University of Peradeniya
Final Training Curriculum under ENACT Project

Introduction

The University of Peradeniya is committed to enhancing the skills and capacities of its Non-Academic staff to ensure that they contribute meaningfully to the institution's growth and development. In line with this objective, the University has developed a specialized training curriculum aimed at empowering and enhancing the professional competencies of its Non-academic workforce. This curriculum has been designed to align with the **Training Strategy** outlined under the **ENACT Project**, which serves as a comprehensive framework for staff development. For the purpose the similar curriculum prepared by the other partner universities were also utilized in preparing our own one as discussed and agreed at the Final Project Management Meeting of the ENACT Project. Further the curriculum will be revised frequently to cater to the evolving and varying training need of the institutional context.

Objective

The core objective of this training initiative is to foster a highly skilled and motivated workforce. By addressing the evolving needs and demands of the academic and administrative environment, the training aims to equip non-academic staff with the necessary skills to effectively meet challenges and contribute to the university's broader vision and mission.

Alignment with Sustainable strategies

A key feature of this curriculum is its alignment with the **Sustainable strategies** and the training not only seeks to enhance the professional competencies of the staff but also focuses on nurturing values such as sustainability, equity, and social responsibility. This ensures that the training goes beyond the immediate needs of the staff, fostering a mindset of responsibility and long-term impact, in line with global sustainability objectives.

University of Peradeniya in its Strategic Plan for year 2022-2026 under Goal 4 has an objective to strengthen administrative and financial management within a sustainable good governance framework. For that there is a strategic action to identify training needs of staff involved in administrative and financial functions and provide necessary and suitable training.

Key areas of the training

As identified in the training need analysis in stake holder by in events and finalization of preliminary training curriculum under ENACT Project, training modules for the areas mentioned below have been designed and developed

1. Internationalization in higher education and transfer of global good practices in University Administration
2. Modern Human Resource management practices in higher education
3. University governance and management
4. Financial management, accounting and auditing in higher education
5. Organizational efficiency and productivity in higher education
6. Soft skills for the 21st century
7. Equality and diversity

1. Training Curriculum for Internationalization in Higher Education

1.1 Trends in Internationalization of Higher Education: Global Perspectives and Opportunities

Objective:
This session aims to provide participants with an in-depth understanding of the current global trends in the internationalization of higher education. It will explore the opportunities institutions can harness to enhance their global engagement and competitiveness in an increasingly interconnected world.

Target Audience:

- University administrators
- Faculty and staff involved in international relations and academic affairs
- Staff overseeing international partnerships, student mobility, and cross-border academic programs

Level:

- Strategic
- Operational

Learning   Outcomes
By the end of this session, participants will be able to:

1. Grasp the concept and significance of internationalization in higher education.
2. Identify and critically analyze global trends shaping internationalization.
3. Strategically adapt global best practices and trends to fit local institutional needs.
4. Formulate actionable plans to enhance the internationalization agenda within their institutions.
5. Participate in informed discussions about the challenges and solutions surrounding internationalization.

Session   Duration
2 hours

Session Outline:

1. Understanding Internationalization in Higher Education (20 Minutes)

- **Key Topics:**
    - What is internationalization and why is it crucial for higher education?
    - Key drivers of internationalization: academic collaboration, economic growth, cultural exchange, and technological advancements.

- o The multi-faceted benefits of internationalization for students, faculty, institutions, and society at large.
- **Interactive   Activity**
  Icebreaker: Participants will share personal experiences or their institution's current internationalization efforts and perceptions.

2. Current Global Trends in Internationalization (20 Minutes)

- **Key Topics:**
  - o **Emerging Trends:**
    - ▪ Increase in international student mobility.
    - ▪ Growth of virtual and transnational education.
    - ▪ A shift towards sustainability, inclusion, and social responsibility in international programs.
  - o **Challenges:**
    - ▪ Navigating policy restrictions, financial constraints, and cultural differences.
  - o **Opportunities:**
    - ▪ Expanding global partnerships.
    - ▪ Enhancing institutional rankings and visibility.
    - ▪ Leveraging technology to foster international collaboration and learning.
- **Interactive   Activity**
  Group discussion on how global trends align with or challenge participants' institutions' strategies.

3. Adapting Global Practices to Local Contexts (1 Hour)

- **Key Topics:**
  - o Adapting internationalization strategies to meet local institutional needs and objectives.
  - o Building institutional capacity: developing staff and student competencies.
  - o Strengthening cross-border partnerships and international collaborations.
- **Case   Studies**
  Examination of successful case studies where institutions have adapted global internationalization practices to their local contexts, ensuring relevance and sustainability.
- **Interactive   Activity**
  Participants will work in groups to develop an action plan for integrating a specific global trend into their institution's internationalization strategy.

