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COURSE BROCHURE

First-Line Management Competence Portfolio Training Course

15 – 26 November 2027
Munich

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Registered in the United Kingdom and Saudi Arabia

First-Line Management Competence Portfolio Training Course

Ref: 1128_42488 **Date:** 15 – 26 November 2027 **Location:** Munich **Fees:** 9500 GBP

First-Line Management Competence is a 2-week training course for supervisors moving into first-line manager roles who need to plan shifts, lead crews, handle performance and solve operational problems, and who will each compile a Management Competence Portfolio. Organisations depend on this layer to turn targets into daily output while keeping people engaged. The course is offered by Jupiter Prime Training to bridge the step from supervisor to accountable manager.

Why First-Line Management Competence Matters Now

Three pressures shape the first-line role today: leaner structures that remove middle layers and push decisions down to shift level, a workforce that expects regular feedback and fair treatment, and digital dashboards that expose output gaps within hours. Where first-line managers plan capacity well and act early on absence or quality slips, crews stay stable and customers notice. Where they do not, overtime climbs, grievances multiply and senior leaders are pulled into daily firefighting. The course rests on recognised models: the Plan-Do-Check-Act PDCA cycle, Tuckman's stages of group development, the RACI responsibility matrix and SMART objectives.

Who Gains Most from First-Line Management Competence

- Supervisors who now own rotas, capacity and output for a section or shift
- Team leaders newly responsible for absence, conduct and capability conversations
- Coordinators who translate departmental targets into daily task allocation
- Shift leads who handle handovers, escalations and frontline customer issues
- Specialists stepping into a line role who must now manage former peers' output

Operations, logistics, hospitality and facilities functions gain most when several newly appointed first-line managers attend together and leave with a shared language for planning and performance.

First-Line Management Competence Capabilities

Participants move from doing the work well to arranging how a crew does it, and to evidencing that shift in practice.

- Build a weekly capacity and rota plan from demand forecasts — the operations manager's resourcing decisions
- Specify SMART objectives and a RACI matrix for a crew — clarity for each team member
- Apply absence triggers and return-to-work interviews consistently — human resources partners and fairness
- Communicate briefings, toolbox talks and upward reports — senior managers and frontline staff
- Test root causes with 5 Whys and fishbone diagrams — recurring quality and service failures

- Assess crew performance on a visual KPI board — daily priorities and escalations

Key First-Line Management Competence Terms

- Span of control — the number of people who report directly to one manager, shaping how much coaching each person receives.
- RACI matrix — a chart showing who is Responsible, Accountable, Consulted and Informed for each task or decision.
- PDCA cycle — Plan-Do-Check-Act, a repeating loop for testing an improvement on a small scale before adopting it widely.
- Capability procedure — the formal steps used when an employee cannot meet the standard required, distinct from misconduct handling.
- Visual KPI board — a display of a crew's daily measures, used in short stand-up meetings to spot gaps quickly.
- Competence evidence — records such as witness statements, plans and meeting notes that show a manager performing a skill at work.

First-Line Management Competence Day by Day

Day 1: From Supervisor to First-Line Manager

- Role Shift Map from Doing to Arranging — Where Personal Effort Ends
- Span of Control Assessment — Realistic Coaching Load per Manager
- Organisational Chart and Reporting Lines — Escalation Routes Upward
- Personal Competence Self-Assessment — Development Priorities for the Portfolio
- Credibility with Former Peers — Boundaries and Early Signals

Day 2: Planning Work and Capacity

- Demand Forecasting from Historic Volumes — Staffing Levels per Shift
- Rota and Shift Pattern Design — Coverage, Fatigue and Cost
- Gantt Charts for Short Operational Projects — Sequencing and Deadlines
- Contingency Plans for Peak and Absence — Fallback Staffing Options
- Prioritisation Matrix for Competing Requests — What Gets Done First

Day 3: Organising and Delegating Tasks

- RACI Matrix for Crew Responsibilities — Ownership of Recurring Tasks
- Delegation Ladder — Matching Authority to Individual Readiness
- Skills Matrix and Cross-Training Grid — Cover for Critical Roles
- Standard Operating Procedure Checks — Consistency Across Shifts
- Shift Handover Log — Continuity of Open Issues

