



# Learning and Development Guide

2014 - 2015

Learn.Develop.Renew

## **OSD Mandate**

Organization and Staff Development (OSD) offers a comprehensive program of skill-building workshops and management consulting services to public sector organizations within Manitoba, with an emphasis on meeting the common training needs of departments of the Manitoba government.

## **Statement of Purpose**

OSD strives to be a strategic partner with departments to meet common learning and development goals and priorities to sustain effective government.

## **Vision Statement**

Learn. Develop. Renew.

## **Mission**

To promote a learning organization that facilitates effectiveness and efficiency by developing Manitoba government employees to better serve Manitobans.

## **Our Commitment**

OSD provides the learning and development opportunities and organizational consulting services that enable employees, individually and in groups, to deliver on the government's service commitments.

We believe that continuous learning results in a public service able to meet both present and future demands and challenges.

We manage our business as a business, managing our costs and fees to ensure that you get the best value from the purchase of our services.

OSD is committed to carrying out our work according to principles laid out in the *Manitoba Civil Service Values and Ethics Guide*.

**\*This information is available in alternate formats on request.**

## Welcome

The work of government has always been rich with challenge, but the complexity of the problems we are asked to address has grown exponentially in recent years. In order to meet those challenges, we need to be ready and able to learn, both as individuals and within our organizations. Stepping into the role of Civil Service Commissioner from my previous position as Director of Civil Legal Services has been an exciting learning opportunity for me. You too will have all manner of learning opportunities in the course of your work.

We are fortunate to have the *Manitoba Civil Service Learning Policy* as our guide to thinking strategically about investments in learning and development, and to encourage us to think of all the many ways we can learn, both formal and informal,

Organization and Staff Development (OSD) continues to deliver a range of programming that has been strategically selected and custom designed to meet the formal learning needs of public sector workers. Reflected in this *Learning and Development Guide* is OSD's ongoing commitment to providing workshops, programs and consulting services that support department and government-wide priorities and goals, including our collective goal of careful stewardship of our financial and physical resources.

The services OSD provides are fundamental to our ability to continue meeting the workplace challenges of today and tomorrow. I encourage you to make good use of this *Guide* as you map out your own learning plan and examine the development needs within your organization.



Lynn Romeo  
Civil Service Commissioner

## Director's Message

What exactly does it mean to be a learning organization? It means to create an environment that promotes learning, innovation, and the transfer of knowledge. It means that we connect our learning both to our department goals and to our individual career aspirations. It means we aspire to continuous improvement and excellence in all that we do.

We are fortunate to have an employer that has stated outright its commitment to the continuous learning of all employees. The *Manitoba Government Corporate Human Resource Plan* acts as a strategic guide to our collective commitment to "strive to create an environment that encourages and recognizes the value of both informal and formal learning."

OSD has been providing quality formal learning opportunities for many years. With the introduction of the Learning Policy in recent years we have begun to explore ways that we can also support you in your informal learning. I invite you to come explore with us, as we learn, develop, and renew together.



Anna Schmidt  
Director

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## About OSD

Organization and Staff Development (OSD) is a branch of the Manitoba Civil Service Commission (CSC) Operations Division. OSD is committed to providing workshops, programs, training services and management consulting services that support government-wide priorities and goals, and that ensure all employees are given the opportunity to reach their fullest potential.

OSD helps leaders at all levels to solve problems, improve organizational effectiveness and develop staff resources to provide better public service. We offer:

- scheduled workshops throughout the province in leadership and management, interpersonal skills, communications and personal development
- customized and group training to meet your specific needs
- online learning that is available anytime and anywhere
- training services such as facilitation, coaching and one-on-one tutoring
- management consulting services in strategic planning, organizational change, business analysis, risk management and more
- needs assessments to identify your organization and staff development priorities
- learning and development programs that support the ongoing renewal of the Manitoba government

## Manitoba Government Learning & Development Programs

OSD and CSC are working towards the creation of a diverse and dynamic workplace, where people are engaged in meaningful work that draws on individual strengths and interests while working towards the achievement of departmental goals.

OSD offers programming to help you strengthen workplace practices, enhance diversity and build leadership capacity. These programs have been designed specifically to meet the development priorities of government.

## The Manitoba Civil Service Learning Policy

“The Manitoba government is committed to supporting the continuous learning of all employees and to creating an environment that encourages and recognizes the value of both informal and formal learning.”

The *Manitoba Civil Service Learning Policy* supports this commitment and assists departments with the implementation of the learning policy through learning plans and development conversations.