4. Wrap-Up and Q&A (20 Minutes)

- Recap of key takeaways and insights.
- Discuss challenges and brainstorm solutions for effective internationalization.
- Open Q&A session to address any outstanding questions.
- Collect participant feedback to improve future sessions.

1.2 Strategy and Action for Internationalization in Higher Education

Objective:
This session will equip participants with the knowledge and tools needed to design and implement a comprehensive internationalization strategy. It focuses on aligning internationalization initiatives with institutional goals and creating actionable plans for achieving these objectives.

Target Audience:

- University administrators
- Staff responsible for international relations, partnerships, and global academic initiatives
- Faculty engaged in the development of international programs and curricula

Level:

- Strategic
- Operational

Learning Outcomes:
By the end of this session, participants will be able to:

1. Understand the role of strategic internationalization in the broader context of higher education.
2. Align internationalization efforts with institutional missions and goals.
3. Develop and apply frameworks for creating effective internationalization strategies.
4. Operationalize strategies and translate them into actionable programs and initiatives.
5. Use monitoring and evaluation tools to ensure ongoing improvement and sustainability.

Session Duration:
3 hours

Session Outline:

1. Introduction to Internationalization Strategy (15 Minutes)

- **Key Topics:**
    - o The definition and importance of internationalization strategies.
    - o Understanding the relationship between institutional goals and internationalization.
    - o Barriers and drivers that impact internationalization efforts.
- **Interactive Activity**
  Participants will briefly share and discuss their institution's current internationalization initiatives, identifying strengths and areas for growth.

2. Developing a Comprehensive Strategy (1 Hour)

- **Key Topics:**
  - o **Core Components of an Internationalization Strategy:**
    - ▪ Establishing a vision and mission for internationalization.
    - ▪ Identifying strategic focus areas: academic programs, research, student mobility, and global partnerships.
    - ▪ Conducting a SWOT analysis to assess strengths, weaknesses, opportunities, and threats.
  - o **Frameworks and Tools for Strategy Development:**
    - ▪ Strategic planning templates and roadmaps for goal setting and execution.
- **Interactive Activity**
  In groups, participants will conduct a SWOT analysis for their institution and create a draft strategy outlining the key internationalization priorities.

3. Translating Strategy into Action (1 Hour)

- **Key Topics:**
  - o **Operationalizing the Strategy:**
    - ▪ Building institutional capacity for internationalization (e.g., staff training, resource allocation).
    - ▪ Designing mobility programs and joint degree initiatives.
  - o **Building and Managing International Partnerships:**
    - ▪ Identifying potential partners and evaluating collaboration opportunities.
    - ▪ Drafting and managing agreements to formalize partnerships.
- **Case Studies**
  Review successful examples of institutions that have implemented comprehensive internationalization strategies, and the lessons learned.
- **Interactive Activity**
  Participants will simulate the development of an action plan for one internationalization initiative, such as a partnership program or mobility scheme.

4. Monitoring, Evaluation, and Sustainability (30 Minutes)

- **Key Topics:**
  - o Importance of monitoring and evaluating internationalization efforts.
  - o Identifying Key Performance Indicators (KPIs) to measure success.
  - o Ensuring long-term sustainability of internationalization strategies.
- **Interactive Activity**
  Participants will develop a simple monitoring framework for evaluating an internationalization initiative.

5. Wrap-Up and Q&A (15 Minutes)

- Recap of key takeaways from the session.
- Q&A to address participant questions.
- Collect feedback from participants on session effectiveness.

1.3 Managing International Offices and Key Responsibilities

Objective:
This session is designed to provide participants with the tools and knowledge necessary to effectively manage the operations of an international office, focusing on the key functions, responsibilities, and best practices needed to support institutional internationalization goals.

Target Audience:

- University administrators
- Staff involved in managing international offices or programs
- Coordinators of international relations and mobility initiatives

Level:

- Tactical
- Operational

Session Duration; 01 hour

Learning   Outcomes
By the end of this session, participants will:

1. Understand the pivotal role of an international office in advancing the university's global engagement.
2. Be able to identify the key functions and responsibilities of an international office.
3. Learn how to establish efficient workflows to manage day-to-day operations of the office.
4. Gain insights into best practices for supporting students, staff, and institutional internationalization goals.

