What's your big thing this spring?

What's inside?
Competency Development
Lead From Where You Are
Calendar of Events
What's your big thing this spring?

Kim MacPherson

This time of year, the hens are getting broody and the snowshoe hares, squirrels, black ducks and robins are making their first reappearances. Baby caribou and moose are on their way and the onslaught of dandelions is inevitable.

My father-in-law tells me that spring was the most thrilling time of year growing up as a boy in Clattice Harbour. After a blanket of snow and ice, the first sprig of green grass was a real occasion for celebration. Early in the mornings, he’d slip out of bed - careful not to disturb his sleeping siblings - and dart to the stable to check for new arrivals of lambs. It was a “big thing” to run back to the house and sound the alarm of the new birth.

Spring is an exciting time of year. The season is abundant with symbols of birth, growth, renewal and awakening. Everything is fresh and new - the air itself feels ripe with expectation and possibilities. It reminds me of the New Year and the accompanying resolutions that are often made. Spring brings another chance to commit to something worthwhile, but with less pressure! It’s a natural time to start new projects, set new goals and make new commitments to learning.

For example, some of the employees at the Centre for Learning and Development have recently studied the positive effects that music has in the workplace and its use to enhance creativity, innovation, social inclusion and learning. In terms of learning and development, there are also some exciting new courses being offered this spring under the Leadership and Management Development Strategy (see our Calendar of Events).
To keep with the spirit of renewal and commitment to learning, I’ve made some spring resolutions of my own by identifying and setting goals for my learning and development. I’ve registered for a PowerPoint and Excel course at the CLD to refresh and enhance my skills in order to become more efficient when working with these programs. I’ve formalized these learning and development goals in my individual learning plan to keep myself on track. Research shows that people who write down their goals are more likely to achieve them. Setting specific, measurable, attainable, relevant and time-bound goals in a learning plan can help you meet your objectives. Perhaps this is something you too may want to explore.

So, my question is, with this new season where everything is new and possibilities are wide-open, what’s your “big thing” this Spring?

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, in partnership with central agencies and departments
▶ 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
The Corporate Human Resource Management Strategy 2008-2011 “Creating Tomorrow’s Public Service” outlined three key directions for the Government of Newfoundland and Labrador:

- Building our Potential
- Strengthening our Competitiveness
- Renewing our Workplace

Our organizational success is dependent on our employees having the right competencies to address current and future requirements. Therefore, as part of Key Direction 1, the Centre for Learning and Development (CLD) has been tasked with developing and implementing capacity building frameworks for the following corporate areas which includes competency development and identifying learning and development activities that will help employees build on the competencies identified:

- Service Delivery
- Information Management
- Administrative Support
- Human Resource Management
- Policy/Analytical
- Financial Management

The following provides an update on the progress of each of these groups:

**Service Delivery**

The Service Excellence e-Learning Module was developed and launched in June, 2009 and is strategically aligned with the core competency of Service Delivery for the Core Public Service of the Government of Newfoundland and Labrador. A review is currently underway by the CLD to build on the Service Excellence Module in order to provide skills that employees can utilize to create an enhanced service excellence culture.

**Information Management**

A horizontal review was conducted of all information management (IM) positions across the Core Public Service. This review included the creation of new class specifications, pay levels and the development of Information Management Competencies.

The IM competencies were launched at an Information Management Community meeting in January, 2010 and can be viewed on our website: [http://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)

**Administrative Support**

The CLD held a number of focus groups with administrative support and management employees across the Core Public Service during the Fall 2009. These focus groups contributed to the development of competencies across this group which are now being validated.

The competency framework will be completed by the end of March 2010, with information sessions beginning in April 2010, to present the competencies and explain the learning plan process with the group. Once completed, the administrative support competency framework will be available through our website.

The CLD has identified a WorkSkills: Steps to Your Success Certificate Program, which consists of seven (7) modules that will be used to supplement other learning and development opportunities for the administrative support group. Please refer to the Calendar of Events Section of this Quarterly for spring dates.
Human Resource Management

The Centre for Learning and Development commenced the competency development process with the human resource community during two Human Resource Development Day Sessions on March 3 and 22, 2010. The two days outlined the Competency Framework to be utilized and included a facilitated workshop to begin working on the development of the competencies. This process will continue through the next couple of months with the appropriate Communities of Practice.

