Sparking ideas for innovation!

What’s inside?
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harvesting the seeds of innovation

Dean Cutler

Innovation. It starts with an idea that is sown by a single person or a group of people working together with a shared vision and desire to ‘make things better.’ Consider, for example, air travel and communication, and how innovation has brought these two together. When it comes to air travel, I can now search for, book and pay for my flight online within minutes – all from my wireless handheld device. I can check my flight status and reply to work emails as I sit in the airport waiting to depart. When I return home to St. John’s after my trip, I can send a text message to my wife to say that I’m at the airport and on the way home. Oh, the distance we’ve come! But hey, that’s innovation for you…

What is Innovation?

The Conference Board of Canada defines innovation as a “process through which economic or social value is extracted from knowledge… through the creation, diffusion and transformation of ideas… to produce new or significantly improved products or processes.”

For the Department of Innovation, Trade and Rural Development’s provincial Innovation Strategy, innovation is about ‘change’. “Innovation” it states, “helps us cope with change, and it allows us to use change to our advantage…allowing us to fix a situation that is not working very well, or to create new opportunities where there were none before.”

Two key words emerge from the above definitions of innovation: ‘ideas’ and ‘change’. Consider change. For some reason the very sight of the word conjures up negative images and is often perceived as a bad thing. However, when we look at some of the changes that have occurred in our workplace over the years, this is clearly not the case. There are those of you who can probably still recall those late evening meetings in smoke-laden office rooms, or until just recently, when waste bins only came in one colour with no separate compartments for different kinds of recyclable material. These are just two examples of how change has benefited our workplace, providing us with a healthier and more environmentally friendly place to work.

I did some additional reflecting and thought back to a time when our workplace was in many ways very different from what we know today. Communication occurred face-to-face, sometimes via telephone, and sometimes via a written document that was the diligent work of a very dedicated secretary who dreaded making a ‘typo’ (thank you Bette Nesmith Graham for your invention of Liquid Paper!). In the old days (circa 1984) communication around the office was never conducted through the use of laptops, palm devices, notebooks, video conference monitors, web conferencing, BlackBerries or cell phones. In those days, employees did not have ‘internet sites’ to ‘surf’ – but they did have bulletin boards – large boards that were hung on a wall in a central gathering place like a cafeteria, where they could post information and huddle around to exchange ideas, or advertise that someone is selling their 1973 Pontiac Bonneville (‘Baby Blue’ it would read, an amazing 3 miles to the gallon!).

Hmm… a ‘bulletin board’ where people could gather around to get updated information and exchange ideas? Sounds like a great idea for the workplace, if everyone is in the same place at the same time. But what if they’re not in the same place all at once? I have wondered to myself what employees of yesteryear did if they worked in the Grand Falls-Windsor office and needed to see an important document that was located in St. John’s. With no fax machines, no scanners, no email or electronic versions of that document… what did they do? How did said document get from ‘SJ 2 GFW’ (that’s St. John’s to Grand Falls-Windsor)? Regular mail? Can you imagine needing that document today, and getting it three or four days from now?

Thankfully, someone out there had some ideas about ways to communicate, to synchronize work efforts, and to help move things forward, more efficiently. There’s our second key word – ideas! The huddles around actual bulletin boards have transformed into virtual ‘huddles’ around the PSN website. Discussions can now occur synchronously across regions via email exchanges, and are no longer limited to one particular cafeteria in St. John’s. I applied for my present role at the Centre for Learning and Development while living in Toronto. My primary interview was conducted via web conference. I completed a written assignment immediately after the interview and sent it to the CLD via email. Again, new ways to do old things can be innovative!

Indeed, any progressive, emerging work environment needs new and different ideas. All of these innovative changes...
The Centre for Learning & Development provides leadership in learning and development opportunities that support the priorities of Government and its overall human resource management strategies. In partnership with central agencies and departments, the Centre supports employee and organizational effectiveness throughout the Public Service.

what do we do?
The role of the Centre is to:

- Provide leadership in learning and development to support the strategic priorities of Government and its overall human resource management strategies
- Support strategies to build organizational effectiveness
- Provide corporate-wide learning opportunities and consultative services to promote visionary leadership, responsible management and optimum performance

Our areas of focus include:

- Executive Development
- Leadership and Management Development
- Technology Based Learning and Development
- Strategic and Consultative Services
- Change Leadership
- Partnerships

above began with someone’s idea. Think of some of the things that you’ve done in your own role that is innovative. Do you have a new approach to an old problem? New tools you’ve decided to use to work through a task? Perhaps it’s something your department has initiated – a unique and fresh approach to a process that’s been around for years. In many cases, we don’t always realize just how innovative we are, or credit our workplace with being an innovative environment.

Let us know what you’ve done in your workplace that’s innovative. We’ll include your responses in our Winter Quarterly. You can email your stories and innovative ideas to me, Dean Cutler, at deancutler@gov.nl.ca.

If you are interested in more information regarding learning and development opportunities, please contact the Centre for Learning and Development at (709) 729-3653 or visit us online at: www.exec.gov.nl.ca/exec/pss/learning_and_development/index.html
In conjunction with the Department of Health and Community Service’s Go Healthy initiative, the Centre for Learning and Development is committed to promoting and supporting a healthy work and learning environment to employees, learners and visitors to our office. Supporting a healthier environment for our organization is important because:

- People are interested in choosing healthier foods, being physically active and caring for our environment;
- What we eat and our level of physical activity can be positively influenced by healthy and supportive policies where we work and learn;
- A work and learning environment, supportive of healthy choices, helps to create and maintain healthy people and healthy communities.

Committing to a Healthy Work and Learning Environment, the CLD will:

- Offer healthier food and beverage choices for snacks and meals, including more vegetables and fruit, a variety of whole grain products, lower fat milk products and smaller portion sizes;
- Encourage more physical activity during breaks to reduce stress and increase energy levels, including short stretch breaks for learners during learning and development sessions;
- Choose and promote greener options for meetings and sessions, including reusing materials (folders, paper, etc.), reducing the amount of packaging and waste used, providing recycling containers for glass, cans and paper and encouraging learners to adopt greener practices.
We Need Your Help!

The CLD needs your participation and suggestions to work towards a ‘greener’ work and learning environment. When attending sessions, events or meetings at our office, we kindly ask you to consider doing the following:

- Bring your own coffee mugs and/or water bottles to CLD learning sessions and meetings to help reduce the amount of paper cups used;

- Keep and reuse any nametags or name cards for future use as this will help reduce the amount of materials and paper we use.

But that’s not all!

- By participating in this ‘green’ initiative, or if you can provide ideas and suggestions on creating a greener work environment, your name will be entered into a draw. Over the next few months, the CLD will draw names and you could win a ‘Green’ starter kit containing a number of really cool and environment-friendly prizes.