1.4 Student Mobility and Staff Development Programs

Objective:
This session will enable participants to design and manage effective student mobility programs and staff training initiatives, aimed at fostering academic collaboration, cross-cultural exchange, and institutional development.

Target Audience:

- University administrators
- Coordinators of mobility and training programs
- Staff responsible for international relations, student exchange, and professional development

Level: Strategic, Tactical, Operational

Learning   Outcomes
By the end of this session, participants will:

1. Understand the role of student and staff mobility in supporting internationalization.
2. Identify the objectives and benefits of mobility and staff training programs.
3. Learn how to plan and implement successful mobility programs.
4. Ensure inclusivity and accessibility in designing mobility programs.
5. Develop staff training initiatives that align with institutional priorities and foster global collaboration.
6. Gain skills to monitor, evaluate, and improve mobility and training programs.

Session   Duration
3 hours

Session Outline:

1. Introduction to Mobility and Training Programs (30 Minutes)

- **Key Topics:**
  - o Defining different types of mobility programs (study abroad, internships, short-term exchanges).
  - o Benefits for students, staff, and institutions: cross-cultural competencies, academic collaboration, and institutional capacity building.
- **Interactive   Activity**
  Participants will share examples of mobility or training programs from their own institutions.

2. Designing Effective Mobility Programs (1 Hour)

- **Key Topics:**
  - o Aligning mobility programs with institutional goals and objectives.
  - o Identifying potential international partners and destinations.
  - o Ensuring comprehensive logistical and support structures (visa, accommodation, orientation, safety).
- **Interactive   Activity**
  Participants will design a draft mobility program, identifying objectives, target groups, and logistics.

3. Developing Staff Training Initiatives (45 Minutes)

- **Key Topics:**
  - o Identifying training needs (e.g., intercultural communication, research collaboration).
  - o Structuring training programs (workshops, study visits, etc.).
  - o Evaluating the impact of training initiatives.

- **Interactive   Activity**
  Participants will develop a staff training initiative to enhance cross-cultural competencies or academic collaboration.

4. Monitoring and Evaluation (30 Minutes)

- **Key Topics:**
  - o Defining success criteria for mobility and training programs.
  - o Using feedback tools to assess program effectiveness.
  - o Reporting strategies and utilizing data for continuous improvement.
- **Interactive   Activity**
  Participants will create an evaluation form for either a mobility program or staff training initiative.

5. Wrap-Up and Action Planning (15 Minutes)

- Recap and summary of the session.
- Participants will outline an action plan to implement improvements in student mobility or staff training initiatives.
- Collecting feedback and concluding Q&A.

Note: - Training resources are uploaded to the ENACT Drive Training resources folder

2. Human Resource Management and Current Trends in Human Resources Management

Objective
- Understand the fundamentals of Human Resource Management (HRM) in the higher education sector.
- Explore current trends and innovations in HRM practices.
- Develop strategies for recruitment, talent management, and performance appraisal.
- Learn change management and employee engagement techniques for modern workplaces.

Level
Tactical and operational

Target Group
- University administrators.
- HR department staff
- Other Non-Academic staff staff
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Session Duration
03 hours

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Training Resources
- Projector and slides.
- Case studies and role-play scenarios.
- Handouts summarizing HRM trends and best practices.

Learning Outcomes
By the end of this season, participants will be able to understand
- The Foundations of HRM
- Analyze HRM in the Higher Education Sector
- Adopt Current Trends in HRM
- Apply Recruitment and Talent Management Strategies
- Utilize Performance Appraisal Techniques
- Enhance HR Communication and Training Practices Implement Change Management and Workforce Planning
- Foster a Culture of Continuous Improvement

2.1. Introduction to HRM (20 minutes)

Topics covered:
- Definition and importance of HRM
- Key HRM functions: Recruitment, deployment, and management of employees

- HRM in the higher education sector: UGC Cadre Scheme, recruitment, promotions.

Activity:

Participants share one HRM challenge they face in their roles.

2.2 Current Trends in HRM (40 minutes)

Topics covered:

- The hybrid work model and its impact on collaboration.
- Importance of communication, teamwork, and feedback.
- Emerging technologies: Working in the metaverse.
- Focus areas: Diversity and inclusion, employee well-being, and analytics.

Activity:
Group discussion: How can your organization adopt current HRM trends
Recruitment and Talent Management (30 minutes)

Topics covered:
Steps in recruitment: Identifying, attracting, interviewing, and onboarding.
Talent management: Attracting and retaining top talent, skill development, and
.

