Dust of Snow

The way a crow
Shook down on me
The dust of snow
From a hemlock tree

Has given my heart
A change of mood
And saved some part
Of a day I had rued.

Robert Frost (1874-1963)
As the year 2010 comes to a close, many folks are turning their thoughts to 2011. A New Year brings the excitement of hope, renewal and yes, even change. Some people think of making New Year’s resolutions to make a positive change in their lives. According to Dr. John Norcross, a clinical psychologist and distinguished professor of psychology at the University of Scranton, resolutions go back to historic times. Worshippers in ancient Roman times would offer resolutions of good conduct to the god Janus, the two-faced deity looking backwards and forwards. Dr. Norcross’ studies show that 75% of resolvers are successful for one week with success down to about 40 to 46 percent at six months.

What is it about change that is so difficult? Too often we think of change as a negative event even when the desired outcome is positive. Each of us has different capabilities of change; how we adjust and move through the cycle of change varies from person to person, situation to situation.

Jeff Hiatt, President of Prosci Research and founder of the Change Management Learning Centre, has developed a holistic approach to change management in individuals and organizations. This change model is called ADKAR.

A - Awareness of the need to change  
D - Desire to participate and support the change  
K - Knowledge of how to change (and what the change looks like)  
A - Ability to implement the change on a day-to-day basis  
R - Reinforcement to keep the change in place

Quite often, when thinking of change, organizations throw knowledge, information, and training at employees expecting them to easily assimilate the change. While the first two steps are necessary in engaging employees in change, individuals must also be aware of the need for change and most importantly, have the desire to change. Once a change is implemented, change management can fail if people are not given the chance to demonstrate the ability to change and if the change is not supported with reinforcement.

I remember the days of being a smoker and being encouraged by others to quit smoking for good. Several friends of mine said they were “social smokers,” making me the only ‘hard-core’ smoker in the group. We talked for a long time about quitting together. I had all the knowledge about why I should quit although I hadn’t yet tapped in to my motivating factor. Then one day in 1989, my AHA! moment occurred; I didn’t want to be a smoking parent. So as a group, we committed to quitting together. I can still recall smoking my last cigarette outside at 11:00 pm knowing that change was coming. Two of my friends lasted less than 24 hours before smoking again and the rest of the group were back at it in less than 3 weeks. I, the “hard-core” smoker, was the only one of the group that was successful at quitting. I am extremely grateful that I did since I met my future husband less than two months later, a non-smoker, who once told me that he wouldn’t have asked me out if I was smoking. Over 20 years later, my husband and I are both the proud non-smoking parents of two beautiful daughters.

How important are resolutions?

In his studies, Dr. Norcross also tracked people who had similar behavioural goals, but did not commit to making any resolutions. Only four percent were successful at six months in making the change. It seems, then, that people that make resolutions are more successful at making a change last than those who just say they’ll do it.

With the New Year approaching, people and organizations are reflecting on the past year, and looking ahead to next year in anticipation of things to come. What are your goals and plans for change in the New Year?
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

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](http://www.exec.gov.nl.ca/exec/pss/learning_and_development/index.html)
capacity building
in the core public service

Carole Spicer

In the Corporate Human Resource Management Strategy 2008-2011, the Public Service Secretariat committed to:

- Develop and implement a capacity building framework, in conjunction with departments for specific occupational groups.

In the spring of 2010 the CLD introduced an Administrative Support Competency Framework for those employees working in administrative support positions. The goals of the framework are to:

- Develop critical knowledge and skills needed to improve organizational and individual effectiveness and performance.
- Foster a learning culture that respects career advancement.
- Promote consistency in information management practices in the public service.

What’s in it for you?

Administrative Professionals

- An opportunity to establish clear learning objectives in relation to current roles and future career development.
- Ability to develop new skills and to engage in continuous learning.

Management

- An increase in capacity of Administrative Professionals.
- An increase in organizational performance.
What is your role?