The goals of the Learning Policy are:

- to create an environment that promotes learning, innovation and the transfer of knowledge
- to connect learning to both department goals and career aspirations to ensure continuous service improvement and ongoing professional excellence
- to provide departments and employees with a process and model for creating learning plans

The policy states that all government employees should have individual learning plans and development conversations with their managers. This allows employees to plan their careers while ensuring that their personal learning goals are aligned with the priorities of the department. The entire policy can be found at <http://www.internal/csc/pdf/learnpol.pdf>

Did you know that your learning plan can offer you the opportunity to:

- Develop your competencies
- Grow in your current and future work in the Manitoba government
- Help your department meet its goals and priorities

### The Learning Plan Tool Kit

The Learning Plan Tool Kit was designed to assist all employees develop their personal learning plans and to help managers with development conversations. The tool kit is available at <http://www.internal/csc/learning/toolkit.html> and includes a comprehensive 'Guide to Developing Your Learning Plan'. Employees at all levels are encouraged to use the guide when developing their learning plans. The guide can be found on the CSC intranet site at <http://www.internal/csc/learning/guide.html>.

The Learning Plan template can also be found on pages 43 and 44 of this guide.

### Formal and Informal Learning

Informal and formal learning activities should be included in learning plans with priority given to the informal learning that occurs when employees have the chance to learn from work experience and from relationships or connections with others. Generally, about 80% of the development activities in a learning plan should be informal and may include learning buddies, secondments, special projects, assignments, participation on working committees, mentoring, coaching and networking. Formal learning activities such as workshops and courses are important, too, and may comprise about 20% of the activities in a learning plan.

Learning opportunities across divisions and across departments are encouraged.

### Learning Champions

Each department has identified at least one employee, called a **Learning Champion**, to assist department managers and employees with learning plans and development conversations.

Learning Champions have formed a government-wide **Interdepartmental Learning Champions Network**. The Learning Champions Network meets regularly to share best practices and exchange information. They also promote government-wide learning events such as Learn @ Work Week, an annual celebration of workplace learning and development.

## **Learn @ Work Week – September 22–26, 2014**

Learn @ Work Week is an event promoted by the Canadian Society for Training and Development (CSTD), held in September each year. This week-long celebration of workplace learning is supported by the Civil Service Commission and the Learning Champions Network to highlight and recognize the importance of continuous learning for a strong and effective public service.

The goals of Learn @ Work Week are:

- to raise awareness of the impact of workplace learning on departments' outcomes
- to share ideas and best practices that support informal learning in the workplace
- to celebrate the success of the "learning organization"

A bulletin announcing Learn @ Work Week activities is distributed to all departments via email prior to Learn @ Work Week.

**Ask your Learning Champion about your department's  
informal learning opportunities!**



OSD is proud to be a member of the  
Canadian Society for Training and Development.  
For more information, please visit  
their website at [www.cstd.ca](http://www.cstd.ca)

## **Employee Assistance Program**

Employee Assistance Program (EAP) staff will provide information sessions explaining the program to work groups upon request. This free presentation takes approximately a half hour to an hour.

EAP will explain the purpose of the program, including how to use EAP confidentiality, types of problems dealt with, how people's personal difficulty affects the workplace and what people can expect in the way of counselling from EAP. Special services geared towards resolving difficulties (e.g., harassment, conflict in the workplace) and dealing with trauma will also be described.

## **The Respectful Workplace Advisor**

The Respectful Workplace advisor acts as a resource to all levels within the civil service. The objective of the "Early Resolution" process for respectful workplace issues is to resolve any situation or conflict as soon as possible, in a fair and respectful manner. The use of problem solving mechanisms such as coaching, mediation and facilitation can in many instances resolve the issue.

**For more information, please contact EAP at 204-945-5786  
or toll free at 1-866-669-4916.**



## Learning and Development Services

### OSD Workshops

OSD offers skill-building workshops in three formats: Open, In-House and e-Learning courses.

#### Open Workshops

Registration is open to all participants, with the exception of a few workshops specifically designed for designated job functions. A schedule of open workshop dates is available in this guide and online at [www.gov.mb.ca/csc/osd](http://www.gov.mb.ca/csc/osd).

New workshop dates are added regularly. Visit [www.gov.mb.ca/csc/osd](http://www.gov.mb.ca/csc/osd) to check for updates to the workshop schedule.

Disability supports are available on request. If you require accommodation, please contact OSD directly at 204-945-2276 or [osd@gov.mb.ca](mailto:osd@gov.mb.ca) each time you register for a workshop.

#### In-House Workshops

Many OSD workshops can be delivered directly to your organization on an in-house basis. OSD consultants will work with you to clarify specific learning needs and to match you with the right trainer and curriculum. Group rates apply.

In-House workshops are beneficial if:

- You have 14 or more people who need the same training.
- You have 12 or more people who need the same training, and you are located outside of Winnipeg.
- You need to schedule the training on evenings or weekends.
- You want your group to learn together while providing opportunities for peer support and sharing of common experiences.
- You require the workshop to be customized for the needs of your organization. (Customization may add to total cost of the workshop.)

#### Customized Training

OSD will match your organization with an experienced training consultant to design and deliver new workshops or online courses. Cost for this service depends on the size and scope of the project.