For more information on the Go Healthy initiative, visit www.health.gov.nl.ca/health/publications
Competency Development

The Centre for Learning and Development provided information in the 2010 Spring Quarterly regarding competency development frameworks for a number of corporate areas. The following information provides an update on the progress of each of these competency groups:

Service Delivery: The Service Excellence e-Learning module was first launched in June, 2009 and is aligned with the core competency of Service Delivery for the Core Public Service of the Government of Newfoundland and Labrador.

A review is currently underway to build on the Service Excellence module in order to provide additional skills that employees can utilize to enhance a culture of service excellence.

Information Management: The Information Management Competency Framework was launched at an Information Management Community meeting in January, 2010. To view this framework, please visit the Centre for Learning and Development website.

Administrative Support: The Administrative Support Competency Framework has been completed and information sessions have been delivered throughout the province.

A seven module WorkSkills: Steps to Your Success Certificate Program has been identified to supplement other learning and development opportunities for the Administrative Support professional group. For more information on this program and when the modules will be offered this Fall, please refer to the ‘Calendar of Events’ section of this Quarterly.

Human Resource Management: The competency development process with the Human Resource community was initiated during two Human Resource Development Day sessions that were held on March 3rd and 22nd, 2010. This process will continue over the next couple of months with further focus groups and interviews being held. The anticipated completion date for the Human Resource competency model is Fall, 2010.

Policy/Analytical: The competency development process with the Policy/Analytical community has been initiated through a number of focus groups and interviews. A Steering Committee has been established to oversee the model with representatives from various departments across government. The anticipated completion date for this competency model and delivery of information sessions is the end of October, 2010.

In addition, the CLD is partnering with Cabinet Secretariat to identify learning and development opportunities that will complement the competency model.

Financial Management: The Centre for Learning and Development has had an initial meeting with the Department of Finance. Information will be forwarded to those employees affected once the process officially begins this Fall.

Updates on competency development projects can be viewed on our website and in future issues of the CLD Quarterly. For more information, please contact Maria Ronayne, Senior Manager at 729-1864 or mariaronayne@gov.nl.ca.
**Knowledge Management Program update**

The “Towards a Knowledge Management Program” article in the Summer Quarterly created an initial awareness of this issue. In order to continue to increase awareness of knowledge management across government, the Centre for Learning and Development held focus groups in St. John’s during August and will continue into the Fall. In order to ensure all public servants had equal access to share their views and perspectives, regional consultations will also be held during September and will continue this fall in St. John’s, Grand Falls-Windsor, Corner Brook and Happy Valley-Goose Bay.

The Centre for Learning and Development will be continuing to consult with departments and agencies, the academic community and other jurisdictions/industries around best practices to build a Knowledge Management Strategy for the Government of Newfoundland and Labrador.

**new initiatives at the CLD**

**Change Management Workshop**: The Centre for Learning and Development is pleased to introduce a two day workshop on change management. The “Activating Change” workshop is designed for executive, senior management and front line managers who are required to lead change processes in their organizations. Participants will be provided with a set of practices and tools to develop the confidence and flexibility needed to contribute to constant organizational change.

The Centre for Learning and Development will work with departments planning for, or experiencing specific changes to provide a comprehensive and multi-level approach to organizational change. Examples may include changes in culture, management structure, strategic focus, program delivery, technology and more. Activating Change can be followed up with a half-day session dedicated for employees to assist them in adapting to and eventually driving the change.

For more information, please contact Maria Ronayne, Senior Manager at 729-1864 or mariaronayne@gov.nl.ca.

**Leading Innovation Workshop**: In today’s organizations, growth and success depend on innovation. In the 2009 Work Environment Survey, respondents rated the statement “Innovation is valued at my work” with a 58% agree rating, up marginally from 52% in 2007. While these results show we are making strides in embracing innovation in the workplace, there is still room for improvement.

The Centre for Learning and Development is pleased to offer departments, working groups and teams a one day workshop focused on leading innovation in organizations. “Leading Innovation: From Concept to Customer Value” is a highly interactive workshop that provides participants with the framework, best practices and tools required to make innovation pay off.

**Topics covered include:**

- The Heart of Innovation
- Your Role in Innovation
- Optimizing Diversity
- Sparking New Thinking
- Shaping and Selecting Ideas
- Executing Innovation

Leading Innovation: From Concept to Customer Value develops skills and competencies around building a culture of innovation as well as the capability to manage and facilitate a process that will bring results to a new level. If you are looking to create a culture of innovation, or would like more information, please contact Maria Ronayne, Senior Manager at 729-1864 or mariaronayne@gov.nl.ca.
At a Branch Planning Day back in June, over 30 employees of the Public Service Secretariat participated in a full day learning session on the topic of innovation. Facilitated by three staff members of the Centre for Learning and Development, the module ‘Leading Innovation: From Concept to Customer Value’ provided an overview of current research, best practices and tools used in today’s leading innovative businesses and organizations.

The interactive session provided an opportunity for employees to learn, discuss, think and reflect on some of the innovative things happening in their own divisions, and provided tips and tools to use back on the job.

Below are some key points from that day’s session, highlighting ways people can move forward with their own creative and innovative ideas.

Create a focus for innovation
Innovation is about creating and implementing new ideas that create value. Taking the time to reflect on daily work activities can highlight opportunities for innovation. Is there something lacking in your workplace that, if added, would improve the way things are currently done? What are some of the challenges, problems and/or issues that keep reoccurring that could use a new and refreshing idea or solution?

Focusing creative efforts on familiar areas of work is a great way to get innovative ideas flowing. It can be a big new idea that hasn’t been thought of yet or a simple process change. All new ideas have potential to be innovative!

Diversify sources of ideas
When thinking about innovation, it helps to consider and collect ideas from many different sources. Look outside the usual work environment to diversity and collect ideas. Reach out and engage individuals with unique and varied skill sets, experiences, perspectives and capabilities and see what they know about innovation. Employees in other departments and divisions, as well as clients that the organization serves daily, can provide a wealth of knowledge that can be used to spark innovative ideas.

Discovering a mix of creative insights will not only increase the quantity of ideas that can be produced, but will increase the likelihood that a relevant and workable idea will be discovered and implemented later on.

Generate and capture new ideas
Make the process of generating and capturing new ideas creative and fun through group exercises. Idea generation events over lunch or in staff meetings allows people free time to offer their ideas and discuss them with a group, providing motivation and support when channeling their creative energy.

Exercises such as brainstorming and mind-mapping can be used to list and find interrelated connections among ideas. Use the ‘Links to Learning’ section of this Quarterly for some websites that provide free tools and resources for generating and capturing innovative ideas.

Collaborate with others to shape and advance innovative ideas
Don’t innovate in isolation! When a new idea is discovered, let others know about it. Keep the process for suggesting the idea simple so others can immediately start to build on the idea and provide their feedback. Ask others, “Are there real opportunities for this idea?” Let employees know how it addresses a particular need, problem or challenge and then explain the benefits of using the new idea.