Administrative Professionals
- Complete the competency Self-Assessment tool
- Meet with your Manager to discuss
- Determine priority learning

Management
- Meet with your staff to assist in determining priority learning
- Support and encourage staff in transferring new learning to the workplace
- Allow time for individuals to practice new behaviours and to share information from the learning experience

Background
The Administrative Support Competency Framework endorses learning and development opportunities to strengthen the professional capacity of administrative support professionals across the Newfoundland and Labrador Public Service.

Core Competencies
Six competency clusters have been identified that contain specific behaviours and skills that are generally relevant to all administrative support positions irrespective of department, division, branch, work function or position.

Learning and Development
The Centre for Learning and Development offers the WorkSkills: Steps to Your Success certificate program.
This seven-module program provides participants with the skills needed to effectively support departmental strategic goals. The competencies identified are considered to be core competencies related to the administrative support positions across the Newfoundland and Labrador Public Service and, as a result, priority is given to those in administrative support positions for these course offerings.
Please see the Calendar in this Quarterly for course details and offerings in your area.

The Administrative Competency Framework guide, the Self-Assessment tool, the Manager Assessment tool and the Learning Plan form are available on the Public Service Secretariat website under Forms and Applications: www.exec.gov.nl.ca/exec/pss/forms/

For more information on the Administrative Support Competency Framework, contact David Brown, Manager, Corporate Organizational Development at 729-4251 or davidbrown@gov.nl.ca.

“If we’re growing, we’re always going to be out of our comfort zone.”
John Maxwell
update on...

Competency Development

Human Resource Management:
The Human Resource Management competency model is nearing completion. Focus group meetings have been held with various groups across the HR community and interviews with Directors and Executive members are being scheduled.

Policy/Analytical:
The Policy/Analytical competency model is now complete. In partnership with Cabinet Secretariat, a Certification Program is being developed to address the learning and development requirements.

Information sessions on the competency model will be delivered over the winter.

For further information and updates on competency development frameworks, please visit the Centre for Learning and Development website.

www.exec.gov.nl.ca/exec/pss/learning_and_development
Knowledge Management Program

Knowledge Management (KM) refers to the range of activities, processes and practices that an organization uses to identify, create, exchange, distribute and enable putting knowledge into practice.

The Centre for Learning and Development (CLD) held corporate focus groups and two open sessions between August and October 2010. The objectives of these sessions were to:

- Engage employees in dialogue regarding the field of knowledge management (KM)
- Create “awareness” of the field of KM throughout government
- “Demystify” KM terminology
- Discuss how KM process are presently used in government
- Determine if there was a need for a formal KM strategy or program within government

There was a great turn out at the sessions and we received insightful comments and suggestions from those in attendance.

The CLD is now in the process of compiling the comments received during the consultations. We will also be continuing to work with departments and agencies, the academic community and other jurisdictions/industries to identify best practices as we move towards more effective knowledge management in the Core Public Service.

For more information, contact Keith Whiffen, Manager, Corporate Organizational Development at 729-1461 or keithwhiffen@gov.nl.ca.

Going Green Initiative

In our Fall 2010 Quarterly we challenged readers to take a few simple steps to make our work and learning environment greener. In response, course participants:

- brought in their own mugs, glasses and water bottles to reduce paper cup usage
- re-used old name cards from previous sessions to reduce waste
- used both sides of scrap paper and re-used flip chart paper where appropriate

In addition, the CLD received the following suggestions for everyone to consider when going green in the workplace:

- Challenge all offices to purchase/use the Green Works natural cleaners for general office use - all purpose cleaner, dishwashing liquid, wipes, etc. Submitted by Marilyn Dormody, Clerk Typist III, Department of Human Resources, Labour and Employment, Grand Falls-Windsor.
- Put large water coolers in the training rooms eliminating the need for water bottles and providing the opportunity for people to re-fill their own water glasses, bottles, etc. Submitted by Rosalind Squires, Program Officer, Cabinet Secretariat, St. John’s.

Everyone that used a green technique or offered a suggestion went into a draw for some prizes.

