SUMMER 2011
quarterly
Splash into Summer
What's inside?
Managing the Transition from Co-worker to Manager
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From Co-worker to Manager

Have you been in a situation where you are a co-worker with a group of people one day, and then find yourself managing this very group the next day? Managing the transition from co-worker to manager comes down to the ability to work with your co-workers in order to deliver on the commitments for which your team is responsible. This is not always an easy transition for new managers, but there is help and guidance available.

As a former co-worker and now a new manager, you may think, “What’s the big deal? – I have worked with these people for years!” The reality is that your former colleagues now have different expectations of you. There were decisions that used to be up to someone else to make, but now you’re that someone else who needs to make the decisions. The team will look to you for guidance and direction and above all, will expect you to “have their back” in tough situations. You are now the buffer between them and those to whom you report. This can be a daunting task for some new managers. How does one make sense of it all?

Consider these suggestions to help make the transition from co-worker to manager work for you:

Be Real
All too often new managers try to be something or someone they are not. Remember that the person you used to be is still there, just in another role! You have worked with some of your co-workers for many years and you do not need to prove yourself to them. Don’t let the authority of the position dictate how you communicate or manage your team. Using your authority respectfully can enhance your credibility with your team. Learn to manage this authority carefully.

Communicate
Never underestimate how open communication can affect your success as a new manager. You have to listen a lot more and be willing to give feedback. Encourage communication so that if issues arise you can approach them head-on and resolve them before they escalate. Ensure that you create a comfortable, non-threatening environment with your team so they will be willing to talk to you. You can help set the tone of your work place.

Make Decisions
In your new role, you can not avoid making decisions. Once you have made a decision, although it may not always be the most popular one, you need employees to accept your decision and understand why it was made. A lot of time and energy can be wasted questioning why decisions are made, but at the end of the day, you have a direction to follow and you must go forward. When your team accepts your decision you can move on as a group.
Know the Importance of Being a Team
You may be in a supervisory role, but you have to function as a team in order to provide the services required of your work group. Involve your team as much as possible in the planning stages of decision-making. This takes work and requires constant attention to make a team function as a cohesive unit. Once your team has achieved a level of maturity and trust this will be self-evident.

Take on Manageable Chunks of Work
Don’t try to impress those to whom you report by taking on unrealistic workloads. Part of your new role is to make sure workloads are balanced and those who report to you have the tools and the time necessary to get the job done. Equitable workloads let your team know that you are considering factors such as their work-life balance and their willingness to work on new projects that will challenge and develop their skills and abilities.

What Challenges Lie Ahead For You – The New Manager?
We often emulate those managers whose leadership style we admire. Modelling successful leaders will help establish your own management style with your team. Ensure that you have a roadmap to follow as you take on new challenges and work assignments. Your team needs to see the direction the Department/Division is taking and how they will get there.

Many new managers may feel isolated, with few supports readily available. At the Centre for Learning and Development we offer a wide range of services and development support to assist you in your new role.

It is recognized that employees select, manage, and assess their own learning activities dependent upon their individual learning needs and styles. There are a number of learning supports available at the CLD to enhance and develop your skills and develop the new supervisory and management skills required. New managers should engage in learning through the Leadership and Management Development Program and the Resource Management Package.

In support of self-directed learning, the CLD has purchased a corporate subscription to the Conference Board of Canada’s e-Library. You can browse thousands of resources and select those most fitting for you. Here are some titles that may help you:
- Succession Management: The Basics
- Manager Redefined: The Competitive Advantage in the Middle of Your Organization
- Coaching: Today’s Critical Leadership Skill for Engaging and Retaining Key Talent

The Mind Tools website (www.mindtools.com) provides resources on communication skills, problem-solving, team building, and other topics valuable to new managers. Another good resource is Management for the Rest of Us (http://mftrou.com), which provide practical resources for managers.

Remember that you are in this new role because you are the right person for the job. Remember to be fair, flexible and forgiving with yourself as you make this challenging transition. Remember the team you manage and seek out support when needed. And finally, remember that you are not alone in all of this and that support is available.
Harassment and Discrimination-Free Workplace Policy

In March 2011, Treasury Board approved a revised Harassment and Discrimination-Free Workplace Policy with an effective date of September 1, 2011. This policy was revised as a result of research, jurisdictional reviews and comprehensive consultations with stakeholders.

