OBJECTIVES
The course is designed to provide a mix of technical and non-technical skills useful to effectively cope with increasingly complex and sometimes new issues such as ensuring quality care of the animals, compliance with regulations and guidelines, funding and administration, hiring staff and human resources management. Part of the training will be delivered by a human resources training group that will broaden the understanding and experiences of facility managers outside the specific field of laboratory animal science. The course aims at those wishing to move into management positions or to improve their managerial performance. The course will give particular emphasis to interactive case discussions and practical sessions including two workshops.

CONTENTS
A wealth of information will be available both from within and outside the specific field of laboratory animal science including: monitoring of facility operation; project management; supply procurement; tender preparation; budgeting; personnel hiring and training; competence identification and assessment; engagement and motivation; communication strategies; relationship and conflict resolution.

RECIPIENTS
Facility directors, facility managers and supervisors, assistant/associate managers, senior technologists
<table>
<thead>
<tr>
<th>Day</th>
<th>Topic</th>
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| Day 1   | **What you should know about your facility**                         | Mechanical and plumbing systems  
Electrical and lighting functions  
Monitoring and reporting  
Building management systems  
Finishes |
|         | **Project Management**                                               | Definitions and meanings  
Project management for the improvement of leadership skills |
|         | **Facility maintenance**                                             | Maintenance activities  
Facility records and documentation |
|         | **Recruiting**                                                       | Job description  
Candidates selection  
Interview techniques |
|         | **Workshop**                                                        | Interview techniques |
|         | **Security screening**                                               | From the job advert to the hiring  
Screening process to choose the best  
Additional screening |
|         | **Communication strategy**                                           | Effective communication  
The desire for research to be more open  
The risks and opportunities we face in a high tech world |
| Day 2   | **Equipment specifications and selection**                           | Performance based specifications  
Criteria for equipment selection  
Evaluation processes |
|         | **Cost accounting and modeling**                                     | Why do cost accounting?  
Direct and indirect costs  
Cost centers  
Labour utilization and assessments  
Development of per diems |
|         | **Monitoring of facility operations efficiency**                     | Lean procedures  
Case study scenario |
|         | **Emergency preparedness**                                           | Types of emergencies  
Developing a response plan |
|         | **Training**                                                        | Initial training  
Continuous training  
Progress monitoring |
|         | **Competence identification assessment and duty assignment**         | Identification of skills matching to task requirements  
Task variation  
Workload assessment |
|         | **Engagement and motivation**                                        | Maslow’s and Herzberg’s theories  
Feedback to motivate  
Awareness development  
Rewarding strategies |
| Day 3   | **Streamlining internal communication**                              | Communication principles  
What, when and how  
Overcoming communication barriers |
|         | **Conflict management**                                              | Assertiveness  
Win-win approaches  
Practical examples |
|         | **Team building**                                                    | Team working |
|         | **Workshop**                                                        | Team working |