#### Regional Training is Available on Request

OSD is pleased to offer any of our workshops and programs in regional areas. We require a group of 12 or more people to deliver a workshop or session and will be happy to work with you to select the best workshop for your group. If your organization does not have enough employees in your region to fill a workshop, consider partnering with other departments or organizations.

In order to provide a healthy working and learning environment for all workshop participants, OSD requests that you refrain from using scented products when attending any of our programs.

## Online Learning

OSD now offers courses online. Learners can register through the [Learning Management System](#) (LMS) for the Manitoba Civil Service Corporate Orientation, Business Continuity Planning, and Information Security Awareness courses, as well as courses on the Microsoft Office 2007 suite. A number of other online courses are under development and will be launched throughout the coming year.

## Getting the Most from Your Online Learning Experience

Learning online is a convenient way to gain new knowledge, strengthen your skills and meet specific workplace training requirements. To help you get the most from your online learning experience, we recommend the following:

### Create your learning environment:

- Ensure that you choose a quiet location with proper lighting, a comfortable chair, and have water or a beverage on hand.
- Turn off distractions like phones or email notifications.
- Consider putting a sign on your door or cubicle to let people know “learning is in progress” and that you don’t wish to be disturbed.
- Test to make sure that you have internet and intranet access (some courses require learners to click on internal or external links to view additional information).
- If noise or other distractions will be a factor, consider setting up a laptop in a boardroom with internet access.
- Headphones or ear buds may be required if there is an audio portion of the course.
- If you don’t have access to a computer, discuss with your supervisor to make alternate arrangements.

### Plan your time:

- Discuss with your supervisor to confirm when you should begin the course.
- Book adequate time so that you can work through the course material without feeling rushed and have enough time to review if testing is required.
- For longer courses set up multiple learning sessions so that you will be able to complete the course in the time required.
- Use the bookmarking feature, if available, so you can return to the course where you left off.
- Choose the time of day when you are most productive to take the course.

### Prepare to learn:

- Review the learning objectives and test requirements so that you know what is expected of you.
- Be sure to read instructions that explain how to navigate through the course, complete the course, and complete the test and so on.
- Have pen and paper handy or have a One-Note or Word document open in case you wish to make notes.

### If you need help or have questions regarding:

- Technical or access issues, please contact the OSD helpdesk at (204) 945-2276 or [osd@gov.mb.ca](mailto:osd@gov.mb.ca)

## Training Services

OSD offers a wide range of services that support transfer of learning and application of knowledge to the workplace. OSD consultants will assist departments in areas such as:

- Facilitating meetings for working groups or committees
- Building respectful workplace culture
- Curriculum development and workshop design
- Training trainers
- One-on-one coaching or tutoring
- Learning Plans and post-workshop learning activities
- Supporting government and Human Resource policies

OSD also provides keynote speakers or presenters for conferences and special events. We offer a wide range of topics, such as:

- |                                  |                                      |
|----------------------------------|--------------------------------------|
| • Managing Organizational Change | • Customer Service                   |
| • Stress Management              | • Effective Communication Strategies |
| • Team Building                  | • Conflict Resolution Skills         |
| • Performance Management         | • Building Resilience                |

Many of our workshop topics listed in our workshop section can be condensed to a 1- or 2-hour presentation format as well.

## **Management Consulting Services**

OSD supports two types of consulting services: department-specific consulting, which provides analysis and advice and specific in-department training that assists managers in solving organizational problems and facilitating change; and corporate consulting, which provides analysis and advice and development activity provided for, or on behalf of central government, which supports the implementation of government corporate priorities and policies.

Internal consultants within OSD and government departments will assist with organizational problem-solving and facilitating change; external management consultants are also available for similar projects. External management consulting services should be integrated and supplemental where possible with internal consulting services provided by OSD or other government departments. The ideal in our current fiscal environment is to employ external resources sparingly, and within the parameters of delegated authority and expenditure management.

OSD has attained approval to enter into a tendered Standing Offer Agreement with qualified management consultants who were selected through a procurement process to serve the interests of Manitoba government departments.

OSD will assist you with the process of engaging a management consultant through a needs assessment, project planning, performance measurement and reporting. The **goal** is to procure a range of services for departments and provide management consulting services related to the following broad management themes:

- Performance Measurement and Performance Management
- Business Analysis
- Program Management
- Strategic Planning and Management
- Governance
- Organizational Change Management
- Risk Management

These areas are aligned with the focus areas for efficient government outlined by the Clerk of the Executive Council: performance management; risk management; planning and alignment; lean management; leadership; and engagement.

The **objective** is to assist departments in improving their performance in managing and operating, applying appropriate tools in specific areas of organization management.

The **value** for departments in working with OSD to engage a management consultant on standing offer is to collaborate in identifying a problem to be solved, or discovering a need to be met. Good procurement in finding an appropriate fit will start with a needs assessment in the client department to determine a problem and set an expected outcome.