Policy/Analytical

The Centre for Learning and Development is currently working with Cabinet Secretariat to initiate the development of competencies for policy/analytical positions across government. Communication will be forwarded to those affected in the coming months.

Financial Management

The Centre for Learning and Development will be working on competency development for this group in 2010. Communication will be forwarded to those affected once we begin.

Updates on competency development projects can be viewed on our website and in future editions of the Centre for Learning and Development Quarterly.
Leadership can take many different forms in an organization. Rather than viewing leadership as a formal position within an organization, consider the many ways leadership manifests itself throughout an organization. If you have ever been called upon to participate on a new project, devise a solution to a challenging task or provide advice to a fellow coworker, it’s your leadership that people are looking for.

Leadership is the unique combination of experience, knowledge and skills that we bring to a job. It is based on how we perform, the actions we take and the effectiveness of our work. This involves making informed decisions daily and continually learning from what works and what doesn’t. Leadership, therefore, is not something finite, but is gradually developed and honed over time through practice and learning.

Realizing that we all have a leadership role to play, have you considered where you are in your own leadership development? Discovering leadership abilities and then working to develop them further is a common attribute of all successful leaders. We can begin to understand, develop and exercise our own leadership through:

- Reflecting on our strengths, beliefs, values, interests, areas for development and other things that makes us unique
- Identifying both professional and personal development goals, developing a plan, and taking the necessary steps to achieve them
- Participating in learning opportunities such as leadership development training, seminars, conferences, workshops, coaching relationships, etc.
- Challenging ourselves by volunteering our knowledge, skills and abilities to various work-related projects and assignments
- Talking to others - a manager, coworker, mentor or coach, etc. about their own leadership development experiences and learning from them
- Seeking opportunities everyday to try new methods and learn new skills and techniques from those we work with
- Maintaining balance in all aspects of our lives by pinpointing priorities in life and taking charge of our health

For information on Leadership and Management Development, visit us online at http://www.exec.gov.nl.ca/exec/pss/learning_and_development/index.html
The renewal of the subscription to the Conference Board of Canada e-Library has been extended for the fiscal year, March 31, 2010 to March 31, 2011. Through the Conference Board of Canada (CBoC) e-library, all Government of Newfoundland and Labrador employees have access to this online service free of charge.

Registration Information
Go to www.e-Library.ca

- Use your GNL email username and create a login 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

Value added services and ideas to maximize the use of the Conference Board of Canada (CBoC) as a resource:

- 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.
- Host a “lunch and learn” session on a timely topic for members of your Division or work team.
- Select a relevant conference and review the presentations prior to your team meeting, choosing the most appropriate presentation for your team. Prepare some discussion points for the meeting.
- If your team is meeting on a certain topic or issue, browse the e-library and choose the most relevant report to read, print off, and share with your team members.

For further information or questions about the CBoC e-Library, please contact Kim MacPherson at 729-2701 or by email at kimmacpherson@gov.nl.ca.
Onboarding is a process employers design to make new employees feel welcome and engaged. It is about helping new employees to become productive faster and feel like part of the team. It is about confirming their decision to join the public service through a positive first year of employment.

Onboarding is more than orientation but some of our first steps in building a strong Onboarding program have been about orientation. Managers and staff will find an orientation checklist and employee handbook online at the Public Service Secretariat website: http://www.exec.gov.nl.ca/exec/pss/

The goal is to develop programs that engage new employees so that working with the public service is a positive experience and that new employees see the potential to build a career with the Government of Newfoundland and Labrador.

Look for corporate welcome sessions and information sessions for managers which are currently under development.

The Strategic Initiatives Division and the Centre for Learning and Development are working together to support the introduction of the new program “Potential: Achieving Results through People.” This new program will be introduced this spring and involves managers meeting with each of their employees to set goals, discuss achievements and identify learning and development needs.

The Centre for Learning and Development will be there to provide just-in-time learning for managers in support of program implementation. The learning will include an introduction to the Potential process and skill building programs in coaching and giving feedback.

The "Potential" program is built on the foundations of the Work Planning program that was piloted in some departments. “Potential” focuses on setting individual goals that are aligned with departmental goals and identifying the learning and development needed to support staff to achieve their goals.