Facilitating continuous dialogue and sharing information with the team can help an innovative idea gain momentum. Asking questions, seeking feedback and incorporating other people’s input are essential when shaping and advancing new ideas.
links to learning

Creativity at Work - A Leadership Guide
Canada School of Public Service’s Action-Research Roundtable on creativity. This report covers a range of topics on the importance and usefulness of creative thinking and innovation in the workplace. 
http://www.cspsefp.gc.ca/pbp/pub/pdfs/P133_e.pdf

The Innovation Journal (TIJ)
An independent, peer-reviewed, Internet-based journal devoted to sharing ideas and discussing public sector innovation. It publishes scholarly and practitioner-oriented papers, books, case studies, review essays, and book reviews. It has a French site, La Revue de l’Innovation.
http://www.innovation.cc/index.html

Innovation Tools.com
An online resource that provides free articles, tools and techniques to help generate ideas and spark creative thinking. This resource provides information on success strategies for innovation and brainstorming and mind-mapping resources. http://www.innovationtools.com

JPB.com - Creativity and Innovation Library
A web site containing free tips, tools and exercises on creativity, brainstorming, organizational innovation and idea management.

Additional Links
An Innovative Manager’s Check-List by Eleanor Glor
http://www.innovation.cc/index.html
Select ‘Discussion Papers’ / ‘An Innovative Manager’s Checklist’

Conference Board of Canada
http://www.conferenceboard.ca/
See ‘Research Topics’ / ‘Technology and Innovation’

Graduate programs take place on the edge of a continent – and keep you on the edge of your seat.

Memorial’s School of Graduate Studies is more than just “down the hill” from the Confederation Building. If you’re considering enrolling in an academic program at the graduate level, the School of Graduate Studies can be anywhere you want – or need – it to be.

Whether you steal some time during your carpool commute, schedule yourself a cram session on a Sunday morning or work on one course at a time during your lunch breaks, higher education is within your grasp. Not only does the school offer top notch academic programming, faculty and staff are on hand and can help you transition from career professional to professional student.

Do you work in the Department of Natural Resources carrying out geological surveys in mining projects in Labrador? Check out the master’s and PhD programs available in the study of Earth Sciences.

Maybe you recruit and hire talented and energetic individuals to contribute to Newfoundland and Labrador’s society for the Public Service itself. A Master of Philosophy is offered in the Humanities discipline, exploring human culture and values.

Are you a social worker with the Department of Child, Youth and Family Services Division? You can enhance and diversify your skill set with either a master’s degree or doctorate at Memorial’s School of Social Work.

Of course, the ever-popular Master of Business Administration is always an option, and the Master of Arts program offered in the Department of Political Science remains a favourite of employees of the Public Service – and for good reason. Dean Shute, a Human Resources Consultant in the Strategic Social Sector with the Department of Government Services, says attaining his Master’s of Employment Relations degree part time was convenient and “positive."

“The coursework was extremely relevant to my professional responsibilities,” Shute says. “But the master’s program will prepare people for many professions, including career counseling, program and policy development and human resources management.”

Noreen Golfman, Dean of the School of Graduate Studies, says for the past several years master’s level programs have been devised specifically with professional needs in mind. She says it is the underlying principle of a university built for the people of Newfoundland and Labrador.

“As we shift to a knowledge economy—indeed, to a knowledge society—it is our responsibility to offer people the opportunity to improve and enhance their skill sets, to develop in any way they can,” says Golfman. “The aim is to encourage people to engage with us, not to be intimidated by the prospect of graduate school, but to see the experience as a new pathway to personal and professional development.”

If you think you’d like to learn on the edge, join representatives from Memorial’s School of Graduate Studies – including Dr. Golfman – in Training Room No. 2, Centre for Learning and Development, 5th Floor, West Block, for a light lunch and information session regarding graduate programs at Memorial University from 12:30 pm – 2:00 pm on September 30, 2010.

The Government of Newfoundland and Labrador provides funding through the Tuition Assistance Program for eligible individuals who successfully complete courses towards their diploma or degree. Application forms are available at http://www.exec.gov.nl.ca/exec/pps/forms/Tuition_Assistance_Program.pdf

Check out graduate program information online at www.mun.ca/become/graduate. A list of graduate programs offered via distance can be found online at www.distance.mun.ca/future/programs.php.
Resource for Managers

The Canadian Institute of Management (CIM) is Canada’s senior management association. As a non-profit organization, the Institute was established in 1942 and is dedicated to enhancing managerial skills and professional development. CIM has helped over 55,000 managers to develop a broadly based education in management skills with a rich and diversified series of programs from individual courses to professional designation.

The Institute’s programs are available through many educational institutions in cities across Canada. The programs are also available in a variety of forms and structures:

- National accredited study programs offered through universities and colleges
- International recognition of individual achievement
- Contact with practicing management professionals
- Local branch activities and services including workshops and seminars
- Self-study programs for maximum flexibility

For additional information and resources relating to management practices, visit the CIM website at www.cim.ca
As part of the Leadership and Management Development Strategy, the Centre for Learning and Development offers both internal and external courses to develop the critical knowledge and skills needed to improve organizational and individual effectiveness and performance. This includes learning plan development through competency-based models in which employees assess their personal strengths and areas for improvement in their role as a leader and/or manager.

The nine core competencies for leaders and/or managers in the Public Service include service delivery, decision making, communication, ethics and professionalism, creativity and innovation, strategic focus, relationship building, self management and resource management.


Leadership Program

The Centre for Learning and Development fosters and promotes corporate cultural change and strategic leadership within the Government of Newfoundland and Labrador through the Leadership and Management Development Strategy. The CLD has introduced a leadership program that will address the competencies required to effectively drive the organization.

AchieveGlobal leadership products have highly relevant research-based content which enables participants to return to their jobs with a greater commitment to organizational success by leveraging the tools and methods learned to deliver on that commitment.

Most organizations achieve desired results when employees are equipped with the appropriate knowledge and skill sets to effectively lead the organization. The following modules are offered through this program:

- The Principals and Qualities of Genuine Leadership
- Accelerating Team Productivity
- Coaching Others for Top Performance
- Connecting with Others: Listening and Speaking
- Expressing Yourself: Presenting Your Thoughts and Ideas
- Maximizing Your Supervisory Potential
- Problem-Solving Results: Solutions, Improvements, and Innovations
- Working Through Emotions and Conflict
- Workload Management

The Principals and Qualities of Genuine Leadership

**Purpose:**
More than ever, everyone in the organization needs a sound knowledge of leadership best practices and help in tailoring those practices to their own situations. To meet this need, this module outlines the universal leadership qualities and principles that help individuals become genuine leaders who can translate intentions into reality.

**Session topics:**
In this foundation module, participants learn about five critical leadership qualities that contribute to personal and organizational success, and discuss them as related to key business issues. They also learn six basic principles that can help them develop effective relationships.