Congratulations to the following winners:

- Glenda Peddle, Statistical Officer, Department of Environment and Conservation, Deer Lake.
- Rosalind Squires, Program Officer, Cabinet Secretariat, St. John’s.
- Ellen O’Bole, Electronic Content Management, Department of Justice, St. John’s.
- Kim Thompson, Human Resource Consultant, Public Service Secretariat, St. John’s.
- Kim Higgins, Court Officer, Department of Justice, Grand-Falls-Windsor.

Thank you to everyone who participated and the challenge continues! There are more prizes to be won so please consider going green for the next training session you attend and keep those suggestions coming!
Get others involved in meaningful ways

Giving employees the opportunity to make meaningful decisions about their work and their contributions to a change process can help reduce the uncertainty and resistance often associated with organizational change. Encouraging others to participate in ways meaningful to them can help build a sense of ownership and trust, producing better decisions and results needed to drive change forward.

Pragmatists, skeptics and traditionalists can promote the success of a change if they are involved in aspects they care about. Proposing and matching people’s skills, views and knowledge areas with important actions and decisions encourages involvement and constructive support.

Build support and momentum for change

Highlighting strengths, successes and the positive aspects of change in an organization can help build a vision of success that employees can then build on in their own way. Showing others what positive change looks like will demonstrate that change and its benefits are possible, increasing overall motivation and support.

Leverage people and activities that already help support change in an organization. Seeking out enthusiastic personalities, promoting current successes and engaging the strengths of every team member can help drive the change forward. Learning about people’s talents and what they can bring to the change effort will help build confidence and capacity for larger-scale change in the organization.

Tips for Effective Change Management

“In today’s workplaces, organizational success depends on all employees having the confidence and flexibility to contribute to constant organizational change. Change capability involves recognizing that employees at all levels of the organization have the potential to accept, embrace and drive change.” Activating Change. AchieveGlobal, 2007.

Create a plan for change management

Often, a small group of employees will be responsible for making change management decisions that will impact a larger group. Sharing information and regularly updating those that will be impacted can minimize confusion and resistance to the change. By providing time for discussion and feedback, others can learn, reflect and adjust to new ideas, challenges and opportunities.

Create a plan early in the change management process to involve all those that will be impacted by the change. Who are the employees that will be impacted the most? Keeping people informed in the planning, decision-making and the implementation of the change process will keep everyone on track and up-to-date on what is happening.

“Innovation is the ability to see change as an opportunity, not as a threat.”

Anonymous

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Anonymous
What change role do you see yourself in?

Use the following tool to decide what role you are likely to play in a change process at work. Check any statements below that describe you. The category with the most checks likely reflects your current response to change.

Change Adoption Checklist (©AchieveGlobal, Activating Change™: Manager Version, 2007)

<table>
<thead>
<tr>
<th>PRAGMATIST</th>
<th>SKEPTIC</th>
<th>EARLY ADOPTER</th>
<th>TRADITIONALIST</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Bottom-line oriented&lt;br&gt;- Wants evidence and a solid business plan before adopting a change&lt;br&gt;- Typically embraces change but more slowly than innovators and early adopters&lt;br&gt;- Sometimes resistant to a clearly useful but unproven change&lt;br&gt;- Tends to see more risk than opportunity in change</td>
<td>- Questions change information&lt;br&gt;- Needs evidence that the change has proven effective&lt;br&gt;- Challenges the necessity of change, raising awareness of risk&lt;br&gt;- Struggles to foresee positive outcomes of a change&lt;br&gt;- Typically adopts change only after the majority has done so, or the change has achieved clearly positive results</td>
<td>- Idealistic and creative; sees opportunities rather than risks in change&lt;br&gt;- Eager to initiate change, develop and try out new ideas and approaches&lt;br&gt;- Often viewed as an individualist or eccentric&lt;br&gt;- Prefers to work on change from behind the scenes, making little or no effort to communicate ideas to the larger group&lt;br&gt;- May struggle with routine tasks unaffected by the change</td>
<td>- Resists change, emphasizing continuity with the past (e.g., traditional products, services, or practices that made the organization successful)&lt;br&gt;- Sees opportunity in maintaining the status quo&lt;br&gt;- Provides information about the results of similar changes in the past&lt;br&gt;- Helps the organization select solid, beneficial solutions&lt;br&gt;- Exerts an overall stabilizing influence&lt;br&gt;- Accepts only when it becomes standard practice</td>
</tr>
<tr>
<td>INNOVATOR</td>
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</tbody>
</table>
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 that 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.

