SPRING 2012

quarterly

PUBLIC SERVICE SECRETARIAT • Centre for Learning & Development

What's inside?
Career Crossroads
Keyboard Shortcut Tips
Access to Learning
“Mommy, when I grow up, I want to be a Lizard Man, or a Gladiator, or a Space Villain”, my six year old son confidently said as we played with his Lego characters. Then he asked, “Mommy, what do you want to be when you grow up?”

In search of an answer, I quickly scanned the Lego people scattered haphazardly across the floor. Did I want to be a Zoo Keeper? A Deep Sea Diver? A Pop Star? The truth was, I didn't know. I was 34 years old and still had no idea what I wanted to be when I grew up!

My son's question resonated with me and ignited a realization that there was something missing in my professional life. I had arrived at a crossroads, wondering if I was on the right track, and whether I should continue on my current path or move in a new direction.

I began a journey of heightened self-awareness that culminated in a more thoughtful and intentional approach to my career development. I'll share the major lessons I learned along the way...

Know who you are, what you want & what you really love doing

Gaining this insight was crucial for me as I contemplated the next stop along my career path. It was time to take stock: review my progress; assess my current situation; consider my options; and, plan for my future.

I took the time to examine my interests, values, skills and goals. I needed to rediscover what I was passionate about. I felt that I had settled into a job that no longer fulfilled my purpose or professional aspirations. I didn't feel challenged and engaged in my work. For me, being engaged means I'm interested in what I'm doing, the environment in which I'm doing it, and the people with whom I interact.

At this point in my career, I had accumulated enough experience to unequivocally know what I liked and what I didn't like. I knew aligning my career with my interests would underpin my job satisfaction and my success.

I asked myself these questions:

• When have I been most committed, passionate, and enthusiastic?
• What do I naturally love to do?
• What keeps me energized and engaged?
• What gives me the greatest satisfaction?

My responses helped me discover my primary interests and passions. By understanding what inspired and motivated me, I was in a better position to develop a career path that would lead to true satisfaction and fulfillment.

Learn to recognize opportunities

I applied for a position that seemed to align with my interests and my career goals. I was offered the job, accepted it, but was reluctant about doing so. While it matched my interests, it didn't match my definition of success. At the time, career success meant more money, broader responsibility, and a fancier title. In my mind, this job represented only a small promotion from my previous job, and I felt that I wasn't moving ‘up’. And if I couldn't move up, then why move at all?

I realized that refusing an opportunity because it didn't earn me immediate financial payback was a serious career-limiting mistake. When it comes to progressing along one’s career path, ‘up’ isn’t the only direction. There are multiple directions in which a career path can move. Focus on the moves that represent progress toward defined goals.

When a big move up is not an option, a strategic sideways move can put you in a more advantageous position. A lateral position can expose you to new people, projects, and program areas. Positions that allow you to broaden your experiences...
and develop your skills in different environments may lead to further opportunities for career development and can serve as a springboard for bigger career change.

Eventually, I moved into my current role with the Centre for Learning and Development. My experience highlighted the importance of keeping an open mind when assessing career opportunities, and approaching career development carefully and strategically. If I had waited for the ‘ideal’ starting point or the ‘perfect’ path, I would still be waiting. Once you have some picture of where you want to go, get things moving by taking small steps toward that vision. For me, moving forward was the key. My focus had to be on progress, not perfection.

**Acknowledge fear, and move on**

As I reflect on the past year, I now see that my biggest obstacle was fear. Fear of change. Fear of the unknown. Fear of making a bad decision. Fear of failure... and maybe even fear of success! As much as I value personal and professional growth and development, I sometimes find it difficult to let go of things in my life that are no longer working. I felt comfortable working in an established and well-defined routine. I knew my expected outcomes and I knew the people. The reality, however, was that I had gotten too used to being a certain person who did a certain job. I knew I had to move on.

Transition is exciting. It offers renewal, adventure, personal growth, and the chance to move forward! But the unknown can be unsettling. I didn’t know what to expect. I told myself that maybe it was better to stay where I was, in the known and comfortable. Abandoning my vision seemed like the safer choice, but at what price? I learned to accept that fear is a normal part of any change process. I acknowledged its presence, but remained focused on moving towards my goals. Ultimately, I needed to let go of what I was in order to discover who I could become.

We all have definining moments in our lives. I never thought that one of my defining moments would occur while playing Legos with my son. I did answer his question. And to his delight, I ultimately chose the Zoo Keeper. He informed me that this career choice would be a good fit for me since I love animals and I would have fun! At six years of age, he had it figured out that I should do what I enjoy – that my career should be aligned with who I am. What he didn’t realize, however, was that by so innocently asking me what I wanted to be when I grew up, he forced me to take the first step in setting my personal vision, taking charge, and managing the direction of my career path.