The revised policy encourages managers and employees to deal with matters related to harassment and discrimination at the onset. Greater emphasis is also placed on prevention and early intervention, learning and skill development opportunities, and monitoring and tracking of complaints.

Since building the capacity of those involved in addressing harassment and discrimination occurrences is an integral part of this policy, a significant effort is being made to respond to the development and delivery of a variety of learning initiatives including:

**E-learning module:** The Harassment and Discrimination-Free Workplace e-learning module will be available to the Core Public Service Government employees. The module provides information to clarify what is, and what is, not harassment and discrimination. It will also outline the options available to employees if they believe they have been harassed or have been subjected to discrimination.

**Learning:** Learning will be offered to those directly involved in harassment and discrimination prevention and intervention, including Managers, Investigators and Designated Human Resource Managers. The module for Managers will be offered through the Resource Management Package (RMP). Further related learning opportunities are available, including:

- Working Through Emotions and Conflict;
- Manager’s Role in Employee Relations.

The Respectful Workplace Program of the Public Service Commission also offers workshops in Conflict Resolution and Creating a Respectful Workplace.

**Supporting Documentation:** A guidebook has been developed as a part of the release of the new policy. This information booklet will serve as an educational tool and a communication mechanism for the new policy. In addition, a procedural manual has been developed to provide guidance and procedural advice to Managers and Designated Human Resource Managers.

For additional information, please contact the Centre for Learning and Development at (709)729-3652 or Debbie Curtis, Human Resource Policy and Planning Division, Public Service Secretariat, at (709)729-5424.
In February 2011, the Centre for Learning and Development (CLD) launched an e-Learning website among pilot users registered in the Resource Management Package. The website, PS Access, provides learners with instant access to available e-Learning offered by the CLD.

PS Access is comprised of an initial sign-on page as well as a learning management system (LMS) where all e-Learning courses, quizzes, feedback forms, news items and user profile information is stored.

The pilot phase will allow the CLD to test the learning management system’s capabilities and review the functionality of the PS Access website. Pilot users have been accessing and completing the ‘Succession Planning and Management Guidelines’ module, providing feedback and recommendations for improving the site prior to any full-scale Government launch of the website. Additional e-Learning courses will be available on the PS Access website in the near future.

PS Access provides a number of benefits for learners and the CLD alike. In addition to providing learners a way to access courses anytime and anywhere, it will also provide automated reporting options for the CLD and will enable the use of electronic course feedback forms.

At this time, PS Access is only available to employees registered in the Resource Management Package.

The CLD will continue to have a main website through the Public Service Secretariat’s website (www.exec.gov.nl.ca/exec/pss/learning_and_development/) as well as the Public Service Network (www.intranet.gov.nl.ca/learning/)

For more information, please contact Dean Cutler, at 729-4131 or deanculter@gov.nl.ca.

Starting this summer, the Centre for Learning and Development (CLD) will be facilitating the Government’s Onboarding Employee Orientation and offering in-person welcome sessions to new employees across Government. The Onboarding program will draw upon the CLD’s experience in both organizing and facilitating learning opportunities across the province.

Onboarding first began in April, 2010. The in-person welcome sessions provide new employees with useful information they need when starting work with the public service, such as information on Government policies, salary and benefits, standards of conduct, and learning and development.

Visit www.exec.gov.nl.ca/exec/pss/onboarding/ for additional Onboarding information and resources.

What participants are saying about Onboarding:

I thought it was very beneficial and informative after two years with government; I learned a lot of things I did not know.

It was a great session for new employees. Broad overview was very helpful. Meeting other new employees definitely makes you feel more connected.

Very useful and nice to see very enthusiastic and happy employees.

Orientation for New Managers

The Public Service Secretariat (PSS) is preparing to launch an organizational orientation for new managers. This orientation will provide new managers with the framework they need to be successful in their role and will help support them with their ongoing learning and development needs.

