March 2020

TRAINING CATALOGUE
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Introduction

This catalogue summarizes and informs the FICSA membership of the training courses provided by trainers who have been approved by the Executive Committee. Coordination with the trainers must go through and be dealt with by the FICSA Secretariat. Regarding attendance, participants should bear in mind that their staff association/union or administration is responsible for all travel-related expenses, including requests for visas.

Hosting a training event
FICSA members wishing to host a training event should contact the FICSA Secretariat to ensure the availability of trainers. The host organization is responsible for all associated costs, including travel-related expenses and DSA for the trainer.

Registration and certificates
Participants may register online through FICSA’s website. Upon the request of the host organization, seats may be made available for participants from other FICSA member organizations. A participation fee may be charged by the host organization.

Upon completion of the course, participants should receive their course certificate by email.

Technical assistance

Local Salary Survey Committees (LSSC) and Local Survey Committees (LSC) may also request training from FICSA in the form of technical assistance missions in preparation for surveys in their respective duty stations. The LSSC or LSC shall pay the costs of these technical missions i.e. travel/DSA/terminal expenses directly to the trainer and a fee of USD 500 per day directly to FICSA. Requests for such assistance should be addressed to the FICSA General Secretary.

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Understanding the role of a staff representative

**Trainer:** Simon Ferrar  
**Locality:** Birmingham, UK  
**Total cost of course:** £1,000 plus flight, DSA and terminals

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**The course will cover:**

- Handling workplace problems
- Working with your employer
- Communicating effectively
- Finding information and keeping records
- Taking an active part in the union

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**Course Outline**

**Introduction**
- Practice interviewing, listening note-taking skills

**Your staff association/union in the workplace**
- The relevance of staff associations/unions today

**The job of the staff representative**
- Identify main jobs of a staff representative and skills needed

**Facilities and support you need**
- Identify the facilities needed to be effective

**Organizing in the workplace**
- Develop a workplace profile

**Involving members**
- Identify practical ideas for getting members involved

**Staff association/union structures**
- Understand staff association/union structures and wider links

**What would you do?**
- Practice tackling a member’s problem

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**Language:** English  
**Duration:** 2 days  
**Target group:** All staff representatives  
**Min. number of participants:** 15  
**Max. number of participants:** 25  
**Requirements:**
- A data projector with suitable sound system
- Wi-Fi
- Flip-charts
- Paper/pens, stationary
Capacity building for staff representatives - A tailored approach

Trainer: Maria Dweggah  
Locality: Geneva, Switzerland  
Total cost of course: Flight, DSA and terminals

This workshop will cover:

- Staff representation in the UN system and international organizations
- The legal framework including case law confirming principle of freedom of association and role of staff representation
- Your organization’s regulations, rules, policies and other administrative directives, leading you to be a more confident and effective staff representative
- Principles established by the ILOAT and UNAT in key areas affecting staff such as contracts, performance, selections, probation, classification, misconduct and the applicability to your organization

Course Outline

- The relevance of staff representative bodies (SRBs) in the UN and IOs
- Self-examination - defender of staff rights, social director or both
- Your rights and roles. How to be the "voice" of staff
- Understand the hierarchy of rules and the decision making process within your organization
- Define and understand general legal terms such as discretionary power; due process; the principles of Tu patere legem quam ipse fecisti, locus standi, good faith, duty of care, in the best interest of the organization
- Learn about key principles established by the ILOAT and UNAT in areas affecting staff such as performance, contracts, appointment and promotion, probation, post classification, disciplinary action and how they can help you better represent staff
- Application of course work to case study

Language: English and French

Duration: 2 days

Target group: Staff representatives, members of panels, joint advisory bodies appointed by the staff association/union

Min. number of participants: 10  
Max. number of participants: 25

Requirements:

- A data projector with suitable sound system
- Wi-Fi
- Flip-charts
- Paper/pens, stationary
Organizational Change and Staff Associations

Trainer: Simon Ferrar
Locality: Birmingham, UK
Total cost of course: £1,000 plus flight, DSA and terminals

The course will cover:

- Understanding change management theories
- Strategic responses to change management
- Staff Associations’ communication responsibilities during change
- Staff rights and responsibilities during organisational change
- Being more effective during change
- Consulting and supporting members
- Setting your agenda

Language: English
Duration: 2 days
Target group: All staff representatives
Min. number of participants: 15
Max. number of participants: 25

Requirements:

- A data projector with suitable sound system
- Wi-Fi
- Flip-charts
- Paper/pens, stationary

Course Outline

Understanding the change process

- To understand change management theories and the change process

Managing change

- To consider strategic responses to change management

Communication as a strategy

- To identify the role of communication in the change process

Change management rights and responsibilities

- To consider Staff Association representatives’ rights and responsibilities

Partnership roles in the change process

- To consider different roles in the change process
- To identify ways of being more effective

Working with your members through change

- To consider how to consult with and support members through change

Setting your agenda

- To consider ways of determining an appropriate ‘agenda’ during change

Evaluating change

- To identify criteria for evaluating change
Professional officer

Trainer: Simon Ferrar
Locality: Birmingham, UK
Total cost of course: £1,000 plus flight, DSA and terminals

The course will cover:

- Identifying key stakeholders and to manage their expectations
- Understanding leadership styles and skills
- Considering team status and development opportunities (with links into succession planning)
- Considering staff association/union information systems and strategic communication strategies
- Considering time management skills and prioritization techniques

Course Outline

Your role – Managing demands?

- Range of recipients of their service
- Demands and expectations of key groups
- Skills needed to meet demands and expectations

Leadership styles

- Review leadership styles
- Evaluate their leadership style

Building and sustaining teams

- Identify current team status
- Consider team development opportunities

Information needs

- Consider individual and organizational information needs
- Think about resource implications
- Prepare to develop a personal communications strategy

Language: English
Duration: 2 days
Target group: Senior representatives with “Leadership” responsibilities
Min. number of participants: 15
Max. number of participants: 25

Requirements:

- A data projector with suitable sound system
- Wi-Fi
- Flip-charts
- Paper/pens, stationary
Course Outline Cont.