I have realized that there is no fast, effortless way to advance in my career; that I am the only one responsible for my own career progression; and that career management is a journey that never really ends because work itself is about change, growth, development and reinvention. I am happy where I am now. My work aligns with my goals, interests, skills, values, and personality. And it has meaning and significance far beyond a paycheck.

As you contemplate your career path, ask yourself: What do you want to be when you grow up?

“Some employees want further development in their current careers; others want to move to new careers or take on increasingly more responsible positions within their occupation. Career growth is not only important to individual employees, it is also important to the organization. Providing employees the opportunity to reach out and explore new possibilities or to engage in professional development activities supports the development of skill sets for the future.”

Human Resource Management Strategy – Creating Tomorrow’s Public Service
The Government of Newfoundland and Labrador continues to improve the effectiveness and accessibility of the French Language Training Program. Through an external training provider, the Office of French Services (OFS) continues to offer tutor-assisted, self-study training to a small group of employees. Meanwhile, many regional employees are availing of online training, which is possible through a partnership with the Centre for Distance Learning and Innovation and the Centre for Learning and Development via its PS Access e-learning platform. In addition, the French Language Training Program has now been broken into two 14-week objective-based sessions and one six-week conversation session to better suit participants’ needs.

In order to promote participant accountability and better describe language learner achievements, the OFS is adapting elements of the Common European Framework of Reference for Languages. This enhancement will include a ‘language portfolio’ to help students set their own learning goals, track progress and develop higher levels of cultural awareness. The introduction of the language portfolio is expected in September 2012.

The OFS continues to partner with the Centre de ressources en français juridique to offer specialized workshops to employees of the provincial justice system. In November, administrative support professionals, librarians and solicitors...
Francophone organizations also participated in training provided by the Newfoundland and Labrador Statistics Agency on navigating Community Accounts and extracting useful data from the website, such as information on demographics, income, occupation and health.

Finally, last September, the OFS partnered with a child care consultant and a nutritionist from the Eastern Health to deliver a presentation on healthy eating to parents of children registered at the Ptits cerfs-volants child care centre in St. John’s. The presenters also offered information on nutrition guidelines for child care providers and tips on using *Eating Well with Canada’s Food Guide*.

For more information, contact Jeff Butt, Senior Manager, Office of French Services, at 729-2223 or jeffkbutt@gov.nl.ca.

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participated in a two-day workshop focusing on legal vocabulary. Finally, a weekly theme-based conversation class has been developed for employees with high levels of French language proficiency.

The French Language Training Program and the other language learning opportunities are designed to better prepare provincial government employees for interactions with French-speaking clientele and to enhance the overall capacity of government to function in French.

**Community Outreach**

The OFS’ focus on development extends beyond government and into the community. There are several recent examples of the OFS and its partners sharing information and resources with the province’s Francophone and Acadian community.

Last December, the Department of Advanced Education and Skills partnered with the OFS to introduce SmartForce NL to employees of the Grands-Vents School and Community Centre in St. John’s. Aimed at improved skills and career development, SmartForce NL is a partnership that brings thousands of free online courses on important workplace topics to businesses and not-for-profit organizations in the province.
Career Development Information, Resources, and Tools:

Creating Job Satisfaction - Getting the Most From Your Job
www.mindtools.com/pages/article/newCDV_94.htm

Personal SWOT Analysis - Making the Most of Your Talents and Opportunities
www.mindtools.com/pages/article/newTMC_05_1.htm

Post-Secondary Education and Training Information:
Division of Lifelong Learning – Memorial University
www.mun.ca/lifelonglearning/about_us/

Distance Education, Learning and Teaching Support (DELTs) - Memorial University
www.delts.mun.ca/

Office of Distributed Learning – College of the North Atlantic
dls.cna.nl.ca/

Labour Market and Occupational Information:
Newfoundland and Labrador Labour Market - Outlook 2020

National Occupational Classification (NOC) - Human Resources and Skills Development Canada
www5.hrsdc.gc.ca/NOC/
skills corner: Useful Keyboard Shortcuts

**Keyboard Shortcut Tips**

These quick and simple keyboard shortcuts can save you time when working on your computer and when navigating the Web.