**Learning objectives:**
Upon completion, participants will be able to:
- Discuss five critical leadership qualities that contribute to both organizational and personal success
- Discuss six principles that help leaders develop effective working relationships
- Evaluate the regularity with which they apply The Basic Principles in their daily behaviours
- Explain how applying The Basic Principles can help leaders develop The Qualities of Genuine Leadership
Who should attend?
This foundation module is a prerequisite to access any of the modules under the AchieveGlobal Leadership Program offered through the Centre for Learning and Development and must be completed prior to any future learning under this program. Priority will be given to those who identified team-building as a learning need in their individual learning plan.

Prerequisites:
None

Dates and location:
Corner Brook ........................................... October 7
Happy Valley-Goose Bay ....................... October 13
(1:00pm - 4:30pm)
Clarenville ............................................. October 20
(1:00pm - 4:30pm)
Grand Falls-Windsor ............................ October 28
St. John’s .............................................. December 20

Course length:
1/2 day .............................................. 9:00am – 12:30pm

For further information, contact Carole Spicer, Manager, Corporate Organizational Development, at 637-6501 (carolespicer@gov.nl.ca). Registration is limited.

Accelerating Team Productivity

Purpose:
Leaders are faced with the dilemma of developing enhanced teamwork along shorter and shorter timelines. This workshop is designed to help leaders focus teams on key results and outputs, build energy and momentum toward achieving goals, negotiate on their team’s behalf, and handle dynamics within a team that impact performance.

Session topics:
Module 1: Building Team Pride and Purpose
In this module, participants explore ways to unleash the power of pride and purpose in what people do and how they do it.

Module 2: Developing Team Agility: Day-to-Day Tools
Provides participants with strategies and actions for building high levels of team agility: quickness, flexibility, and adaptability.

Module 3: Resolving Conflicts within Your Team
Provides participants with skills for resolving conflicts that are hindering the team’s performance and ability to produce results.

Module 4: Negotiating Resources for Your Team
Participants are provided the negotiation skills needed to secure resources for their team.

Learning objectives:
Upon completion, participants will be able to:
▲ Demonstrate a set of key actions for building a sense of purpose within a team
▲ Communicate team goals in a compelling way to inspire commitment
▲ Identify when to apply strategies and tools to enhance agility and improve results
▲ Identify behaviours that can fragment a team and negatively impact productivity
▲ Describe how to support team members in addressing conflict themselves
▲ Identify day-to-day strategies for building and nurturing strong networks

Who should attend?
This program is intended for anyone who leads and motivates teams. Priority will be given to those who identified leadership as a learning need in their individual learning plan.

Prerequisites:
The Principles and Qualities of Genuine Leadership

Dates and location:
Corner Brook ........................................... October 13-14
St. John’s .............................................. November 9-10

Course length:
2 days .............................................. 9:00am – 4:30pm

For further information, contact Carole Spicer, Manager, Corporate Organizational Development, at 637-6501 (carolespicer@gov.nl.ca). Registration is limited.
Connecting with Others: Listening and Speaking

Purpose:
This workshop will help participants learn how to listen effectively, identify and cultivate good sources of information, and master the process of encouraging people to share their knowledge. It also enables employees to have a positive impact on the organization by focusing on their presentation skills, regardless of audience size.

Session topics:
Module 1: Listening in a Hectic World
This module helps participants focus their listening time and attention so they can get the information they need to accomplish their work objectives and maintain constructive relationships with others.

Module 2: Speaking to Influence Others
This module provides participants with speaking techniques and strategies that achieve business results by gaining the attention, ensuring the understanding, and influencing the actions of other people.

Learning objectives:
Upon completion, participants will be able to:
- Make better decisions about how and when to spend their listening time and energy
- Manage internal and external distractions more effectively
- Manage the flow of conversation with someone who has a tendency to get off track
- Encourage desired action by delivering their messages clearly and concisely
- Handle resistance by responding to listeners’ ideas, opinions, and concerns

Who should attend?
This course is intended for anyone seeking to improve communication with others including being able to quickly absorb and share information. Priority will be given to those who identified communication and presentation skills as a learning need in their individual learning plan.

Prerequisites:
The Principles and Qualities of Genuine Leadership

Dates and location:
St. John’s .................................................. November 15
Grand Falls-Windsor ........................................December 16

Course length:
1 day .................................................... 9:00am – 4:30pm

For further information, contact Carole Spicer, Manager, Corporate Organizational Development, at 637-6501 (carolespicer@gov.nl.ca). Registration is limited.

Expressing Yourself: Presenting Your Thoughts and Ideas

Purpose:
Sharing knowledge, thoughts and ideas is essential to an organization’s ability to ensure continuous learning. Employees must be motivated to say what they think and skilled in expressing themselves effectively.

Session topics:
This module increases participants’ confidence and skill in presenting their thoughts and ideas. They learn techniques for planning, organizing and delivering results-oriented messages - techniques they can use in situations ranging from informal discussions to formal presentations.

Learning objectives:
Upon completion, participants will be able to:
- Describe the three critical elements of speaking
- Explain the importance of considering listeners’ needs when planning to speak
- Demonstrate a variety of delivery techniques
- Use the Key Actions to structure and deliver a formal or informal presentation

Who should attend?
This course is intended for individuals who prepare and deliver presentations. Priority will be given to those who identified presentation skills as a learning need in their individual learning plan.

Prerequisites:
The Principles and Qualities of Genuine Leadership

Dates and location:
St. John’s .................................................. December 21

Course length:
1 day .................................................... 9:00am – 4:30pm

For further information, contact Carole Spicer, Manager, Corporate Organizational Development, at 637-6501 (carolespicer@gov.nl.ca). Registration is limited.
Maximizing Your Supervisory Potential

Purpose:
As a result of the environment in which they operate, new - and even tenured - supervisors frequently find themselves performing an awkward and uncomfortable organizational balancing act. They must strive every day to balance the elements of their job responsibilities.

Session topics:
Module 1: The Hallmarks of Supervisory Success
Participants explore and apply three Hallmarks of Supervisory Success to help you assume new responsibilities, improve your ability to supervise the work of others, and maintain the necessary balance in your role.

Module 2: Delegating for Shared Success
Participants develop the planning, interpersonal, and follow-up skills critical for successful delegation.

Learning objectives:
Upon completion, participants will be able to:
- Manage their transition to a supervisory role
- Outline actions required to build credibility
- Create a clear connection between departmental and organizational goals to increase work group commitment
- Assess their delegation challenges and skills to understand their delegation style
- Plan tasks to delegate and align the tasks with the appropriate staff
- Conduct a delegation conversation that results in the employee understanding the task, how it fits into the big picture, and expectations

Who should attend?
This course is intended for individuals who supervise others. Priority will be given to those who identified supervisory and/or leadership as a learning need in their individual learning plan.