The PSS looks forward to launching this program and to providing coaching and leadership programs in support of this initiative.
Although we do not normally go to work expecting it to occur, violence can happen in any workplace and can have a serious impact on those affected, their families and the way we as an employer do business. For this reason, changes were made to the Occupational Health and Safety Act and Regulations of NL in September, 2009. Provincially regulated employers are now required to conduct a risk assessment, establish procedures to control the risk for workplace violence and communicate those procedures to workers.

To demonstrate commitment to ensuring a safe, secure and respectful workplace and to prevent all forms of violent behaviour and inappropriate conduct at our workplaces, the Government of NL has developed resource guides for both managers and employees to support them in the prevention of workplace violence.

Information sessions on the manager’s role in prevention will be held in the upcoming months. Stay tuned for dates in your area!
As part of the Leadership and Management Development Strategy, the CLD 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.

Additional information on the Leadership and Management Development Strategy can be found at http://www.exec.gov.nl.ca/exec/pss/publications/Leadership_Management_Development.pdf

You can also download ‘A Guide to Leadership and Management Development’ also available through the PSS website.

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 its Leadership and Management Development strategy. This spring the CLD will introduce a series of leadership products that will address the competencies required to effectively drive the organization.

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

Typically most organizations achieve desired results when employees are equipped with the appropriate knowledge and skill sets to effectively lead the organization. The following are some of the workshops that will be delivered through this program:

- The Principals and Qualities of Genuine Leadership (1/2-day workshop)
- Activating Change: Manager Version (2-day workshop)
- Managing the Performance of Others (2-day workshop)
- Coaching Others for Top Performance (2-day workshop)
- Accelerating Team Productivity (2-day workshop)
- Maximizing Your Supervisory Potential (1-day workshop)
- Problem-Solving Results: Solutions, Improvements, and Innovations (2-day workshop)

The Principals and Qualities of Genuine Leadership

Purpose:
This is the foundational module for the leadership products. More than ever, everyone in the organization needs a sound knowledge of leadership best practices and help in tailoring those practices to their own work situations. To meet these needs, this module outlines the universal leadership qualities and principles that help individuals become genuine leaders who can translate intentions into reality. In this foundational module, participants learn about five critical leadership qualities that contribute to personal and organizational success, and discuss them as related to key business issues. They also learn six basic principles that can help them develop effective relationships.

Who should attend?
Priority will be given to those employees addressing a need through the learning plan process.

Dates and location:
St. John’s..................................................April 8, 12, 14, 20
Corner Brook..............................................April 16, 27
Grand Falls-Windsor...............................April 21
Gander.....................................................April 22
Happy Valley-Goose Bay.........................April 22
Clarenville...............................................May 26

Course Length:
½ day workshop (4 hours)

For further information, contact Peter Ivany, Manager, Corporate Organizational Development, at 729-4210 (privany@gov.nl.ca). Registration is limited.
Maximizing Your Supervisory Potential

Purpose:
As a result of the business 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 elements of their job responsibilities. The following two modules are included:

- Module 1: The Hallmarks of Supervisory Success
- Module 2: Delegating for Shared Success

Who should attend?
Managers

Dates and location:
Module 1: The Hallmarks of Supervisory Success
St. John’s ........................................... May 5, 18
Corner Brook ....................................... May 6
Gander ............................................. June 10

Module 2: Delegating for Shared Success (Module 1 is prerequisite)
St. John’s ........................................... May 31, June 8
Corner Brook ....................................... June 23
Gander ............................................. June 24

Course Length:
1 day workshop (4 hours per module)

For further information, contact Peter Ivany, Manager, Corporate Organizational Development, at 729-4210 (pivany@gov.nl.ca). Registration is limited.

Accelerating Team Productivity

Purpose:
Today’s teams are expected to produce more than ever before, and faster than ever before. Leaders are faced with the dilemma of developing enhanced teamwork along shorter and shorter timelines. As a result, this workshop is designed to help leaders focus teams on key results and outputs, build energy and momentum toward achieving goals, negotiate on their team’s behalf, and handle difficult dynamics within a team that impacts performance.