2.3 Performance Analysis and Appraisal Techniques (40 minutes)

Topics covered:
- Types of performance appraisals: General, 360-degree, technological, self-
assessment, and manager performance.
- Benefits of structured performance evaluation.:
- Role-playing: Conducting a 360-degree appraisal meeting.
- HR Training, Development, and Communication (20 minutes)
- Developing frameworks for employee skill enhancement.
- Effective communication: Two-way HR interaction.
- Importance of continuous employee development.

Activity:
- Designing a training program for new hires.
- Change Management and Workforce Planning (20 minutes)

Note: - Training resources are uploaded to the ENACT Drive Training resources folder

3. University Governance and Management

3.1 Overview of University Governance Structure in Sri Lankan Universities

Learning outcomes

- Basic understanding of the University organizational structure and functions.
- Familiarity with the concept of Governance in educational institutions.
- Awareness of the importance of diversity, equity, and inclusion in academic and administrative settings.
- No formal prior training is required, but experience working with university processes

Aims (learning objectives)

The training modules is aimed at achieving the following objectives:

- To understand the governance structures within Sri Lankan universities and their roles in decision-making.
- To explore the roles of key stakeholders in university governance, including Academic and Non-Academic staff, students, and government bodies.
- To familiarize participants with the regulatory and policy frameworks that shape university governance in Sri Lanka.

Learning outcomes

By the end of this module, participants will:

☐ Be able to describe the governance structures of Sri Lankan Universities, including the roles of the University Grants Commission (UGC), and the internal authorities such as the

Council, Senate, and the Faculty Boards. Understand the legal and regulatory framework governing the universities coming under the purview of UGC. Recognize the responsibilities and relationships between various governance bodies and stakeholders.

Learning and training delivery methods

The training will incorporate workshop and presentations done by experienced partners who

will give an overview of the topics and who will be able to guide the participants through real problems and share solutions and advice. Delivery of the module by trainers of ENACT who involve in strategic level activities of the University.

3.2 Strategic Management and Planning in the University

Objective

- To explore the principles of strategic management and planning in higher education.
- To understand the process of developing and implementing strategic plans within Sri Lankan universities.
- To learn how to align academic, administrative, and financial goals with the university mission and vision

Learning outcomes

By the end of this module, participants will:

- Be able to develop and implement strategic plans that align with the university's goals and vision.
- Understand how to engage key stakeholders in the strategic planning process.
- Gain insight into how to evaluate and adjust strategic plans based on changing educational landscapes within and external to the University.

Learning and training delivery methods

The training will incorporate workshop and presentations done by experienced partners who will give an overview of the topics and who will be able to guide the participants through real problems and share solutions and advice. Delivery of the module will be done by the trainers of ENACT who involve in strategic level activities of the University.

3.3 Policies for Inclusive Governance and Stakeholder Engagement

The aim of this training session is to:

- Provide non-academic staff with a comprehensive understanding of inclusive governance and stakeholder engagement principles.

- Equip participants with practical knowledge to implement and support inclusive governance policies.
- Enhance the ability of non-academic staff to actively engage with stakeholders from various sectors, promoting transparency and accountability.
- Foster an inclusive environment within the university by understanding the importance of diverse representation and participation in decision-making processes.

Learning outcomes

By the end of this training, participants will be able to:

- Define inclusive governance and its importance in higher education institutions.
- Identify the different types of stakeholders (internal and external) and their roles in governance.
- Demonstrate skills in stakeholder engagement techniques and communication methods.
- Contribute to the development of inclusive governance strategies that promote equal opportunities, diversity, and participation.
- Apply inclusive governance policies in day-to-day activities and decision-making processes at the University.

Learning and training delivery methods

The training will incorporate workshop and presentations done by experienced partners who will give an overview of the topics and who will be able to guide the participants through real problems and share solutions and advice. Delivery of the module will be done by the trainers of ENACT who involve in strategic level activities of the University

Training Methodology:

Interactive presentations and discussion

Group work and case studies

Practical role-playing and scenario-based activities

Note: - Training resources are uploaded to the ENACT Drive Training resources folder

4. Financial Management, accounting and auditing in Higher Education

4.1 Financial Management

Objective

The primary goals of this session are to:

- Provide participants with a comprehensive understanding of financial management principles.
- Highlight the roles and responsibilities of various financial officers within the university.
- Equip participants with the knowledge to effectively manage university funds, covering processes such as payments, advances, and settlements.