For more information, contact Robin Kenny at 729-7666 or robinkenny@gov.nl.ca.
Public Sector Leadership and Management Development Certificate Program

In partnership with the Centre for Learning and Development (CLD) and the Federal Government, the Gardiner Centre – part of Memorial University – has developed and delivered the Public Sector Leadership and Management Development Program (PSLMDP) since 2001. In July 2010, the CLD accepted applications for employees to complete the program. The CLD supported 13 people in completing the program of eight core modules and two electives. Additional support was provided to other candidates to complete the prerequisite module Leadership and Learning: A Discovery Approach.

The CLD is pleased to announce that we are continuing to support this program and that applications will be accepted for consideration. Interested Departments should identify candidates that are involved in succession planning and management development and explain why their involvement in the program is a priority for the Department. The CLD will be accepting applications from Deputy Ministers up to August 31, 2011. Successful applicants will be notified once applications have been reviewed.

For more information on the application process, contact the Centre for Learning and Development.

Applications can be accessed on the Public Service Secretariat website at www.exec.gov.nl.ca/exec/pss/learning_and_development/index.html or on the PSN intranet website at www.intranet.gov.nl.ca/learning/

For more information on the program, visit www.busi.mun.ca/gardinercentre/02programs/01_pub_sector/index.html

Human Resource Competency Model

In March 2010, the Centre for Learning and Development began work towards developing a competency model for Human Resource (HR) professionals. Development of the model involved identifying the key behaviors of all HR professionals regardless of an individual’s position or Department.

Through a series of focus group meetings, interviews with Executive members as well as research into other jurisdictions, data was collected to shape the HR competency model. Over the past several months that data was collated to reflect the input of the various groups who were consulted.

The data collected from the focus groups indicated eight core competencies for HR professionals, including:

- Building Collaborative Relationships
- Creativity and Innovation
- Communications
- Functional Expertise
- Professional Credibility
- Client Focus
- Strategic Focus
- Results Orientation

The next step in the process was to validate the results. Validation revealed the findings of the focus groups to the people who were originally consulted, in an effort to confirm that the words on the competency model matched the words and ideas of those consulted. Validation sessions were held on March 10th and 15th with all personnel involved in HR functions.

The data from the validation sessions is now being collated which will result in a final behavioral based competency model for Human Resource professionals.
Going Green Initiative

Support for the CLD’s Going Green initiative continues to be strong. Learning participants who demonstrate ‘green’ actions or offer suggestions to be more ‘green’ will have their names entered into a draw for some prizes. The focus is on small, individual actions that make a difference in the bigger picture. Congratulations to the following winners:

- **Paulette Osmond**, Building Manager, Department of Transportation and Works, St. John’s (Brought a reusable water bottle)
- **Trudy Winter**, Supervisor, Department of Tourism, Culture and Recreation, St. John’s (Brought a reusable mug)
- **Monique Hynes**, Fisheries Field Representative, Department of Fisheries and Aquaculture, Corner Brook (Reused name tag)
- **Sheldon Snow**, Trades Worker III (Supervisor), Department of Transportation and Works, St. Anthony (Reused name tag)
- **Andy Turnbull**, Labour Market Development Officer, Department of Human Resources, Labour and Employment, Happy Valley-Goose Bay (Reused chart paper)

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!
Whether you develop policies, design bridges or investigate crimes, employees across the Core Public Service work on diverse projects. Even though the deliverables are very different, all projects usually follow a standard methodology to ensure success. A three-day workshop to assist employees in gaining the skills necessary to execute project requirements is available.

Project Management Essentials is based on the Project Management Body of Knowledge (PMBOK®) from the Project Management Institute (PMI®). It encompasses standards that are accepted worldwide and have been developed by established project managers and a variety of experts in the field.