Prerequisites:
The Principles and Qualities of Genuine Leadership

Dates and location:
Clarenville.........................................................October 21
Corner Brook ..................................................December 2
St. John's.........................................................November 22

Problem-Solving Results: Solutions, Improvements, and Innovations

Purpose:
Clearly, the ability to generate innovative solutions to workplace problems is more important than ever. How do you create the energy to implement these solutions in a climate where resources are scarce and people are already overworked? This workshop provides participants with the skills and strategies required to find appropriate problem solutions and the energy to implement them.

Session topics:
Module 1: Connecting People and Process
Provides participants with a five-step process for defining and analyzing problems, finding solutions and implementing them.

Module 2: Exploring Gaps, Causes and Solutions
Participants explore a number of tools that can enhance their success in using the problem-solving approach.

Module 3: Deciding on a Solution
Participants learn the skills in how to define decision-making procedures and use objective criteria to evaluate choices and alternatives.

Module 4: Making it Happen
Participants learn specific strategies to aid in the action planning and follow-through, as well as approaches that build and sustain momentum for those involved.

Learning objectives:
Upon completion, participants will be able to:
- Describe the six steps in the problem-solving process
- Apply elements of the problem-solving process to a sample situation and actual work-related situations
- Define problems and/or opportunities in terms of gaps between current situations and expectations
- Identify strengths that can be leveraged to close the gaps
- Demonstrate the steps for gaining group consensus around a decision
- Identify the techniques to use in specific situations to support implementation success

Course length:
1 day ................................................................. 9:00am – 4:30pm

For further information, contact Carole Spicer, Manager, Corporate Organizational Development, at 637-6501 (carolespicer@gov.nl.ca). Registration is limited.
Who should attend?
This course is intended for individuals who must leverage the experience and expertise of others to solve complex problems. Priority will be given to those who identified decision making as a learning need in their individual learning plan.

Prerequisites:
The Principles and Qualities of Genuine Leadership

Dates and location:
St. John’s ................................................. October 6-7
Corner Brook ........................................... November 2-3

Course length:
2 days ..................................................... 9:00am – 4:30pm

For further information, contact Carole Spicer, Manager, Corporate Organizational Development, at 637-6501 (carolespicer@gov.nl.ca). Registration is limited.

Workload Management

Purpose:
The modules in this skill area help participants excel in today’s fast-paced, sometimes chaotic workplace.

Session topics:
Module 1: Identifying Work Priorities and Setting Verifiable Goals
This module consists of two closely related processes. The first helps participants prioritize their work according to key results the organization is trying to achieve. The second helps formulate clear goals that have high payoffs for the organization and use objective terms that support verification of results.

Module 2: Managing Your Priorities
The activities in this module provide the awareness and skills participants need to make better decisions about their daily work. Participants learn techniques that help them deal with complex interpersonal interactions, build strong work relationships, and increase their overall productivity, even in an environment in which changing priorities is a daily reality.

Who should attend?
This course is intended for individuals who work in complex and emotionally challenging environments. Priority will be given to those who identified conflict resolution as a learning need in their individual learning plan.

Prerequisites:
The Principles and Qualities of Genuine Leadership

Dates and location:
St. John’s ................................................. October 22
Corner Brook ........................................... November 8

Course length:
1 day ..................................................... 9:00am – 4:30pm

For further information, contact Carole Spicer, Manager, Corporate Organizational Development, at 637-6501 (carolespicer@gov.nl.ca). Registration is limited.
WorkSkills: Steps to Your Success

Critical skills are necessary to cope with today’s changing work environment, overcome obstacles and solve problems in a way that leads to positive outcomes for you and the organization. The seven modules offered through this program include:

- What It Takes to Succeed: The Basic Principles
- Getting the Information You Need
- Speaking with Confidence
- Positive Responses to Change
- Defusing Emotionally Charged Situations
- Helping Your Team Work
- Managing Life Outside Work: Handling Emergencies and Resisting Temptations

Learning objectives:
Upon completion, participants will be able to:
- Rate and rank work responsibilities based on their organizational contributions
- Translate high-priority responsibilities into intended outcomes using verifiable terms
- Review their individual priorities as the basis for communicating clearly with others about what must be done to meet important goals
- Analyze their own needs and work with others to identify ways to handle competing priorities
- Describe the challenges of the changes they are experiencing in their work
- Take positive action to make change successful, both individually and with others

Who should attend?
This course is intended for individuals involved in establishing priorities to meet time sensitive situations. Priority will be given to those who identified workload management and/or time management as a learning need in their individual learning plan.

Prerequisites:
The Principles and Qualities of Genuine Leadership

Dates and location:
St. John’s ............................................................ December 13-14

Course length:
1 1/2 days
Day 1 ................................................................. 1:00pm – 4:30pm
Day 2 ................................................................. 9:00am – 4:30pm

For further information, contact Carole Spicer, Manager, Corporate Organizational Development, at 637-6501 (carolespicer@gov.nl.ca). Registration is limited.
Module 5: Defusing Emotionally Charged Situations
Examines the consequences of allowing emotions to negatively affect their actions. After identifying individual “hot buttons”, develop appropriate coping strategies, learn guidelines for handling others who are emotionally out of control, and develop skills for moving conversations into calm, rational problem-solving discussions.

Module 6: Helping Your Team Work
Takes a close look at key team behaviours: big-picture thinking, extending a hand, appreciating others, and making one’s needs known. Recognize the value of strong teamwork and the consequences of a lack of teamwork.

Module 7: Managing Life Outside Work: Handling Emergencies and Resisting Temptations
Helps participants cope with a range of issues and events that can make it hard for them to meet an employer’s minimum attendance requirements. Participants begin by identifying the emergencies (a car problem) and temptations (free tickets to a ball game) they may encounter.

Learning objectives:
Upon completion, participants will be able to:
- Identify two keys to success: how you present yourself and how you interact with others
- Learn why actively seeking information is essential to job success
- Explore several techniques for delivering messages confidently
- Learn a wide variety of behaviours they can use to respond positively to change
- Discover a variety of ways to cool down emotionally charged situations with others
- Identify the types of emergencies and temptations that might interfere with getting to work

Who should attend?
This course is intended for Administrative Support personnel that support departmental work environments. Priority will be given to those who identified fundamental business and interpersonal skills as a learning need in their individual learning plan or as part of the administrative competency development.

Prerequisites:
What it Takes to Succeed: The Basic Principles is the foundation module in the Steps to Your Success program.

Dates and location:
Modules 1, 2 and 3
St. John’s .................................................. October 4
Corner Brook ........................................... October 6
Happy Valley-Goose Bay ......................... October 14
Gander .................................................. October 26
Grand Falls-Windsor ............................. October 27

Modules 4, 5 and 6
St. John’s .................................................. November 9
Corner Brook ........................................... November 30
Gander .................................................. December 14
Grand Falls-Windsor ............................. December 15

Course length:
1 day .......................................................... 9:00am – 4:30pm

For further information, contact Carole Spicer, Manager, Corporate Organizational Development, at 637-6501 (carolespicer@gov.nl.ca). Registration is limited.