Prioritization

Delegation
- Consider how to delegate
- Identify maintenance and development tasks
- Identify issues in delegation
- Consider responses to resistance

Strategy
- Strategic planning models
- The effect of democracy on strategic planning
- How to plan for success

Development plans
- Consider their personal skills and knowledge development needs
- Consider the development needs to their teams
- Prepare initial development plans
Negotiating skills

Trainer: Simon Ferrar
Locality: Birmingham, UK
Total cost of course: £1,000 plus flight, DSA and terminals

The course will cover:

- The relationship between management and staff associations/unions
- An introduction to negotiating skills
- Building effective negotiating teams
- The language used in negotiations
- Bargaining strategies

Course Outline

Management/staff association/union relationship

- Understand the relationship between management and staff association/union

Negotiation skills

- Skills needed to negotiate effectively

Negotiating teams

- The roles within a negotiating team

Negotiating language

- Explore the difference between what is said and what is meant
- How to keep negotiations moving

Working together

Practical guidelines for procedures and behaviours used in meetings

Influences on collective bargaining

- Identify external influences on collective bargaining positions

Strategy

- Develop a bargaining strategy

Action planning

- Develop priorities for individual reps and for the staff association/union

Language: English
Duration: 2 days
Target group: Senior representatives involved in negotiating with management
Min. number of participants: 15
Max. number of participants: 25
Requirements:

- A data projector with suitable sound system
- Wi-Fi
- Flip-charts
- Paper/pens, stationary
Negotiating in Performance Appraisals

Trainer: Simon Ferrar  
Locality: Birmingham, UK  
Total cost of course: £1,000 plus flight, DSA and terminals

The course will cover:

- Understanding workplace performance review procedures
- Understanding a members’ motivations
- How to analyse a case
- Preparation and presentation of an appraisal case
- Strategic use of appraisal cases by Staff Associations

Course Outline

Understanding your policy and procedures
- To understand workplace procedures
- To identify stages in the process

Preparing for and meeting your member
- To understand motivations
- To identify issues and concerns

Analysing cases
- To identify strengths and weaknesses in a case
- To understand the appraisal process and competencies

Preparing for and meeting management
- To identify management’s likely responses
- To prepare a preliminary case approach

Improving representation
- To identify best practice in representing members
- To develop common approaches and arguments

Preparing and presenting cases
- To prepare and present a case
- To practice responding in a case

Staff Association Agenda and action planning
- To prioritise action after a case
- To understand strategic use of appraisal cases
Public speaking
Trainer: Simon Ferrar
Locality: Birmingham, UK
Total cost of course: £1,000 plus flight, DSA and terminals

The course will cover:
✓ Developing confidence when speaking to groups
✓ Practicing techniques for managing pre-speech nerves
✓ Preparing presentations for members on workplace topics
✓ Influencing and informing your constituents

Course Outline

Introductions
- Practice interviewing, listening, note taking and presentation skills

Nerves and public speaking
- Identify causes and symptoms of nerves
- Develop strategies and techniques that can help overcome nerves

Public speaking styles
- Identify different speaking styles
- Consider styles and occasions
- Consider their own speaking style

Influencing and informing your constituents
- Identify the purpose of public speaking from a staff association/union perspective
- Consider phraseology in speeches

Speech writing
- Practice structuring and writing a speech
- Use techniques that will help get your message across

Making a speech
- Practice making a formal speech
- Reflect on your own and peer speeches

Language: English
Duration: 2 days
Target group: Senior representatives with “Leadership” responsibilities
Min. number of participants: 15
Max. number of participants: 25
Requirements:
✓ A data projector with suitable sound system
✓ Wi-Fi
✓ Flip-charts
✓ Paper/pens, stationary
Introduction to workplace mediation

**Trainer:** Simon Ferrar  
**Locality:** Birmingham, UK  
**Total cost of course:** £500 plus flight, DSA and terminals

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**The course will cover:**
- ✓ What is mediation – how it applies in the workplace?
- ✓ An introduction to the principles and processes of workplace mediation
- ✓ How to establish the boundaries of workplace mediation
- ✓ An introduction to mediation skills

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**Course Outline**

**Role of workplace mediation**
- Understand mediation in the workplace
- Identify when mediation may be appropriate

**Principles and processes**
- Understand the key steps in the mediation process
- Identify the ‘ground rules’ for effective mediation

**Managing boundaries and setting goals**
- Understand how to establish the limits of the mediation
- Understand goal setting in mediation

**Strategies to building solutions**
- Identify skills and qualities of effective mediators
- Understand how to help people to identify solutions

**Concluding mediation**
- Understand building agreements
- Reflective practice and mediators

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**Language:** English  
**Duration:** 1 day  
**Target group:** All staff representatives  
**Min. number of participants:** 15  
**Max. number of participants:** 25  
**Requirements:**
- ✓ A data projector with suitable sound system
- ✓ Wi-Fi
- ✓ Flip-charts
- ✓ Paper/pens, stationary
The team – Essential coaching skills

**Trainer:** Gwyneth Letherbarrow  
**Locality:** Vienna, Austria  
**Total cost of course:** €1,400 incl. VAT (if held in Europe) plus flight/transport expenses, DSA and terminals if held outside Vienna

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**The course will cover:**
- Changes to how we manage
- Coaching as a management tool
- The “GROW” model
- The Golden Rules – shared Values

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**Course Outline**

**Introduction**

**Introduction**
- What is coaching and why should you be using it every day

**How management in the work place is changing**
- The impact of globalization, technology, culture and age
- Why strict hierarchies could crumble and smart people fail

**What do you want to change?**
- Using coaching to promote accountability
- Using coaching to promote constructive feedback

**The GROW (coaching) model**
- Goal setting
- Reality - the current situation
- Your options
- Way forward – taking action

**The Golden Rules**
- Understand the difference between team-building activities and activities that promote unhealthy competition
- Agreeing on shared values
Appeal Training Workshop: Employment Disputes in International Organizations Subscribing to the Jurisdiction of the ILO Administrative Tribunal – What are my rights and remedies?

**Trainer:** Laurence C. Fauth  
**Locality:** Vienna, Austria  
**Total cost of course per day:** €1,600  
**Expenses:** Flight, DSA and terminals for workshops outside Vienna

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The course will cover:

- ✔ Enhancing the knowledge, expertise and confidence of staff representatives in appeals in organizations subscribing to the jurisdiction of the ILO Administrative Tribunal
- ✔ Identifying and understanding relevant substantive and procedural rights
- ✔ Writing effective appeals and understanding possible remedies

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**Course Outline**

- Introduction and overview of internal appeal procedures
- Introduction and overview of the ILOAT appeal procedures
- Legal principles and law applied by ILOAT
- Analyzing ILOAT judgments
- Practical exercises based on actual employment disputes

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**Language:** English  
**Duration:** 1 or 2 days (as preferred)  
**Target group:** All staff representatives  
**Min. number of participants:** 15  
**Max. number of participants:** 25

**Requirements:**

- ✔ A data projector with suitable sound system
- ✔ Wi-Fi
- ✔ Flip-charts
- ✔ Paper/pens, stationary
Appeal Training Workshop: Employment Disputes in the United Nations Justice System – What are my rights and remedies?

