January
Now is here --
A fine new start
For a whole new year.
The snow comes down
In the dark of night.
When we awake
The world is white.
In January
When there's snow,
We get our sleds
And away we go.

Unknown
Year end. These two words might conjure up celebrations, resolutions, and new beginnings. That is, if you think of a calendar year end. What if you work in the Department of Finance or many other areas in the Government of Newfoundland and Labrador (GNL)? Year end brings to mind the end of fiscal year 2011-12; budgets to be reconciled; new budgets to approve.

Departments have just completed the next budget cycle, putting forth requests for operational funding for the next fiscal year which begins April 1, 2012. Each department is required to submit a Departmental Learning Plan Submission during the budget process for consideration of all departmental learning and development requirements. The submissions are reviewed and priority learning is identified.

Technical Learning
Technical training requirements, which is training connected to specific jobs or legislative training such as Occupational Health & Safety, are identified for each Department and budgets are established and managed by a Manager of Organizational Development for each Sector.

Corporate Learning
Corporate training requirements (applicable training for all employees across GNL) are identified through the learning plan or course registration process with the Centre for Learning and Development (CLD). Each sector has a Manager of Corporate Organizational Development who reviews learning requests and makes appropriate recommendations.

Learning and Development needs start with you – GNL employees. As you plan your work in consultation with your manager and relate your work to organizational goals and objectives, your individual learning requirements will quickly become evident. You can then turn to your Organizational Development (OD) team for guidance. This team includes:

- You
- Your Manager
- Your Strategic Human Resource Management Unit (SHRM)
- Your Manager of Organizational Development
- Your Manager of Corporate Organizational Development

Consider continuous learning as a means of keeping pace with the latest methodologies and technologies. Identifying skill gaps and ensuring that you have the tools required to complete your work is essential to both your personal success and the organization’s success.

Become active in your own learning and development. Consult with your OD team and grab opportunities for personal and professional growth. Best of luck with your endeavours in both the New Calendar Year of 2012 and the fast approaching New Fiscal Year 2012-13!
Justice
SHRM Director, Wanda Penney
wandapenney@gov.nl.ca
Mgr of OD, Kim Noftall
kimnoftall@gov.nl.ca
Mgr of Corporate OD, David Brown
davidbrown@gov.nl.ca

Transportation and Works
SHRM Director, John Hicks (A)
hicksj@gov.nl.ca
Mgr of OD, Shauna Reid
shaunnareid@gov.nl.ca
Mgr of Corporate OD, Dean Cutler
decicutler@gov.nl.ca

Social Sector
SHRM Director, Barbara Brenton
barbarabrenton@gov.nl.ca
Mgr of OD, Karen McNiven
karenmcniven@gov.nl.ca
Mgr of Corporate OD, Contact the Centre
for Learning and Development

Resource Sector
SHRM Director, Sandra Wills
sandrawills@gov.nl.ca
Mgr of OD, Tom Molloy
tommolloy@gov.nl.ca
Mgr of Corporate OD, Carole Spicer
carolespicer@gov.nl.ca

Executive Council
SHRM Director, Susan Rumsey
susanrumsey@gov.nl.ca
Mgr of OD, Deanne Howe
deannehowe@gov.nl.ca
Mgr of Corporate OD, Kim MacPherson
kimmacpherson@gov.nl.ca

Child Youth & Family Services
SHRM Director, Stephanie Mandville
stephaniemandville@gov.nl.ca
Mgr of OD, Vacant
Mgr of Corporate OD, Contact the Centre
for Learning and Development
Public Sector Leadership and Management Development Certificate Program

In August 2011, the Centre for Learning and Development (CLD) accepted applications from employees interested in participating in the Public Sector Leadership and Management Development Program (PSLMDP) held at Memorial University’s Gardiner Centre in St. John’s.

The CLD has approved 25 applications this year representing 13 Departments and Agencies. Currently, there are 48 individuals participating in the program.

The Public Sector Leadership and Management Development Program was established in 2001 as a joint initiative with Memorial University, the Federal Public Service and the CLD. It consists of 10 modules, including an entry requirement module, Leadership and Learning: A Discovery Approach. The program is targeted to employees seeking leadership development and those linked to achieving the strategic goals of departments, including succession planning initiatives. Applicants must have departmental support including approval from their Deputy Minister.

For more information, contact Carole Spicer, Manager of Corporate Organizational Development, at 709-637-6501 or carolespicer@gov.nl.ca.

Going Green Initiative

The Centre for Learning and Development (CLD) continues to support waste reduction initiatives. With a little encouragement, our learning participants have certainly supported our green challenge! In the first year of the initiative, we witnessed 280 green actions taken in the classroom to help reduce waste. Actions included reusing name tags and flip chart paper, bringing reusable water bottles, mugs, and lunch containers. With your help we can make a difference.