Please contact OSD for more specific project queries.

## OSD Certificate Programs

OSD offers two open-registration certificate programs: **The Certificate in Public Sector Office Administration (CPSOA)** and **The Essentials of Supervision Certificate (EOS)**.

### Certificate in Public Sector Office Administration (CPSOA)

#### Overview

The CPSOA is a professional development program for office administrative staff to enhance knowledge, attitudes and self management skills for personal and professional growth within the public sector. The program emphasizes communication proficiency, internal and external service excellence, organizational skills, creative thinking and problem resolution, all with a focus on working within a government environment.

#### Program Structure

This program consists of:

- an Orientation Session for the participants and their managers
- Pre-work to be completed by the participant prior to the start of the Intensive Core week
- Five-day Intensive Core week
- Four Days of Identified Electives\*
- Completion of Assignments for the Intensive Core week and each of the four Electives
- Credits are received after attending the workshops and passing the corresponding assignments.

**Participants have three years to complete the Certificate in Public Sector Office Administration Program (CPSOA)**

#### Five-Day Intensive Core Week

The training in this core week will focus on:

- Writing and communication skills
- How government works
- How I work in government – internal & external customer service
- Managing time, prioritizing and organizing
- Creating a Learning and Development Plan

#### CPSOA Elective Workshops

Choose four days from the following:

##### Writing Electives

- Editing Skills: Level 1
- Editing Skills: Level 2
- The Plain Language Approach to Writing
- The Art of Writing Effective Reports (2 days)
- Writing Effective Minutes
- Writing on Behalf Of... (2 days)
- Writing Policy and Procedure Manuals (2 days)

- E-mail - Think Before You Hit "Send" (1/2 day)

##### Working in Government Electives

- Aboriginal People: Building Stronger Relationships
- Diversity and Inclusion at the Workplace
- Writing on Behalf Of... (2 days)
- How to Think Like a Project Manager Without Becoming One

### Communication Electives

- Assertive Communication Skills
- Effective Communication Strategies for Difficult Conversations
- Working Effectively with Challenging Customers and Clients
- Powerful Listening: The Art & Practice

### Self-Management Electives

- How to Think Like a Project Manager Without Becoming One
- Developing Emotional Intelligence
- Time Management
- Creative Thinking for Problem-Solving
- Five Steps to Managing Workplace & Personal Stress
- Life-Work Balance (1/2 day)

### Program Costs

• One-time program registration fee:	\$ 350
• Intensive Core Week:	\$ 1,200
• Elective Workshops: \$222 x 4 Days	<u>\$ 888 *</u>
<b>Total per Participant:</b>	<b>\$ 2,438</b>

\*Some elective workshop fees may vary depending on tools used in the workshop.

### Program Registration and Further Information:

To register for the CPSOA, log into OSD's Learning Management System (LMS) at <https://osd.learnflex.net>. Then select Courses/Registration→Program Registration→ Certificate in Public Sector Office Administration.

## Essentials of Supervision Certificate Program (EOS)

### Overview

The EOS Program is for current and future front-line supervisors and is designed to develop the skills required to effectively supervise staff. Participants receive training in communication, performance management, conflict resolution and self-management skills.

### Program Structure

- The EOS Program consists of five 2-day modules.
- Each module is a stand-alone workshop with a connection to the other modules. It is recommended that participants take the modules in sequence as each complements the next.
- Modules are offered several times throughout the year and may be delivered in-house on request.
- OSD also offers intensive 3- and 5-day “Boot Camps” for the EOS modules to accelerate your learning in a cohort setting.

### Program Content

The program consists of five 2-day modules:

- Module One – Foundations
  - Role, responsibilities and expectations of the supervisor
  - Human Resource Management policies and practices
- Module Two – Performance Management
  - Documenting, coaching & performance feedback
  - Analyzing potential causes of poor performance
- Module Three – Communication & Conflict
  - Communication styles and communication skills
  - Assertive communication skills and their application
- Module Four – Developing the Work Environment
  - Creating a positive work environment
  - Building empowerment and high performance teams
- Module Five – Developing Self-Management Skills
  - Application of emotional intelligence
  - Time and stress management

### Program Costs (individual modules):

- |                               |                 |
|-------------------------------|-----------------|
| • Program Registration fee:   | \$ 315          |
| • Each 2-day Module:          | <u>\$ 2275*</u> |
| <b>Total per Participant:</b> | <b>\$ 2,590</b> |

\*Payable on a module by module basis. The cost for Modules 1, 2, 4 and 5 is \$445 per module. Module 3 cost is \$495.

**Program Costs (Boot Camps):**

• Program Registration fee:	\$ 315
• Five-day Boot Camp (Modules 1-3)	\$ 1,175
• Three-day Boot Camp (Modules 4 & 5)	\$ 795
<b>Total per Participant:</b>	<b>\$ 2,285</b>

**Program Registration**

To register for the EOS Program, log into OSD's Learning Management System (LMS) at <http://osd.learnflex.net> and login. Then select Courses/Registration→Program Registration→Essentials of Supervision Certificate Program.