Trainer: Laurence C. Fauth  
Locality: Vienna, Austria  
Total cost of course per day: €1,600  
Expenses: Flight, DSA and terminals for workshops outside Vienna

The course will cover:

- Enhancing the knowledge, expertise and confidence of staff representatives in using the appeal process in the UN Justice System
- Identifying and understanding relevant substantive and procedural rights
- Writing effective appeals and understanding possible remedies

Course Outline

- Introduction/available resources (OSLA, OAJ, Ombudsman)
- Statute
- Jurisdiction
- Rules of Procedure (management evaluation, deadlines, discovery, interlocutory Appeals)
- Remedies
- Case Law/Judgments of the UNAT
- Practical exercises based on actual employment disputes

Language: English  
Duration: 1 or 2 days (as preferred)  
Target group: All staff representatives  
Min. number of participants: 15  
Max. number of participants: 25  
Requirements:
- A data projector with suitable sound system
- Wi-Fi
- Flip-charts
- Paper/pens, stationary
Representing in grievance cases

**Trainer:** Simon Ferrar  
**Locality:** Birmingham, UK  
**Total cost of course:** £1,000 plus flight, DSA and terminals

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**The course will cover:**

- Understanding workplace procedures
- Identifying best practices
- Understanding the investigation process
- Developing a strategic approach

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**Course Outline**

**Understanding your procedures**
- Understand workplace procedures
- Identify stages in the process

**Analyzing cases**
- Identify strengths and weaknesses in a case
- Understand the investigation process

**Preparing for and meeting management**
- Identify management’s likely responses
- Prepare the case ‘bundle’
- Prepare a preliminary case approach

**Improving representation in grievance cases**
- Identify best practice in representing members
- Develop common approaches and arguments

**Preparing and presenting cases**
- Prepare and present a grievance case
- Practice responding in grievance cases

**Staff association/union agenda and action planning**
- Prioritize action after a grievance case
- Understand strategic use of grievance cases

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**Language:** English  
**Duration:** 2 days  
**Target group:** All staff representatives  
**Min. number of participants:** 15  
**Max. number of participants:** 25  
**Requirements:**
- A data projector with suitable sound system
- Wi-Fi
- Flip-charts
- Paper/pens, stationary
Bullying & harassment

Trainer: Simon Ferrar
Locality: Birmingham, UK
Total cost of course: £1,000 plus flight, DSA and terminals

The course will cover:

✓ Understanding workplace bullying and harassment
✓ Identifying the role of the staff association/union in supporting members in the workplace
✓ Identifying approaches and solutions to tackling bullying and harassment

Course Outline

What is bullying and harassment?

- Understand what is meant by bullying and harassment at work
- Recognize the signs of bullying and harassment in the workplace

Equality and bullying and harassment

- Understand the people most at risk of bullying and harassment
- Consider equalities strands and bullying and harassment

The effects of bullying and harassment

- Consequences of bullying and harassment on individuals
- Consequences of bullying and harassment on the organization

Bullying and harassment and the law

- Legal implications of bullying and harassment
- Rules, regulations and codes of conduct

Identifying the scale of the problem

- Consider methods for identifying the extent of the problem in their workplace
- Identify sources of information
Introduction to workplace health & safety for staff representatives

**Trainer:** Simon Ferrar  
**Locality:** Birmingham, UK  
**Total cost of course:** £1,000 plus flight, DSA and terminals

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**The course will cover:**

- Understanding the role of staff representatives in workplace health and safety
- Developing the skills needed to organize and assist members around health and safety issues
- Understanding key concepts in occupational health and safety
- Developing knowledge about key health and safety topics/areas

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**Course Outline**

**The staff representative’s role in health and safety**

- Understand the role of the staff representative in health and safety
- Understand the approach of the staff association/union to health and safety

**Principles of hazard identification and risk assessment**

- Understand hazard identification
- Understand the principles behind risk assessment
- Consider the hierarchy of control

**Organizing around health and safety**

- Consider how to involve members
- Develop an organizing approach to health and safety
- Identify methods for raising awareness on health and safety issues

**Mental health wellbeing**

- Understand stress in the workplace
- Develop knowledge on mental health issues
- Identify support available on mental health and wellbeing

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**Language:** English  
**Duration:** 2 days  
**Target group:** All staff representatives  
**Min. number of participants:** 15  
**Max. number of participants:** 25

**Requirements:**

- A data projector with suitable sound system
- Wi-Fi
- Flip-charts
- Paper/pens, stationary
Introduction to workplace health & safety for staff representatives

Course Outline Cont.

Dignity at work

- Understand dignity at work concepts
- Identify approaches to bullying and harassment issues

Workplace safety

- Think about members’ safety
- Apply principles of risk assessment to field-based risks
- Identify guidance available on specific issues e.g. gender/sexual orientation linked violence

Investigating accidents and incidents

- Understand the principles of accident/incident investigation
- Understand underlying and root causes

Taking up health and safety problems

- Identify ways of tackling health and safety issues
- Consider routes for raising issues with management
- Identify potential solutions
Mental Health

**Trainer:** Simon Ferrar  
**Locality:** Birmingham, UK  
**Total cost of course:** £1,000 plus flight, DSA and terminals

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The course will cover:

- Understanding mental health and common mental ill health conditions
- Workplace policies supporting mental health
- Diversity and mental health
- Mental ill health and sickness absence procedures
- Work-related stress
- Organisational change and mental health
- Organising and supporting members on mental health issues
- Maintaining your own mental health well-being

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**Course Outline**

**Understanding mental health and common mental ill health conditions**

- To develop an understanding of mental health and common mental health problems

**Workplace policies supporting mental health**

- To consider employer policies on mental health
- To clarify areas for development/improvement in employer policies

**Diversity and mental health**

- To consider how diversity issues affect mental health
- To consider cultural views of mental health

**Mental ill health and sickness absence procedures**

- To consider current procedures around sickness absence
- To consider Staff Health Insurance (SHI) and mental health
Course Outline Cont.