Modules include:
- Module 1: Building Team Pride and Purpose (4 hours)
- Module 2: Developing Team Agility: Day-to-Day Tools (4 hours)
- Module 3: Resolving Conflicts Within Your Team (4 hours)
- Module 4: Negotiating Resources for Your Team (4 hours)

Who should attend?
Managers

Dates and location:
Module 1: Building Team Pride and Purpose
St. John’s ........................................... May 14
Corner Brook ....................................... June 8

Course Length:
2 day workshop (4 hours per module)

For further information, contact Peter Ivany, Manager, Corporate Organizational Development, at 729-4210 (pivany@gov.nl.ca). Registration is limited.
WorkSkills: Steps to Your Success: 7 Modules

The group of modules in this skill area addresses the specific needs of today’s new hires as well as existing employees.

- 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

What It Takes to Succeed: The Basic Principles

To succeed in today’s changing workplace, every employee needs a firm foundation for communicating with managers and coworkers and a clear understanding of workplace norms and expected attitudes and behaviors.

What It Takes to Succeed: The Basic Principles 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.

Who should attend?
Priority will be given to those employees addressing a need through the learning plan process.

Dates and location:
St. John’s……………………………May 3, 10, 17
Corner Brook……………………………May 5, 10
Gander………………………………………May 19
Grand Falls-Windsor…………………May 20
Clarenville……………………………May 26

Course Length:
2 hours

For further information, contact Peter Ivany, Manager, Corporate Organizational Development, at 729-4210 (pivany@gov.nl.ca). Registration is limited.

Getting the Information You Need

When taking on a new assignment or learning a new task, employees must actively seek out the information they need to succeed. Given the pace of many work settings, however, that can be a challenging task.

This module centers on a four-step process for identifying gaps in knowledge, asking focused questions, encouraging others to share information, and checking their own understanding of what they hear.

Participants identify situations to apply the process, consider the potential impact of their questions, practice the process in a range of situations, and plan for later application of the process. Overall, the module helps participants gain skill and confidence in asking for and verifying the information they need to succeed at work.

Who should attend?
Priority will be given to those employees addressing a need through the learning plan process.

Dates and location:
St. John’s……………………………May 6, 21
Corner Brook……………………………May 17
Clarenville……………………………May 27
Gander………………………………………June 10
Grand Falls-Windsor…………………June 23

Course Length:
2 hours

For further information, contact Peter Ivany, Manager, Corporate Organizational Development, at 729-4210 (pivany@gov.nl.ca). Registration is limited.
Learning objectives:
Upon completion, participants will be able to:
- Demonstrate critical thinking skills
- Apply the 5 Stages of Thinking in decision making
- Use the 6 Thinking Hats strategy when problem solving in teams

Who should attend?
This course is intended for anyone involved in problem solving, developing new solutions or leading innovation. Priority will be given to those who identified critical thinking as a learning need in their individual learning plans.

Dates and location:
St. John’s ................................................................. April 7
Happy Valley-Goose Bay ........................................ May 17

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.

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, planning charts.

Critical Thinking Skills

Purpose:
This course is designed to assist individuals in developing advanced critical thinking skills in order to improve problem solving in teams and individually. Participants will apply new tips and techniques through the use of various exercises in this hands-on workshop.
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:
St. John’s ................................................................. May 26-28

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

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

Project Management Essentials

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

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

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

Dates and location:
Happy Valley-Goose Bay ......................................... May 18-20
Gander ................................................................. June 15-17

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

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

Time Management

Purpose:
Respecting time lines and prioritizing work load is a struggle in today’s demanding and fast-paced environment. This course is designed to assist individuals in establishing priorities and identifying barriers to work productivity. Participants will assess their own time management effectiveness through the use of various exercises in this hands-on workshop.

Learning objectives:
Upon completion, participants will be able to:
- Increase knowledge of the principles and concepts of time management
- Complete a self-assessment of time management skills
- Identify own barriers to managing time effectively
- Adopt new tips on handling email efficiently

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

Dates and location:
Morning and afternoon sessions available:
Corner Brook ..................................................... April 22
St. John’s .............................................................. May 12

Course length:
1/2 day ................................................................. 9:00am-12:00pm
1:30pm-4:30pm

For further information, contact Carole Spicer, Manager, Corporate Organizational Development, at 637-6501 (carolespicer@gov.nl.ca). Registration is limited.
Resource Management is one of nine core competencies for managers in our public service. Resource Management is defined as “the ability to effectively manage all resources to achieve organizational goals and business results”. The Resource Management Package (RMP) consists of a series of modules designed to build the competency of Resource Management. The Resource Management Package 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 responsible 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, you will be notified by the Centre for Learning and Development of the dates and locations of each module delivery when a seat is available for you to attend.

