Shifting into OD

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Shifting into Organizational Development
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What does Organizational Development or ‘OD’ mean, anyway?

Organizational Development (OD) is about developing and moving an organization forward for optimal results. OD is vital to the Government of Newfoundland and Labrador because it provides an opportunity to increase performance capacity, engage employees, improve communications, discover and share best practices, be innovative and most importantly, serve our clients to our full potential.

Every employee has a role to play in OD. At the Centre for Learning and Development (CLD), Managers of Corporate OD work closely with Managers of OD from each Sector, along with others in the OD and Human Resources community. Through collaborative efforts, these professionals work with employees and their managers to support the achievement of strategic goals.

Making a shift to self-directed learning

OD is ongoing as priorities and needs are always shifting. As an employee, you play a key role in directing your own learning. You may identify a learning need, discuss it with your manager and together, develop a learning plan to ensure you receive the support required.

Through self-directed learning, you might attend workshops or courses, seek useful websites or advice from a colleague, or perhaps read a book or manual on the topic of interest. As a result, your knowledge, skills and confidence in that area will increase. Ultimately, you may perform your job better or provide better service.

In order to help individuals direct their own learning, Government has

“Organizational development consists of the processes and practices through which an organization engages to link its employees with its mission. In its broadest sense, organizational development means anything that we do in an organization (i.e. a group of people and resources that form a unit) to promote positive change or growth.”

purchased corporate subscriptions that allow employees access to a variety of resources to support their work. With this approach, individuals can get the information they need at a time most convenient to them. For example, employees can access the digital edition of OHS CANADA magazine, the Conference Board of Canada’s e-Library, and the Canadian Evaluation Society’s archives. (See pages 18 & 19 for details on how to access these resources.)

The shift to a more self-directed approach to learning is also evident in this publication of the Quarterly. You’ll notice a new look to the information on accessing learning opportunities. You might note the absence of dates for the various workshops, courses, information sessions, etc. This approach gives us greater flexibility in meeting the ever-shifting needs of employees in such a large organization and will allow us to provide better service in a timely manner. Please see our website for dates and locations up until December 2011. Further dates, based on identified needs, will be communicated widely.

How do you contribute to the development of this organization? What shifts can you make to ensure your workplace is the best it can be for your clients? Every employee is tasked with further developing our organization to work more effectively, meet our goals and objectives, and ultimately provide quality services to the citizens of Newfoundland and Labrador. It’s a challenging, empowering and rewarding endeavour! Your OD team is here to support you.

For more information on how your OD team can help you, please contact one of our Managers of Corporate Organizational Development or visit us online at www.exec.gov.nl.ca/exec/pss/learning_and_development/index.html

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**Performance Enhancement initiatives are part of OD:**

- Alignment to Strategic Goals
- Bridging Skills Gaps
- Competency Development
- Learning Plans
- Career Planning

**Departmental Planning Processes are part of OD:**

- Operational Planning
- Strategic Plans
- Business Plans
- Activity Plans
- Workforce Planning
- Succession Planning

**OD may also include:**

- Team-building
- Education and Training
- Organizational Effectiveness
- Change Management
- Talent Management
- Knowledge Management
- Organizational Communication
- Capacity Building

**Self-directed learning contributes to the success and effectiveness of our organization.**

- You’ve been working with a colleague on a project for a few weeks. Your colleague shows you a more efficient or innovative way to approach and realize the project goals.
- You listened to a podcast, attended a webinar, or sought out a reliable website on a topic related to your work. You are now better informed or have new tools and techniques to apply to your work.
This past June, employees from the Government of Newfoundland and Labrador graduated from the Public Sector Leadership and Management Development Program. Through this program, provincial and federal leaders and managers build the competencies required to lead and manage public services and programs.

Offered through a partnership between Memorial University’s Gardiner Centre, the Government of Newfoundland and Labrador and the Government of Canada, this program is an important component of leadership development and enhancement. This program helps prepare leaders and managers to deliver on the goals and objectives of Government and is directly linked to the Leadership and Management Development Core Competency model.

Since 2001, the Public Sector Leadership and Management Development Program has enhanced the skills of over six hundred public sector employees. The program provides a rich learning experience that allows people from different organizations and backgrounds to interact and share stories from their own life and work experiences.