Work-related stress

- To understand the causes and consequences of work-related stress

Organisational change and mental health

- To consider the impact of organisational change on mental health
- To consider implications of short term contracts and contract renewal on mental health

Organising and supporting members on mental health issues

- To consider the staff association role in supporting members on mental health issues
- To consider organising and campaigning in the workplace on mental health issues

Maintaining your own mental health well-being

- To consider the impact the role of being a staff representative has on mental health wellbeing
- To consider approaches to maintaining mental health wellbeing

Language: English
Duration: 2 days
Target group: All staff representatives
Min. number of participants: 15
Max. number of participants: 25
Requirements:
- A data projector with suitable sound system
- Wi-Fi
- Flip-charts
- Paper/pens, stationary
Leading on occupational health & safety

**Trainer:** Simon Ferrar  
**Locality:** Birmingham, UK  
**Total cost of course:** £1,500 plus flight, DSA and terminals

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**The course will cover:**

- Understanding the role of the health and safety committee
- Developing a model of health and safety management
- Risk profiling and assessment techniques
- Understanding health and safety standards
- Communicating effectively

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**Course Outline**

**Principles of occupational health and safety**

- Understand the principles that underpin effective approaches to occupational health and safety

**Understanding plan, do, check, act**

- Understand and apply a model of health and safety management which balances a systematic and a behavioural approach
- Explore effective arrangements for health and safety organizational processes

**Risk profiling**

- Understand the importance of risk profiling to the organization
- Techniques for identifying the nature and level of the risks; the likelihood of adverse effects and potential consequences; concepts of control hierarchy

**Occupational health and safety standards**

- Consider how to benchmark occupational health and safety arrangements
- Establish organizational standards

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**Language:** English  
**Duration:** 3 days  
**Target group:** Health and safety representatives  
**Min. number of participants:** 15  
**Max. number of participants:** 25  
**Requirements:**

- A data projector with suitable sound system
- Wi-Fi
- Flip-charts
- Paper/pens, stationary
Course Outline Cont.

Leading and managing for health and safety
- Consider the role of leadership in maintaining agreed standards
- Consider the role of the health and safety committee
- Consider the role of the staff association/union

Dignity at work
- Understand dignity at work concepts
- Identify approaches to bullying and harassment issues

Inspecting the workplace and involving staff
- Identify effective methods for carrying out systematic inspections of workplaces
- Identify the role of inspections in audit/monitoring systems
- Consider approaches to develop partnerships on health and safety

Mental health wellbeing
- Understand stress in the workplace
- Develop knowledge on mental health issues
- Identify support available on mental health and wellbeing

Implementing controls
- Understand the principles of hierarchy of controls
- Consider technical, procedural and behavioural control measures
- Consider the role of health surveillance

Investigating accidents and incidents
- Understand the principles of accident/incident investigation
- Understand underlying and root causes

Communicating effectively
- Understand the necessity of effective communication to control health and safety risks
- Explore organizational roles in a health and safety communication strategy
- Consider the strategic role of the health and safety committee
Working under pressure: emotional intelligence in the workplace

**Trainer:** Gwyneth Letherbarrow  
**Locality:** Upper Austria  
**Total cost of course:** €1540 - plus flight/transport expenses, DSA and terminals (+ vat if applicable)

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The course will cover:
- What is emotional intelligence?
- Why reactive behaviour can destroy your team?
- How to break negative patterns and replace them with constructive responses
- How to use emotional intelligence to build strong working relationships in a multi-cultural environment
- The history of emotional intelligence and why it’s critical to your wellbeing
- Understand how your emotions drive your behaviour under pressure
- Identify your stress triggers so that you can better manage your response to stress and pressure
- Discover how to challenge your assumptions and judgements about others
- How to manage blame, fear and other negative situations at work
- Dealing with the imposter syndrome
- Examine social evolution versus the UN system hierarchy and find out what needs to change
- Starting a different type of conversation with your colleagues
- An introduction to coaching using the GROW model
- Discover some simple tools to help you feel better
- Create a 30-day plan to create the changes you want
- This is an interactive workshop including discussion and role play exercises

Language: English  
Duration: 2 days  
Target group: All staff  
Min. number of participants: 8  
Max. number of participants: 20  
**Requirements:**
- A data projector with suitable sound system
- Wi-Fi
- Flip-charts, Paper/pens, stationary
- A room large enough for participants to move around in

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The course will cover:

- Understanding the importance of workplace campaigning within industrial relations
- Understanding member involvement in the staff association/union
- Recognizing the key features of organizing a campaign
- Planning and organizing campaign

Course Outline

Consider how campaigns are initiated

What kind of campaign?

- Identify the influences on campaign options
- Consider your campaign options
- Consider implications for your organization

Audiences

- Understand the importance of knowing your target audience
- Consider other audiences
- Understand direct and indirect messages
- Identify member involvement and engagement

Choosing your communication medium

- Identify the range of communication methods available
- Consider the pros and cons of the methods

Language: English

Duration: 2 days

Target group: Senior representatives with “Leadership” responsibilities

Min. number of participants: 15

Max. number of participants: 25

Requirements:

- A data projector with suitable sound system
- Wi-Fi
- Flip-charts
- Paper/pens, stationary
Campaigning in the workplace

Course Outline Cont.

Developing your message

- Practice preparing a targeted campaign message
- Consider adapting the core message for different audiences

Planning your campaign

- Draft an outline plan for a campaign
- Think through how you will evaluate its progress and success
- Consider how to actively involve members

Preparing your copy

- Practice writing good ‘news’ copy
- Consider good ‘publishing’ guidelines
A strategy for successful organizational change

**Trainer:** Gwyneth Letherbarrow  
**Locality:** Upper Austria  
**Total cost of course:** €1,400 incl. VAT (if held in Europe) - plus flight/transport expenses, DSA and terminals if held outside Vienna

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The course will cover:

- Change in the context of your organization
- How changes in leadership affect you
- Tools and processes that allow strategic planning
- Maintaining trust with others in times of change

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Course Outline

- Examine and understand the culture and personality of an (your) international organization
- Explore how the rapid development of technology demands that we move away from the traditional approach to managing change
- Discover why change isn’t the issue, rather your response to the change
- How to successfully introduce change
- Staying engaged during a transition
- Look at how changes to policies and processes can be aligned with a multi-cultural and multi-national organizational/internal culture
- How to avoid the most common pitfalls when working through change
- Develop tools and strategies for successful change
- **This is an interactive workshop including discussion and role play exercises**

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Language: English  
Duration: 1 day  
Target group: All staff  
Min. number of participants: 8  
Max. number of participants: 20  

**Requirements:**

- A data projector with suitable sound system to show videos  
- Wi-Fi  
- Flip-charts, Paper/pens, stationery  
- A room large enough for participants to move around in
GS salary survey methodology I