Target Audience

This training session is designed for:

- University administrators specially Finance Officers
- Staff members responsible for financial operations and decision-making.
- Non-financial Officers

Session Duration

3 hours

Learning Outcomes

By the conclusion of this session, participants will be able to:

- Demonstrate a thorough understanding of financial management principles and their application in the academic setting.
- Recognize the key roles of financial officers and their responsibilities in university governance.
- Effectively manage and oversee university funds, ensuring compliance with relevant policies.
- Implement streamlined payment procedures and reimbursement processes.
- Manage advances and settlements in accordance with institutional guidelines.
- Apply practical financial management skills to improve operations and decision-making.
- Promote financial best practices and foster a culture of accountability and transparency.

4.1 Introduction to Financial Management (15 minutes)

Key Topics:

- Overview of financial management in universities.
- The core principles of financial management, including accountability, transparency, and effective budgeting.

- The significance of financial governance within academic institutions.

Activity:

- A brief Q&A session where participants discuss their existing understanding and challenges in financial management.

4.2 Roles and Responsibilities in Financial Management (30 minutes)

Key Topics:

- Breakdown of key roles such as Chief Accounting Officer, Bursar, Assistant Accounting Officer, and their specific duties.
- Delegation and distribution of financial responsibilities across different administrative levels.

Activity:

- Interactive discussion using real-world scenarios to clarify the roles and decision-making processes of financial officers.

4.3 University Fund Management (40 minutes)

Key Topics:

- Types of university funds (e.g., recurrent grants, capital grants, and generated funds).
- Principles of fund administration, including allocation, tracking, and utilization based on university regulations.

Activity:

- Group exercise to simulate fund allocation for a hypothetical university project, emphasizing budget planning and fund distribution.
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a. **Payment Procedures** (30 minutes)

Key Topics:

- Steps involved in preparing, certifying, and approving payment vouchers.
- Understanding the authority limits of financial officers regarding approval.
- Procedures for petty cash replenishment and expenditure tracking.

Activity:

- Case study analysis where participants identify potential errors and inefficiencies in a sample payment process.
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b. **Managing Advances and Settlements** (30 minutes)

Key Topics:

- Different types of advances (travel, research, etc.) and criteria for approval.
- Procedures for releasing and settling advances, including documentation and reporting.

Activity:

- Role-play exercise where participants simulate the release and settlement of an advance for a departmental purchase.
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Wrap-Up and Feedback (15 minutes)

A summary of key takeaways from the session.

Opportunity for participants to provide feedback and ask any lingering questions.

Training Resources

- Financial management guidelines and policy documents.
- Projector and presentation slides to support learning.
- Printed templates for payment forms, advance request forms, and settlement form

Note: - Training resources are uploaded to the ENACT Drive Training resources folder

5. Organizational Efficiency and Productivity in Higher Education

Objective

This session will focus on:

- Understanding the strategic management process and its application in university governance.
- Exploring how sustainability can be integrated into university strategies.
- Learning how to conduct SWOT analyses and make informed, strategic decisions to achieve long-term institutional goals.

Target Audience

- Administrative officers.
- Financial officers.
- Staff involved in sustainability initiatives and strategic decision-making.

Session Duration

3 hours

Learning Outcomes

By the end of this session, participants will be able to:

- Define strategic management and appreciate its importance in university operations.
- Use the 5Ps framework to approach university strategy formulation.
- Conduct a SWOT analysis to identify internal and external factors affecting university performance.
- Incorporate sustainability into strategic decisions, considering economic, environmental, and social factors.
- Make strategic decisions that align with long-term university goals.

Session Outline

5.1 Introduction to Strategic Management (30 minutes)

Key Topics:

- The role of strategic management in universities: Long-term vision, integration of goals, and adaptability to change.
- Overview of the 5Ps of strategy: Plan, Play, Pattern, Position, Perspective.

Activity: Group discussion: Participants share examples of successful strategic management initiatives in their universities.

5.2 **Strategic Management Process** (45 minutes)

Key Topics:

- Phases of the strategic management process: Formulation, implementation, and evaluation.
- Importance of aligning strategies with the university's mission and vision.

Activity: Case study walkthrough: Analyzing the strategic management process at a hypothetical university.

5.3 SWOT Analysis for Universities (45 minutes)

Key Topics:

- Techniques for conducting a SWOT analysis to evaluate strengths, weaknesses, opportunities, and threats.
- How internal and external factors influence university strategy.

Activity: Group exercise: Perform a SWOT analysis on a hypothetical university, followed by a discussion of findings and strategic recommendations.