**Project Management Process Groups**

- **Initiating**: Define a new project or a new phase of an existing project with the authorization to do so
- **Planning**: Define the course of action of how to achieve the objectives of the project
- **Executing**: Complete the work defined in the plan
- **Monitoring and Controlling**: Track, review and regulate the progress and performance of the project
- **Closing**: Finalize all activities across all process groups and formally close the project or phase

**Project Management Knowledge Areas**

- Project Integration Management
- Project Scope Management
- Project Time Management
- Project Cost Management
- Project Quality Management
- Project Human Resource Management
- Project Communications Management
- Project Risk Management
- Project Procurement Management

There are 42 processes involved in developing, planning and executing a project. In this workshop participants become familiar with the skills necessary to complete them.

PMI® offers a series of credentials applicable to Project Management. The Project Management Professional (PMP®) is recognized internationally. In order to be eligible to write the exam, you require 3-5 years of project management experience (depending on if you have a University degree) and 35 hours of project management education. (Completing the three day Project Management Essentials workshop provides 21 hours of education towards the 35 hours required to write the exam.) The exam is 200 multiple-choice questions over 4 hours. For more information on credentials please visit www.pmi.org and click on the ‘Certification’ link.

For workshop offerings please see the Calendar of Events in this Quarterly or on our website. For course information please contact Carole Spicer, Manager, Corporate Organizational Development, at 637-6501 or carolespicer@gov.nl.ca.
e-Library
Conference Board of Canada

e-Library services are currently available through a subscription with the Conference Board of Canada (CBoC). Through the e-library, all Government of Newfoundland and Labrador employees have access to conference e-proceedings, recorded webinars and reports.

Value-added Services and Ideas:

▶ Talk to the author of any CBoC report—simply call the CBoC reception at 1-866-711-2262 or 613-526-3280 and ask to speak to the author
▶ Customize your account to receive email alerts on newly released documents on topics that you have identified
▶ Send a 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, review the presentations prior to your meeting, and choose the most appropriate one. 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 and share with your team members for discussion

For further information or questions about the CBoC e-Library, please contact Kim MacPherson at 729-2701 or kimmacpherson@gov.nl.ca

e-Library Registration Information:

▶ Go to www.e-Library.ca
▶ Use your Government of Newfoundland and Labrador (GNL) email username and password
▶ When registering, provide your Department and Division name
▶ An activation link will be sent to your GNL email
▶ All free reports under this e-Library service will say, “No charge, paid by your subscription” beside the title and are free to download
▶ Live e-conferences and webinars that have costs associated with them are not included in our subscription, but are available 60 days after broadcast in a recorded format
As part of the Leadership and Management Development Strategy, the Centre for Learning and Development offers learning to support the development of the critical knowledge and skills needed to improve organizational and individual effectiveness and performance. Through the learning plan process, employees can assess their personal strengths and areas for improvement.

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.

For additional information on the Leadership and Management Development Strategy, visit the Centre for Learning and Development website at www.exec.gov.nl.ca/exec/pss/learning_and_development

You can also download ‘A Guide to Leadership and Management Development’ available on the Public Service Secretariat website under Publications.


Leadership Program

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

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

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

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

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

Session topics:
Participants will learn about five critical leadership qualities that contribute to personal and organizational success, and will discuss them as they relate to key business issues. Participants will also learn six basic principles that can help them develop effective relationships.

Learning objectives:
Upon completion, participants will be able to:
- Discuss five critical leadership qualities that contribute to both organizational and personal success
- Discuss six principles that help leaders develop effective working relationships
- Evaluate the regularity with which they apply The Basic Principles in their daily behaviours
- Explain how applying The Basic Principles can help leaders develop The Qualities of Genuine Leadership

Who should attend?
This foundation module is a prerequisite to access any of the modules under the AchieveGlobal Leadership Program offered through the Centre for Learning and Development and must be completed prior to any future learning under this program. Priority will be given to those who identify leadership as a learning need in their individual learning plan.

Prerequisite:
None

Dates and location:
- Happy Valley-Goose Bay: September 12
- St. John’s: September 15

Course length:
- 1/2 day: (St. John’s) 9:00 am – 12:30 pm
- (Happy Valley-Goose Bay) 1:00 pm – 4:30 pm

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

Accelerating Team Productivity

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

Session topics:
Module 1: Building Team Pride and Purpose
Explore ways to unleash the power of pride and purpose in what people do and how they do it.