Trainers: Mauro Pace (Italy), Varghese Joseph (Switzerland), Edmond Mobio (Switzerland), Imed Zabaar (Austria)
Total cost of course: Flight, DSA and terminals

This workshop will cover:

- A detailed overview of the ICSC methodology
- Principle for setting the salaries
- Understanding the respective roles and responsibilities of the participants in the salary survey process
- Basic concepts related to the system of job evaluation and job classification
- The 4 phases of the survey
- Exclusion of comparators
- Changes in the methodology

Course Outline

- The UN common system
- The Flemming Principle
- An overview of salary survey methodology
- Roles and responsibilities of the participants in the salary survey process
- Preparation phase
- Data-collection phase
- Data-analysis phase
- Salary scale consideration phase
- Interim adjustment procedure

Requirements:

- A data projector with suitable sound system
- Wi-Fi
- Flip-charts
- Paper/pens, stationary

Language: English, French and Spanish

Duration: 3 days

Target group: Staff members who may participate in a Local Salary Survey Committee

Min. number of participants: 15
Max. number of participants: 25
GS Salary survey methodology II

**Trainers:** Mauro Pace (Italy), Varghese Joseph (Switzerland), Edmond Mobio (Switzerland), Jeanne d’Arc Mukamwiza Matuje (Rwanda); Véronique Allain (Canada), Pilar Vidal Estevez (USA), Irwan Mohd Razali (Malaysia)

**Total cost of course:** Flight, DSA and terminals

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This workshop will cover:

- ✔ A detailed overview of the ICSC methodology
- ✔ Principle for setting the salaries
- ✔ Understanding the respective roles and responsibilities of the participants in the salary survey process
- ✔ Basic concepts related to the system of job evaluation and job classification
- ✔ The 4 phases of the survey
- ✔ Exclusion of comparators
- ✔ Changes in the methodology

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**Course Outline**

- The UN common system
- The Flemming Principle
- An overview of salary survey methodology
- Roles and responsibilities of the participants in the salary survey process
- Preparation phase
- Data-collection phase
- Data-analysis phase
- Salary scale consideration phase
- Interim adjustment procedure

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**Requirements:**

- ✔ A data projector with suitable sound system
- ✔ Wi-Fi
- ✔ Flip-charts
- ✔ Paper/pens, stationary

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Language: Arabic, English, French and Spanish

Duration: 3 days

Target group: Staff members who may participate in a Local Salary Survey Committee

Min. number of participants: 15

Max. number of participants: 25
The course will cover:

- Understanding the job classification
- The principal objectives of job classification
- Job evaluation methods
- Systems for the classification of posts
- Writing a good job description

Course Outline

Introduction

- What is job classification?
- The principal objectives of job classification
- Job evaluation methods

Role played by classification within the broader reforms

Procedure for classification or reclassification

Classification standards

Explanation of the GLD and NMS, and guidelines on their use

Hands-on exercises, confidence in use of the system

Tips for writing a good job description

Language: English

Duration: 2 days

Target group: Any staff interested in job classification

Min. number of participants: 15

Max. number of participants: 25

Requirements:

- A data projector with suitable sound system
- Wi-Fi
- Students should bring their own laptop (running Windows Explorer)
- Flip-chart
- Paper/pens, stationary
The United Nations Joint Staff Pension Fund (UNJSPB)

**Trainer:** Svend Booth  
**Locality:** Rome, Italy  
**Total cost of course:** Flight, DSA and terminals

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The course will cover:

- Structure of the UNJSPF
- Participation in the UNJSPF
- Available benefits from the UNJSPF

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**Course Outline**

**Introduction**

**Governance of the UNJSPF**

- Pension Board
- Staff Pension Committees

**Entrance into the Fund**

- Validation rules
- Restoration rules
- Pensionable remuneration

**A look at the benefits payable**

- Calculate benefits
- Local Track benefits

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**Language:** English  
**Duration:** ½ day  
**Target group:** Staff participating in the UNJSPF  
**Min. number of participants:** N/A  
**Max. number of participants:** N/A

**Requirements:**

- A data projector with suitable sound system
- Wi-Fi
- Flip-charts
- Paper/pens, stationary
Leadership and hierarchies

**Trainer:** Gwyneth Letherbarrow  
**Locality:** Upper Austria  
**Total cost of course:** €1,400 incl. VAT (if held in Europe) - plus flight/transport expenses, DSA and terminals if held outside Vienna

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### The course will cover:
- How leadership in the workplace is changing
- How hierarchies are developing
- How to use self-awareness tools and processes as an effective pathway to greater leadership
- Develop a plan to implement concepts and strategies to increase effectiveness as a leader

### Course Outline

- ‘Revisit’ the theory and concepts of leadership styles
- Examine and understand the culture and personality of an international organization
- The next generation – decrease the gap between young(er) and old(er) colleagues
- Develop tools and strategies using the Predictive Index® (PI®) instrument
- Staff engagement – what motivates others, and how you can successfully introduce strategies to strengthen your team
- Examine how performance can be managed to produce exceptional results
- Look at how policies and processes can be aligned with a multi-cultural and multi-national organizational/internal culture

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**Language:** English  
**Duration:** 2 days  
**Target group:** All staff representatives  
**Min. number of participants:** 8  
**Max. number of participants:** 16

**Requirements:**
- A data projector with suitable sound system
- Wi-Fi
- Flip-charts
- Paper/pens, stationary
Managing expectations

Trainer: Gwyneth Letherbarrow
Locality: Upper Austria
Total cost of course: € 700 incl. VAT (if held in Europe) - plus flight/transport expenses, DSA and terminals if held outside Vienna

The course will cover:

✓ Why goals and objectives are critical to the success of any organization
✓ Why it is important to anticipate future needs
✓ The importance of being proactive as opposed to reactive
✓ How to perform a personal ‘SWOT’ analysis and benefit from the results

Course Outline

- Why do you do what you do, and what does success look like?
- Is your idea of success the same as that of your colleagues?
- Independence versus inter-dependence, what is the difference
- How to understand what makes you ‘tick’
- Focus on your strengths and forget about your weaknesses

Language: English
Duration: 1 day
Target group: All staff representatives
Min. number of participants: 8
Max. number of participants: 16
Requirements:
✓ A data projector with suitable sound system
✓ Wi-Fi
✓ Flip-charts
✓ Paper/pens, stationary
Sell yourself in 30 seconds:
The art of convincing and influencing others