5.4 Sustainability in University Strategy (30 minutes)

Key Topics:
- Understanding the dimensions of sustainability: Environmental, social, and economic aspects.
- Best practices for integrating sustainability into university policies and operations.

Activity: Brainstorming session: Identifying sustainable initiatives that could be implemented at participants' universities.

Training Resources

- PowerPoint slides on strategic management, SWOT analysis, and sustainability.
- Handouts summarizing strategic management tools and sustainability best practices.
- Reference materials and case studies on sustainability in higher education.

Note: - Training resources are uploaded to the ENACT Drive Training resources folder

6. Soft Skills for the 21st Century

6.1 Communication skills

Objective

- Develop active listening skills to improve workplace communication.
- Enhance understanding and application of non-verbal communication techniques.
- Learn to give and receive feedback constructively.
- Build confidence and empathy in interpersonal interactions.
- Practice clarity, appropriate tone, and the right communication medium.

Level
Strategic, Tactical, Operational

Target Group
- All administrative and Non-Academic staff

Session Duration
03 hours

Learning Outcomes
By the end of this season, participants will be able to,
- Actively listen to understand the needs and concerns of colleagues and stakeholders.
- Use non-verbal communication to build trust and convey sincerity.
- Provide and receive feedback effectively to foster professional growth.
- Communicate confidently while demonstrating empathy and respect for others.
- Select the appropriate communication medium and tone for various workplace scenarios.

Indicative content (outline)
a. Introduction to Communication Skills (15 minutes)
Topics covered:
- Importance of communication in the workplace.
- Overview of key communication skills: Listening, non-verbal cues, feedback, confidence, and clarity.

Activities:
- Icebreaker: Share examples of effective communication in a workplace setting.

b. Active Listening (30 minutes)
Topics covered:
- Components of good listening: Attention and reflection.
- Techniques for attentive listening: Eye contact, posture, and clarifying questions.

Activities:

- Role-play: Pairs take turns listening to and summarizing each other's statements.
- Group discussion: Identifying barriers to effective listening.

c. **Non-Verbal Communication (30 minutes)**

Topics covered:

- Understanding body language, eye contact, and tone of voice.
- Dos and Don'ts: Maintaining open arms, avoiding distractions, and respecting personal space.

Activities:

- Mirror exercise: Participants replicate body language to understand its impact.
- Small group activity: Decode the emotions conveyed in non-verbal cues.

d. **Feedback: Giving and Receiving (40 minutes)**

Topics covered:

- How to give constructive feedback: Focus on actions, be specific, and offer solutions.
- Handling negative feedback: Pause, understand, assess, and respond kindly.

Activities:

- Practice session: Participants give constructive feedback using provided scenarios.
- Group exercise: Responding to simulated negative feedback constructively.

e. **Confidence and Empathy in Communication (25 minutes)**

Topics covered:

- Building confidence: Conveying belief in your message and actions.
- Demonstrating empathy: Understanding and respecting others' viewpoints.

Activities:

- Role-play: Participants practice expressing their views confidently while acknowledging differing opinions.
- Group discussion: Share examples of empathetic communication.

f. **Clarity, Tone, and Medium (30 minutes)**

Topics covered:

- Saying enough: Avoiding over- or under-communication.
- Choosing the right tone and medium for the situation.

Activities:

- Scenario analysis: Identify the best communication method and tone for different contexts.
- Practice exercise: Participants draft concise and clear messages for workplace scenarios.

g. **Conclusion and Feedback (10 minutes)**

- Recap of key takeaways.
- Open Q&A session.
- Feedback survey.

Training Resources PowerPoint Slides: Covering key topics such as listening skills, non-verbal communication, feedback, confidence, and clarity.
- Handouts, Case Studies and Worksheets

6.2 Time Management

Objective
- Help participants recognize time as a valuable and finite resource and understand how effective time management contributes to success.
- Equip participants with actionable tools and strategies to plan, prioritize, and organize their tasks efficiently.
- Teach participants how to maximize their output with minimal effort by focusing on high-priority and impactful activities.
- Empower participants to manage their workload in a balanced way, reducing the stress associated with missed deadlines and poor planning.
  Encourage participants to set clear, achievable goals and create structured plans to accomplish them within the available time.
- Identify and address common time-wasting behaviors such as procrastination and lack of prioritization.
- Motivate participants to regularly assess and refine their time management practices for long-term effectiveness.

