ Challenges of poverty eradication for sustainable development
- ❖ Capacity building in the management of sustainable poverty reduction schemes
- ❖ Using micro-credit operations for empowerment
- ❖ Effective use of skill acquisition strategy for poverty reduction
- ❖ The role of informal sector in poverty reduction schemes
- ❖ Public –private sector partnership in a sustainable poverty reduction scheme
- ❖ Management of poverty reduction schemes for sustainability
- ❖ Monitoring and Evaluation of poverty reduction schemes.



Target Audience

The course is designed for Middle and Senior Officers of MDAs and Non-Governmental Organizations.

PRE-RETIREMENT PLANNING

Background

The growing sophistication and complexities of Nigeria's socio-economic environment has made pre-retirement planning a key issue in corporate responsibilities. There are opportunities as well as difficulties in life after retirement. Majority of public and private sector workers find it difficult to combine entrepreneurial activities with their official responsibilities. It therefore becomes a challenge for organizations to put together a pre-retirement programme for their workforce to guarantee them a fulfilling life during retirement. This course is therefore designed to equip participants with relevant skills and exposure on how to manage their lives after retirement

Learning Objectives

At the end of the course, participants will be able to:

- ❖ Examine the concept and processes of retirement;
- ❖ Examine the importance of relationship management and networking;
- ❖ Prepare personal financial planning;
- ❖ Apply time management for personal effectiveness; and
- ❖ Identify post-retirement options and opportunities.

Course Outline

- ❖ Perspective on Retirement
- ❖ Pre-Retirement Counselling and Support Services
- ❖ Introduction to Entrepreneurship
- ❖ Relation Management and Networking
- ❖ Personal Financial Planning
- ❖ Pension Fund Management
- ❖ Basic Record Keeping and Accounting
- ❖ Appraisal of Nigerian Business Environment
- ❖ Health and Wellness in Retirement
- ❖ Business Ideas and Investment Opportunities

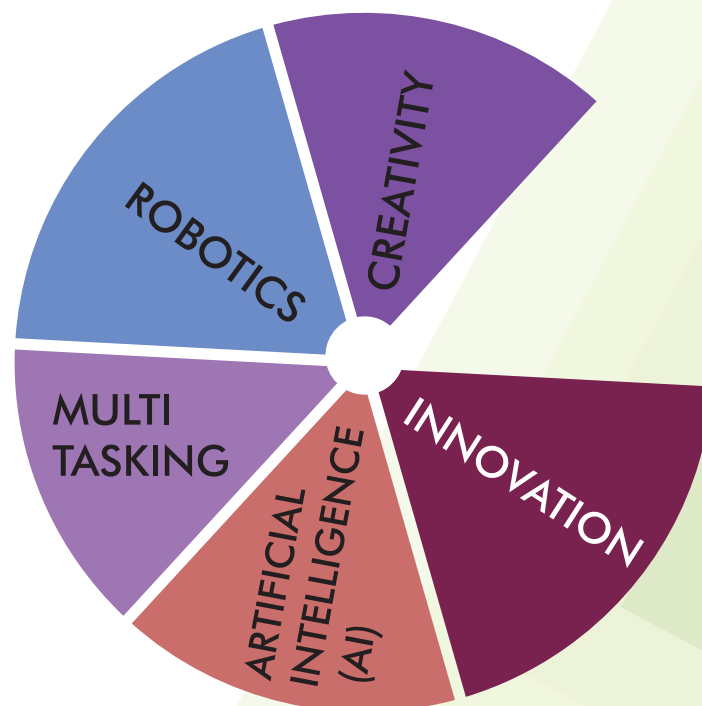
Target Audience

The course is designed for retiring officers for the Local, State and MDAs of the Federal Civil Service.



NEWLY INTRODUCED CUSTOMIZED MODULES/COURSES AT PSIN

- I. Performance Management System (PMS)
- II. Reforms in the Civil Service (Federal Civil Service Strategy & Implementation Plan (FCCSIP 2021-2025))
- III. National Digital Economy Policy and Strategy (2020-2030)
- IV. National Development Plan (2021-2025)
- V. Public Financial Management Reforms
- VI. Enterprise Content Management (ECM)
- VII. Standard Operating Procedure (SOP)
- VIII. SERVICOM
- IX. Contemporary and Global Issues
- X. Industrial Relations and Negotiations Skills
- XI. Public Speaking and Interviewing Skills
- XII. Critical Thinking, Artificial Intelligence and Emotional Intelligence
- XIII. Strategic Service Delivery
- XIV. Strategy Formulation & Implementation
- XV. Anti corruption strategy in Nigeria
- XVI. Short term & Long term On-Line Courses





**TESTIMONIES BY PARTICIPANTS AT THE YEAR 2020 PERMANENT
SECRETARIES COACHING CLASS**

▶ “Let us carry out all we learnt in PSIN during the coaching in class, though it may be difficult but do your best. I want to thank the Head of Service for this wonderful initiative and this should continue.”