**Educational Leave and/or Assistance Policy**

Educational Leave is an employer-approved leave of absence to undertake educational studies for employee training and development. Educational leave may provide for full, partial or no salary during leave, for courses taken during the employee's regular work pattern and normal hours of work.

Please visit the Civil Service Commission website at <http://www.manitoba.ca/csc/policyman/educleave.html#one> for further information.



## Certificate in Public Sector Management Program (CPSM)

### Overview

In partnership with the University of Manitoba, the Certificate in Public Sector Management Program (CPSM) provides recognized formal training to strengthen management skills and develop political acumen while acquiring post-secondary credentials and transferable credits towards a university program or Bachelor of Arts: Integrated Studies (BAIS). The CPSM has been designed for Manitoba government employees with a specific focus on public policy including current issues and trends facing today's public service. Participants must be selected by their department for one of the 30 spaces available each year.

### Program Structure

The CPSM is a condensed one-year program based on part-time study and is delivered in a blended learning format integrating both face-to-face (classroom) sessions and online learning. The program consists of an orientation for participants and their managers, five core courses through the University of Manitoba and 36 hours of OSD workshop electives.

### Core Courses

Each university core course incorporates four face-to-face classroom sessions: two scheduled on Thursday evenings (4:30 pm – 8:30 PM) and two on Fridays (8:30 am – 4:30 pm). The remainder of the course is delivered in an online format, with some components scheduled on weekends. Each of the five university courses is designed to be completed in approximately one month. However, participants can expect to dedicate an additional 35-40 hours outside the scheduled classroom time for each course.

### Elective Workshops

The 36 hours of selected workshop electives are delivered through OSD. To obtain credit towards the CPSM, an assignment must be successfully completed for each elective workshop.

### Program Content

- **CPSM Orientation** - Both CPSM participants and their managers attend the CPSM Orientation
- **Core Courses (180 hrs – U of M):**
  - Organizational Behaviour
  - Public Finance and Budgeting
  - Politics and Public Policy
  - Current Issues in Public Sector Management
  - Case Studies in Public Sector Management
- **Elective Workshops (36 hrs - OSD)**  
36 hours of Elective credits may be selected from the following OSD workshops:

### Leadership & Management Skills

- Managing Organizational Change 12 hrs
- Managing Under the Collective Agreement 6 hrs
- Strategic Staffing Skills for Managers 6 hrs

#### OR

- Strategic Staffing Skills for HR Practitioners 12 hrs
- The Art & Craft of Policy Making I 12 hrs
- Conducting Program Evaluations 12 hrs
- Developing Emotional Intelligence 6 hrs
- Negotiating and Influencing Skills 12 hrs

### Thinking Skills

- Creative Thinking for Problem Solving 6 hrs

### Communication & Interpersonal Skills

- The Art of Writing Effective Reports 12 hrs
- Writing Proposals to Influence Change 12 hrs
- Presentation Skills 12 hrs
- Facilitation Skills: Building Your Skills 12 hrs

### Personal and Professional Management Skills

- Managing Projects for Results 12 hrs
- How to Think Like a Project Manager Without Becoming One 6 hrs
- Consulting Skills: Building Influence 6 hrs

### Government Context

- Working in Government: Values and Ethics in the Manitoba Civil Service 6 hrs
- Duty to Consult & Accommodate: Crown Aboriginal Consultation – Towards Reconciliation 6 hrs
- Gender and Diversity Analysis 6 hrs

### Program costs

• Program Registration:	\$ 385
• University of Manitoba courses: \$475/course x 5 courses	\$ 2,375
• Textbooks and course materials:	\$ 350
• OSD workshops (36 hrs at \$222/6 hr workshop)	<u>\$ 1,332*</u>
<b>Total per Participant:</b>	<b>\$ 4,442</b>

\*Some elective workshop fees may vary depending on tools used in the workshops.

## OSD Workshop Listing

### Manitoba Government Context

- Art & Craft of Policy Making Level I p 19
- Duty to Consult & Accommodate: Crown Aboriginal Consultation – Towards Reconciliation p 19
- Information Security Awareness p 19
- Working in Government: Values and Ethics in the Manitoba Civil Service p 19

### Communication Skills

- Assertive Communication Skills p 20
- Communication & Conflict Skills p 20
- Communication Dynamics p 20
- Conflict Resolution: Working Together p 20
- Customer Service in the Public Sector p 20
- DVD français Series p 22
- Effective Communication Strategies for Difficult Conversations p 20
- English at Work p 21
- Powerful Listening: The Art & Practice p 21
- Presentation Skills p 21
- Working Effectively with Challenging Customers and Clients p 21