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

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

Module 4: Negotiating Resources for Your Team
Enhance negotiation skills needed to secure resources for a team.

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

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

Prerequisite:
The Principles and Qualities of Genuine Leadership

Dates and location:
- Gander: September 7-8
- Corner Brook: September 22-23
- (St. John’s) 9:00 am – 4:00 pm

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

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

**Session topics:**
- **Module 1: Listening in a Hectic World**
  Focus listening time and attention to get the information needed to complete work objectives and maintain constructive relationships with others.
- **Module 2: Speaking to Influence Others**
  Learn speaking strategies and techniques that achieve business results by gaining the attention, ensuring the understanding and influencing the actions of people.

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

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

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**Expressing Yourself: Presenting Your Thoughts and Ideas**

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

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

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

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

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

**Dates and location:**
- **St. John’s**
  September 26
  Course length: 2 days 9:00 am – 4:30 pm
  For further information, contact Dean Cutler, Manager, Corporate Organizational Development, at 729-4131 (deancutler@gov.nl.ca). Registration is limited.

- **Happy Valley-Goose Bay**
  September 14
  Course length: 1 day 9:00 am – 4:30 pm
  For further information, contact David Brown, Manager, Corporate Organizational Development, at 729-4251 (davidbrown@gov.nl.ca). Registration is limited.
Personal Strategies for Navigating Change

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

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

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

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

**Who should attend?**
This course is intended for those experiencing change in their current environments. Priority will be given to those who identify change management as a learning need in their individual learning plan.

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

**Dates and location:**
Happy Valley-Goose Bay ............................ September 15

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

For further information, contact David Brown, Manager, Corporate Organizational Development, at 729-4251 (davidbrown@gov.nl.ca). Registration is limited.

Workload Management

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

**Session topics:**
**Module 1: Identifying Work Priorities and Setting Verifiable Goals**
This module consists of two closely related processes. The first helps participants prioritize their work according to key results the organization is trying to achieve. The second helps formulate clear goals that have high payoffs for the organization and use objective terms that support verification of results.
Module 2: Managing Your Priorities
The activities in this module provide the awareness and skills participants need to make better decisions about their daily work. Participants learn techniques that help them deal with complex interpersonal interactions, build strong work relationships, and increase their overall productivity, even in an environment in which changing priorities is a daily reality.

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

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

Prerequisite:
The Principles and Qualities of Genuine Leadership

Dates and location:
Happy Valley-Goose Bay .......................... September 13
St. John’s..................................................September 20

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

For further information, contact David Brown, Manager, Corporate Organizational Development, at 729-4251 (davidbrown@gov.nl.ca). Registration is limited.
Session topics:

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

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

**Module 3: Speaking with Confidence**
Prepare and deliver a clear message. Includes practical tips on overall organization and presentation, and helps participants look at information from the listener’s point of view.

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

**Module 5: Defusing Emotionally Charged Situations**
Examine the consequences of allowing emotions to negatively affect actions. Identify individual “hot buttons”, develop appropriate coping strategies, learn guidelines for handling others who are emotionally out of control, and develop skills for moving conversations into calm, rational problem-solving discussions.

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

Prerequisite:
What It Takes to Succeed: The Basic Principles is the foundation module in the Steps to Your Success Certificate program.

Dates and location:

**Modules 1, 2 and 3**
- St. John’s ................................................ September 14
- Happy Valley-Goose Bay .................. September 21

**Modules 4, 5 and 6**
- Happy Valley-Goose Bay .................. September 22
- St. John’s ................................................ September 30

Course length:

**Modules 1, 2 and 3**
1 day ................................................................ 9:00 am – 4:30 pm

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

For further information, contact Diane Blackmore, Training Officer, at 729-1 864 (dianeblackmore@gov.nl.ca). Registration is limited.
The Resource Management Package (RMP) consists of a series of modules designed to build the competency of Resource Management. The RMP is thus a component of the broader Leadership and Management Development Strategy.

The goal of the Resource Management Package is to build an effective and consistent approach to management practices in our Government through the successful management of Human Resources, Financial Resources and Information Resources. If you are on the HL pay scale and you are accountable for managing people, finances and information, then you are required to register for the RMP.