Level
Strategic, Tactical, Operational

Target Group
- All interested administrative and non-academic staff

Session Duration
03 hours

Learning Outcomes
By the end of this training, participants will be able to,
1. Understand the Fundamentals of Time Management
2. Implement the Six Steps of Time Management
3. Apply Practical Time Management Skills
4. Avoid Common Time Management Pitfalls
5. Experience the Benefits of Effective Time Management
6. Commit to Continuous Improvement

Indicative content (outline)

    a. **. Introduction to Time Management (30 minutes)**

Topics Covered:

- Definition of Time Management
- Why time management is important (refer to slides: "What is Time Management?" and "Why Time Management is Important?")
- Discussion: How do you currently manage your time?

Activity:

- Group Discussion: Share examples of poor time management from personal experiences.

    b. **Steps to Effective Time Management (1 hour)**

Topics covered:

- Based on "Six Steps to Effective Time Management"

- Assess: Weekly time survey and log.
- Identify: Academic, vocational, and personal obligations.
- Prioritize: Control vs. non-control factors.
- Schedule: Tools like planners and calendars.
- Note Deadlines: Importance of noting dates and deadlines.
- Strategize: Setting up distraction-free environments.

Activity:

- Task Mapping: Participants identify and map out their obligations and deadlines using a template.
- Prioritization Exercise: Rank tasks by importance and urgency (use Eisenhower Matrix).

Skills and Tips for Time Management (45 minutes)

Topics covered:

- Time Management Skills:
  - Goal setting
  - Planning
  - Decision-making
  - Scheduling
- Avoiding Common Mistakes:
  - Procrastination
  - Lack of clear goals
  - Ineffective delegation
- 8 Tips for Efficient Time Management:
  - Quit procrastinating, delegate tasks, say no, etc.

Activity:

- Time Audit: Participants analyze their last week's schedule to identify time wasters.
- Procrastination Role-play: Teams act out scenarios to highlight procrastination and solutions.

4. Benefits and Takeaways (30 minutes)

Topics Covered:
- Benefits: Control, productivity, confidence, and fun (refer to slides: "Benefits of Time Management" and "Time Management Benefits").
- Inspirational Quotes: "Lost time is never found again," Abraham Lincoln.

Activity:
- Reflection Exercise: Participants write a "Time Management Pledge" outlining how they'll apply these techniques in their daily lives.
- Q&A Session: Address participants' specific challenges
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Training Resources
PowerPoint Slides, Video clips and recommended books list

6.3 Change Management

Objective
To provide participants with the knowledge, skills, and tools to effectively manage organizational change.

Level
Strategic, Tactical, Operational

Target Group
- All interested administrative and non-academic staff

Session Duration
03 hours

Learning Outcomes
By the end of this training, participants will be able to:
1. Understand the Fundamentals of Change Management:
2. Apply Change Management Models:
3. Address Resistance to Change:
4. Recognize the Benefits of Change:

Indicative content (outline)
a. **Introduction to Change Management (30 minutes)**

Topics covered:
- Definition of change management.
- Importance of change management in organizational success.
- Discussion: Why is change difficult yet necessary?

Activity: Group brainstorming: Share examples of organizational changes participants have experienced.

b. **The Change Management Process (1 hour)**

Topics covered:
- Components of change management (forces for and resistance to change).
- The Change Management Process (Identify, Plan, Implement, Evaluate).
- Overview of ADKAR and Kurt Lewin Models.

Activities:
- Case Study: Analyze a failed change initiative and identify what went wrong.
- Role Play: Simulate resistance to change and how to address it using the ADKAR model.

c. **Leadership Styles and Resistance Management (45 minutes)**

Topics covered:
- Styles of leading change: Persuasion, Collaboration, Direction.
- Forces for change vs. resistance to change (internal and external).
- Why change programs fail and how to avoid common pitfalls.

Activities:
- Small Group Discussion: Identify forces for and against change in participants' organizations.
- Practical Exercise: Design a communication strategy to reduce resistance.

d. **Benefits and Future Opportunities (30 minutes)**

Topics covered:
- Benefits of organizational change (productivity, innovation, adaptability).
- The future of higher education and the need for continuous change.
- Discussion: How to maintain motivation and trust during change initiatives.

Activities:
- Reflection: Participants list 3 changes they want to implement in their teams or organizations.

Training Resources Presentation Slides, Handouts, Case Studies: Real-world examples of successful and failed change initiatives, and Books/Readings

6.4 Effective Leadership in Practice

Objective
To equip participants with a comprehensive understanding of leadership traits, behaviors, styles, and situational approaches, enhancing their ability to lead effectively.