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 Principles 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 Principles 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:
Participants will learn about five critical leadership qualities that contribute to both organizational and personal success, and will discuss them as they relate to key business issues. Participants will also learn six basic principles that can help them develop effective working 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
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 team-building as a learning need in their individual learning plan.

Prerequisite:
None

Dates and location:
St. John’s ......................................................... January 18-19
February 7
March 9

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.
Module 2: Speaking to Influence Others
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.

Prerequisite:
The Principles and Qualities of Genuine Leadership

Dates and location:
St. John’s ............................................................. January 28
February 1
Corner Brook ........................................................ February 17
March 22

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.

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- 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.

Prerequisite:
The Principles and Qualities of Genuine Leadership

Dates and location:
St. John’s ............................................................. January 31
February 4
Corner Brook ........................................................ February 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.

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 them assume new responsibilities, improve their ability to supervise the work of others, and maintain the necessary balance in their roles.
Module 2: Delegating for Shared Success
Participants learn to 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.

Prerequisite:
The Principles and Qualities of Genuine Leadership

Dates and location:
St. John’s ................................................................. January 26
February 22
Corner Brook ............................................................ March 1

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.

Problem-Solving Results: Solutions, Improvements, and Innovations

Purpose:
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
Participants learn a five-step process for defining and analyzing problems, finding solutions and implementing them.
Working Through Emotions and Conflict

**Purpose:**
Employees must prepare for emotionally complex situations common in today’s work environment. In this workshop, participants learn the best ways to successfully tackle conflicts with their peers at work, and the emotions that accompany them.

**Session topics:**
- **Module 1: Addressing Emotions at Work**
  Participants will learn strategies to address strong emotions - their own, and when appropriate, those of the people they work with.
- **Module 2: Resolving Conflicts with Your Peers**
  Participants will learn a process for resolving conflicts with their peers that encourages neutral solutions while building constructive work relationships.

**Learning objectives:**
Upon completion, participants will be able to:
- Identify the impact of emotions on productivity
- Choose and apply techniques to address strong emotions, so they can focus on getting work done
- Respond to the strong emotions of others in a constructive and objective way
- Talk through a conflict situation objectively and non-defensively
- Develop first steps and trial solutions to begin to resolve a conflict
- Work towards reducing the impact conflict has on productivity and work relationships

**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.

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

**Dates and location:**
St. John’s .................................................. February 16
March 18

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.

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.
- **Module 3: Personal Strategies for Navigating Change**
  Provides an effective approach to navigating change that anyone can use. Participants explore skills that help them deal with change both individually and interpersonally, and they develop strategies to deal effectively with a change that’s difficult for them.

**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.

Prerequisite:
The Principles and Qualities of Genuine Leadership

Dates and location:
St. John’s ................................................................. January 20-21
                          March 28-29
Corner Brook ...................................................... January 25-26

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.

WORKSKILLS: STEPS TO YOUR SUCCESS PROGRAM

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. This certificate program is comprised of seven modules:

- 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

WorkSkills: Steps to your Success

Purpose:
WorkSkills: Steps to Your Success addresses the specific needs of today’s front-line and support staff, new hires and established employees.

Who should attend?
This program is intended for Administrative Support professionals 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 and those who are a part of the administrative competency development group.

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

Session topics:
Module 1: What it takes to Succeed: The Basic Principles
This foundation module addresses the basics of success in the workplace: minimal expectations (including appropriate dress, regular attendance, and other aspects of a strong work ethic) as well as broad guidelines for day-to-day interactions with others.

Module 2: Getting the Information You Need
Participants will learn a process to identify gaps in knowledge, ask focused questions, encourage others to share information and verify understanding of what they hear.

Module 3: Speaking with Confidence
Participants learn to prepare and deliver a clear message. The module includes practical tips on overall organization and presentation, and helps participants look at information from the listener’s point of view.