Congratulations to the 2011 recipients of the Public Sector Leadership and Management Development Program:

Adrian Barnes – Office of the Chief Information Officer
Debbie Curtis – Public Service Secretariat
Edison Goodyear – Municipal Affairs
Beverly Griffiths – Health and Community Services
Sandra Hatfield – Finance
Scott Jones – Municipal Affairs
Brandon MacDonald – Transportation and Works
Yvonne Martin – Office of the Chief Information Officer
Frank Skeard – Natural Resources
Sam Stack – Innovation, Trade and Rural Development

Student Onboarding Sessions

Welcoming student employees and preparing them for employment is the goal of the Student Onboarding Sessions offered by the Public Service Secretariat (PSS) in cooperation with Departments and Agencies. These sessions provide students (paid work-terms/placements, unpaid placements, summer students, and interns) with the information they need when starting work with the Government of Newfoundland and Labrador.

To date, four Onboarding sessions have been offered with over 200 students having completed one of the sessions. Students learn about government, network with other students, and hear from experienced public service employees about their own career paths. In addition to the Onboarding sessions, students can also use the following online learning resources:

Access to Information and Protection of Privacy (ATIPP) – This e-learning course provides an overview of the ATIPP Act that applies to the Government of Newfoundland and Labrador. This e-learning course can be accessed from the Department of Justice’s website at www.justice.gov.nl.ca/just/atipp_training
Information Management ‘IM@Work’ –
This e-learning course provides an overview of Information Management practices in government, including the “Information Life Cycle.” This e-learning course can be accessed from the Office of the Chief Information Officer’s (OCIO) website at www.ocio.gov.nl.ca/ocio/im/course.html

Passport to Safety – This course is designed to challenge youth on the basics of workplace health and safety. After successful completion of the test, students will receive a Passport to Safety Certificate and a personalized transcript they can attach to their résumés to present to potential employers. This course can be accessed from the Passport to Safety website at www.passporttosafety.com/NL/Register.php

Smartforce NL – This website provides free online courses on workplace topics to improve skills and career prospects. It also provides career development tips and access to various online, professional communities. Students can access Smartforce NL by visiting www.coursepark.com/nl

“My experience working at the Confederation Building as a summer student was enjoyable and pleasant. The people and the friendly atmosphere made me look forward to going to work in the morning. Everyone was very helpful, and through their support I learned many job-related skills that I would not have known otherwise. I learned how to use Excel, how to fax and scan documents, and learned proper regulations for records management. They took into account the fact that I’m doing an English degree at MUN, and let me use my writing and grammar skills to edit documents. It was a great experience.”

Aley Waterman

‘Supervising a Student’ Session for Managers and Supervisors

Information sessions are offered to managers and supervisors to help them prepare for student work terms and employment. The sessions provide information on topics such as:

- Preparing for student work terms/student employment
- Understanding the importance of successful student experiences
- Identifying the key factors for a successful summer employment or work placement experience
- Applying the timeline of various supervisor responsibilities

There are also a number of helpful resources available for managers and supervisors to use when supervising a student, such as:

- Supervising Student Employment Guidelines
- Learning and Development Resources for Students
- Handbook for Student Employees
- Student Onboarding Checklist

For more information or to obtain a copy of these resources, please contact Anthony Allen, Training Officer, at 729-2954 or anthonyallen@gov.nl.ca

Did You Know?

Based on feedback, students tell us they want:

- Meaningful work related to their studies
- Specific and accurate job ads/postings
- Relevant interview questions
- Functional work space
- Open communication with supervisor
- A go-to person for questions, not necessarily the supervisor
Government employees can access (free of charge) the Digital Edition of OHS Canada Magazine—“Canada’s Occupational Health and Safety Magazine” through our corporate subscription.

Registration process:


2. Fill in the form to register, and you will receive log in instructions within 24-48 hours. You will only need to log in one time.

3. Once registered, you will automatically receive a PDF of the Digital Edition of OHS Canada magazine by email as it becomes available.

4. During registration, you may also sign up to receive weekly alerts related to occupational health and safety issues.

Questions, concerns or access issues?