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

The Resource Management Package modules are in continuous development, therefore registered participants in the RMP will be notified when new modules become available. Additional information on the Resource Management Package can be found at http://www.exec.gov.nl.ca/exec/pss/publications/Resource_Management_Package_Publications.pdf

Employee Assistance Program (EAP)

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

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

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

Dates and location:
St. John’s ................................................. April 15
May 13

Course length:
1 day ....................................................... 9:00am-4:00pm

For further information, contact Robin Kenny, Manager, Corporate Organizational Development at 729-7666 (robinkenny@gov.nl.ca). Registration is limited.
Job Evaluation System: The Process

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

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

**Who should attend?**
Registrants of the Resource Management Package

**Dates and location:**
- **Morning and afternoon sessions available:**
  - St. John’s: April 6, 21 May 4 June 8
- **Course length:**
  - 1/2 day 9:00am-12:00pm
  - 1:30pm-4:30pm

For further information, contact Robin Kenny, Manager, Corporate Organizational Development at 729-7666 (robinkenny@gov.nl.ca). Registration is limited.

Overview of Employment Equity for Persons with Disabilities (OEEPD)

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

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

**Who should attend?**

**Dates and location:**
- **April 28**
- **April 29**

The Cabinet Decision-Making Process

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

**Learning objectives:**
Upon completion, participants will be able to:
- Recognize the roles of Cabinet, Cabinet Committees, Cabinet Secretariat, and Government Departments in the Decision-Making Process.
- Demonstrate knowledge of the fundamental principles of the Cabinet Decision-Making Process, including Cabinet confidentiality and security of Cabinet documentation.
- Distinguish between a Minute-of-Council and an Order-in-Council.
- Demonstrate knowledge of the Cabinet Submission Process.

**Who should attend?**
Registrants of the Resource Management Package; those required to provide input into Cabinet decision making process or those who draft Cabinet submissions.

**Dates and location:**
- **April 13**
- **May 11**
- **June 10**

**Course length:**
- 1/2 day 9:00am-12:00pm

For further information, contact Robin Kenny, Manager, Corporate Organizational Development at 729-7666 (robinkenny@gov.nl.ca). Registration is limited.
## TECHNOLOGY COURSES

### Microsoft Excel 2003: Level 1

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

**Course content:**
- Getting Started with Excel
- Modifying a Worksheet
- Performing Calculations
- Formatting a Worksheet
- Developing a Workbook
- Printing Workbook Contents
- Customizing Layout

**Participants will be able to:**
- Create a basic worksheet by entering text and values
- Work with cells and cell data by using a variety of moving and copying techniques
- Perform calculations on data by using formulas, including functions
- Change the appearance of worksheet data by using a variety of formatting techniques
- Work with multiple worksheets by formatting, repositioning, copying and moving, and adding and deleting worksheets within a workbook
- Print the contents of a workbook
- Customize the layout of the Excel window

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

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

**Dates and location:**
- St. John’s: April 12, 14, May 3, 6, 12, 13, 18
- Corner Brook: March 25
- Happy Valley-Goose Bay: May 27

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

For further information, contact Peter Ivany, Manager, Corporate Organizational Development, at 729-4210 (pivany@gov.nl.ca). Registration is limited.

### Microsoft Excel 2003: Level 2

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

**Course content:**
- Creating and applying templates
- Create and modify charts
- Work with graphic objects
- Calculating with advanced formulas
- Sorting and Filtering Data
- Using Excel with the Web

**Participants will be able to:**
- Create and apply templates to worksheets
- Create and modify charts using a variety of techniques
- Perform calculations with advanced formulas
- Work with graphic objects
- Sort and filter data
- Print the contents of a workbook
- Use Excel with the Web

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

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

**Dates and location:**
- St. John’s: April 20, 21, May 20, 31, June 2, 8, 22
- Corner Brook: June 15
- Happy Valley-Goose Bay: June 17

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

For further information, contact Peter Ivany, Manager, Corporate Organizational Development, at 729-4210 (pivany@gov.nl.ca). Registration is limited.
**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.