**When working on documents**

<table>
<thead>
<tr>
<th>TASK</th>
<th>PC</th>
<th>MAC</th>
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</thead>
<tbody>
<tr>
<td>Cut</td>
<td>CTRL + X</td>
<td>Command + X</td>
</tr>
<tr>
<td>Copy</td>
<td>CTRL + C</td>
<td>Command + C</td>
</tr>
<tr>
<td>Paste</td>
<td>CTRL + V</td>
<td>Command + V</td>
</tr>
<tr>
<td>Spelling/Grammar Check</td>
<td>F7</td>
<td>Option + Command + L</td>
</tr>
<tr>
<td>Open Help menu</td>
<td>F1</td>
<td>Shift + Command + ?</td>
</tr>
<tr>
<td>Print a Document</td>
<td>CTRL + P</td>
<td>Command + P</td>
</tr>
<tr>
<td>Find Files and Folders</td>
<td>Windows key + F</td>
<td>Command + F</td>
</tr>
<tr>
<td>Switch Between Open Programs</td>
<td>ALT + TAB</td>
<td>Command + Tab</td>
</tr>
</tbody>
</table>

**When using the web**

<table>
<thead>
<tr>
<th>TASK</th>
<th>PC</th>
<th>MAC</th>
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</thead>
<tbody>
<tr>
<td>Select the Address Bar</td>
<td>CTRL + L or F6</td>
<td>Command + L</td>
</tr>
<tr>
<td>Add “<a href="http://www.%E2%80%9D">http://www.”</a> and ‘.com’ to Address Bar (after typing website name into URL address line)</td>
<td>CTRL + ENTER</td>
<td>Option + Return</td>
</tr>
<tr>
<td>Add a Bookmark</td>
<td>CTRL + D</td>
<td>Command + D</td>
</tr>
<tr>
<td>Refresh a Webpage</td>
<td>F5, or CTRL + R</td>
<td>Command + R</td>
</tr>
<tr>
<td>Take a Screen Shot</td>
<td>Print Screen key (then paste [CTRL + V] into a Word document)</td>
<td>Command + Shift + 3</td>
</tr>
<tr>
<td>Close/Hide Browser</td>
<td>ALT + F4</td>
<td>Command + H</td>
</tr>
</tbody>
</table>

**French Accents**

For PC

To type the accents below, hold down the ALT key while typing the three or four digit code listed below. When you release the ALT key, the character will appear. You must type the numbers with the numeric keypad (located on the right side of your keyboard), not with the row of numbers across the top of your keyboard.

For Mac

To type French accents using a Mac, hold down the Option key while typing the letters below. For example, to type é, hold the Option key and e, then release both, and then type e again.

<table>
<thead>
<tr>
<th>TASK</th>
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<tbody>
<tr>
<td>ç</td>
<td>ALT 135</td>
<td>Option + c</td>
</tr>
<tr>
<td>é</td>
<td>ALT 130</td>
<td>Option + e, e</td>
</tr>
<tr>
<td>è</td>
<td>ALT 138</td>
<td>Option + ~, e</td>
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<tr>
<td>â</td>
<td>ALT 133</td>
<td>Option + ~, a</td>
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<tr>
<td>ô</td>
<td>ALT 147</td>
<td>Option + i, o</td>
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<tr>
<td>ã</td>
<td>ALT 131</td>
<td>Option + i, a</td>
</tr>
<tr>
<td>è</td>
<td>ALT 137</td>
<td>Option + u, e</td>
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<tr>
<td>ł</td>
<td>ALT 141</td>
<td>Option + i, i</td>
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<tr>
<td>ï</td>
<td>ALT 139</td>
<td>Option + u, l</td>
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<tr>
<td>ź</td>
<td>ALT 150</td>
<td>Option + i, u</td>
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<tr>
<td>ź</td>
<td>ALT 151</td>
<td>Option + ~, u</td>
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<tr>
<td>ź</td>
<td>ALT 129</td>
<td>Option + u, u</td>
</tr>
</tbody>
</table>
Pre-Retirement Planning

Recognizing the large number of public service employees eligible to retire within the next five years, Pre-Retirement Planning sessions were held throughout the province last fall. Over 800 employees attended the sessions held in Corner Brook, Happy Valley-Goose Bay, Grand Falls-Windsor, Clarenville and St. John’s.

These sessions are offered by the Public Service Secretariat (Centre for Learning and Development) in partnership with the Department of Finance (Pension and Benefits), Public Service Commission (Employee Assistance Program), Service Canada, and the Canada Revenue Agency. Session topics include:

- Public Service Pension Plan
- Canada Pension Plan
- Old Age Security Benefits
- Employment Insurance
- Group Insurance Benefits
- Income Tax
- Transitioning to Retirement
- Employee Assistance Program

Employees who are eligible to retire within five years are encouraged to attend a Pre-Retirement Planning session. For more information, please contact Anthony Allen, Training Officer, at 729-2954, or anthonyallen@gov.nl.ca.