RESOURCE MANAGEMENT PACKAGE - FOR MANAGERS

Resource Management is one of nine core competencies for managers in our Public Service. Resource Management is defined as “the ability to effectively manage all resources to achieve organizational goals and business results”. The Resource Management Package (RMP) consists of a series of modules designed to build the competency of Resource Management. The RMP is thus a component of the broader Leadership and Management Development Strategy.

The goal of the Resource Management Package is to build an effective and consistent approach to management practices in our government through the successful management of Human Resources, Financial Resources and Information Resources. If you are on the HL pay scale and you are accountable for managing people, finances and information, then you are required to register for the RMP. As a manager registered in the RMP, you have participated, or will participate, in a number of learning opportunities that were specifically developed to support your role as a manager in the Public Service of Newfoundland and Labrador. At this time, Resource Management is the only core mandatory competency for those managers who manage people, finances and information.
Who should attend?
Registrants of the Resource Management Package or those who are required to provide input into the Cabinet Decision-Making Process; or those who draft Cabinet Submissions.

Job Evaluation System: The Process

Purpose:
This module will provide participants with an overview of the Management and Bargaining Unit Job Evaluation Systems.

Learning objectives:
Upon completion, participants will be able to:
- Identify the types of Job Evaluation Systems
- Distinguish between the Management and Bargaining Unit classification and appeal processes
- Demonstrate knowledge of the position description as it relates to the job evaluation process

Who should attend?
Registrants of the Resource Management Package

The Cabinet Decision-Making Process

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

Learning objectives:
Upon completion, participants 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
- Distinguish between a Minute-of-Council and an Order-in-Council
- Demonstrate knowledge of the Cabinet Submission Process

The Employee Assistance Program (EAP)

Purpose:
This module will provide participants with an overview of the Employee Assistance Program.

Learning objectives:
Upon completion, participants will be able to:
- State the range of services covered by the EAP
- Recognize when a supervisor-initiated referral to EAP is required
- Identify the management steps involved when intervening with an employee whose work performance has deteriorated
- Demonstrate knowledge of the legislation, policy and process of accommodation

Who should attend?
Registrants of the Resource Management Package and Shop Stewards.

Registration Process:
To register for the Resource Management Package, please complete a Resource Management Package Registration Form.

When you have registered for the Resource Management Package, you will be notified by the Centre for Learning and Development of the dates and locations of each module delivery when a seat is available for you to attend.

Some of the Resource Management Package modules are available in an e-learning format. The other modules vary from one-half day to two days.

The Resource Management Package modules are in continuous development, therefore registered participants in the RMP will be notified when new modules become available.

Overview of Employment Equity for Persons with Disabilities

Purpose:
This module will introduce the programs, services and supports available to managers as they relate to the employment and retention of persons with disabilities.

Learning objectives:
Upon completion, participants will be able to:
- Identify some of the challenges that persons with disabilities face in the workplace
- Demonstrate knowledge of the programs and services available for Managers to hire and support persons with disabilities in the workplace
- State the value and benefits of hiring persons with disabilities

Who should attend?

For further information on the module content under the Resource Management Package, contact Robin Kenny, Manager, Corporate Organizational Development at 729-7666 (robinkenny@gov.nl.ca).

Business Writing

Purpose:
To develop skills in the writing of business communication.

Learning objectives:
Upon completion, participants will be able to:
- Demonstrate knowledge of grammar and punctuation rules
- Use writing communication tools (correspondence and email)
- Identify common errors in writing
- Develop best practices in business communication
- Identify their areas of strength and improvement through pre and post writing analyses

Who should attend?
Priority will be given to those employees who identified writing skills development in their individual learning plans or their departmental learning plans.

Dates and location:
St. John’s .................................................... October 6
November 10
Corner Brook .............................................. December 1

Course length:
1 day ..................................................... 9:00am – 4:30pm

For further information, contact Kim MacPherson, Manager, Corporate Organizational Development, at 729-2701 (kimmacpherson@gov.nl.ca).
Registration is limited.

Technical Report Writing - Writing Dynamics

Purpose:
To develop advanced writing and editing skills.

Learning objectives:
Upon completion, participants will be able to:
- Demonstrate technical report writing skills
- Develop a report writing system
- Use editing techniques
- Identify their areas of strength and improvement through pre and post writing analyses

Who should attend?
Priority will be given to those who identified report writing as a learning need in their individual learning plans. Those who have 3-5 years of experience in report writing have reported maximum benefit from this workshop.

Dates and location:
St. John’s .................................................... November 23-24
December 7-8

Course length:
2 days ..................................................... 9:00am – 4:30pm

For further information, contact Kim MacPherson, Manager, Corporate Organizational Development, at 729-2701 (kimmacpherson@gov.nl.ca).
Registration is limited.
Group Facilitation Skills

Purpose:
To provide participants with the basic skills and techniques required to facilitate groups. The skills are used to develop plans, solve problems, make decisions, redefine goals, conduct consultations and assist groups in meeting their own objectives.

Learning objectives:
Upon completion, participants will be able to:
- Explore items that need clarification before undertaking a facilitation process
- Use communication skills applicable to group process
- Identify techniques for handling challenges with individuals/groups
- Demonstrate at least one of the following process techniques for handling group issues: fishbone diagram, pro and con list, brainstorming, nominal group technique and planning charts

Who should attend?
This course is intended for employees who guide groups in developing plans, analyzing issues and solving problems. Priority will be given to those who identified group facilitation skills as a learning need in their individual learning plans.

Dates and location:
Corner Brook ..................................................November 23-25

Course length:
3 days
Days 1 and 2 ................................................. 8:30am – 4:30pm
Day 3 ............................................................. 8:30am – 1:00pm

For further information, contact Kim MacPherson, Manager, Corporate Organizational Development, at 729-2701 (kimmacpherson@gov.nl.ca). Registration is limited.

Project Management Essentials

Purpose:
Whether large or small, managing projects effectively is crucial to organizational success. This course is designed to assist individuals in developing essential project management skills in order to improve project success. Development of a project management plan using a case study and other practical exercises makes the theory come alive in this hands-on course.

Learning objectives:
Upon completion, participants will be able to:
- Demonstrate understanding of basic project management concepts
- Identify the phases of managing a project
- Utilize tips and techniques to manage a project effectively

Who should attend?
This course is intended for anyone involved in projects including Project Managers, Coordinators and Project Team members. Priority will be given to those who identified project management as a learning need in their individual learning plans.

Dates and location:
St. John’s ...................................................... October 19-21
Corner Brook ..................................................November 16-18
Corner Brook .................................................. December 7-9

Course length:
3 days .......................................................... 9:00am – 4:30pm

For further information, contact Carole Spicer, Manager, Corporate Organizational Development, at 637-6501 (carolespicer@gov.nl.ca). Registration is limited.
Microsoft Excel 2003: Level 1

**Purpose:**
This course will give you the skills to create, edit, format, and print basic worksheets and workbooks in Microsoft Office Excel 2003.