**Course content:**
- An Orientation to PowerPoint
- Presentation Basics
- Formatting Text Slides
- Adding Tables to a Presentation
- Charting Data
- Modifying Objects
- Adding Images to a Presentation
- Preparing to Deliver a Presentation

**Participants will be able to:**
- Manipulate an existing PowerPoint presentation
- Begin creating a presentation
- Format text slides
- Add tables to a presentation
- Chart data in a presentation
- Modify objects on slides
- Add images to a presentation
- Prepare to deliver a presentation

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

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

**Dates and location:**

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<thead>
<tr>
<th>Location</th>
<th>Dates</th>
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<tbody>
<tr>
<td>St. John's</td>
<td>May 5, 11, 21</td>
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<tr>
<td>Corner Brook</td>
<td>May 26</td>
</tr>
<tr>
<td>Happy Valley-Goose Bay</td>
<td>May 28</td>
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**Course length:**
1 day 9:00am - 4:30pm

For further information, contact Peter Ivany, Manager, Corporate Organizational Development, at 729-4210 (pivany@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.

**Course content:**
- Creating a Basic Document
- Editing a Document
- Formatting Text
- Formatting Paragraphs
- Proofing a Document
- Adding Tables
- Inserting Graphic Elements
- Controlling Page Appearance

**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

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

**Resources:**
Each participant will be given a workbook for use during the course only. Workbooks are available for purchase under a standing offer agreement with Element K, please follow normal purchasing procedures. (Microsoft Word 2003 - Level 1, book part number 084360).

**Dates and location:**
St. John’s ............................................................ April 28
May 4, 19

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

For further information, contact Peter Ivany, Manager, Corporate Organizational Development, at 729-4210 (pivany@gov.nl.ca). Registration is limited.

Microsoft Word 2003: Level 2

**Purpose:**
In this course, you will increase the complexity of your documents by adding components such as customized lists, tables, charts, and graphics. Participants will find out the intermediate features for creating custom templates and styles, managing tables and table data, inserting graphics, newsletters, creating custom form letters, and managing document changes.

**Course content:**
- Managing Lists
- Customizing Tables and Charts
- Customizing Formatting
- Working with Custom Styles
- Modifying Pictures
- Creating Customized Graphic Elements
- Controlling Text Flow
- Automating Common Tasks
- Automating Document Creation
- Performing Mail Merges

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

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

**Resources:**
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 ............................................................ June 1, 11, 23

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

For further information, contact Peter Ivany, Manager, Corporate Organizational Development, at 729-4210 (pivany@gov.nl.ca). Registration is limited.
Custom Microsoft Outlook 2003

Purpose:
This custom course will enable you to ask questions regarding the functions you often use in your daily correspondence. Specific exercises will cover maintaining your Calendar, scheduling meetings, and working with tasks and notes.

Course content:
- Getting Started with Outlook
- Composing Messages
- Setting Message Options
- Scheduling Appointments
- Scheduling Meetings
- Customizing Outlook

Participants will be able to:
- Identify the components of the Outlook environment
- Compose a message
- Modify message options
- Schedule appointments
- Schedule meetings
- Customize the Outlook environment
- Prerequisites:
  - Basic knowledge of email and Windows XP operating system

Prerequisites:
Basic knowledge of email and Windows XP operating system.

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. (Custom Microsoft Outlook 2003 for Government of Newfoundland and Labrador, book part number 13674-01-S3)

Dates and location:
Morning and afternoon sessions available
St. John’s ................................................................. May 14
                                           June 25
Course length:
1/2 day.................................................9:00am - 12:00pm
                                           1:30pm - 4:30pm

For further information, contact Peter Ivany, Manager, Corporate Organizational Development, at 729-4210 (pivany@gov.nl.ca). Registration is limited.

TRIM Context End User

Purpose:
The TRIM Context End User Course covers the functional areas of TRIM Context enabling users to perform such tasks as searching, check-in / check-out functions, editing documents, editing metadata and saving emails into TRIM.