Module 4: Positive Responses to Change
Participants will explore a process for making the most of change, rather than resisting or merely enduring it. It helps participants come to grips with their own resistance, weigh their options, find positive responses and encourage others to do the same.

Module 5: Defusing Emotionally Charged Situations
Participants examine the consequences of allowing emotions to negatively affect their actions. Identify 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
Participants will take 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.

Prerequisite:
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 .................................................January 10
January 24
March 7
March 21
Corner Brook ...........................................March 24

Modules 4, 5 and 6
St. John’s ..................................................February 14
February 21

Module 7
Corner Brook .........................................February 9
St. John’s .............................................February 28

Course length:
Module 1, 2 and 3
1 day .....................................................9:00am – 4:30pm

Module 4, 5 and 6
1 day .....................................................9:00am – 4:30pm

Module 7
2 hours ....................................................9:00am – 11:00am
or 2:00pm – 4:00pm

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

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.

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, the Centre for Learning and Development will notify you of the dates and locations of each module delivery when a seat is available for you to attend.

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

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.

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).

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
- Demonstrate knowledge of the Cabinet Submission Process

**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.

**Course length:** 1/2 day

The Employee Assistance Program (EAP)

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

**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

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

**Course length:** 1/2 day

The Manager’s Role In Employee Relations

**Purpose:**
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 reference guide to enhance participant’s knowledge of managing in a union environment and the subsequent processes for progressive discipline, investigations and grievances.

**Learning objectives:**
Upon completion, participants 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 investigations process, including when to initiate and who’s involved.

**Who should attend?**

**Course length:** 2 days

Job Evaluation System: The Process

**Purpose:**
This module will provide participants with an overview of both the Management and Bargaining Unit and Position Classification Processes.

**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

**Who should attend?**

**Course length:** 1/2 day
Writing Briefing Notes

Purpose:
This module will provide participants with the purpose and essential information needed for the preparation, circulation and security of Briefing Notes in the approved formats for the Government of Newfoundland and Labrador.

Learning objectives:
Upon completion, participants 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 drafting, circulation and security of Briefing Notes

Who should attend?
Registrants of the Resource Management Package and individuals who are required to prepare or contribute to Briefing Notes.

Course length: 1/2 day

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:
Corner Brook ........................................................February 9-10

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.

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 .................................................................January 19

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.

OTHER COMPETENCY-BASED COURSES
**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 .................................................. January 11-13
- Gander .......................................................... February 8-10
- St. John’s .................................................. March 15-17

**Course length:**
3 days
- Days 1 and 2 ............................................ 9:00am – 4:30pm
- Day 3 ......................................................... 9:00am – 1:30pm

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

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**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:**
- Gander .......................................................... February 8-10
- St. John’s .................................................. March 15-17

**Course length:**
3 days
- Days 1 and 2 ............................................ 9:00am – 4:30pm
- Day 3 ......................................................... 9:00am – 1:30pm

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

Prerequisite:
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 purchasing procedures. (Microsoft Excel 2003 – Level 1, book part number 084260)

Dates and location:
St. John’s: January 11, 20, 24
February 2, 4

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

**Prerequisite:**
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 purchasing procedures. (Microsoft PowerPoint 2003: Level 1, book part number 084870)

**Dates and location:**
St. John's .............................................................. January 13, 28
February 25

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

For further information 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

**Prerequisite:**
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 .............................................................. March 3, 16, 30

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

For further information contact Dean Cutler, Manager, Corporate Organizational Development, at 729-4131 (deancutler@gov.nl.ca). Registration is limited.
Microsoft Word 2003: Level 1

**Purpose:**
Participants will learn the basic concepts required to produce common business documents through hands-on practical exercises.

**Learning objectives:**
Upon completion, participants will be able to:
- Create a basic document
- Edit documents by locating and modifying text
- Format text
- Format paragraphs
- Use Word tools to make your documents more accurate
- Add tables to a document
- Add graphic elements to a document
- Control a document’s page setup and its overall appearance

**Prerequisite:**
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 purchasing procedures. (Microsoft Word 2003 - Level 1, book part number 084360).