The diagram below represents the number of specific green actions (out of 259 green actions in total) performed to date in 2011:

1. Reused Name Card (61)
2. Reusable Mug/Water Bottle (87)
3. Reused Materials (88)
4. Reuseable Lunch Containers (10)
5. Green Suggestions (13)

All green participants are entered into a quarterly draw. Our recent winners were:

- Peggy Penney, Administrative Officer, Advanced Education and Skills, Happy Valley-Goose Bay, Reused name card
- Susanne Dawe, Labour Market Development Officer, Advanced Education and Skills, Corner Brook, Reused name card
- Dave Dillon, Career Development Specialist, Advanced Education and Skills, Gander, Reused file folders/flip chart paper
- Glennis Noftall, Clerk Typist III, Transportation and Works, Grand Falls-Windsor, Reused flip chart paper
- Doreen Marshall, Legal Secretary, Justice, St. John’s, Reusable water bottle/mug

Thank you for your support and please continue to rise to the challenge!
Office of the Chief Information Officer (OCIO)

Provides E-mail management policies, standards and guidelines, such as:
- Using E-mail Effectively
- OCIO TRIM Context™ E-mail Integration - Quick Reference Guide
- Top 10 E-Mail Tips
- E-Mailing and Using Webmail
- Phishing – How to avoid fraudulent E-mails

For more information, visit the OCIO website at www.ocio.gov.nl.ca/ocio/email/index.html

Employee Orientation Program – Guidelines for Effective New Employee Orientation

Provides government employees with essential information about working with the public service, including:
- Goals of Orientation
- Specific Roles and Responsibilities
- Orientation Checklist
- Employee Handbook
- Manager’s Guide

For more information, visit the Public Service Secretariat’s website at www.exec.gov.nl.ca/exec/pss/onboarding/

Multi-Materials Stewardship Board (MMSB)

The MMSB website provides a wealth of useful information and resources on waste diversion and recycling programs, including:
- Beverage Container Recycling program
- Household Hazardous Waste program
- Public Education, including Green Reports, Business Programs, Fun Facts, etc.
- ‘Get to Half’ tips to help reduce waste at home, work, and school

For more information, visit the MMSB website at www.mmsb.nl.ca

Mind Tools – Essential Skills for an Excellent Career

Provides useful articles, tools, and resources on various career and leadership development topics, such as:
- Leadership Skills
- Team Management
- Problem Solving
- Stress Management
- Career Skills, etc.

For more information, visit the Mind Tool’s website at www.mindtools.com
What is the HRMS?

The Government of Newfoundland and Labrador has started work on a new Human Resource Management System (HRMS). This is a computerized information system that gathers, manages, and reports on human resource management, payroll and benefits information.

The HRMS, using technology known as ‘Peoplesoft’, will improve employee services, planning capabilities, and system stability and will have a positive impact for both employees and the organization.

The HRMS will be built and implemented over multiple years in three major phases. Phase 1 is scheduled to roll-out during the fall 2012 and be completed by 2013. It will replace the payroll, benefits, leave management and scheduling systems for the Public Service. It will also replace the Teachers Payroll System and combine it with the public service payroll, enabling better collection and reporting of information through a single system.

Why are we building a new system?

The existing systems have become difficult to maintain because of the length of time they have been in service. The benefits of implementing the HRMS include:

- More detailed and timely information for future planning and decision-making
- A level of stability that current systems can’t guarantee because they are older and require a lot of maintenance
- Centrally located information, resulting in improvements to various types of reporting
- Enhanced employee self-services such as online access to current and previous pay stubs
- A solid foundation for future enhancements to compensation, benefits, and human resource functions
How does it affect me?

For most employees who are not supporting or interacting with the HRMS, there will be very little change in the early phases of the system’s introduction. As the system matures, extra functionality will be added such as employee self-service and the ability to receive online pay stubs.

The most immediate benefits will be for those employees who support and interact directly with the system. In the areas of compensation, benefits and human resource management, there is a lot of manual processing required to get to a finished product. The HRMS project team is designing the new system to provide:

- As many automated processes as possible
- A single system for human resource management, payroll, benefits, and leave
- Smoother business processes across many areas of government operations

How do I get ready for the HRMS?

If you are an employee who supports and interacts directly with the system, a training strategy has been developed for specific training plans for each implementation phase. The goal of the HRMS training strategy is to deliver a training program that will give employees the skills and knowledge they will need to do their jobs using the new system. More about the timing and requirements for training will be provided as the project progresses.

The training rollout for Phase 1 is expected to begin in the summer of 2012.

Future phases of HRMS

Phase 2 will replace the pensioner’s payroll system and integrate, or ‘plug-in’, pensioner’s payroll into the new HRMS system to centralize teacher’s, public service and pensioners payroll. Phase 3 will deliver advanced system functionality in the areas of organizational development, human resource planning, occupational health and safety, and recruitment.

The Bottom Line

The HRMS will renew our workplace by providing the Government of Newfoundland and Labrador with a stable system that will help to modernize our work environment. It is being built using state-of-the-art technology that will improve the reliability of government’s payroll, benefits, and HR management systems. The HRMS project will allow the delivery of higher quality services now and has the capability to offer many advanced functions to improve government operations and benefit employees in the future.

Who is involved in the HRMS Project?

The HRMS Project Team is made up of dedicated resources representing all functional, technical and business areas that are involved in Phase 1 of the HRMS project, including subject matter experts, analysts, and leaders in various fields such as Teachers Payroll, Human Resource Management, Finance, and Public Service Payroll and Benefits. Additionally, Deloitte Inc. has been selected as the consultant to work on the project team.

Sponsors for this project include the Public Service Secretariat, the Office of the Chief Information Officer, the Department of Finance, and the Department of Education.

How do I get more information on the HRMS Project?

Do you have a question about the HRMS project? If so, contact the project team at HRMSproject@gov.nl.ca. We want to hear from you!
A new year has come again, a time for making New Year’s resolutions and promises for the year ahead. One of the biggest challenges a person can face, however, is finding the motivation to set goals and do what is necessary to reach them. Many of us have been there before – stuck in a situation where we can’t find the motivation to accomplish what we want. The answer to this challenge is self-motivation. When we feel motivated, we often have a clear purpose and a plan for what we want to accomplish. Below are 6 tips to help you build your self-motivation and reach your goals.