Onboarding

Last fall, over 150 new employees had the opportunity to attend Onboarding sessions offered in Corner Brook, Happy Valley-Goose Bay, Grand Falls-Windsor and St. John’s. These sessions were well received and provided new employees with helpful information about working with the public service. Sessions provided an overview of government and its structure, information on policies, salary and benefits, standards of conduct, and learning and development.

Onboarding sessions are scheduled regularly. For those employees who have not yet attended one of these sessions, please contact Anthony Allen, Training Officer, at 729-2954 or anthonyallen@gov.nl.ca.
Going Green Initiative

The Centre for Learning and Development (CLD) continues to encourage participants to go green when attending training and other events at the CLD. Participants who demonstrate green practices have their names entered into a draw for a ‘green prize’.

Congratulations to our most recent Going Green prize winners:

- Marguerite Mullins, Policy, Planning and Research Analyst, Health and Community Services, St. John’s – reused name tag
- Remzi Cej, Policy and Program Development Specialist, Advanced Education and Skills, St. John’s – reused flip chart paper
- Annette Breen, Policy and Program Development Specialist, Advanced Education and Skills, St. John’s – brought reusable mug/water bottle
- Jamie Valvasori, Settlement and Integration Consultant, Advanced Education and Skills, Gander – brought reusable mug/water bottle
- Jeannette Pink, Client Services Officer, Advanced Education and Skills, Corner Brook – brought reusable mug/water bottle
- Elaine Clarke, Administrative Assistant, Executive Council, St. John’s – brought reusable mug/Water bottle
- Emily Herdman, Ecosystem Management Ecologist, Environment and Conservation, Corner Brook – brought reusable mug/Water bottle
- Martin Hounsell, Energy Economist, Natural Resources, St. John’s – reused flip chart paper
- Susanne Dawe, Labour Market Development Officer, Advanced Education and Skills, Corner Brook – reused name tag
- Harriet Spencer, Clerk Typist III, Advanced Education and Skills, Gander – reused flip chart paper

Green Initiatives

Department of Environment and Conservation

In an effort to help maintain the pristine beauty of provincial parks throughout the province, the Parks and Natural Areas Division (PNAD) - Natural Heritage Branch, initiated a curbside recycling project in all 13 provincial camping parks in 2011. Approximately 120,000 recyclable beverage containers were diverted from landfills through blue boxes placed at every campsite in provincial camping parks. With such a phenomenal result for the first year of this program, PNAD will be continuing the program for the 2012 camping season.

Going Green in Corner Brook

Each month, employees from government departments located in Millbrook Mall, Corner Brook, collect recyclable beverage containers and donate the containers to local school groups and youth organizations. As a result, approximately 75 containers are diverted from landfills every month.

Those involved in this recycling effort work for the Departments of Tourism Culture and Recreation; Fisheries and Aquaculture; Innovation, Business and Rural Development; Public Service Secretariat; Rural Secretariat; and, the National Research Council of Canada (federal government).

Is your department, division or team doing something exciting around green initiatives? If so, we want to know! Contact Carole Spicer, Manager, Corporate Organizational Development at carolespicer@gov.nl.ca or 709-637-6501.
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 public service.

Identified individual learning may be supported through your department’s learning plans, the Strategic Human Resource Management Division 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 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/
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.

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

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.

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.

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/
access to learning

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.

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 dianebblackmore@gov.nl.ca.

Workload Management
An employee’s ability to identify and manage priorities depends largely on his/her ability to communicate with others. Employees 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.

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.

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EXCEPTIONAL PEOPLE. EXCEPTIONAL PUBLIC SERVICE.
**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.

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**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.

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**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.

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**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:
• Identify 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

Writing Briefing Notes
This module provides employees with 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.

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 language skills in order 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

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 Division 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.

**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.
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.

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 work force 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.

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.

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**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.

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**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.
access to learning

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.

Conference Board of Canada - e-Library
www.e-Library.ca

The Conference Board of Canada (CBoC) is the foremost, independent, not-for-profit applied research organization in Canada with expertise in conducting, publishing, and disseminating research. The CBoC employs specialists in economic trends, organizational performance and public policy issues. Thousands of resources, available in the CBoC e-library, are accessible to you as a Government of Newfoundland and Labrador employee.

