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COURSE BROCHURE

Advanced People Management Practice Training Course for Line Managers

26 April – 7 May 2027
Rome

Advanced People Management Practice Training Course for Line Managers

Ref: 359_12577 **Date:** 26 April – 7 May 2027 **Location:** Rome **Fees:** 11100 GBP

People Management Practice for Line Managers is a 2-week training course for department heads, line managers and team leaders who carry everyday people responsibilities without an HR title, and each participant assembles a people management casebook of documented decisions and templates. Staff now judge an employer largely by how their direct manager hires, appraises, supports and corrects them. Jupiter Prime Training runs this course on People Management Practice.

Why People Management Practice Matters Now

Three pressures land on the line manager's desk. Employees expect regular, fair conversations about their performance and wellbeing rather than an annual form. HR functions have moved to advisory models, so managers now run interviews, absence cases and first-stage disciplinary meetings themselves. Internal auditors and dispute bodies look closely at whether decisions were consistent and properly recorded. Organisations whose managers handle these moments well keep good people and resolve problems early; those that do not face disputes, attrition and inconsistent treatment. The course draws on competency-based interviewing, structured onboarding, the SMART objective model and the principles of procedural fairness and natural justice.

Who Gains Most from People Management Practice

- Managers who select new joiners and decide who passes probation
- Department heads who run appraisals and agree pay and promotion recommendations with HR
- Team leaders who monitor attendance and hold return-to-work discussions
- Supervisors who hear first-stage grievances or conduct investigations
- Section leads who plan coaching, cross-training and succession cover within their unit

A leadership group from one division gains most when several members attend together and agree one shared way of applying people policies across their teams.

People Management Practice Capabilities

Participants leave able to handle the people moments of a manager's year with consistency, sound records and the confidence to involve HR at the right point.

- Design competency-based interview guides and scoring sheets — hiring decisions
- Build onboarding and probation checkpoints for new joiners — confirmation of employment
- Apply SMART objectives and evidence-based ratings in appraisals — performance and reward outcomes
- Test absence patterns and hold return-to-work conversations — attendance and wellbeing

- Specify fair investigation, grievance and disciplinary steps — dispute prevention and HR partners
- Communicate development and delegation choices to staff — team capability and succession

Key People Management Practice Terms

- Competency-based interview — a structured interview that asks for past examples of behaviour linked to the role's required competencies.
- Probation review — a formal checkpoint deciding whether a new employee is confirmed, extended or released.
- SMART objective — a goal that is specific, measurable, achievable, relevant and time-bound.
- Return-to-work discussion — a short meeting after absence to support the employee and understand any underlying cause.
- Natural justice — the principle that a person hears the case against them and responds before any decision.
- Performance improvement plan — a documented set of targets, support and review dates for an employee below standard.

People Management Practice Day by Day

Day 1: The Manager's People Role

- Manager and HR Responsibility Split — Who Decides, Who Advises
- People Policy Map — Policies a Line Manager Applies Most
- Employee Expectations of Managers — Fairness, Feedback and Recognition
- Record-Keeping Principles — Notes That Withstand Later Scrutiny
- Personal Baseline Audit — Current People Practices and Gaps

Day 2: Recruitment and Selection

- Role Profile Drafting — Essential Versus Desirable Criteria
- Competency-Based Interview Guide — Behavioural Questions and Probes
- Interview Scoring Sheet — Consistent Ratings Across Panel Members
- Unconscious Bias Checks — Fair Shortlisting and Selection
- Reference and Offer Handling — Final Hiring Decision Steps

Day 3: Onboarding and Probation

- First Ninety Days Onboarding Plan — Early Productivity and Belonging
- Buddy and Induction Checklist — Practical Integration Into the Team
- Probation Objectives — Clear Standards for Confirmation
- Probation Review Meetings — Confirm, Extend or Release Choices
- Early Warning Signs — New Joiner Disengagement and Departure Risk