Focus on You

When you don’t have a clear focus of what is important to you, it’s hard to feel motivated in your day-to-day activities. Self-discovery, therefore, is a great way to get motivated. The more you know about yourself, your interests, skills, and abilities, the more you can be prepared to set and reach new goals that have meaning for you.

Try to create a focus by identifying things that are important to you and reflect on who you are as a person. What really matters to you at home, work, or in some other area of your life? Self-motivation involves knowing what is important to you and focusing most of your time and energy on those things.

Ask ‘What Do I Want?’

So, what is it you want in your life? Once you give some thought to this question, you can then set specific goals to make what you want a reality! This ensures that no matter what your goals are, you have your sights set on achieving them. Since goals are things that you want, but haven’t yet accomplished, you also need a plan to track and measure your progress. Remember to review your goals on a regular basis and track your progress as you accomplish each goal. This will help build your self-motivation. When one goal is achieved, mark it off and work towards the next one.

Take Action!

This tip is simple but often overlooked – Take Action! To start building the enthusiasm, energy and self-motivation needed to get things done, just act and get the ‘ball rolling.’ You will be surprised how even the smallest, seemingly insignificant activities can trigger motivation. For example, if your goal is to become more physically fit, visiting a gym website and learning about memberships and fitness plans can help build the motivation necessary to work towards your ultimate goal – getting fit. Any action at all, no matter how small, is a start towards the end goal. The key point is that to start making progress, you have to start somewhere!
Think ‘I Can!’

Positive thinking is essential to staying motivated. When things are going great, positive thinking keeps us moving toward our goals. When things aren’t going so great, positive thinking can give us the strength to overcome obstacles and see other opportunities. Keep all your goals in mind and remind yourself of all the positive outcomes awaiting you when you reach your goals. Write these down somewhere and refer to them anytime you need motivation. A fresh reminder of why you started your goal in the first place can invigorate the ‘I can’ attitude you need to keep going!

‘Pat Your Own Back’

A great way to stay motivated is to reward yourself and take credit for achieving a goal. No matter how small you think the goal is, you deserve credit for having stuck to your plan and reaching your goal. Each small accomplishment is one more step toward the ‘bigger picture’. This can add a bit of fun and excitement when working toward your goals. Know that at the end of each goal awaits a reward. The biggest reward, however, is the opportunity to tackle the next goal on your list!

Use a ‘Buddy System’ for Support

Find someone who can coach and mentor you in reaching your goals. Friends, family or co-workers can be a great source of motivation. It helps to have a person to remind you of what you need to do to reach your goals and give you encouragement on a regular basis. Don’t forget the Internet too. Social networking sites like Facebook or online chat forums are also great ways to connect with others with similar interests and aspirations as you. So, tell others what your goals are and ask for their support. In turn, offer your support to them when they need it and build a mutually supportive relationship together.

For more information on self-motivation and goal-setting, the Mind Tools website (www.mindtools.com) has a number of articles, tools and resources to help you. Visit the ‘Time Management’ section of the Mind Tools website or use the following links to learn more!

Self-Motivation articles:

How Self-Motivated are You? The Self Motivation Quiz.
www.mindtools.com/pages/article/newLDR_57.htm#np

Are You a Procrastinator? Self Test.

Overcoming Procrastination: Manage Your Time, Get it All Done.
www.mindtools.com/pages/article/newHTE_96.htm

Goal-Setting articles:

Personal Goal Setting: Planning to Live Your Life Your Way.
www.mindtools.com/page6.html

www.mindtools.com/pages/article/newHTE_90.htm
Learning and Development – It’s up to you!

Individuals must take personal ownership of their own learning and development. Through self-reflection, and the support of your manager or supervisor, you can identify your areas of strength, and prioritize the areas you wish to further develop. This approach will assist you in identifying and prioritizing your learning needs as well as supporting the requirements of your department and the organization.

Identified individual learning may be supported through your department’s learning plans, the Strategic Human Resource Management Unit for your department or through the Centre for Learning and Development (CLD).

The CLD has developed competency models for specific occupational groups within Government. They are: Executive Learning and Development, Administration Support Professionals and Information Management Professionals. Competency models are currently being developed for Human Resource, Financial and Policy Professionals. Each model identifies core competencies relevant to the role. The CLD, in turn, provides support for learning and development. By recognizing the key behaviours of these occupational groups, individual professional development opportunities are more clearly identified.

For further information on the competency models, please contact David Brown, Manager of Corporate Organizational Development, 729-4251, or visit our website: www.exec.gov.nl.ca/exec/pss/learning_and_development/

Blended Learning Approach
The Principles and Qualities of Genuine Leadership

Everyone in the organization needs a sound knowledge of leadership best practices and support in tailoring those practices to their own situations. This interactive workshop outlines universal leadership principles and qualities that support employees at all levels of the organization in meeting their goals.

**You will be able to:**
- Identify leadership qualities that contribute to organizational and personal success
- Discuss principles that help leaders to develop effective working relationships
- Apply leadership principles and qualities to your own, individual situations

**Prerequisite:**
None

**For more information:**
Contact Carole Spicer, Manager of Corporate Organizational Development, at 637-6501 or carolespicer@gov.nl.ca.