ZAINAB U. S.

▶ “The OHCSF, the management and the Good people of PSIN, we thank you so much for the initiative and the coaching or rather the training. We have learned so much and this will really improve our performances in our different schedules. God bless you all abundantly. Please this coaching/training should continue and certificates should even be given to participants.”

MRS. L. N. AHMED

▶ “This interesting coaching class has come to a close. I pray that the Almighty God will guide those that will be eventually selected for the 16 vacant slots. For those who might not make it, I say take heart be content in the fact that you fought a good fight, but God is the decider of who becomes PS. My advice to all of us on this platform is that we should try to maintain this network for influence in the future. Particularly to PSIN, I say a big and resounding thank you on behalf of my colleagues for the passion and seriousness you brought to bear on the training, the sky surely is not your limit. To our “DIGITAL HOS” Dr. Folasade Yemi- Esan I say congratulations for conducting the most credible PS selection exercise I’ve witnessed to date. For everyone I say congratulations for being part of making history.”

ENGR. B. KAMORU

PHOTO GALLERY



The HOCSF, Mrs. Didi Esther Walson-Jack, OON, mni
and Administrator/CEO PSIN, Dr. Abdul-Ganiyu Obatoyinbo mni at PSIN



The HOCSF, Mrs. Didi Esther Walson-Jack, OON, mni
and Administrator/CEO PSIN, Dr. Abdul-Ganiyu Obatoyinbo mni at PSIN



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The Former HOCSF, Dr. Mrs. Folashade Yemi Esan CFR, Inspecting a CBT Session



Former Head of the Civil Service of the Federation, Alh. Bukar Goni Aji and Administrator/CEO PSIN, Dr. Abdul-Ganiyu Obatoyinbo mni, at the Training Session for Prospective Permanent Secretaries



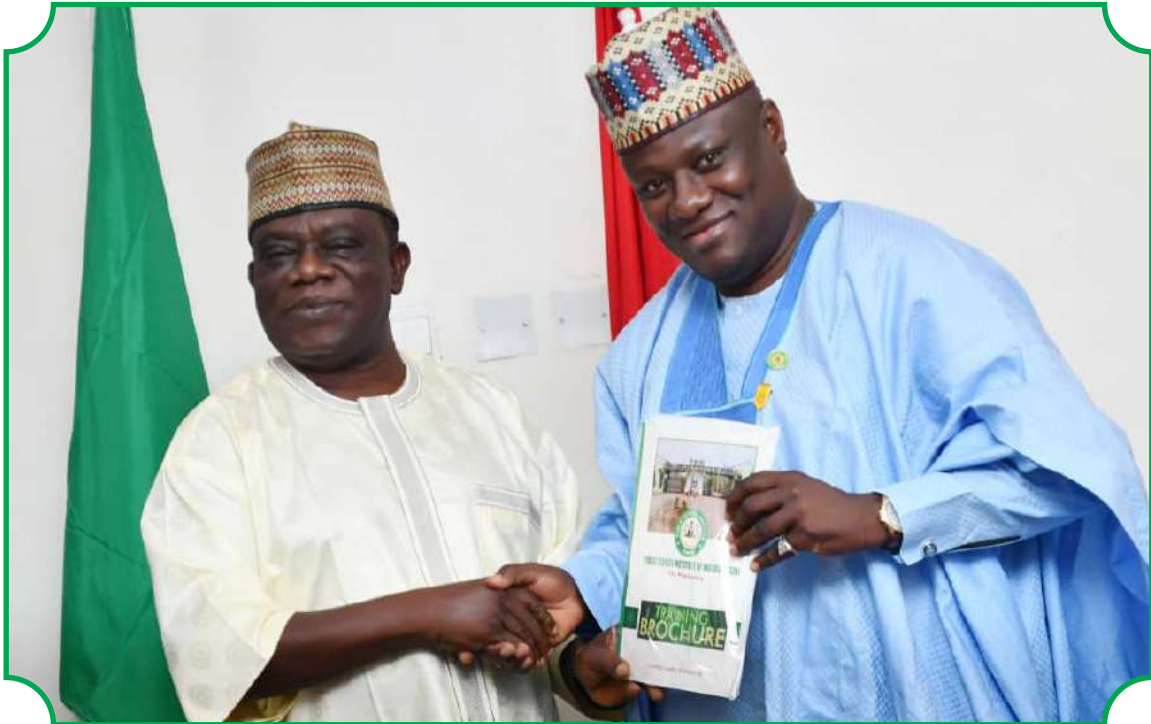
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L-R Pioneer Ag. Administrator PSIN, Dr. Gabriel A. Gundu, Pioneer Administrator, Dr. Shehu A. Misau and Administrator/CEO PSIN, Dr. Abdul-Ganiyu Obatoyinbo mni