Day 4: Setting Expectations and Objectives

- SMART Objective Writing — Measurable Goals for Each Role
- Behavioural Standards Agreement — Values Translated Into Daily Conduct
- One-to-One Meeting Rhythm — Regular Check-Ins Between Reviews
- Feedback Models for Managers — Specific, Timely and Balanced Feedback
- Recognition Practices — Non-Financial Acknowledgement of Good Work

Day 5: Appraisal and Performance Conversations

- Evidence Log for Appraisals — Examples Gathered Through the Year
- Rating Calibration Sessions — Consistent Standards Across Teams
- Appraisal Meeting Structure — Two-Way Discussion of Results
- Underperformance Diagnosis — Capability, Motivation or Circumstance
- Performance Improvement Plan — Targets, Support and Review Dates

Day 6: Attendance and Wellbeing

- Absence Pattern Analysis — Frequency, Duration and Trigger Points
- Return-to-Work Discussion — Supportive Questions After Absence
- Long-Term Sickness Case Handling — Occupational Health and Adjustments
- Workload and Stress Indicators — Early Wellbeing Interventions
- Flexible Working Requests — Fair Consideration and Business Need

Day 7: Grievances and Workplace Conflict

- Informal Resolution Conversations — Settling Concerns Early
- Grievance Hearing Procedure — Steps, Companions and Outcomes
- Bullying and Harassment Complaints — Sensitive Initial Handling
- Mediation Between Colleagues — Facilitated Agreement on Behaviour
- Outcome Letters for Grievances — Clear Reasons and Appeal Rights

Day 8: Conduct and Disciplinary Handling

- Misconduct Categories — Minor, Serious and Gross Misconduct
- Investigation Planning — Witnesses, Evidence and Interview Notes
- Disciplinary Hearing Conduct — Natural Justice in Practice
- Sanction Choice and Consistency — Warnings Proportionate to Findings
- Appeals and Case Closure — Final Records and Lessons Learned

Day 9: Team Development

- Skills Matrix for the Team — Capability Gaps and Cross-Training Needs
- Coaching Conversations — The GROW Model for Development
- Delegation Planning — Stretch Assignments Matched to Readiness
- Succession Cover for Key Roles — Ready Deputies in Hospitality and Construction Teams
- Individual Development Plans — Agreed Actions and Learning Routes

Day 10: Practising the People Management Casebook

- Selection Tools Applied — Interview Guide and Scoring Sheet Drafts
- Performance Tools Applied — Appraisal Evidence and Improvement Plan Cases
- Conduct Tools Applied — Investigation and Hearing Role-Plays
- HR Partner Review Panel — Feedback on Fairness and Records
- People Management Casebook — Final Version With Templates and Decisions

Applying People Management Practice After the Course

- Introduce a competency-based interview guide and scoring sheet for the next vacancy in the team and review the panel's ratings with HR afterwards.
- Run return-to-work discussions for every absence over the coming month and use the absence pattern analysis to agree any support or adjustments.

People Management Practice Questions FAQ

What is People Management Practice for line managers and why does it matter now?

People Management Practice is the set of hiring, appraisal, attendance, grievance and disciplinary tasks a line manager handles directly. It matters now because HR has moved to advisory roles and employees judge employers by their manager's fairness.

Which roles gain most from People Management Practice training?

Line managers, department heads and team leaders without an HR title gain most. You benefit if you interview candidates, run appraisals, manage absence or hold difficult conversations about conduct with your staff.

How does People Management Practice differ from a strategic HR management course?

It focuses on the manager's daily people decisions rather than HR strategy. A strategic HR course covers operating models, workforce planning and HR governance; this one builds interview, appraisal, absence and disciplinary skills for line managers.

What do you bring back from People Management Practice training?

You bring back a people management casebook with interview guides, appraisal evidence formats, improvement plan templates and hearing checklists. You also return with practised conversations for performance, absence and conduct cases.

People Management Practice: The Way Forward

The people management casebook is the work product participants take back. Its first use is in the next hiring or appraisal decision, where the manager and HR partner rely on its templates and records. After one review cycle, the casebook is worth revisiting with HR to compare outcomes across teams and tighten consistency in ratings and sanctions.