Pre-Retirement Planning

The Centre for Learning and Development, in partnership with the Department of Finance, offers Pre-Retirement Planning sessions to provide public service employees with the necessary information to develop an action plan for retirement.

**Topics covered:**
- Public Service Pension Plan
- Canada Pension Plan
- Employment Insurance
- Income Tax
- Group Insurance Plan
- Transitioning to Retirement

**For more information:**
Contact Anthony Allen, Training Officer, at 729-2954 or anthonyallen@gov.nl.ca.

Personal Strategies for Navigating Change

Organizational change can be disorienting and often overwhelming. Adapting to new circumstances and demands can be challenging. This workshop provides strategies for navigating change that can help employees deal with new challenges, develop new attitudes and adopt new ways of thinking and working.

**You will be able to:**
- Challenge the way you react to change
- Deal with your responses to change
- Find ways to involve yourself and others in making change successful

Problem-Solving Results: Solutions, Improvements and Innovations

This interactive workshop provides employees with a basic problem-solving model and hands-on practice to help them apply the skills, strategies, and tools required to find appropriate solutions to problems and opportunities.

**You will be able to:**
- Describe the steps in the problem-solving process
- Apply the problem-solving process to scenarios and individual work situations
- Define problems and opportunities in terms of gaps between current situations and expectations
- Demonstrate the steps for gaining group consensus around decision making

**Prerequisite:**
The Principles and Qualities of Genuine Leadership

**For more information:**
Contact Kim MacPherson, Manager of Corporate Organizational Development, at 729-2701 or kimmacpherson@gov.nl.ca.

Looking for CLD workshop dates and locations?

Check out the Centre for Learning and Development website and view our ‘workshop posters’ (available in PDF format) for specific dates and locations of learning opportunities. Visit [www.exec.gov.nl.ca/exec/pss/learning_and_development/](http://www.exec.gov.nl.ca/exec/pss/learning_and_development/)
### Working Through Emotions and Conflict

This workshop focuses on the approaches employees can use to address workplace conflict, and strategies to manage emotional responses resulting from conflict.

**You will be able to:**
- Identify the impact that conflict has on the workplace
- Demonstrate knowledge of the strategies used to manage emotional responses in the workplace
- Effectively demonstrate conflict resolution techniques

**Prerequisite:**
The Principles and Qualities of Genuine Leadership

**For more information:**
Contact Carole Spicer, Manager of Corporate Organizational Development, at 637-6501 or carolespicer@gov.nl.ca.

### Workload Management

An employees’ ability to identify and manage priorities depends largely on his/her ability to communicate with others. They need to be able to clarify tasks, deal with interruptions, ask for help, and delegate or hand off tasks. In this workshop, employees learn interpersonal techniques to make their work flow more smoothly and productively.

**You will be able to:**
- Deal with the unexpected
- Handle competing priorities
- Build stronger work relationships
- Reduce personal stress and seek help when you need it

**Prerequisite:**
The Principles and Qualities of Genuine Leadership

**For more information:**
Contact Carole Spicer, Manager of Corporate Organizational Development, at 637-6501 or carolespicer@gov.nl.ca.

### Work Skills

This two day workshop provides administrative support professionals with the skills required to support departmental mandates. Topics include basic principles and guidelines, as well as brief overviews in the areas of conflict, change, communications, and balancing multiple priorities.

**You will be able to:**
- Practice techniques for seeking and delivering information confidently
- Recognize and apply a variety of approaches used to respond positively to change
- Identify and practice methods to diffuse emotionally charged situations

**Prerequisite:**
The Principles and Qualities of Genuine Leadership

**For more information:**
Contact Diane Blackmore, Training Officer, at 729-1864 or dianeblackmore@gov.nl.ca.

### Accelerating Team Productivity

Leaders are challenged with developing enhanced teamwork while meeting the demands of decreasing timelines. This workshop is designed to help leaders motivate teams so that they are able to achieve key results.

**You will be able to:**
- Describe the value of individual and team pride and how each is demonstrated
- Identify and apply techniques for building adaptable teams
- Demonstrate a strategy for addressing conflicts within a team
- Outline an approach needed to secure resources for a team

**Prerequisite:**
The Principles and Qualities of Genuine Leadership

**For more information:**
Contact Dean Cutler, Manager of Corporate Organizational Development, at 729-4131 or deancutler@gov.nl.ca.
**Group Facilitation Skills**

This workshop provides participants with the basic knowledge, skills and techniques required to facilitate groups through a process. An effective facilitator makes it easier for a group to develop plans, make decisions, redefine goals, and meet its own objectives.

**You will be able to:**
- Identify items that need clarification prior to undertaking a facilitation process
- Design and structure an effective facilitated session
- Demonstrate process facilitation skills and techniques
- Identify challenging individual or group behaviours, and develop strategies to overcome them
- Use techniques to encourage balanced participation from all members of the group

**For more information:**
Contact Kim MacPherson, Manager of Corporate Organizational Development, at 729-2701 or kimmacpherson@gov.nl.ca.

**Project Management Essentials**

Whether large or small, managing projects effectively is crucial to the organization. This workshop is designed to assist employees in developing essential project management skills in order to improve project success.

**You will be able to:**
- Demonstrate an understanding of basic project management concepts
- Identify the phases of managing a project
- Utilize tips and techniques to manage a project effectively

**For more information:**
Contact Carole Spicer, Manager of Corporate Organizational Development, at 637-6501 or carolespicer@gov.nl.ca.