Please contact the publisher directly at customercare@bizinfogroup.ca or contact Kim MacPherson at kimmacpherson@gov.nl.ca or 709-729-2701.
The following are just some of the resources available through the Conference Board of Canada (CBoC) e-Library and are free through your Government of Newfoundland and Labrador subscription. Visit www.e-Library.ca

**It’s about Trust and Training: Examining Your Organization’s Internal Coaching Practice**
This report discusses ways in which an internal coaching program can provide a cost-effective approach for developing talent, as well as the potential obstacles to success posed by issues of training and trust. www.conferenceboard.ca/e-Library/abstract.aspx?did=4308

**HR Service Delivery Excellence**
Service delivery excellence provides a foundation that allows HR leaders to focus on critical talent management, employee engagement, and workforce planning issues. This recorded conference will help you benchmark your HR operations with insights and case studies from leading organizations such as Delta Hotels, The Ontario Hospital Association, YMCA, and TELUS Corporation. www.conferenceboard.ca/e-Library/abstract.aspx?did=4293

**Building Mentally Healthy Workplaces: Perspectives of Canadian Workers and Front-Line Managers**
This report, based on a national survey, highlights the workplace challenges faced by employees with mental health issues, and provides insight into how employers can best support these employees. www.conferenceboard.ca/e-Library/abstract.aspx?did=4287

**Change Management 2011: Leveraging Culture, Engagement, Community**
This recorded conference focuses on three keys to change management success – culture, engagement, and community. www.conferenceboard.ca/e-Library/abstract.aspx?did=4228

**Workplace Mental Health 2011**
This recorded conference presents original research on workplace mental health as well as successful case studies from leading organizations including Scotiabank and Canada Post Corporation. www.conferenceboard.ca/e-Library/abstract.aspx?did=4326
What is it?
Brainstorming is a creative process in which people generate ideas to address a specific issue, problem, or topic. The goal is to find new ideas, consider each one, and then determine which idea (or ideas) offers the best solution.

When to use it?
Brainstorming is useful when planning projects/work assignments, working in teams and groups and when identifying risks in the project management process.

Why use it?
Brainstorming is not only a fun and relaxed way to generate lots of great ideas quickly, but it also helps build teams by getting others involved in a creative, problem-solving process.

If you want to run your own brainstorming session, try using the following 10 steps on the next page.
1. Arrange a meeting space for the team brainstorming session and invite people to attend.

2. Before the session begins, assign one person in the group to record the team’s ideas. Use flip chart paper and coloured markers to jot down the ideas, so everyone can see and refer to them.

3. Clearly define what the topic or problem is and ensure that everyone understands that the objective is to generate as many ideas as possible.

4. Give people 5-10 minutes at the start of the session to brainstorm on their own, jotting down their own ideas that they can later share with the group.

5. Ask the team to start offering their ideas to the whole group in no particular order. Keep the session informal, relaxed and fun.

6. Encourage the team to share their ideas and remember to record everyone’s ideas. The more ideas the better!

7. Foster creative thinking by asking people to build on, develop and create new ideas from the ideas of others.

8. Build enthusiasm within the team so that everyone gets involved. Wait until the end of the session to evaluate the proposed ideas.

9. Limit the brainstorming session to one hour, taking breaks when needed to refresh people’s creativity, interest and energy.

10. Once a sufficient number of ideas have been proposed, evaluate the different ideas in more detail. Seek out the promising ones that could address the topic or problem you identified at the start of the session.

Key point to remember

Everyone can offer a diverse set of experiences, knowledge and skills when brainstorming. Sharing ideas with others allows people to explore and build upon those ideas, increasing the chance of finding a creative solution to the problem in question.

For more information and useful tips on brainstorming, check out the following links:

Brainstorming Techniques that Work
www.effectivemeetings.com/teams/participation/brainstorming.asp

Step by Step Guide to Brainstorming
www.jpb.com/creative/brainstorming.php

Brainstorming Benefits:

- It equalizes the influence of all members
- Everyone can participate, creating a bond among team members
- Can be used in small or large groups of people
- It can provide a fresh outlook on a problem
- It generates a lot of ideas quickly
- It’s fun, informal and relaxed
- It encourages creative thinking
- All ideas can be recorded and evaluated at a later time
- It’s a free and easy to use technique
Learning and Development – It’s up to you!

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

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

The Centre for Learning and Development (CLD) has developed competency models for specific occupational groups within Government. They are: Executive Learning and Development, Administration Support Professionals and Information Management Professionals. Competency models are currently being developed for Human Resource, Financial and Policy Professionals. Each model identifies core competencies relevant to the role, accompanied by specific behaviours.