**Learning objectives:**
Upon completion, participants 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
- Work with multiple worksheets by formatting, repositioning, copying and moving, and adding and deleting worksheets within a workbook
- Print the contents of a workbook
- Customize the layout of the Excel window

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

**Resources:**
Each participant will be given a workbook for use during the course only. Workbooks are available for purchase under a standing offer agreement with Element K, please follow normal departmental purchasing procedures. (Microsoft Excel 2003-Level 1, book part number 084260)

**Dates and location:**
St. John’s ...................................................... October 13, 19

**Course length:**
1 day .......................................................... 9:00am – 4:30pm

For further information on course content, contact Dean Cutler, Manager, Corporate Organizational Development, at 729-4131 (deancutler@gov.nl.ca). Registration is limited.

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Microsoft Excel 2003: Level 2

**Purpose:**
This course will expand upon the skills you learned in the Excel 2003 Level 1. In this course, you will use Microsoft Excel 2003 to streamline and enhance your spreadsheets with templates, charts, graphics, and formulas.

**Learning objectives:**
Upon completion, participants will be able to:
- Create and modify templates to worksheets
- Perform calculations with advanced formulas
- Work with graphic objects
- Sort and filter data
- Print the contents of a workbook
- Use Excel with the Web

**Prerequisites:**
Microsoft Excel 2003: Level 1 or Microsoft Excel 2002: Level 1

**Resources:**
Each participant will be given a workbook for use during the course only. Workbooks are available for purchase under a standing offer agreement with Element K, please follow normal purchasing procedures. (Microsoft Excel 2003 – Level 2, book part number 084261)

**Dates and location:**
St. John’s ...................................................... October 27
November 16, 25
December 8, 9, 10

**Course length:**
1 day .......................................................... 9:00am – 4:30pm

For further information on course content, contact Dean Cutler, Manager, Corporate Organizational Development, at 729-4131 (deancutler@gov.nl.ca). Registration is limited.
Microsoft PowerPoint 2003: Level 2

Purpose:
This second course goes beyond the basics of creating slide show presentations in PowerPoint. You will use features that draw, animate, and format presentations with professional-quality content such that they may be communicated to a wide variety of live, remote, and self-service audiences.

Learning objectives:
Upon completion, participants will be able to:
- Create a design template
- Create organization charts and diagrams
- Add special effects to a presentation slide
- Create a Web-based presentation
- Use a presentation for collaborative workgroup review
- Use functionality that will enable you to deliver live, self-service, and online presentations

Prerequisites:
Microsoft PowerPoint 2003 - Level 1 or Microsoft PowerPoint 2002 - Level 1

Resources:
Each participant will be given a workbook for use during the course only. Workbooks are available for purchase under a standing offer agreement with Element K; please follow normal purchasing procedures. (Microsoft PowerPoint 2003: Level 2, book part number 084871)

Dates and location:
St. John’s................................................................. October 28
November 18
December 7

Course length:
1 day .................................................................. 9:00am – 4:30pm

For further information on course content, contact Dean Cutler, Manager, Corporate Organizational Development, at 729-4131 (deancutler@gov.nl.ca). Registration is limited.

Microsoft PowerPoint 2003: Level 1

Purpose:
Microsoft PowerPoint 2003 is a feature-rich, easy-to-use program that enables you to create presentation slides that combine text, clip art, drawings, tables, charts, and graphs. You will learn how to create, modify, and run a basic PowerPoint presentation.

Learning objectives:
Upon completion, participants will be able to:
- Manipulate an existing PowerPoint presentation
- Begin creating a presentation
- Format text slides
- Add tables to a presentation
- Chart data in a presentation
- Modify objects on slides
- Add images to a presentation
- Prepare to deliver a presentation

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

Resources:
Each participant will be given a workbook for use during the course only. Workbooks are available for purchase under a standing offer agreement with Element K; please follow normal purchasing procedures. (Microsoft PowerPoint 2003: Level 1, book part number 084870)

Dates and location:
St. John’s.................................................................October 14

Course length:
1 day ................................................................. 9:00am – 4:30pm

For further information on course content, contact Dean Cutler, Manager, Corporate Organizational Development, at 729-4131 (deancutler@gov.nl.ca). Registration is limited.
Microsoft Word 2003: Level 2

Purpose:
Participants will learn to increase the complexity of documents by adding components such as customized lists, tables, charts, and graphics.

Learning objectives:
Upon completion, participants will be able to:
- Manage data in lists
- Customize tables and charts
- Customize formatting
- Work with custom styles
- Modify pictures in a document
- Create customized graphic elements
- Control text flow
- Automate common tasks
- Automate document creation

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

Resources:
Each participant will be given a workbook for use during the course only. Workbooks are available for purchase under a standing offer agreement with Element K, please follow normal purchasing procedures. (Microsoft Word 2003 - Level 2, book part number 084361).

Dates and location:
St. John’s .................................................. October 26
November 17, 26

Course length:
1 day .................................................... 9:00am – 4:30pm

For further information on course content, contact Dean Cutler, Manager, Corporate Organizational Development, at 729-4131 (deancutler@gov.nl.ca). Registration is limited.
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.

Application forms are available on the French Services website: http://www.exec.gov.nl.ca/frenchservices/english/french_lang_training.html

For further information on French language training, please contact the Office of French Services at 729-0311 or frenchservices@gov.nl.ca

Onboarding

In the last couple of editions of the Quarterly, we’ve introduced the Onboarding program for new employees. The next two in person welcome sessions for employees in the Avalon region are scheduled for September 22 and November 17. Any new employee is welcome to attend. The session is a full day with lunch included. Both dates will be held at the Admiral’s Green Clubhouse in Pippy Park. Employees must have their supervisor’s approval to attend and must RSVP to Rebecca Hedderson at 729-7593 or rebecca.hedderson@gov.nl.ca

An information session for Managers about Onboarding and their role in Onboarding new employees is scheduled for September 29 at the CLD. This half day session will introduce managers to the resources available to them and to new employees, and to the manager’s role and responsibility for welcoming and orienting new staff. Registration is required through Rebecca Hedderson at 729-7593 or rebecca.hedderson@gov.nl.ca
The Centre for Learning and Development charges a $100 per participant cancellation fee when an individual does not cancel their seat at least five days prior to the start of the course or fails to show up on the day of the course.

Cancellations not only cost departments money but also have an impact on our ability to provide learning and development services for other employees. Many course deliveries have to be cancelled, delaying the learning needs of others. There are often empty seats in the classroom that could have been filled by other employees waiting for the same training.