### Writing Skills

- Email – Think Before You Hit Send! p 24
- Executive Coaching Services for Writing Skills p 24
- The Art of Writing Effective Reports p 24
- The Plain Language Approach to Writing p 24
- Editing Skills: Level I and Level 2 p 24

- Writing Briefing Notes that Inform p 25
- Writing Effective Minutes p 25
- Writing for Government p 25
- Writing on Behalf Of... p 25
- Writing Policy and Procedure Manuals p 25
- Writing Proposals to Influence Change p 25
- Writing Treasury Board Submissions p 26

### Diversity and Respect

- Aboriginal People: Building Stronger Relationships p 26
- Building the Respectful Workplace p 26
- Differing Work Styles: Applying the Myers-Briggs Type Indicator® p 26
- Diversity and Inclusion at Work p 26

### Health and Wellness

- Eat Smart, Meet Smart p 27
- Five Steps to Managing Workplace & Personal Stress p 27
- Pre-Retirement Seminars P 27
- Workplaces *in motion* – Introduction to Action; Motivating Others into Action p 28
- Workplace Safety and Health p 28

### Human Resources

- Accommodation Matters p 29
- Discipline and Grievance Handling p 29
- Managing Attendance p 29
- Managing Under the Collective Agreement p 29
- Strategic Staffing Skills: Foundations p 29
- Strategic Staffing Skills for HR Practitioners p 30
- Strategic Staffing Skills for Managers p 30

## Leadership

- Conducting Program Evaluations p 31
- Consulting Skills: Building Influence p 31
- Creative Thinking for Problem Solving p 31
- Developing Emotional Intelligence p 31
- Facilitation Strategies: Building Your Skills p 31
- Herrmann Brain Dominance Instrument® p 32
- Leading Successful Meetings p 32
- Managing Organizational Change p 32
- Negotiating and Influencing Skills p 32
- Time Management p 32
- Train the Trainer p 33

## Management and Supervision

- Essentials of Supervision: Modules One to Five p 33
- Essentials of Supervision Boot Camps p 34
- How to Think Like a Project Manager without Becoming One! p 34
- Managing Projects for Results p 35

## Online Courses

- Business Continuity Planning
- Information Security Awareness
- Manitoba Civil Service Corporate Orientation p 19
- Strategic Staffing Skills: Foundations p 29
- Microsoft Courses:
  - Access 2007
  - Excel 2007
  - InfoPath 2007
  - OneNote 2007
  - Outlook 2007
  - PowerPoint 2007
  - Project 2007
  - SharePoint 2010
  - Word 2007

### Workshop Schedule

For your convenience, we have included a pull-out course schedule in this guide.

Please visit our online calendar at <https://osd.learnflex.net> for the most up-to-date registration information and session dates.

## Manitoba Government Context

### Art & Craft of Policy Making Level I: Introduction to the Policy Cycle

2 days  
\$575 per person  
CPSM Elective

This introductory workshop is designed for individuals with an interest in policy development, focusing on those with limited experience in policy analysis. Policy making is an evolving **art** and **craft** in the public sector and involves critical thinking processes (**the art**) along with policy development processes (**the craft**). Participants will also review the policy development cycle, the needs assessment process, central government priorities and risk management.

### Duty to Consult & Accommodate: Crown Aboriginal Consultation – Towards Reconciliation

1 day  
\$150 per person  
CPSM Elective

The government recognizes it has a duty to consult in a meaningful way with Aboriginal communities about government decisions or actions that might adversely affect the exercise of Treaty or Aboriginal rights. This comprehensive workshop is designed to assist provincial employees in developing the knowledge and skills to conduct Crown-Aboriginal consultations. Participants may currently be leading, working on, or planning to be involved in projects affecting Aboriginal people.

### Information Security Awareness

1/2 day  
No tuition fee for Manitoba  
government employees



The government has developed an information security awareness program in order to teach employees how to **Protect** information, **Detect** signs of trouble, and to **React** appropriately. Any government employee who uses a government computer asset should attend an Information Security Awareness session. All government employees are required to understand their legal and organizational responsibilities with regard to information security.

### Also available online for self-directed learning

### Manitoba Civil Service Corporate Orientation



The Corporate Orientation has been designed to give new employees an interactive and positive orientation to the Manitoba government, including information and opportunities to reflect. It is intended to complement the orientation provided by the employee's specific department.

All new employees of the Manitoba government at all levels in all departments are expected to complete this online course during their first six months of employment.

### Working in Government: Values and Ethics in the Manitoba Civil Service

1 day  
\$222 per person  
CPSM Elective

For all government employees. Like all large organizations, government has its own culture. Understanding and responding appropriately to the values, viewpoints, beliefs, protocols and myths of this government culture can help you to navigate the often confusing corridors of public service.

For experienced employees this workshop provides a rare opportunity to step back and reflect on daily work in relation to underlying organizational values and structures.