**Trainer:** Gwyneth Letherbarrow  
**Locality:** Upper Austria  
**Total cost of course:** € 700 incl. VAT (if held in Europe) - plus flight/transport expenses, DSA and terminals if held outside Vienna

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**Course Outline**

- Understand the ‘why’ behind your ‘what’
- Learn the art of telling your own story
- Prepare a script that can be easily adapted according to your needs
- Establish rapport quickly and effectively
- Learn how to let your personality shine

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**The course will cover:**

- Why it is so important to know what you want to be and where you want to go
- How to identify what you do brilliantly
- How to select relevant information that will impact your audience

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Language: English  
Duration: 1 day  
Target group: All staff representatives  
Min. number of participants: 8  
Max. number of participants: 20

**Requirements:**

- A data projector with suitable sound system
- Wi-Fi
- Flip-charts
- Paper/pens, stationary
Effective CV writing

Trainer: Gwyneth Letherbarrow
Locality: Upper Austria
Total cost of course: € 700 incl. VAT (if held in Europe) - plus flight/transport expenses, DSA and terminals if held outside Vienna

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The course will cover:
- What is a CV
- How to market yourself; become an expert
- How to ensure that your CV is noticed

Course Outline
- Learn about who you are
- The career compass; find a job that you love
- What are employers looking for, and how do you know whether you are qualified
- Devising and designing your CV
- The cover letter
- Email etiquette and follow-up
- CVs are not only for job applications

Language: English
Duration: 1 day
Target group: All staff representatives
Min. number of participants: 8
Max. number of participants: 20
Requirements:
- A data projector with suitable sound system
- Wi-Fi
- Flip-charts
- Paper/pens, stationary
Interviews and videos

**Trainer:** Gwyneth Letherbarrow  
**Locality:** Upper Austria  
**Total cost of course:** € 700 incl. VAT (if held in Europe) - plus flight/transport expenses, DSA and terminals if held outside Vienna

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### The course will cover:

- How and what to prepare – it’s never too early to start
- See how you behave in front of a video camera
- The importance of using key words in your presentation

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### Course Outline

- Go through the ten most commonly asked questions in a job interview
- Learn why organizations and companies have moved to competency-based interviewing techniques and what you can do about it
- Understand how to prepare for a video presentation by looking at verbal and non-verbal communication
- Record a 10-minute video presentation followed by feedback on how to be brilliant on film! (You will receive your recording on USB so that you can continue to study your presentation skills in your own home)
- Discover techniques that will reduce your nerves on the big day

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**Language:** English  
**Duration:** 1 day  
**Target group:** All staff representatives  
**Min. number of participants:** 8  
**Max. number of participants:** 16  
**Requirements:**

- A data projector with suitable sound system
- Wi-Fi
- Flip-charts
- Paper/pens, stationary
Essential coaching skills

Trainer: Gwyneth Letherbarrow
Locality: Upper Austria
Total cost of course: €1,400 incl. VAT (if held in Europe) - plus flight/transport expenses, DSA and terminals if held outside Vienna

The course will cover:

- Changes to how we manage
- Coaching as a management tool
- The ‘GROW’ model
- The Golden Rules – Shared Values

Course Outline

Introduction
- What is coaching and why should you be using it every day

How management in the work place is changing
- The impact of globalization, technology, culture and age
- Why strict hierarchies could crumble and smart people fail

What do you want to change?
- Using coaching to promote accountability
- Using coaching to promote constructive feedback

The GROW (coaching) model
- Goal setting
- Reality - the current situation
- Your options
- Way forward – taking action

The Golden Rules
- Understand the difference between team-building activities and activities that promote unhealthy competition
- Agreeing on shared values

Language: English
Duration: 2 days
Target group: All staff representatives
Min. number of participants: 10
Max. number of participants: 40
Requirements:
- A data projector with suitable sound system
- Wi-Fi/Internet connection
- Flip-charts
- Paper/pens, stationery
Using personal branding to develop your career

Trainer: Gwyneth Letherbarrow  
Locality: Upper Austria  
Total cost of course: €1,400 incl. VAT (if held in Europe) - plus flight/transport expenses, DSA and terminals if held outside Vienna

The course will cover:
- Creating your own personal brand  
- Using digital social media to market yourself professionally (and safely)  
- Writing an effective job application  
- Interviews, tests and videos

Course Outline

Introduction
- Who are you and what do you want?  
- Why you must be able to market yourself

Using digital social media
- Developing your brand based upon your strengths  
- Presenting yourself professionally and safely on Facebook, LinkedIn and Instagram  
- How to successfully network online  
- Getting noticed for the right reasons

Your job application
- Discover what you really want to do  
- How to paint a picture of who you are

Interview and test preparation
- What do you really need to learn before you interview (because you already know all the answers to questions)?  
- Competency-based interviews – if you prepare properly they’re easy!  
- What do you look like on camera (we will film you answering interview questions and you will receive a USB containing your ‘mini-movie’ to take away with you)?  
- Practical steps to take to reduce your nerves

Language: English  
Duration: 2 days  
Target group: All staff representatives  
Min. number of participants: 10  
Max. number of participants: 30  
Requirements:
- A data projector with suitable sound system  
- Wi-Fi/Internet connection  
- Flip-charts  
- Paper/pens, stationery
Using emotional intelligence to build staff engagement

**Trainer:** Gwyneth Letherbarrow  
**Locality:** Upper Austria  
**Total cost of course:** €1,400 incl. VAT (if held in Europe) - plus flight/transport expenses, DSA and terminals if held outside Vienna

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### The course will cover:

- What is emotional intelligence?
- Why reactive behavior destroys staff engagement
- Creating a psychological contract with your team
- Using emotional intelligence to reduce stress
- Stop managing, start leading

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### Course Outline

#### Introduction

- Learn how your habits are formed and how your emotions affect your behavior

#### Discover how easy it is to change

- Increase your awareness about what triggers emotional reactions

#### Engaging with others

- How to perform a personal SWOT analysis and benefit from the results

#### Understand what motivates you

- Help others to work to their strengths

#### Using emotional intelligence to reduce stress

- Learn some simple coaching techniques
- Learn how to recognize the first signs of stress

#### Be a leader

- Look at how you can support your colleagues/team, regardless of your position

#### Action plan

- Set your staff engagement goals and then take action.