**Onboarding**

Onboarding sessions provide new employees with useful information they need when starting work with the public service, such as knowledge of Government policies, salary and benefits, standards of conduct, and learning and development opportunities.

**You will be able to:**
- Learn about building a career in the public service
- Identify the values of the Core Public Service
- Understand and describe how Government works
- Effectively navigate the organization

**For more information:**
Contact Anthony Allen, Training Officer, at 729-2954 or anthonyallen@gov.nl.ca.

**Connecting With Others: Listening and Speaking**

This workshop focuses on the skills necessary to listen effectively and to communicate clearly and concisely with others.

**You will be able to:**
- Demonstrate knowledge of the methods used to effectively communicate a message
- Encourage others to share their ideas, opinions and concerns
- Demonstrate appropriate listening techniques, including ways to deal with listening distractions

**Prerequisite:**
The Principles and Qualities of Genuine Leadership

**For more information:**
Contact David Brown, Manager of Corporate Organizational Development, at 729-4251 or davidbrown@gov.nl.ca.
Expressing Yourself: Presenting Your Thoughts and Ideas

Sharing knowledge, thoughts and ideas is essential to an organization’s continuous learning. This workshop will help increase an employee’s confidence and skill in presenting his/her thoughts and ideas.

You will be able to:
• Understand the needs of those listening to your message
• Present your ideas clearly and in ways your listeners can understand
• Deliver an effective message to ensure the best possible results

Prerequisite:
The Principles and Qualities of Genuine Leadership

For more information:
Contact David Brown, Manager of Corporate Organizational Development, at 729-4251 or davidbrown@gov.nl.ca

French Language Training

The Office of French Services offers French language training to Government employees in order to facilitate the delivery of services in French. The program is comprised of various levels from beginner to advanced.

A training officer will evaluate new applicants to determine the level in which they will be placed. Classes are available in the daytime or evening. Supplementary educational materials in French are available to participants in the on-site resource room.

For more information:
Contact the Office of French Services at 729-0311 or frenchservices@gov.nl.ca. Application forms are available on the French Services website: www.exec.gov.nl.ca/frenchservices/english/french_lang_training.html

Writing Briefing Notes

This module provides employees with the purpose of and essential information needed for the preparation, circulation and security of Briefing Notes in the approved formats for the Government of Newfoundland and Labrador.

You will be able to:
• Demonstrate knowledge of the purpose of Briefing Notes
• Distinguish between the types of Briefing Notes and their use
• Demonstrate knowledge of the process for drafting, circulation and security of Briefing Notes

Note:
This module is open to those managers who manage people, finances and information and those who are required to prepare or contribute to Briefing Notes.

For more information:
Contact the Centre for Learning and Development.

The Manager’s Role in Onboarding

This half day session introduces managers to their role in Onboarding. Managers will explore their role in welcoming and orienting new staff to the organization.

You will be able to:
• Identify the value of Onboarding new employees
• Describe the difference between Onboarding and orientation
• Recognize the approach to human resource management in government
• Identify the roles and responsibilities of the employee, manager, department, Strategic Human Resource Management Unit and other partners
• Review the Onboarding timeline and checklist for new employees

For more information:
Contact Anthony Allen, Training Officer, at 729-2954 or anthonyallen@gov.nl.ca.
Maximizing Your Supervisory Potential

New and experienced supervisors are often challenged in balancing the many elements of their work responsibilities. This workshop focuses on techniques for supervisory success, including strategies used to effectively delegate work among team members.

You will be able to:
• Identify and apply three hallmarks of supervisory success in order to adapt to new responsibilities
• Assess your ability to supervise the work of others
• Identify and apply the planning, interpersonal, and follow-up skills critical for successful delegation

Prerequisite:
The Principles and Qualities of Genuine Leadership

For more information:
Contact Dean Cutler, Manager of Corporate Organizational Development, at 729-4131 or deancutler@gov.nl.ca.

Manager’s Role in Employee Relations

This module will provide managers with a proactive approach to the management of employees throughout the employment cycle, including methods to support performance. The Collective Agreement(s) will serve as a reference guide to enhance participants’ knowledge of managing in a union environment and the subsequent processes for progressive discipline, investigations and grievances.

You will be able to:
• Demonstrate knowledge of the manager’s role at each stage of the employment cycle
• Demonstrate knowledge of the methods used to support performance
• Identify the steps of the Progressive Discipline Process
• Identify the steps in the investigation process, including when to initiate and who’s involved

Note: This module is open to those managers who manage people, finances and information; those who are required to provide input into the Cabinet Decision-Making Process; or those who draft Cabinet Submissions.

For more information:
Contact the Centre for Learning and Development.

Cabinet Decision-Making Process

This module will provide participants with an overview of the roles and responsibilities of those involved in the Cabinet Decision-Making Process. It will also outline the Cabinet Submission process which is essential to increasing the understanding and efficiency of the decision-making process in Government.

You will be able to:
• Recognize the roles of Cabinet, Cabinet Committees, Cabinet Secretariat, and Government Departments in the decision-making process
• Demonstrate knowledge of the fundamental principles of the Cabinet Decision-Making Process, including Cabinet confidentiality and security of Cabinet documentation
• Demonstrate knowledge of the Cabinet Submission Process

Note: This module is open to those managers who manage people, finances and information; those who are required to provide input into the Cabinet Decision-Making Process; or those who draft Cabinet Submissions.