## Communication Skills

### Assertive Communication Skills

1 day  
\$235 per person  
CPSOA Elective

This interactive workshop gives individuals an opportunity to observe and practice assertive communication behaviours related to work, social and personal situations. The workshop includes group exercises and videos to provide practice time for the learners. This workshop is intended for all levels of employees who want to develop or improve their confidence and ability to communicate effectively in a variety of situations.

### Communication & Conflict Skills

2 days  
\$475 per person

This interactive workshop will assist individuals in developing the essential communication skills of effective listening, conveying clear information, providing effective feedback, clarifying perceptions and assumptions, and resolving workplace conflict. For all levels of employees who would like to develop or improve their basic communication and conflict management skills.

### Communication Dynamics

In-house Delivery

This workshop is designed to be delivered in-house with an existing team or work-group. Managers and/or team leaders participate along with their team members to improve the quality of workday communication following practical strategies based on values, normative behaviour and personality style, thereby building an effective team. Participants become more effective communicators through increased understanding of their own strengths and the strengths of team associates.

### Conflict Resolution: Working Together

2 days  
\$445 per person



Dealing with difficult people is a stressful challenge faced by many people every day. The cost of conflict to an organization is difficult to measure, but workplace stress negatively affects employees in various ways. This workshop will give you the tools to manage conflict at work and at home. You will examine basic approaches to conflict and you will have the opportunity to learn concepts and communication skills which are critical to handling conflict in healthy ways.

### Customer Service in the Public Sector

1 day  
\$222 per person

Participants will build on their customer service skills by understanding the public sector context and the services within their own organizations. Participants will focus on developing a service culture in a diverse public sector, understanding who the customers are and how to provide exceptional support to internal and external customers.

### Effective Communication Strategies for Difficult Conversations

1 day  
\$222 per person  
CPSOA Elective

This interactive workshop will assist participants with practical skills for engaging in difficult conversations. Participants will gain information on self-regulation skills and stress responses. For all levels of participants who would like to gain knowledge and skills for engaging in conversations when they are frustrated, concerned about how their message is being received, or when approaching a sensitive topic.

**English at Work**

11 weeks per session  
\$150 per person

Clear communication is essential to the success of any business or organization. If your department employs workers whose English skills need improvement, the government's English at Work program can help. It is specifically designed for immigrant employees who have the necessary skill and expertise but, because English is not their first language, struggle with written and oral communication and workplace culture.

**Note: This workshop is intended for Manitoba government employees only.**

**Powerful Listening: The Art & Practice**

1 day  
\$222 per person  
CPSOA Elective

This workshop will help you to become a more powerful listener and responder in interpersonal communication, as well as to understand the emotions and intentions of people. For all levels of staff who want to improve their communication skills to increase their effectiveness in managing, negotiating, resolving conflicts, providing customer service and building relationships.

**Presentation Skills**

2 days  
\$450 per person  
CPSM Elective

This interactive workshop will develop your presentation planning and delivery skills to increase the impact and dynamics of your next staff meeting or presentation. Participants will be challenged to consider their purpose or objective for speaking, the characteristics of their audience and how they can motivate others to listen to their message.

**Working Effectively with Challenging Customers and Clients**

1 day  
\$222 per person  
CPSOA Elective

The goal of this workshop is to allow you the opportunity to explore and identify the challenges of dealing with an upset client. You will explore the topics of anger, hostility and conflict and discuss techniques for managing your personal emotions and reactions and develop best practices. For all levels of staff who need to more effectively deal with difficult customer contacts.



## French Language Training

### DVD français Séries

2.5 hours

No tuition fee for Manitoba government employees

A variety of stories and topics are presented in French for bilingual government employees who would like to improve their French language oral and comprehension skills, while benefiting from networking and professional development opportunities in French.

Please check our online calendar for dates and topics.

### Manitoba's Active Offer Orientation



1 hour

No tuition fee for Manitoba government employees

Manitoba's Active Offer orientation session has been created to provide employees relevant information as it pertains to the concept of Active Offer and the French Language Services Policy. It outlines their responsibilities as Civil Servants and actions to take to support active offer. It is intended for all employees whether they are in a designated bilingual position or not.

### Français oral (Université de Saint-Boniface)

33 hours (11 weeks)

\$275 per person

Conversational, hands-on activities at nine different levels help students increase their vocabulary, improve their grammar and develop communication strategies. Participants learn to speak with confidence thanks to a learner-centered, communicative and experiential approach. For all levels of employees who would like to develop or improve their French language skills as part of their professional development Learning Plan.

The Francophone Affairs Secretariat covers tuition costs for a limited number of permanent employees in designated bilingual and back-up positions. Please contact your [departmental FLS Coordinator](#) for more details.

<http://www.ustboniface.mb.ca/page.aspx?pid=1246>

### General French (Alliance Française)

27 hours (9 weeks)

\$295 per person

(+ \$49 for textbook)

Using the most up-to-date teaching resources, including a communicative approach based on the immersion techniques of communication, authentic materials and multi-media tools, courses focus on conversational French with active student participation. The general French program is composed of different stages, suitable for absolute beginners to advanced speakers. For all levels of employees who would like to develop or improve their French language skills as part of their professional development Learning Plan.