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**Language:** English  
**Duration:** 2 days  
**Target group:** All staff representatives  
**Min. number of participants:** 10  
**Max. number of participants:** 30

**Requirements:**

- A data projector with suitable sound system
- Wi-Fi/Internet connection
- Flip-charts
- Paper/pens, stationery
Resilience: Moving at the Speed of Balance in Challenging Times

Trainers: Sheva Carr and Robert Browning; HeartAmbassadors & Pathways to Peace, UN Peace Messenger (ECOSOC)

Locality: San Francisco, CA, USA

Total cost: USD 1,200 USD + DSA, flight and terminals (or via web with no travel)

*Note: train the trainer model is available if you want trainers licensed in your agency.

The course will cover:

- Building personal and organizational resilience
- The physiology of stress and scientifically validated self regulation techniques
- Increasing Mental Clarity and leveraging integrative intelligence to innovate.
- Transforming conflict & power struggles into collaborative teamwork
- The science of personal, organizational and global peace

Course Outline

Build Resilience & Recharge
- Increase energy & build capacity in 4 domains of resilience personally and organizationally.

Energy Self-Regulation Techniques
- Understand the impact of depleting and renewing emotions on our energy, performance, and resilience.
- Learn a series of scientifically validated techniques that neutralize stress, balance physiology and foster fulfillment, effectiveness, and resilience.

Physiology of Coherence
- Learn the impact of emotions on nervous system, heart rhythms and heart-brain connection.
- Experience a live demonstration of the impact emotions have on heart rhythm patterns.

Mental Clarity & Practical Intuition
- The science of how coherence facilitates brain function, innovation & creativity.
- Cultivate integrative intelligence to help create innovative approaches and solutions.

Connected Communication
- Understand how we affect each other physiologically, emotionally and energetically.
- Learn essence communication skills to transform conflicts and power struggles into mutual mission momentum, connected communication and collaboration.
Resilience: Moving at the Speed of Balance in Challenging Times

Course Online Cont.

Sustaining Resilience Capacity

- Learn the science to build a new baseline for optimal health, wellbeing and resilience.
- Create a plan to integrate this new knowledge into life and work.

Creating Peace

- 1st UN Mandate: “Maintaining worldwide peace and security.” Peace is a state of being that can be measured in our physiology and manifested in a shift in heart rhythm patterns. Connect how personal resilience creates inner & global peace.
- Explore how groups cultivating coherence increase lasting world peace and security.

Language: English
Duration: 1 day (or 7 one hours via web)
Target group: All staff representatives and/or Specialized Leadership Program.
Min. number of participants: 1 (can be provided to highest level leaders one-on-one as appropriate)
Max. number of participants: 500+

Requirements:
- A data projector with suitable sound system
- Wi-Fi
- Flip-charts
- Paper/pens, stationary
- Microphone (for 50+ audience)
* Note: Optional heart rhythm technology, workbooks and tool cards available upon request for an additional fee.
Conflict Resolution: Turning Power Struggles into Empowerment

Trainers: Sheva Carr and Mai Shbeta; HeartAmbassadors & Pathways to Peace, UN Peace Messenger (ECOSOC)
Locality: San Francisco, USA and Jerusalem, Israel
Total cost: USD 1,200 USD + DSA, flight and terminals (or via web with no travel)
*Note: train the trainer model is available if you want trainers licensed in your agency.

Course Outline

The course will cover:
- Real case studies from conflict zones, that apply to workplace and home life as well
- The Science and Physiology of Conflict Resolution
- Alternative Dispute Resolution and Legal Implications
- How to improve the relationships between those in conflict.
- Communication simulations
- Culture of Peace Building

Language: English
Duration: 1 day (or 7 one hours via web)
Target group: All staff representatives and/or Specialized Leadership Program.
Min. number of participants: 1 (can be provided to highest level leaders one-on-one as appropriate)
Max. number of participants: 24
Requirements:
- A data projector with suitable sound system
- Wi-Fi
- Flip-charts
- Paper/pens, stationary

"An Enemy is a Friend whose story you have yet to hear"
- A case study of conflict resolution & peace dialogue between Israeli and Palestinian teen girls.

The Physiology of Conflict Resolution
- Learn to upgrade old survival programs that drive conflict into collaboration.

The Physics of Conflict Resolution
- Understand principles of polarity by harnessing opposing forces to generate vitality and mission momentum.

Alternative Dispute Resolution
- Discuss Alternative Dispute Resolution (Mediation) and Legal Implications

Conflict Resolution Dialogue Skills and Facilitation
- Authentic Speaking and Compassionate Listening.
- Energetic Communication.
- Identifying common goals and partnering to achieve those goals

Stepping out of harms way
- Recognizing the limitations of conflict resolution and when to approach things indirectly

Culture of Peace Building
- Discern value propositions from outcome propositions.
- Focus on individuals’ unique value propositions to transform conflict

Experience Summary
- Simulations and real time exercises will ground the conceptual understanding into applied 42 capacity building and make the workshop interactive, experiential and fun!
Diversity Training: Delighted Not Divided by our Differences

Trainers: Sheva Carr and Paul Saltzman of Moving Beyond Prejudice; HeartAmbassadors & Pathways to Peace, UN Peace Messenger (ECOSOC)
Locality: San Francisco, CA, USA and Toronto, Canada
Total cost: USD 1,200 USD + DSA and flight (or via web with no travel)

The course will cover:

✓ Invite participants to see hidden prejudice and diversity among themselves and their organization
✓ Role model best practices and benefits of celebrating diversity
✓ Explain the physiology behind prejudice and xenophobia
✓ Provide tools to transform preconditioned prejudice and xenophobia
✓ Increase healthy relationships, creativity, collaboration and productivity

COURSE OUTLINE:

- The course begins with screening the award-winning documentary, Prom Night in Mississippi, featuring Morgan Freeman. The movie portrays a group of young people who, in the face of resistance and oppressive old prejudices, take charge with compassion and courage—successfully standing up for their core values of diversity and inclusion.

- In the enlivened atmosphere following each screening, we have a short Q&A, then move into the discussion-based portion of the seminar with full audience participation in group dialogues and dyads.

- Excavating the prejudice within the room with no shame or judgment, we unpack the roots of prejudice and xenophobia in a physiology lesson. We then teach the students to overcome this biological imperative with tools in non-violent communication, conflict resolution, reduction of prejudice and discrimination, reduction of fear and the resulting increase in healthy relationships, creativity, collaboration and productivity.

- In a World Café model, we explore how the new insights can be applied organizationally to create less hostile more hospitable work environment cultures, which celebrate diversity.

- The incentive to apply what has been learned comes not from moral obligation, but rather from how much better people feel and perform when they move beyond prejudice. In other words, the efficient and effective quality of this training is that it is self-reinforcing and self-actualizing.