For more information:
Contact the Centre for Learning and Development.
Strategic Staffing in the Public Service

Offered by the Strategic Staffing Division, Public Service Commission, this module will focus on the participant’s role in strategic recruitment and staffing approaches essential to ensure continuance of public service excellence. It will outline merit-based principles essential to effective resolution for staffing and recruitment challenges while satisfying departmental strategic, operational and workforce plans.

You will be able to:
• Recognize the benefits and impacts of recruiting and staffing strategically
• Identify the value of assessing your recruitment and staffing needs
• Determine your role in the recruitment and staffing process

Note: Priority will be given to those managers who are responsible for staffing and recruitment within their Division or Department.

For more information:
Contact the Centre for Learning and Development.

Employee Assistance Program

This module will provide participants with an overview of the Employee Assistance Program (EAP).

You will be able to:
• State the range of services covered by the EAP
• Recognize when a supervisor-initiated referral to EAP is required

Note: This module is open to those managers who manage people, finances and information, and also to Shop Stewards.

For more information:
Contact the Centre for Learning and Development.

Consultant Guidelines

This e-learning module provides an overview of the ‘Guidelines Covering the Hiring of External Consultants’.

You will be able to:
• Identify the types of proposal calls that can be issued
• Recognize the provisions to suspend a proposal call
• Identify the issues to be addressed in developing a Request for Proposal (RFP)
• Demonstrate knowledge of the evaluation and selection process for hiring consultants

Note: This e-learning module is open to those managers who manage people, finances and information.

How do I access this learning?
If you are a registrant of the Resource Management Package (RMP) you should have been contacted with the information you need to access this e-learning module. If you are new to the RMP, you will be contacted with the access information you need.

For more information:
Contact Peter Ivany, Senior Manager, at 729-4210 or pivany@gov.nl.ca.

Job Evaluation System - The Process

This module provides participants with an overview of both the Management and Bargaining Unit Position Classification Processes.

You will be able to:
• Identify the types of Job Evaluation Systems
• Distinguish between the Management and Bargaining Unit Classification and appeal processes

Note: This module is open to those managers who manage people, finances and information.

For more information:
Contact the Centre for Learning and Development.
Harassment and Discrimination-Free Workplace: A Manager’s Role

This workshop provides an overview of the Harassment and Discrimination-Free Workplace policy and outlines the manager’s role in the prevention and early intervention of workplace harassment and discrimination.

You will be able to:
- Identify harassing and discrimination behaviours
- Demonstrate knowledge of the manager’s role in the prevention and early intervention of harassment and discrimination
- Describe the approaches needed when addressing harassment or discrimination in the workplace

Note: This workshop is open to registrants of the Resource Management Package.

For more information:
Contact Peter Ivany, Senior Manager, at 729-4210 or pivany@gov.nl.ca.

Succession Planning and Management Guidelines

This e-learning module provides an overview of succession planning strategies that are an integral part of the human resource planning process.

You will be able to:
- Demonstrate knowledge of the Succession Planning and Management Guidelines
- Identify the key indicators used to determine critical positions
- Demonstrate knowledge of the Succession Planning process

Note: This e-learning module is open to those managers who manage people, finances and information.

How do I access this learning?
If you are a registrant of the Resource Management Package (RMP), you should have been contacted with the information you need to access this e-learning module. If you are new to the RMP, you will be contacted with the access information you need.

For more information:
Contact Peter Ivany, Senior Manager, at 729-4210 or pivany@gov.nl.ca.

Information Management: A Guide for Managers and Directors

This e-learning course provides managers and directors with an overview of their role in Information Management (IM) within their program areas.

You will be able to:
- Demonstrate knowledge of the basic Information Management principles
- Identify the basic legislative and operational requirements for Information Management
- Demonstrate knowledge of the manager’s/director’s role in ensuring that information is managed and protected

Note: This e-learning course is open to registrants of the Resource Management Package.

How do I access this learning?
If you are a registrant of the Resource Management Package (RMP), you should have been contacted with the information you need to access this e-learning module. If you are new to the RMP, you will be contacted with the access information you need.

For more information:
Contact Peter Ivany, Senior Manager, at 729-4210 or pivany@gov.nl.ca.
National Quality Institute (NQI)

www.nqi.ca

National Quality Institute (NQI) is committed to advancing organizational excellence across Canada. As Canada’s national authority on healthy workplace practices, NQI has created a uniquely Canadian model, providing measurable standards for all Canadian organizations.

You will be able to:
• Access the member’s only site with your gov.nl.ca email
• Use the Member Resource Centre which includes NQI Best Practices
• Create a profile and receive the NQI newsletter via email

For more information:
Contact Kim MacPherson, Manager of Corporate Organizational Development, at 729-2701 or kimmacpherson@gov.nl.ca.

Canadian Evaluation Society (CES) Library

www.evaluationcanada.ca

CES is a Canada-wide, non-profit association dedicated to the advancement of evaluation theory and practice. It promotes leadership, knowledge, education, professional development and advocacy in the field of evaluation. Articles in the CES library are accessible to you as a Government of Newfoundland and Labrador employee.

You will be able to:
• Access online articles from the Canadian Journal of Program Evaluation, including archived articles

Employees can access articles by visiting the Journal section of the website, choosing the volume and issue, and then choosing the article. It will then download as a PDF document.

For more information:
Contact Kim MacPherson, Manager of Corporate Organizational Development, at 729-2701 or kimmacpherson@gov.nl.ca.
OHS CANADA Magazine - Digital Edition

www.ohscanada.com

OHS CANADA is the leading Canadian occupational health and safety magazine. It is designed to keep workers, managers and safety professionals informed on major issues, up to date on new developments and in touch with current thinking in the OHS community. The magazine includes case studies and profiles of innovative and successful programs, addressing topics such as: accident prevention, ergonomics, health and safety law, compensation, occupational hygiene, health, safety purchasing and training.