By recognizing the key behaviours of these occupational groups, individual professional development opportunities are more clearly identified.

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

Blended Learning Approach

The CLD offers a blended learning approach in which individual learning takes many forms.
The Principles and Qualities of Genuine Leadership

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

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

Prerequisite:
None

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

Personal Strategies for Navigating Change

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

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

Prerequisite:
The Principles and Qualities of Genuine Leadership

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

Pre-Retirement Planning

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

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

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

Problem-Solving Results: Solutions, Improvements and Innovations

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

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

Prerequisite:
The Principles and Qualities of Genuine Leadership

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

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

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

Prerequisite:
The Principles and Qualities of Genuine Leadership

For more information:
Contact Robin Kenny, Manager of Corporate Organizational Development, at 729-7666 or robinkenny@gov.nl.ca

Workload Management

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

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

Prerequisite:
The Principles and Qualities of Genuine Leadership

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

Work Skills

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

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

Prerequisite:
The Principles and Qualities of Genuine Leadership

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

Accelerating Team Productivity

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

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

Prerequisite:
The Principles and Qualities of Genuine Leadership

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

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

You will be able to:

- Learn about building a career in the public service
- Identify the values of the Core Public Service
- Understand and describe how Government works
- Effectively navigate the organization

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

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**Group Facilitation Skills**

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

You will be able to:

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

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

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**Project Management Essentials**

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

You will be able to:

- Demonstrate an understanding of basic project management concepts
- Identify the phases of managing a project
- Utilize tips and techniques to manage a project effectively

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

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**Connecting With Others: Listening and Speaking**

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

You will be able to:

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

Prerequisite:
The Principles and Qualities of Genuine Leadership

For more information:
Contact Robin Kenny, Manager of Corporate Organizational Development, at 729-7666 or robinkenny@gov.nl.ca
Expressing Yourself: Presenting Your Thoughts and Ideas

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

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

Prerequisite:
The Principles and Qualities of Genuine Leadership

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

Writing Briefing Notes

This module provides employees 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.

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

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

For more information:
Contact Robin Kenny, Manager of Corporate Organizational Development, at 729-7666 or robinkenny@gov.nl.ca

French Language Training

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

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

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

The Manager’s Role in Onboarding

This half day session will introduce managers to Onboarding and their role in welcoming new employees. Managers will become familiar with the resources available to them and to new employees, and also identify their manager’s role and responsibility for welcoming and orienting new staff.

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

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

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

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

Prerequisite:
The Principles and Qualities of Genuine Leadership

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

Manager’s Role in Employee Relations

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

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

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

For more information:
Contact Robin Kenny, Manager of Corporate Organizational Development, at 729-7666 or robinkenny@gov.nl.ca

Cabinet Decision-Making Process

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

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

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

For more information:
Contact Robin Kenny, Manager of Corporate Organizational Development, at 729-7666 or robinkenny@gov.nl.ca
Strategic Staffing in the Public Service

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

You will be able to:

▶ Recognize the benefits and impacts of recruiting and staffing strategically
▶ Identify the value of assessing your recruitment and staffing needs
▶ Determine your role in the recruitment and staffing process

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

For more information:
Contact Robin Kenny, Manager of Corporate Organizational Development, at 729-7666 or robinkenny@gov.nl.ca

Employee Assistance Program

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

You will be able to:

▶ State the range of services covered by the EAP
▶ Recognize when a supervisor-initiated referral to EAP is required

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

For more information:
Contact Robin Kenny, Manager of Corporate Organizational Development, at 729-7666 or robinkenny@gov.nl.ca

Consultant Guidelines

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

You will be able to:

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

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

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

For more information:
Contact Robin Kenny, Manager of Corporate Organizational Development, at 729-7666 or robinkenny@gov.nl.ca

Job Evaluation System - The Process

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

You will be able to:

▶ Identify the types of Job Evaluation Systems
▶ Distinguish between the Management and Bargaining Unit Classification and appeal processes

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

For more information:
Contact Robin Kenny, Manager of Corporate Organizational Development, at 729-7666 or robinkenny@gov.nl.ca
Harassment and Discrimination-Free Workplace: A Manager’s Role

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

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

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

For more information:
Contact Robin Kenny, Manager of Corporate Organizational Development, at 729-7666 or robinkenny@gov.nl.ca

Succession Planning and Management Guidelines

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

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

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

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

For more information:
Contact Robin Kenny, Manager of Corporate Organizational Development, at 729-7666 or robinkenny@gov.nl.ca

Information Management: A Guide for Managers and Directors

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

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

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

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

For more information:
Contact Robin Kenny, Manager of Corporate Organizational Development, at 729-7666 or robinkenny@gov.nl.ca
access to learning

National Quality Institute (NQI)

www.nqi.ca

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

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

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

Canadian Evaluation Society (CES) Library

www.evaluationcanada.ca

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

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

Note: Information on employee access to CES resources soon to come!