Day 4: Leading the Crew

- Tuckman's Stages of Group Development — Interventions at Each Stage
- Action-Centred Leadership Model — Balancing Task, Team and Individual
- Motivation Drivers and Recognition — Low-Cost Ways to Sustain Effort
- Inclusive Crew Practices — Fair Allocation of Shifts and Duties
- Remote and Multi-Site Crew Contact — Visibility Without Micromanaging

Day 5: Setting and Tracking Performance

- SMART Objectives for Frontline Roles — Measurable Daily Expectations
- Visual KPI Board and Stand-Up Meetings — Spotting Gaps Within the Shift
- Quality and Productivity Measures — Balancing Speed and Accuracy
- Performance Records and File Notes — Evidence for Later Decisions
- Appraisal Preparation Checklist — Fair Year-End Ratings

Day 6: Managing Attendance, Conduct and Capability

- Absence Trigger Points and Return-to-Work Interviews — Consistent Early Action
- Informal Conduct Conversations — Resolving Issues Before Formal Steps
- Capability Procedure Stages — Support Plans Versus Formal Warnings
- Grievance First Response — Listening, Recording and Escalating
- Reasonable Adjustments and Wellbeing Referrals — Keeping Staff at Work

Day 7: Communicating Up, Down and Across

- Shift Briefings and Toolbox Talks — Clear Messages in Five Minutes
- Upward Reporting Templates — Concise Updates for Senior Managers
- Written Communication for Managers — Emails, Notices and File Notes
- Active Listening and Questioning Techniques — Surfacing Frontline Concerns
- Cross-Department Negotiation — Resolving Resource Clashes with Peers

Day 8: Solving Workplace Problems

- 5 Whys Questioning — Root Causes Behind Repeat Errors
- Fishbone Diagrams — Grouping Causes by People, Process and Equipment
- PDCA Cycle for Small Improvements — Testing Changes Before Rollout
- Decision Criteria Weighting — Choosing Between Practical Options
- Conflict Resolution Styles — Settling Disputes Within the Crew

Day 9: Change, Risk and Customer Focus

- Change Curve for Frontline Staff — Responses to New Procedures
- Workplace Risk Assessment Basics — Hazards Owned by the First-Line Manager
- Customer Complaint Recovery Steps — Restoring Service on the Spot
- Cost Awareness and Waste Spotting — Overtime, Rework and Consumables
- Coaching with the GROW Model — Building Crew Problem Solvers

Day 10: Practising the Management Competence Portfolio

- Rota and Capacity Plan Exercise — Applying Planning Methods from Day 2
- Return-to-Work Interview Role-Play — Applying Attendance Steps from Day 6
- Root Cause Case Study — Applying 5 Whys and Fishbone from Day 8
- Peer-Observed Shift Briefing — Applying Communication Methods from Day 7
- Management Competence Portfolio Assembly — Evidence Ready for the Line Manager

Applying First-Line Management Competence After the Course

- Introduce a visual KPI board with a daily ten-minute stand-up and record the first month's escalations as competence evidence.
- Run a 5 Whys and fishbone session with the crew on one recurring fault and test the agreed fix through one PDCA loop.

First-Line Management Competence Questions FAQ

What is first-line management competence, and why does it matter now?

It is the set of planning, people and problem-solving skills a manager needs to run a crew or shift day to day. It matters now because flatter structures push more decisions to this level and dashboards expose gaps quickly.

Which roles gain most from first-line management competence training?

Newly promoted supervisors, team leaders and shift leads gain most. Anyone who now owns rotas, absence conversations or daily output targets in operations, logistics, hospitality or facilities will use the methods immediately.

How does first-line management competence differ from a senior leadership course?

It concentrates on the shift and the crew rather than strategy or leading other managers. Senior courses address vision and organisational change; this one builds rota planning, attendance handling, briefings and root cause methods.

What do you bring back from first-line management competence training?

You bring back a portfolio with a rota and capacity plan, interview records, a root cause analysis and briefing notes. Your own manager can use it to confirm readiness and agree your next development steps.

First-Line Management Competence: The Way Forward

The Management Competence Portfolio first informs the conversation about which responsibilities a new first-line manager takes on next. Participants and their own line managers use it during probation and development reviews. After its first use, the perspective worth revisiting is the balance between hands-on fixing and arranging the crew so it fixes problems itself.