You will be able to:
- Register at: www.ohscanada.com/controlled/Default.aspx
- Receive PDFs of the Digital Editions of OHS CANADA magazine
- Access occupational health and safety articles and resources from your desktop
- Receive weekly email alerts on occupational health and safety issues

For more information:
Contact Kim MacPherson, Manager of Corporate Organizational Development, at 729-2701 or kimmacpherson@gov.nl.ca.

Microsoft Excel 2003 - Level I

This course gives employees the skills to create, edit, format, and print basic worksheets and workbooks in Microsoft Office Excel 2003.

You will be able to:
- Create a basic worksheet by entering text and values
- Work with cells and cell data by using a variety of moving and copying techniques
- Perform calculations on data by using formulas, including functions
- Change the appearance of worksheet data by using a variety of formatting techniques

Prerequisite:
Participants should understand the basics of Microsoft Windows and know how to use a mouse and keyboard.

For more information:
Contact Diane Blackmore, Training Officer, at 729-1864 or dianeblackmore@gov.nl.ca.

Microsoft Excel 2003 - Level II

This course will help employees expand upon the skills they learned in the Excel 2003 Level 1. Participants will use Microsoft Excel 2003 to streamline and enhance their spreadsheets with templates, charts, graphics and formulas.

You will be able to:
- Create and apply templates to worksheets
- Perform calculations with advanced formulas
- Work with graphic objects
- Sort and filter data

Prerequisite:
Microsoft Excel 2003: Level 1 or Microsoft Excel 2002: Level 1

For more information:
Contact Diane Blackmore, Training Officer, at 729-1864 or dianeblackmore@gov.nl.ca.

Microsoft e-Learning Library

Government of Newfoundland and Labrador employees are eligible to access e-learning courses through Microsoft.com.

You will be able to:
- Access self-paced courses available through any Internet connection
- Choose from courses on Microsoft Word, Outlook, Excel, PowerPoint and more
- Start, stop and continue each course at your convenience

For more information:
Contact Diane Blackmore, Training Officer, at 729-1864 or dianeblackmore@gov.nl.ca.
Microsoft PowerPoint 2003 - Level I

This course will allow employees to create presentation slides that combine text, clip art, drawings, tables, charts and graphs. Participants will learn how to create modify and run a basic PowerPoint presentation.

You will be able to:
• Format text slides
• Add tables to a presentation
• Chart data in a presentation
• Modify objects on slides
• Add images to a presentation

Prerequisite:
Participants should understand the basics of Microsoft Windows and know how to use a mouse and keyboard.

For more information:
Contact Diane Blackmore, Training Officer, at 729-1864 or dianeblackmore@gov.nl.ca.

Microsoft PowerPoint 2003 - Level II

This course will allow employees to go beyond the basics of creating slide show presentations in PowerPoint. Participants will use features that draw, animate and format presentations to achieve professional-quality content.

You will be able to:
• Create a design template
• Create organization charts and diagrams
• Add special effects to a presentation slide
• Use functionality that will enable you to deliver live, self-service, and online presentations

Prerequisite:
Microsoft PowerPoint 2003: Level 1 or Microsoft PowerPoint 2002: Level 1

For more information:
Contact Diane Blackmore, Training Officer, at 729-1864 or dianeblackmore@gov.nl.ca.
Microsoft Word 2003 - Level I
This course will give employees the basic concepts required to produce common business documents through hands-on practical exercises.

You will be able to:
- Create a basic document
- Edit documents by locating and modifying text
- Format text and paragraphs
- Use Word tools to make your document more accurate
- Add tables and graphic elements to your document

Prerequisite:
Participants should understand the basics of Microsoft Windows and know how to use a mouse and keyboard.

For more information:
Contact Diane Blackmore, Training Officer, at 729-1864 or dianeblackmore@gov.nl.ca.

Microsoft Word 2003 - Level II
This course will allow employees to increase the complexity of their documents by adding components such as customized lists, tables, charts and graphics.

You will be able to:
- Manage data in lists
- Customize tables and charts
- Work with custom styles and formatting
- Create customized graphic elements
- Automate document creation

Prerequisite:
Microsoft Word 2003: Level 1 or Microsoft Word 2002: Level 1

For more information:
Contact Diane Blackmore, Training Officer, at 729-1864 or dianeblackmore@gov.nl.ca.

Did You Know?
Harassment and Discrimination-Free Workplace Policy

The guide includes information on:
- Understanding harassment and discrimination
- What is, and what is not harassment and discrimination
- How to create a harassment and discrimination-free workplace, for both managers and employees
- Resolution processes
- Resources and FAQs

To view the guide, visit the Public Service Secretariat’s website at: www.exec.gov.nl.ca/exec/pss/working_with_us/harassment.html.
Epitomizing the Continuous Learning Experience

As a Client Services Manager (CSM) with the Department of Advanced Education and Skills, I am responsible for co-managing a large team of front-line staff who provide amazing client services to about 20,000 families in the Avalon Region. As a CSM, part of my role is supporting staff in their learning and development. Additionally, I am very much involved in my own learning and development. The Centre for Learning and Development (CLD) provides the support we need to grow in our continuous learning journeys. For those with manifested goals, I feel that the CLD is like a ship taking us to other shores.