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

Conference Board of Canada-e-Library

www.e-Library.ca

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

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

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

www.ohscanada.com

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

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

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

Microsoft Excel 2003 - Level I

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

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

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

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

Microsoft Excel 2003 - Level II

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

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

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

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

Microsoft e-Learning Library

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

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

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

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

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

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

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

Microsoft PowerPoint 2003 - Level II

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

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

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

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

This course will give employees the basic concepts required to produce common business documents through hands-on practical exercises.

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

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

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

Microsoft Word 2003 - Level II

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

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

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

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

Did You Know?

The Public Service Secretariat’s website has a number of publications on HR related topics, including:
- Flexible Work Arrangement Guidelines and Questions and Answers
- Work Environment Survey
- Human Resource Management Strategy Update
- Human Resource Planning Reference Tools
- Developing An Integrated Talent Management Program
- Guide to Leadership & Management
- Human Resource Planning
- Succession Planning and Management Guide
- Workforce Planning Supplement
- Organizational Development: A Resource Guide for Departmental Managers and HR Professionals

To view these documents, go the Public Service Secretariat’s website. Under the section ‘Publications’, click on the ‘HR Reference Materials’ link or visit: www.exec.gov.nl.ca/exec/pss/
As Program and Policy Development Specialist with the Department of Government Services, I recently had the pleasure of participating in a workshop: “Face to Face Communications: Creating an Engaged Workforce” at the Department’s Senior Management Retreat.

The workshop focused on increasing our knowledge and understanding of effective two-way communication. This included assessing and improving on our own communication skills, increasing our awareness of employees’ key information needs and looking at a comprehensive model for our own communication behavior.

The workshop also provided us with the necessary tools and the opportunity to practice our skills with different case scenarios and small group discussions. It was a great experience to see how our team members responded to the case study that was provided and I believe we learned a great deal from that exercise and the overall workshop.

Effective communication is not just essential to my own role within government and not just to managers and supervisors. I believe communication is essential to all roles within government. Engaging employees, leading by doing what you say you will do and providing employee feedback are critical components of effective communication that will likely lead to increased productivity, morale and commitment levels amongst your team, division, department and across government as a whole.

I would highly recommend participation in this workshop.

Do you have an experience to share?
If you would like to be profiled in our Client Corner section, please contact the CLD and tell us about your experiences with our programs and services.

We’d love to hear from you! Contact Steve Walsh, Information Officer at stevenwalsh@gov.nl.ca
Location

The Centre for Learning and Development (CLD) 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.

How do I access learning?

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

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

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

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

Employees with a learning plan recommendation receive priority.

For more information on registration procedures, please contact Sandy Reynolds at 729-3654 (sandyreynolds@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 cancels or fails to attend, unless one of the following conditions exists:

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

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

We want to thank all those who have helped us reduce waste in our training sessions at the Centre for Learning and Development. If you demonstrate a green practice in one of our sessions or provide us with feedback on how we can be more environmentally friendly, you will be entered into our 'Going Green' draw!

Congratulations to our most recent prize winners:

Marion McCahon - Regional Partnership Planner, Rural Secretariat, Corner Brook, brought re-usable mug
Linda Shea - Management Analyst, Department of Finance, St. John's, re-used name tag
Krista Head - Natural Resources Development Officer, Department of Natural Resources, Corner Brook, brought re-usable mug
Sherry Auchinleck - Clerk Typist III, Department of Education, St. John's, brought re-usable mug
Paul Taylor - Heritage River Planner, Department of Environment and Conservation, Deer Lake, re-used name tag

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!

Quarterly Mailing List

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

The Winter 2012 CLD Quarterly will be out in January, so please contact us in advance.

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

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

Tell Us What You Think...

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

See Access to Learning inside for course descriptions.

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