**Dates and location:**
St. John’s: January 18
February 18

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

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

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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

**Prerequisite:**
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: March 1, 11, 24

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

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

Onboarding Information Sessions for Managers

Information sessions are being offered this winter for managers interested in learning about Onboarding. These information sessions will cover a manager’s responsibility when welcoming and orienting new staff in the workplace.

The sessions will also provide an overview of some of the resources available to help managers in this role. To register for one of these sessions, please contact Rebecca Hedderson at 729-7593 or rebecca.hedderson@gov.nl.ca

Dates: January 11, January 28, February 17, March 4
Session length: 1/2 day

Employee Welcome Sessions

Welcome sessions for new employees will be held monthly in St. John’s and periodically in other regions of the province. For details on the dates and locations of these sessions, please contact Rebecca Hedderson at 729-7593 or rebecca.hedderson@gov.nl.ca

French Language Training

The Office of French Services offers French language training to government employees in order to facilitate the delivery of services in French. The program is comprised of various levels from beginner to advanced. A training officer will evaluate new applicants to determine the level in which they will be placed.

Classes are available in the daytime or evening. Supplementary educational materials in French are available to participants in the on-site resource room.

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

“When we are no longer able to change a situation, we are challenged to change ourselves.”

Victor Frankl
In April 2010, the CLD launched a new AchieveGlobal training program for Public Service employees. In order to make a training program successful, everyone has a role to play.

Transferring of Training Model
Too often organizations think of training as a classroom event. There is much more needed in order to see improved performance than what happens in the classroom. Often overlooked is the manager’s involvement in the training process. In order for the transfer of training to be successful, three roles are important: Manager, Trainer and Participant.

AchieveGlobal’s interpretation of various studies and over 35 years of experience is described in the table below.

The numbers indicated on the matrix represent the relative significance of each role to training effectiveness. 1, 2 and 3 have the most significant effect; 7, 8 and 9 the least.

<table>
<thead>
<tr>
<th>BEFORE</th>
<th>DURING</th>
<th>AFTER</th>
</tr>
</thead>
<tbody>
<tr>
<td>Manager</td>
<td>1. Form a partnership with trainer and convey value of training to participant.</td>
<td>8. Create a climate that supports the learning.</td>
</tr>
<tr>
<td>Trainer</td>
<td>2. Use needs assessment to relate training to specific needs.</td>
<td>4. Create a climate conducive to learning.</td>
</tr>
<tr>
<td>Participant</td>
<td>7. Prepare to benefit from training as opportunity to improve.</td>
<td>5. Create a climate conducive to learning.</td>
</tr>
</tbody>
</table>

Improving the frequency of use of the roles ranked 1, 2 and 3 is seen as having the greatest predicted effect on improving organizational transfer of learning.

Manager’s Role - Boxes 1 and 3
The Manager’s involvement before and after training is critical to the successful transfer of learning. Prior to a training event managers can ensure that their employees understand the clear vision of the department and that there is value to the individual to partake in the training. Managers must also demonstrate commitment to the personal development of their employees. After the training event, encourage your employees to discuss with you what they learned and how they see it applying to their own job. Provide support, reinforcement and opportunities for employees to demonstrate new skills and concepts learned.

Trainer’s Role - Box 2
The Centre for Learning and Development provides a needs assessment tool for all employees in the Public Service through the Learning Plan process. Individuals can do a self-assessment and identify areas for improvement. Employees can then discuss their learning requirements with their manager.

Participant’s Role
Participants in learning events can enhance personal benefits through willingness to learn and apply new concepts and skills. Participants must see value and have support in order to benefit fully from training.

Carole Spicer
1. **I KNOW**  
**Clear vision - Compelling reason**  
Participants of learning events must have a clear vision and compelling reason for the learning. If not, the outcome will be that the learning is not permanent or urgent.

2. **I CARE**  
**Leaders demonstrate commitment - Value to learner**  
If participants do not see commitment from their leaders or perceive there is value in the learning, the outcome will be that the learning is not important or worth the effort.