As an RMP registrant, 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 who manage people, finances and information.

Registration Process:


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

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

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

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


The Manager’s Role in Employee Relations

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

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

**Who should attend?**

**Dates and location:**
TBA. Contact the CLD for upcoming scheduled dates.

**Course length:**
2 days .................................................. 9:00 am – 4:30 pm
GROUP FACILITATION SKILLS

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

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

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

Dates and location:
St. John’s.......................................................... September 21-23

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

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 identify project management as a learning need in their individual learning plans.

Dates and location:
St. John’s.......................................................... September 27-29

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

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

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

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

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

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

Onboarding

Employee Welcome Sessions

Welcome sessions for new employees will be held monthly in St. John’s and periodically in other regions of the province. For details on the dates and locations of these sessions, or to register, please contact the CLD.

**Dates:** July 7, September 13

**Session length:**

1 day 9:00 am – 4:30 pm

Pre-Retirement Planning

The Centre for Learning and Development, Public Service Secretariat, in Partnership with the Department of Finance is offering Pre-Retirement Planning Seminars!

**Purpose:**

To provide core Public Service Employees the necessary information to effectively develop a retirement plan.

**Session topics:**

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

**Who should attend?**

Employees within five (5) years of retirement. Employees are welcome to have their spouse/partner attend with them.

**Dates and location:**

TBA. Contact the CLD for upcoming scheduled dates.

**Session length:**

1 day 9:00 am – 4:30 pm

For further information contact Anthony Allen at 729-2954 (anthonyallen@gov.nl.ca) or Peter Ivany at 729-4210 (pivany@gov.nl.ca).

Registration is limited.
Microsoft Excel 2003: Level 1

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

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

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

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

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

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

For further information on course content, contact Diane Blackmore, Training Officer, at 729-1864 (dianeblackmore@gov.nl.ca). Registration is limited.

Microsoft Excel 2003: Level 2

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

Learning objectives:
Upon completion, participants will be able to:
- Create and 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

Prerequisite:
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 .......................................................... September 28

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

For further information on course content, contact Diane Blackmore, Training Officer, at 729-1864 (dianeblackmore@gov.nl.ca). Registration is limited.

Microsoft e-Learning Course Online!

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

To set up your access to the Microsoft e-learning courses, please contact Diane Blackmore at 729-1864 or dianeblackmore@gov.nl.ca
The following learning events, tools and research reports are available through the e-Library and are free through your Government of Newfoundland and Labrador subscription. Visit www.e-Library.ca

**Making It Meaningful:** Recognizing and Rewarding Employees in Canadian Organizations
Does your organization’s total rewards strategy include recognition? This report looks at current practices and discusses how a rewards and recognition program adds value to an organization.

www.conferenceboard.ca/e-library/abstract.aspx?did=4136&goal1=AUTHN

**Public Sector Human Resources:** HR Excellence in a Changing World
In these Conference e-Proceedings, you will learn from other public sector human resources (HR) leaders as they discuss employee engagement strategies, leadership and coaching techniques, communications and the impact of social media, and demographics and performance management.

www.conferenceboard.ca/e-library/abstract.aspx?DID=4082

**Public Sector Human Resources 2010:** Building Capability for Future Challenges
Perhaps the greatest challenge for public sector HR professionals is to keep up with the pace of change at a time when the public sector and its need are becoming even more complex. This Conference e-Proceeding will help you identify the most significant changes in your environment, develop a plan for the future, and deploy strategies and tools to ensure success.

www.conferenceboard.ca/e-library/abstract.aspx?DID=3498

**Implementing Strategic Workforce Planning:**
This report highlights the implementation process for Strategic Workforce Planning - from simply connecting business strategy and HR strategy to becoming an input to business strategy that informs executive decision making.