My own continuous learning journey with the Government of Newfoundland Labrador began about 5 years ago. The CLD team has provided reassurance, follow-up and a clear direction for my challenges in leadership. My plan includes emphasis on the organization’s mission and vision and targeted competency development for my management position. Additionally, I have access to ongoing reassurance of progress through self-evaluation, training and other methods of learning, unmatched by much of what I see offered in the private sector. Recently, I have been involved in the piloting of the e-learning modules for managers which are now available through the PS Access Learning Management System (LMS).

The CLD demonstrates planning that can only come from a well-directed group of individuals dedicated to the continuous learning journey of their clients. The CLD uses a holistic approach to provide appropriate educational supports which connect an individual’s learning and development needs to organizational needs.

I have availed of many learning opportunities and have frequently consulted with the staff of the CLD. I feel that with this support, in addition to bettering my own learning plan, I am better equipped to support the staff who report to me and to connect them to the services of the CLD. With this mutual support, staff can identify their needs, and develop the comfort and confidence to better function in their current roles, or to achieve new goals.

I am totally sold on the CLD and its necessary work in government. I am convinced that the CLD staff is dedicated and loyal to us all, and I am proud to say that I am so closely connected to such an amazing work philosophy, team, and spirit. It’s truly a win-win for all!
Location

The Centre for Learning and Development (CLD) is located on the 5th Floor of the West Block, Confederation Building. Located in our office are:

- Training Rooms 1 and 2
- Computer Resource Centre
- Video Conference Room

Drop by our office or visit the Centre for Learning and Development website at: www.exec.gov.nl.ca/exec/pss/learning_and_development/

Parking

The Confederation Building parking lot is accessible from both Allandale Road and the Prince Phillip Drive Parkway. There is 2 hour meter parking available for visitors in addition to free parking areas on a first-come-first-served basis. Parking is available for persons with disabilities right outside the main entrance of the West Block.

How do I access learning?

Core Public Service employees, in consultation with their Managers, can identify learning goals and complete a learning plan. (Learning plan forms can be found at: www.exec.gov.nl.ca/exec/pss/forms/Form3_learning_plan_Sept2010.pdf)

The CLD has a Manager for each sector who consults with Departments and employees about individual learning needs. Managers of Corporate Organizational Development will assess learning plans and recommend possible learning opportunities to support an individual’s identified learning needs.

Some workshops may be accessed by submitting a course registration form (Course registration forms can be found at www.exec.gov.nl.ca/exec/pss/forms/Course_Registration_Form.pdf) to the CLD. When you submit a course registration form, our Administrative Officer will contact you with acknowledgment of your form and confirmation when a seat becomes available.

If you are interested in a workshop or event that is not currently scheduled in your area, you may still submit a course registration form and you will be contacted when a date and seat become available.

Employees with a learning plan recommendation receive priority.

For more information on registration procedures, please contact Sandy Reynolds, Administrative Officer, at 729-3654 or sandyrey@pub.gov.nl.ca.

Confirmation

When you register for a course, your registration will be acknowledged by the Centre for Learning and Development. Prior to the course commencement date, the Centre for Learning and Development will contact you by email, fax or phone to confirm your registration and advise you of course particulars.

Late Cancellations/No Shows

A cancellation fee of $100 per participant will be charged to the Department if the participant cancels or fails to attend, unless one of the following conditions exists:

- The participant's manager substitutes another participant who meets the basic participation criteria for the course/workshop
- The participant cancels five (5) or more working days before the start date of the course through direct contact with the Administrative Officer, Sandy Reynolds, 729-3654 or sandrey@pub.gov.nl.ca.

The CLD reserves the right to charge participants for the full cost of registration if one of the above conditions is not met.
Did You Know?

New Payroll & Leave Forms
Changes have been made to Payroll and Leave related forms. These new forms replace older versions and must be used when submitting requests. For further information on these forms, visit the Public Service Network at www.intranet.gov.nl.ca/docs/

For questions, contact the Compensation and Benefits Service Centre at 729-7690 or 1-888-729-7690 or CompensationBenefits@gov.nl.ca.

Did You Know?

Facts from www.mmsb.nl.ca

- Canadians use more than 1.6 billion paper and polystyrene cups each year.
- We throw away almost 200,000 beverage containers every single day in Newfoundland and Labrador.
- Each person in Newfoundland and Labrador generates 2 kg of waste per day.
- 60% of our waste is generated at work and school.

Multi-Materials Stewardship Board (MMSB) is a crown agency of the Government of Newfoundland and Labrador and reports to the Minister of Environment and Conservation. It was established in 1996 to develop, implement, and manage waste diversion and recycling programs in the province.

Quarterly Mailing List

If you would like to receive printed copies of the Centre for Learning and Development Quarterly for your Department or Division, please contact us to be included on our mailing list.

The Spring 2012 CLD Quarterly will be out in April, so please contact us in advance.

Contact Steven Walsh, Information Officer at 729-7591 or stevenwalsh@gov.nl.ca

Please visit the Public Service Secretariat website at www.exec.gov.nl.ca/exec/pss/

Tell Us What You Think...

We want to hear your feedback, suggestions and what you would like to see in future editions of the CLD Quarterly. Send your ideas and comments to stevenwalsh@gov.nl.ca

See Access to Learning inside for workshop descriptions.

For information on current offerings and a PDF version of our Quarterly visit the CLD website at: www.exec.gov.nl.ca/exec/pss/learning_and_development