Language: English

Duration: 1 Day

Target Group: All staff representatives and/or Specialized Leadership Programs

Min. number of participants: 10

Max. number of participants: 250

Requirements:

✓ A data projector with suitable sound system
✓ Wifi
✓ Flip charts
✓ Paper/pens, stationary
An Introduction to Coaching for Managers

Trainer: Gwyneth Letherbarrow  
Locality: Upper Austria  
Total cost of course: €1540 plus flight/transport expenses, DSA and terminals (+ vat if applicable)

The course will cover:

- How to use coaching as a management tool using the GROW model
- How to create and strengthen your team culture by identifying shared values
- How to maintain authority whilst encouraging accountability

Course Outline

- What is coaching and how does it work
- The statistics: coaching isn’t just a corporate management tool
- Transformation from manager to leader
- The impact of globalization, technology, culture and age on how you communicate with your team, and your team with you and others
- Using coaching to promote accountability
- Using coaching to improve performance and promote constructive feedback
- Putting the GROW model into action  
  - Goal setting  
  - Reality - the current situation  
  - Your options  
  - Way forward – taking action
- Understand the difference between team-building activities and activities that promote unhealthy competition
- How to build an emotionally intelligent team
- This is an interactive workshop including discussion and coaching role play exercises
- NOTE: If you are currently receiving treatment with a psychologist, psychiatrist, counsellor or similar, please confirm with them that you intend to take part in this workshop before you register

Language: English  
Duration: 2 days  
Target group: Managers  
Min. number of participants: 10  
Max. number of participants: 40  
Requirements:

- A data projector with suitable sound system to show videos
- Wi-Fi
- Flip-charts, Paper/pens, stationery
- A room large enough for participants to move around in
Working Under Pressure: Emotional Intelligence in the Workplace

Trainer: Gwyneth Letherbarrow  
Locality: Upper Austria  
Total cost of course: €1540 - plus flight/transport expenses, DSA and terminals (+ vat if applicable)

The course will cover:

✓ What is emotional intelligence?
✓ Why reactive behaviour can destroy you and your team
✓ How to break negative patterns and replace them with constructive responses
✓ How to use emotional intelligence to build strong working relationships in a multi-cultural environment

Course Outline

- The history of emotional intelligence and why it's critical to your wellbeing
- Understand how your emotions drive your behaviour under pressure
- Identify your stress triggers so that you can better manage your response to stress and pressure
- Discover how to challenge your assumptions and judgements about others
- How to manage blame, fear and other negative situations at work
- Dealing with the imposter syndrome
- Examine social evolution versus the UN system hierarchy and find out what needs to change
- Starting a different type of conversation with your colleagues
- An introduction to coaching using the GROW model
- Discover some simple tools to help you feel better
- Create a 30-day plan to create the changes you want
- This is an interactive workshop including discussion and role play exercises

Language: English

Duration: 2 days

Target group: All staff

Min. number of participants: 8

Max. number of participants: 20

Requirements:
✓ A data projector with suitable sound system to show videos
✓ Wi-Fi
✓ Flip-charts, Paper/pens, stationery
✓ A room large enough for participants to move around in
A Strategy for Successful Organizational Change

Trainer: Gwyneth Letherbarrow
Locality: Upper Austria
Total cost of course: €1,400 incl. VAT (if held in Europe) - plus flight/transport expenses, DSA and terminals if held outside Vienna

The course will cover:
- Change in the context of your organization
- How changes in leadership affect you
- Tools and processes that allow strategic planning
- Maintaining trust with others in times of change

Course Outline

- Examine and understand the culture and personality of an (your) international organization
- Explore how the rapid development of technology demands that we move away from the traditional approach to managing change
- Discover why change isn’t the issue, rather your response to the change
- How to successfully introduce change
- Staying engaged during a transition
- Look at how changes to policies and processes can be aligned with a multi-cultural and multi-national organizational/internal culture
- How to avoid the most common pitfalls when working through change
- Develop tools and strategies for successful change
- This is an interactive workshop including discussion and role play exercises

Language: English
Duration: 1 day
Target group: All staff
Min. number of participants: 8
Max. number of participants: 20

Requirements:
- A data projector with suitable sound system to show videos
- Wi-Fi
- Flip-charts, Paper/pens, stationery
- A room large enough for participants to move around in
Career Development in the UN System

Trainer: Gwyneth Letherbarrow
Locality: Upper Austria
Total cost of course: € 770 plus flight/transport expenses, DSA and terminals (+ vat if applicable)

The course will cover:

- How to successfully manage your career
- Marketing yourself on paper
- The 10 questions you must be able to answer at interview
- Video interviews

Course Outline

- The three biggest mistakes that people make
- What are hiring managers looking for and are you qualified
- How to write an application form that will get you noticed with two simple changes
- Writing a letter of motivation: length, structure and style
- Learn how to prepare for your next job interview (even if you don’t know when it will be) so that you can talk about yourself with confidence
- Discover why you already know all the answers to competency-based interview questions
- Taking the stress out of a video (Sonru) interview
- How to safely use social media to promote your personal brand and network for new opportunities
- This is an interactive workshop including discussion and role play exercises

Language: English
Duration: 1 day
Target group: All staff
Min. number of participants: 8
Max. number of participants: 20

Requirements:

- A data projector with suitable sound system to show videos
- Wi-Fi
- Flip-charts, Paper/pens, stationery
- A room large enough for participants to move around in
Helping Others Help Themselves: The Do’s and Don’ts of Being a Staff Rep

**Trainer:** Gwyneth Letherbarrow  
**Locality:** Upper Austria  
**Total cost of course:** € 770 plus flight/transport expenses, DSA and terminals (+ vat if applicable)

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**The course will cover:**
- How to manage the expectations of those you represent
- Working with toxic co-workers and worse
- Keeping recruitment processes and career development transparent and fair

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**Course Outline**

- Establishing your own boundaries and setting the parameters of your personal responsibility
- Why providing advice isn’t always the best option
- *How to talk to a colleague about harassment and/or bullying*
- The definitions of ethical and professional behavior
- Matching the human dimension to organizational policies and politics
- Managing toxic co-workers
- How to say ‘no’
- How to help a colleague stop being a victim
- Career development in the UN system
- *This is an interactive workshop including discussion and role play exercises*

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**Language:** English  
**Duration:** 1 day  
**Target group:** All staff  
**Min. number of participants:** 8  
**Max. number of participants:** 20  
**Requirements:**
- A data projector with suitable sound system to show videos
- Wi-Fi
- Flip-charts, Paper/pens, stationery
- A room large enough for participants to move around in