Course content:
- TRIM Overview
- Searching in TRIM
- Creating New Records
- Advanced Search Methods
- Creating Locations
- Saving Searches
- Managing Email in TRIM
- Linking Outlook to TRIM
- Right-Click Tasks
- Actions in TRIM

Participants will be able to:
- Perform Basic Searches
- Perform Advanced Searches
- Save a Search
- Perform Basic Right-Click maintenance tasks
- Catalogue Email into TRIM from Outlook
- Set Up a linked folder between Outlook and TRIM
- Save Word documents into TRIM
- Perform check-out, edit, check-in functions
- Utilize Actions

Prerequisites:
None. Approval is required from your TRIM administrator and Manager prior to submitting registration form to CLD.

Resources:
Each participant will receive a TRIM User Manual.

Dates and location:
St. John’s ................................................................. April 9, 23
                                           May 7
                                           June 9
Course length:
1 day.................................................9:00am - 4:30pm

For further information, contact Peter Ivany, Manager, Corporate Organizational Development, at 729-4210 (pivany@gov.nl.ca). Registration is limited.
FRENCH LANGUAGE TRAINING

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

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

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

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

As the sole employee of the Centre for Learning and Development located outside the St. John’s area, I have come to learn that being “on the ground” means providing support out in the various regions of Newfoundland and Labrador. It has definitely been an interesting and challenging experience getting our Western regional location up and running. So, what is it like working in the regions?

I have no direct colleagues in my building. This presents a challenge when looking for information, support or even simply building relationships with my own team members. It has been a challenge to them as well remembering that I am out here in Corner Brook and that I can be of some assistance if needed. We have all learned new ways of communicating and sharing information, especially the use of teleconference! On the plus side, I am not alone in the regional office. I enjoy my morning hot chocolate with employees from four other Government Departments. They have made me feel most welcome as we all share stories of our families, communities and work events. Beyond the office walls, I have had the opportunity to visit other Departments in the region. I have a strong relationship with the employees based in this area including several ADMs, Directors, and Managers. I was an invited guest at the Corner Brook Career Work Centre Grand Opening in December. It was a great opportunity to network with my clients in the area, while showing support for the folks at Human Resources, Labour & Employment.

Provincial in scope yet regionally based, allows me to meet employees beyond Western region as well. Over the past six months I have facilitated 12 courses, over 23 days, teaching a variety of topics to over 175 clients across the province. I am looking forward to my first trip to Labrador in May to facilitate two courses in Happy Valley-Goose Bay.

Additional initiatives include presentations at Departmental Managers’ meetings to discuss Learning and Organizational Development, meeting with the Western Regional Advisory Council, providing facilitation services to clients, and individual consultations regarding personal learning and development goals with employees in all regions. As the liaison for the Resource Sector, I have reviewed over 40 formal Learning Plans for employees across the province.

Without a doubt, the most important benefit of working “on the ground” has been the personal connection with my clients. We live in a province that is geographically large; however, it is a rather small community. Seeing my clients in the grocery store, local restaurants, my daughters’ school events or community events such as Winter Carnival & Strawberry Festival make our relationships even stronger.

The connections between my family and theirs are interwoven throughout my work experience. One of my clients recently saw me attending my cousin’s funeral. It turns out he went to school with my cousin and was his friend for years. It is the reminder that we are all connected to the community and one another and that collectively we are here to serve the people of the province. This makes my job worthwhile. I am happy to serve the employees of the Government of Newfoundland and Labrador in any way I can. Thank you for welcoming me to the community.
who we are

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Manager  Corporate Organizational Development
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Manager  Corporate Organizational Development
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Steve Walsh  Diane Blackmore  Sandy Reynolds
Information Officer  Corporate Organizational Development
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Administrative Officer  Corner Brook
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Clerk Typist III  Corner Brook
(709) 729-3652/3653  sandyreyolds@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
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 in 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/index.html and are also available at the Centre for Learning and Development office.

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

Confirmation

When you are enrolled in a course, your attendance will be confirmed by e-mail, letter, fax or phone call. Three (3) weeks prior to the course commencement date, the Centre for Learning and Development will send you an email, letter, fax or phone call re-confirming your registration and advising you of course particulars.

Late Cancellations/No Shows

Employees who fail to show up for courses as scheduled or who cancel less than five working days prior to the start of the course, will need to reregister if they still wish to complete the course in the future.

For further information on courses provided by the Centre for Learning and Development, please contact Diane Blackmore, Administrative Officer at 729-3654 (dianebblackmore@gov.nl.ca)
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**See Calendar of Events** inside for descriptions and locations.

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