3. **I CAN**  
**Knowledge skills - Reinforcement**  
Participants must be given the opportunity to demonstrate the knowledge and skills learned and have supports in place for reinforcement of learning. If not, the outcome will be that the learning is not possible to apply or that it is not effective.

4. **I DO**  
**Outcome - Application of learning**  
If any of the boxes are missing in the model, then the success of the training event is diminished as can be seen in the “I DO” column. It is critical, therefore, that managers, trainers and participants all play an active role in making the transfer of training successful.

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### Table: Learning Model

<table>
<thead>
<tr>
<th>I KNOW</th>
<th>I CARE</th>
<th>I CAN</th>
<th>I DO</th>
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<td>Compelling reason</td>
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“Whosoever desires constant success must change his conduct with the times.”  
Niccolo Machiavelli
The following learning events and research reports are available through the Conference Board of Canada website and free through your corporate subscription.

www.e-Library.ca

**Change Management 2010: The Human Dimension**
This Conference e-Proceeding explores how your organization can make successful and lasting change by understanding and optimizing the people that will make or break your change effort.

**Public Sector Transformation: Effective Change Management in the Public Sector**
This Conference e-Proceeding brings together a diverse set of speakers to discuss the challenges in change management processes.

**Critical Approaches for Leading Strategic Change**
This webcast discusses typical approaches to leading complex change, as well as the critical success factors.

**Western Change Management 2007: Transferring Your Organization to Win the War for Talent**
This conference e-Proceeding discusses strategies to transform your organization, increase employee engagement and build a culture that supports and enhances your efforts to recruit, retain and develop your workforce.

**Change—it’s Getting Serious!!**
From a review of over 1200 change management practices, this report provides five broad conclusions about change management success.

**Valuing People in the Change Process**
This report addresses the ways in which change affects organizations, focusing on the value of employees in the change process.

“Motivation is what gets you started. Habit is what keeps you going.”
*Jim Rohn*
for all employees

Conference Board of Canada (CBoC)
Registration Information:

- GO to www.e-Library.ca
- Use your Government of Newfoundland and Labrador (GNL) email username and password
- When registering, be specific by providing your Department and Division
- An activation link will be sent to your GNL email
- All reports under this e-Library service will say, “No charge, paid by your subscription” beside the title and are free to download

Conference e-proceedings:
- Audio-visual recordings of speaker presentations and slides delivered at CBoC national conferences and events
- Feature industry experts and practitioners sharing knowledge on critical, in-demand issues
- Approximately 40 conferences/year, 1-2 day events, 6-10 hours long
- Our subscription does not include live e-proceedings; e-proceedings will be available for free as recorded conferences three weeks later

Reports:
- Studies of best practices and analysis of public policy issues
- Over 2,440 research documents published
- In-depth detailed research reports, briefings, benchmarking and case studies
- Recently released reports - constantly refreshed and ordered by date
- Archives of all past reports back to 1998

Recorded webinars:
- 60-90 minute recorded web casts on top-of-mind issues affecting our economy and workforce
- Current, topical and includes a Q & A period
- Feature industry experts and practitioners who share knowledge on critical, in-demand business issues
- Our subscription does not include live webinars; live webinars will be available for free as recorded webinars 60 days later

Value-added Services:
All e-library subscribers have access to the authors of the CBoC reports:
- Call the CBoC reception and ask to speak to the author at: 1-866-711-2262 or 613-526-3280
- Customize your account to receive email alerts on newly released documents on topics that you have identified
- Send a relevant report to a colleague by an easy to use mechanism on the CBoC website
The Principles and Qualities of Genuine Leadership

This course is the prerequisite for all leadership courses under the AchieveGlobal Leadership Program.

To date, the Centre for Learning and Development has offered the Principles and Qualities of Genuine Leadership course 25 times with 367 participants having completed the course.

If you are interested in completing the Principles and Qualities of Genuine Leadership course this winter, check the Calendar of Events section of this Quarterly for dates and locations.

We’re Certified!