You will be able to:
• Access thousands of documents, reports, recorded webinars and conferences
• Talk to the author of any CBoC report - call reception at 1-866-711-2262
• Customize your account to receive email alerts on newly released documents on topics that you have identified
• Download all e-library resources that say, “No charge, paid by your subscription”
• Use your GNL email username and password to register

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 kim.macpherson@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 diane.blackmore@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 diane.blackmore@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 diane.blackmore@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.

Did You Know?
The CLD has a new email name.

If you have registered for or are inquiring about a workshop at the CLD, please be on the lookout for our new email name when we contact you by email:

Centre for Learning and Development – Public Service Secretariat.
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.

TRIM Tips & Tricks

- Add records to your Favorite Records list by highlighting a displayed record, then press F4.
- Click on a column header to re-sort the results of a search into ascending or descending order.
- The Fast Find function in the toolbar is the ideal facility for doing simple searches, e.g. Date Registered = Today, will display all records registered today.
- Use Ctrl + A to tag all records in a search display window.
- To display Saved Searches, use Ctrl + G.
- You can put a document into TRIM from your hard-drive by doing a drag and drop with your mouse.
- To refresh your current window, press the F5 key.
- To reload all windows, press the F6 key.
- You can send someone an e-mail link to a document in TRIM. Highlight a displayed document and then on the File menu, click Send To - Mail Recipient.
- You can customize the colour scheme (skin) of TRIM. On the Tools menu, click User Configuration - Customize. Select the Skins tab and then select a skin.
- To close all windows in TRIM, go to the Windows Menu and click Close All.
- If you have removed the Tip of the Day at startup, you can reactivate it by going to the Help Menu, then Tip of the Day, and then clicking Show Tip at Startup.
My name is Bill Dennis. I am a Fisheries Development Officer (FDO) with the Department of Fisheries and Aquaculture (DFA) in Corner Brook. My primary job is to foster fishing industry development on the West Coast and central areas of the island. We are a part of a team that use a funding program designed to assist industry partners in taking advantage of new technologies to increase safety, efficiency, and value for seafood products.

I have taken part in workshops at the Centre for Learning and Development (CLD), including Principles and Qualities of Genuine Leadership, and most recently, Problem-Solving Results: Solutions, Improvements and Innovations. When dealing with project proponents, arranging contracts and project schedules can sometimes lead to challenges. The Problem-Solving Results workshop helps participants step back, identify the problem, and use the tools provided to come up with meaningful solutions. It fosters cooperation instead of opposition, and can make dealing with problems much easier.

In Corner Brook, DFA shares an office suite with other departments, including a CLD representative. Having a CLD representative nearby has been a great experience. Carole Spicer is just down the hall from my office, and being able to pop in to ask a quick question has been great. We all get the quarterly publications from the CLD, and the email notices of upcoming workshops, but having a representative nearby is good because I can get additional information on what the workshop objectives are, and how they might apply to my specific role. Carole has been there to help provide advice on meeting facilitation, as well as giving us a reminder when learning plans are due.

If you have a CLD representative nearby, take the opportunity to avail of his/her expertise. If you do not have one nearby, contact the CLD by phone and/or email. Take the time to call and at least get to know your representative so when a question comes up, you know who to contact. The CLD provides many learning opportunities, regardless of your role in government.
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 sandyreynolds@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 sandyreynolds@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?

The 2011 Work Environment Survey (WES) is now available.

The WES measures various employee attitudes and opinions using 70 statements about the workplace, on aspects such as job satisfaction, compensation, communication, health and safety, learning and development, and work-life balance.

The Summary Report can be found on the Public Service Secretariat website at www.exec.gov.nl.ca/exec/pss/

Did You Know?

Increasing access to learning opportunities and providing career development supports to employees are two objectives outlined in Government’s Human Resource Management Strategy (Key Direction 1 - Building Our Potential). These objectives are essential to building employee engagement and a more efficient and effective public service. Some of the programs and initiatives that help support these objectives include:

- Training workshops and leadership development programs offered through the Centre for Learning and Development
- Competency development models for various occupational groups
- Financial assistance for eligible courses and employees through the Tuition Assistance Program
- The ‘We Are’ initiative, which profiles some of the many careers that make up the public service of Newfoundland and Labrador

For more information:

Public Service Secretariat
www.exec.gov.nl.ca/exec/pss/

Human Resource Management Strategy – Creating Tomorrow’s Public Service

WE ARE
www.gov.nl.ca/weare/index.html

Information on external and internal job competitions, secondments and development opportunities can be found on the Public Service Commission website at www.psc.gov.nl.ca/psc/index.html

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.

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/

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