www.conferenceboard.ca/e-library/abstract.aspx?DID=3128

**Public Sector Human Resources:** Talent, Leadership, and Performance
Demographic change is no longer news, but its public sector impact is becoming more obvious. Key personnel are eligible to retire shortly, and replacing them is a challenge. In order to increase or maintain performance, it’s essential to sustain leadership while transferring knowledge. Retention is critical, as is the optimization of existing talent to ensure continued operation and performance. This Conference e-Proceedings will help you address these and other talent management challenges that the public sector is currently facing.

www.conferenceboard.ca/e-library/abstract.aspx?DID=2931

**e-Library Registration Information:**
- GO to www.e-Library.ca
- Use your Government of Newfoundland and Labrador (GNL) email username and password
- When registering, provide your Department and Division name
- An activation link will be sent to your GNL email
- All free reports under this e-Library service will say, “No charge, paid by your subscription” beside the title and are free to download
My name is Doreen Marshall and I work at Court Services, Provincial Court. I am enrolled in the Leadership and Management Development Program with the Centre for Learning and Development and for the past year I have been fortunate enough to avail of many of the courses offered under this program.

The courses offer helpful and practical information that I have been able to bring back to my workplace and use on a daily basis. Along with the course material, participants are encouraged to discuss the topics and share their ideas and experiences with everyone. Most courses include practice sessions where participants have the opportunity to practice the skills learned. This is very helpful in that learners can practice skills in a relaxed and safe environment, among their peers, and receive helpful feedback from the facilitators and others. The diversity of the people provides an opportunity to learn from other government employees from different departments — sometimes providing a whole new perspective on things.

One of the courses I attended was Group Facilitation Skills. This course offered many practical tips on how to effectively lead a group in making decisions. At the end of the course, we were required to choose a topic and facilitate the group in a discussion. Following the presentations we were given an opportunity to provide feedback.

Within a month of attending this course, I had the opportunity to put some of the skills I learned into practice. The Provincial Court held a training session for Court Administrators, during which I made a presentation, followed by group discussions. The information I learned in this and other courses was useful in helping me organize my ideas and present my topic in a clear and concise manner. Following my presentation I was able to lead the group in a successful discussion where everyone participated and great ideas and suggestions were made.

I have no doubt that the knowledge I obtained during attending the course and the comfort level and confidence I obtained during the practice opportunities were instrumental in the successful outcome of this session. I always leave these courses with a feeling of empowerment and a renewed confidence in my ability to do a good job.

I would recommend to other employees to take the opportunity offered by the Centre for Learning and Development and avail of as many courses pertaining to your role as possible. Not only do you learn new skills, you have the opportunity to make new connections and learn from others.

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
about the CLD

The Centre for Learning & Development provides leadership in learning and development opportunities that support the priorities of Government and its overall human resource management strategies. In partnership with central agencies and Departments, the Centre supports employee and organizational effectiveness throughout the Public Service.

What do we do?

The role of the Centre is to:

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

Our areas of focus include:

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

If you are interested in more information regarding learning and development opportunities, please contact the Centre for Learning and Development at (709) 729-3653 or visit us online at: www.exec.gov.nl.ca/exec/pss/learning_and_development/index.html

Quarterly Mailing List

If you would like to receive printed copies of the CLD Quarterly for your department or staff, you can contact us to be included on our mailing list.

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

A PDF version of our Quarterly is also available on the CLD website at www.exec.gov.nl.ca/exec/pss/learning_and_development

The Fall 2011 CLD Quarterly will be out in October, so please contact us in advance!

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
Location

The Centre for Learning and Development office is located on the 5th Floor of the West Block, Confederation Building. Located in our office are:

- Training Rooms 1 and 2
- Computer Resource Centre
- Video Conference Room

Drop by our office or visit the Centre for Learning and Development website at: [www.exec.gov.nl.ca/exec/pss/learning_and_development/index.html](http://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](http://www.exec.gov.nl.ca/exec/pss/forms) and are also available at the Centre for Learning and Development office.

For more information on registration procedures, please contact Diane Blackmore, Training Officer, at 729-1864 (dianeblackmore@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 Training Officer, Diane Blackmore, 729-1864 or dianeblackmore@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.
See Calendar of Events inside for course descriptions and locations.

Please visit the CLD website for information on current offerings.

A PDF version of our Quarterly is available on the CLD website

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