Level
Strategic, Tactical, Operational

Target Group
- All administrative, Financial and other executives and Non-Academic staff

Session Duration
03 hours

Learning Outcomes
By the end of this training, participants will be able to,
1. Understand Leadership Fundamentals
2. Identify Key Leadership Traits
3. Explore Leadership Styles
4. Apply Leadership Theories
5. Develop Leadership Skills

Indicative content (outline)

a. **Introduction to Leadership (30 Minutes)**

Topics covered:
- What is leadership? Key definitions and concepts.
- Leadership traits: Traditional and charismatic.
- Discussion: Are leaders always needed?

Activity: Small group discussion: "What makes a leader effective in your experience?"

b. **Leadership Styles and Behaviors (1 Hour)**

Topics covered:
- Leadership behaviors: Task-centered vs. people-centered.
- Leadership styles: Autocratic, participative, consultative, democratic, free reign.
- Situational leadership: Adapting style based on context and follower readiness.

Activities:
- Case study: Analyze a scenario and identify the most suitable leadership style.
- Role-play: Participants demonstrate different leadership styles in assigned scenarios.

c. **Leadership Theories in Action (1 Hour)**

Topics covered:
- Fiedler's Contingency Theory: Matching leadership style to situational control.
- House's Path-Goal Theory: Helping followers overcome obstacles.
- Hersey/Blanchard Theory: Leadership styles based on employee maturity.

Activities:
- Interactive exercise

d. **Building Trust and Credibility (30 Minutes)**

Topics covered:

- Credibility and trust: Why they matter in leadership.
- Strategies for building trust: Transparency, consistency, and communication.
- Gender differences in leadership styles.

Activity:

- Self-assessment: Participants evaluate their trust-building practices.

Note: - Training resources are uploaded to the ENACT Drive Training resources folder

7. Equality, Diversity and Inclusion

Objective

- Understand the concepts of diversity, equality, equity, and inclusion in the workplace.
- Learn practical strategies to promote DEI within institutions.
- Explore the benefits of DEI for organizational success and employee well-being.
- Develop awareness of unconscious bias and how to mitigate its effects.

Target Group

- All interested administrative and non-academic staff

Session Duration

03 hours

Learning Outcomes

By the end of this training, participants will be able to,

- Define diversity, equality, equity, and inclusion, and understand their importance in the workplace.
- Identify and implement strategies to promote DEI effectively.
- Recognize the role of unconscious bias and take steps to minimize its impact.
- Develop and contribute to policies that foster an inclusive and equitable workplace culture.
- Articulate the organizational benefits of adopting DEI practices

Indicative content (outline)

7.1 Introduction to DEI (20 minutes)

Topics covered:

- Definitions of diversity, equality, equity, and inclusion.
- Importance of DEI in the workplace.

Activities:

- Share personal experiences with diversity and inclusion. (Or)
- Brief group discussion: "What does DEI mean to you?"

7.2 Diversity in the Workplace (25 minutes)

Topics covered:

- Recognizing and celebrating differences (age, race, gender, religion, etc.).
- Strategies for fostering diversity through hiring practices and workplace culture.

Activities:

- Group exercise: Identify elements of diversity within a hypothetical organization. (Or)
- Discussion: Challenges in promoting diversity and possible solution

7.3 Equality vs. Equity (30 minutes)

Topics covered:

- Equality: Treating everyone fairly and providing equal opportunities.
- Equity: Providing tailored support based on individual needs.
- Examples of how equality and equity differ in practice.

Activities:

- Case study: Analyze a workplace policy and identify equity considerations.

7.4. Inclusion in the Workplace (25 minutes)

Topics covered:

- Creating a culture where everyone feels valued and included.
- The role of leadership in promoting inclusion.

Activities:

- Brainstorming: Ways to foster a sense of belonging in teams.

7.5 Benefits of DEI (20 minutes)

Topics covered:

- Enhanced organizational success and problem-solving.
- Attracting and retaining talent.
- Mitigating legal and ethical risks.

Activities:

- Small group discussions: Share examples of how DEI improved outcomes in their experience or a known organization.

7.6 Promoting DEI (30 minutes)

Topics covered:

- Addressing unconscious bias and creating inclusive policies.
- Continuous evaluation and improvement of DEI initiatives.

Activities:

- Self-assessment: Identifying personal biases. (OR)
- Develop a DEI action plan for a hypothetical organization.

7. Conclusion and Q&A (20 minutes)

- Recap of key takeaways.
- Open floor for participant questions.
- Feedback survey.

Note: - Training resources are uploaded to the ENACT Drive Training resources folder