In the 2009-10 fiscal year there were 283 cancellations, costing departments $28,300. For the first three months of this fiscal year, we have had 130 cancellations at a cost of $13,000. If this trend continues we will be over the 2009/10 numbers. In order to address this issue we would like to provide a number of TIPS if you are scheduled for a course delivered by the CLD:

- Ensure all scheduled courses are put in your electronic calendar so that you will get a notice prior to the course start;
- If you are asked by your supervisor for a piece of work on the scheduled time of your course, advise your supervisor that you are scheduled for a course and that if you fail to show up your department will be charged $100 – it is then up to the supervisor to make the decision;
- If you are going to be on holidays or out of town, check your calendar for that period to ensure you have no scheduled courses, giving yourself enough notice to cancel the course without being penalized.

The Centre for Learning and Development will continue to provide the best learning and development experience for all government employees.
My name is Jackie Hussey and I am a Program Coordinator with the Department of Environment and Conservation, Parks and Natural Areas Division in Deer Lake, NL. I have worked with the Provincial Government since 1984, primarily in an administrative capacity and, for the most part, with the same division.

In December of 2009, I completed the Project Management Essentials three day training course in Corner Brook. I found this course very comprehensive and interesting and I learned a great deal that would help me in my new position, which involved a lot of project work. I knew that most of the principles taught would help me in my regular work but I wasn’t quite sure how the overall concept of project management would apply – I didn’t realize how soon I would find out!

In January of 2010, our division began preliminary discussions on an internal project that would be of great benefit to all sections of our Division, particularly Operations – a review and update of the Division’s Policy and Procedures Manual. I was asked to take on the role of Project Manager with the Project Sponsor being the Divisional Director. We proceeded to complete the Project Charter (one of the first things we learned about in the training). Since then, we now have in place a team of ten individuals representing various aspects/sections of our Division and we are well into our planning process with execution of the actual project set to begin in mid-August, with a completion date of summer 2011.

The majority of our team has completed the Project Management Essentials course, and we are following our training to the letter, or at least attempting to! Our instructor for this course, Carole Spicer, has been of invaluable support to me and is always ready to provide assistance if our team has questions or concerns with any aspect of the planning process and to provide encouragement to me and the team as we work through our project. I would say wish us luck, but I do believe with the Project Management Essentials course and Carole on our side – luck is no longer a requirement!

We Want to Hear from You!

The CLD is interested in hearing from clients about their learning experiences and how they have applied their training to their work! If you have a story you would like to share for publication in our Client Corner, please don’t hesitate to contact us.

You can send your stories, comments, suggestions and feedback to any of our Managers of Corporate Organizational Development or our Information Officer, Steven Walsh at stevenwalsh@gov.nl.ca.
The Centre for Learning and Development makes our training facilities and resources available for various departmental uses, including group training sessions and meetings. Located on the 5th floor of the West Block, Confederation Building, our facilities include two training rooms, a computer resource centre and a video conference room. We provide a comfortable, modern and supportive learning and meeting environment for all Government employees.

**Training Rooms**

Our two training rooms can be booked for learning events, training sessions and group meetings. Both rooms have recently been renovated with new tables and chairs and can accommodate up to 20 people.

**Computer Resource Centre (CRC)**

Our Computer Resource Centre or ‘CRC’ provides computer stations for technical training sessions and technology based learning and development. The CRC can accommodate up to 14 participants.
Video Conference Room

The Video Conference Room provides the ideal setting for smaller meetings, video conferencing to outside meetings and locations as well as media training. The room can hold up to 8-10 people.

Room Availability

- Our rooms are available for use from 8:30 a.m. to 4:30 p.m. during the fall and winter months
- Decide which room is most appropriate for your event, session or meeting
- Check for availability on the dates in question by calling 729-3653 or emailing Sandy Reynolds at sandyreynolds@gov.nl.ca
- To register, provide your name, phone number and other information as requested

Training Room Usage Policies

To view our training room usage policies, please visit the Centre for Learning and Development section of the PSS website. PDF versions of our training room policies can be found under ‘Publications’. http://www.exec.gov.nl.ca/exec/pss/publications/index.html#LD
who we are

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Centre for Learning & Development

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Corner Brook, NL A2H 6J8  
Fax: (709) 639-7713

Location

The Centre for Learning and Development office 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/index.html

Parking

The Confederation Building parking lot is accessible from both Allandale Road and the Prince Philip 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.

Registration/Course Application

If you are interested in attending a learning event, please discuss the content with your immediate supervisor and complete a Registration Form and mail or fax (729-4114) to the Centre for Learning and Development, Public Service Secretariat, 5th Floor, West Block, Confederation Bldg., St. John’s, NL A1B 4J6 at least 15 working days before the start of the course. The Registration Form must be signed by your immediate supervisor.

You can obtain a Registration Form from your Director of Strategic Human Resource Management or Manager of Organizational Development.

Registration Forms can also be found on the Public Service Secretariat’s web site under Forms and Applications www.exec.gov.nl.ca/exec/pss/forms/index.html and are also available at the Centre for Learning and Development office.

For more information on registration procedures, please contact Diane Blackmore, Administrative Officer, at 729-3654 (dianeb blackmailmore@gov.nl.ca)

Confirmation

When you are enrolled in a course, your attendance will be confirmed by e-mail, letter, fax or phone call. Prior to the course commencement date, the Centre for Learning and Development will send you an email, letter, fax or phone call re-confirming your registration and advising you of course particulars.

Late Cancellations/No Shows

A cancellation fee of $100 per participant will be charged to the Department if the participant(s) 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, Diane Blackmore, 729-3654.

The Centre reserves the right to charge participants for the full cost of registration if one of the above conditions is not met.

Please Note: Employees who fail to show up for courses as scheduled or who cancel less than five working days prior to the course start, will need to reregister if they still wish to complete the course in the future.
### WorkSkills: Module 1, 2, 3

- **Genuine Leadership**
- **Expressing Yourself**
- **Workload Management**
- **Group Facilitation Skills**
- **Technical Report Writing**
- **Microsoft Word**
- **Microsoft Excel**
- **Microsoft PowerPoint**

### Business Writing

- **Project Management Essentials**
- **Problem-Solving Results: Solutions, Improvements & Innovations - 2 day course**
- **Accelerating Team Productivity - 2 day course**
- **WorkSkills: Module 4, 5, 6**
- **Group Facilitation Skills - 3 day course**
- **Project Management Essentials - 3 day course**
- **Technical Report Writing - Writing Dynamics - 2 day course**

### Emotions & Conflict

- **Your Supervisory Potential**
- **Connecting with Others**
- **Project Management Essentials - 3 day course**
- **Technical Report Writing - Writing Dynamics - 2 day course**
- **Group Facilitation Skills - 3 day course**

### Problem-Solving Results: Solutions, Improvements & Innovations - 2 day course

- **WorkSkills: Module 1, 2, 3**
- **Genuine Leadership**
- **Business Writing**

### Connecting with Others

- **Genuine Leadership**
- **WorkSkills: Module 1, 2, 3**
- **Business Writing**

### Your Supervisory Potential

- **Genuine Leadership**
- **WorkSkills: Module 1, 2, 3**

### See Calendar of Events inside for course descriptions and locations.

Please visit the PSS website for information on additional course offerings in the future.