Permanent Secretary Ministry of Special Duties and Inter Governmental Relations, Mrs Ibiene Patricia Roberts and Administrator/CEO PSIN, Dr. Abdul-Ganiyu Obatoyinbo mni



Administrator/CEO PSIN, Dr. Abdul-Ganiyu Obatoyinbo mni,
and Permanent Secretary Ministry of Defense, Dr. Ibrahim A. Kana



Permanent Secretary FCTA, Olusola Adesola at a function in PSIN



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Rtd. Federal Permanent Secretary,
Dr. Mohammed Kyari Dikwa mni at a Coaching Session



Rtd. Federal Permanent Secretary,
Mr Ayodele Afolayan at a Coaching Session



Administrator/CEO PSIN, Dr. Abdul-Ganiyu Obatoyinbo mni,
Addressing participants at a Training Session



Alh. Musa Saleh, at a Training Session



Cross Section of Participants at a Training Session



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Mrs Omobola Thomas, at a Training Session



ICT Hands - On



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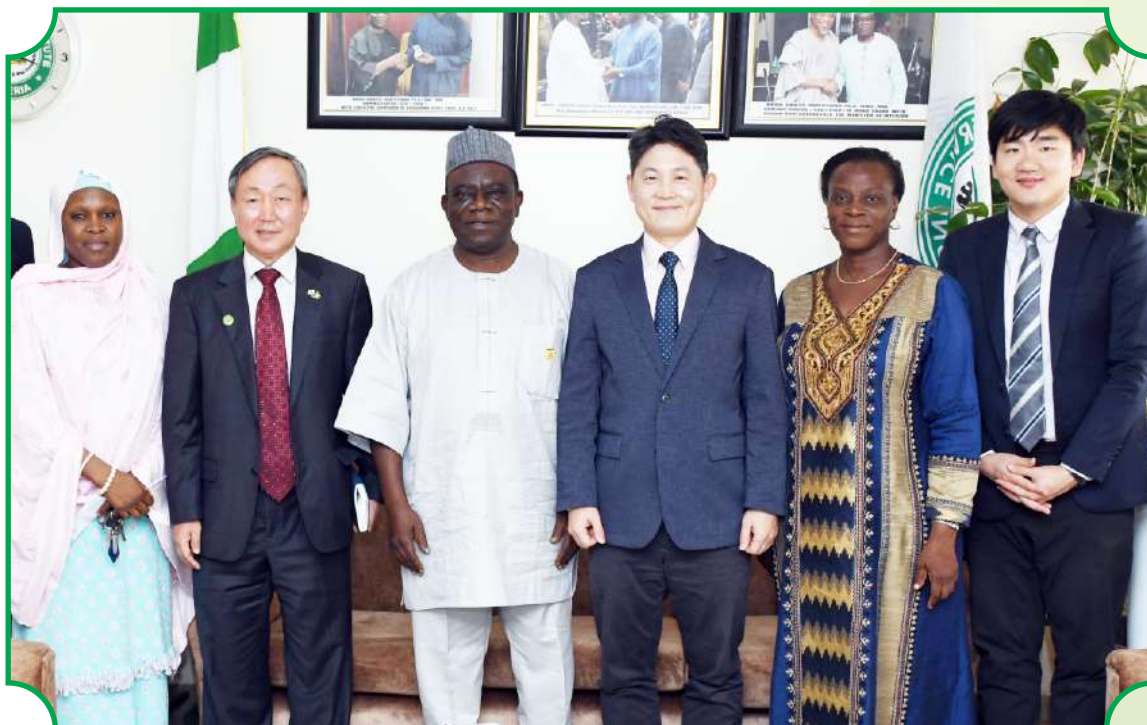
Participants at PSIN Auditorium, during a Training Program



Participants at a Training Session



The Former HOCSF, Dr. Mrs. Folashade Yemi Esan CFR, Administrator/CEO PSIN, and World Bank Officials



Administrator/CEO PSIN, Dr. Abdul-Ganiyu Obatoyinbo mni, and PSIN staff with Koica Officials



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Prof. Femi Sumaila at a Training Session



DELEGATION AT SINGAPORE WITH THE NIGERIAN AMBASSADOR AS HOST



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DELEGATION AT UNIKL, MALAYSIA



Benchmarking Study Mission to Singapore with former Head of the Civil Service of the Federation and States, Federal Permanent Secretaries and States, Chairmen of State Civil Service Commission, PSIN Administrator/CEO and Officials



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DELEGATION AT LONDON, UK



BENCHMARKING DELEGATION AT LONDON, UK



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