Our CLD facilitators have completed the ‘Trainer Certification’ workshop required to deliver AchieveGlobal products and courses. Our facilitators have learned to enhance the participants’ in-class experience through:

- Applying the principles of trainer excellence
- Creating a stimulating and motivating learning environment
- Providing learners with feedback and managing activities and materials in the classroom

For more information on the AchieveGlobal Leadership Program and courses offered at the CLD, contact Carole Spicer at 637-6501 or carolespicer@gov.nl.ca.

CLD Course Offerings

If you are interested in a course that is not currently offered in your region, we encourage you to submit a course registration form as our course offerings are scheduled by demand. Please visit the Center for Learning and Development website for information on additional course offerings in the future.

www.exec.gov.nl.ca/exec/pss/learning_and_development
How do we as leaders move forward in effectively addressing change and the increasing demands it places upon us?

How do we advocate the positive side of change as it is experienced in the organization?

How do we benchmark our strengths and/or our weaknesses in change management?

How do we rebuild organizational trust?

In September 2010, the Centre for Learning and Development conducted a dedicated ‘Activating Change’ session for my management team. I believe it was extremely beneficial to have all the Eastern Region, Forestry Branch Managers together for this session. It prompted sincere discussion and there was a collective understanding of the changes we are dealing with.

I would recommend that departments experiencing organizational change complete the ‘Activating Change’ course to stimulate open dialogue among executive, senior and middle management teams.

As a result of these challenges, I contacted the Centre for Learning and Development to inquire about the course ‘Activating Change.’ I requested this course be offered in an effort to have all Eastern Region Managers in one room for a guided discussion on organizational change and to address the following questions:
who we are

Dave Brown
Manager
Corporate Organizational Development
(709) 729-4251
davidbrown@gov.nl.ca

Kim MacPherson
Manager
Corporate Organizational Development
(709) 729-2701
kimmacpherson@gov.nl.ca

Steve Walsh
Information Officer
(709) 729-7591
stevenwalsh@gov.nl.ca

Sandy Reynolds
Clerk Typist III
(709) 729-3652/3653
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Diane Blackmore
Training Officer
(709) 729-4230
dianeblackmore@gov.nl.ca

Keith Whiffen
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(709) 729-1461
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Rick Pittman
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Elizabeth Whitten
Senior Manager (A)
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elizabethwhitten@gov.nl.ca

Dean Cutler
Manager
Corporate Organizational Development
(709) 729-4131
deancutler@gov.nl.ca

Centre for Learning & Development

Public Service Secretariat
P.O. Box 8700
5th Floor, West Block
Confederation Building
St. John’s, NL A1B 4J6
Fax: (709) 729-4114

Public Service Secretariat
P.O. Box 2006
Millbrook Mall, 2 Herald Drive
Corner Brook, NL A2H 6J8
Fax: (709) 639-7713

www.exec.gov.nl.ca/exec/pss/learning_and_development
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 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.

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 website under Forms and Applications www.exec.gov.nl.ca/exec/pss/forms/ and are also available at the Centre for Learning and Development office.

For more information on registration procedures, please contact Diane Blackmore, Training Officer, at 729-4210 (dianebblackmore@gov.nl.ca)

Confirmation

When you register for a course, your registration will be acknowledged by the Center 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(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 Training Officer, Diane Blackmore, 729-4210 or dianebblackmore@gov.nl.ca.

The Centre reserves the right to charge participants for the full cost of registration if one of the above conditions is not met.
# 2011 Calendar of Events

**January**

<table>
<thead>
<tr>
<th>MON</th>
<th>TUES</th>
<th>WED</th>
<th>THURS</th>
<th>FRI</th>
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<tbody>
<tr>
<td>3</td>
<td>4</td>
<td>5</td>
<td>6</td>
<td>7</td>
</tr>
<tr>
<td>WorkSkills: Module 1, 2, 3</td>
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**February**

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**March**

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See Calendar of Events inside for course descriptions and locations.

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

A PDF version of our Quarterly is available on the CLD website: [www.exec.gov.nl.ca/exec/pss/learning_and_development](http://www.exec.gov.nl.ca/exec/pss/learning_and_development)