The Francophone Affairs Secretariat covers tuition costs for a limited number of permanent employees in designated bilingual and back-up positions. Please contact your [departmental FLS Coordinator](#) for more details.

<http://afwpg.ca/>



## Formation linguistique et développement professionnel en français

### La série DVD français

2,5 heures

Aucun frais pour employés  
du gouvernement du  
Manitoba

Plusieurs sujets sont abordés- en français - pour les employés bilingues du gouvernement qui aimeraient améliorer leur compréhension et leur expression orale, tout en profitant des occasions de réseautage et de développement professionnel en français.

Veuillez vérifier notre calendrier électronique pour savoir plus sur les dates et les sujets.

### Orientation sur l'offre active au Manitoba



1 heure

Aucun frais pour les  
employés du gouvernement  
du Manitoba

La séance d'orientation sur l'offre active au Manitoba a été conçue pour fournir au personnel des renseignements pertinents concernant le concept d'offre active et la politique sur les services en langue française. Elle souligne les responsabilités des employés à titre de fonctionnaires et les mesures à prendre afin d'appuyer l'offre active. La séance est destinée à tous les membres du personnel, que ceux-ci occupent un poste désigné bilingue ou non.

### Français oral (Université de Saint-Boniface)

33 heures (11 semaines)  
275 \$ / individu

Des activités pratiques, basées sur la conversation, aident les apprenants à élargir leur vocabulaire, améliorer leur grammaire et développer des stratégies de communication. L'enseignement s'appuie sur l'approche communicative expérientielle qui place l'apprenant au centre de son apprentissage. Les cours s'adressent à tout employé dont le développement ou l'amélioration de ses compétences linguistiques en français fait partie de son Plan d'apprentissage.

Le Secrétariat aux affaires francophones paie les frais de scolarité pour un nombre restreint d'employés permanents qui occupent des postes désignés bilingues ou des postes de réserve. Veuillez communiquer avec [le coordonnateur des SLF de votre ministère](#) pour en savoir plus.

<http://www.ustboniface.mb.ca/page.aspx?pid=861>

### Français général (Alliance Française)

27 heures (9 semaines)  
295 \$ / individu  
(+ 49 \$ pour le livre)

Les méthodes didactiques utilisées sont à la pointe des ressources didactiques, y compris une approche communicative basée sur le système d'immersion, des documents authentiques et des ressources multimédia. La participation active de l'apprenant est la clé de sa réussite. Le programme contient divers niveaux, du niveau débutant (aucune connaissance du français) au niveau avancé. Les cours s'adressent à tout employé dont le développement ou l'amélioration de ses compétences linguistiques en français fait partie de son Plan d'apprentissage.

Le Secrétariat aux affaires francophones paie les frais de scolarité pour un nombre restreint d'employés permanents qui occupent des postes désignés bilingues ou des postes de réserve. Veuillez communiquer avec [le coordonnateur des SLF de votre ministère](#) pour en savoir plus.

<http://afwpg.ca/fr>

## Writing Skills

### Email – Think Before You Hit Send!

1/2 day  
\$115 per person  
CPSOA Elective

What does your email style do to your image as a professional? Do your readers smile...or cringe and scratch their heads when they get an email from you? Do you pause and think about the degree to which your message can be forwarded and read by just about anyone? In today's business environment, email is a primary form of communication – but one that is often not handled effectively. This interactive workshop will focus on the key strategies for developing an email image to be proud of.

### Executive Coaching Services for Writing Skills

Cost for this service will depend on project scope and size.

The pressure of achieving the day-to-day tasks leaves no time to work on our writing skills. Unfortunately, neglecting the quality of your written communication can increase costs, contribute to missed opportunities, waste time, and affect the professionalism of your documents.

Help is here! Our executive coaching services can help you develop your skills in a one-on-one setting by focusing on your individual goals and objectives.

### The Art of Writing Effective Reports

2 days  
\$445 per person  
CPSOA Elective  
CPSM Elective

Does your anxiety level increase when you are faced with writing a report? Do you struggle with getting started and then second-guess yourself about structure and format? Eliminate those concerns and roadblocks and learn to write your reports efficiently and with confidence.

For all levels of staff who are required to write reports as part of their job requirement or those with limited experience who would like to develop effective report writing skills.

### The Plain Language Approach to Writing

1 day  
\$222 per person  
CPSOA Elective

For all levels of staff who would like to develop effective written communication skills and apply a "plain language" approach to their writing. Communication does not take place until the information has been received and clearly understood. Learn the key strategies for talking to your reader using plain language so that your message is easy to read and understand.

### Editing Skills: Level I

1 day  
\$222 per person  
CPSOA Elective

Mistakes in grammar and usage undermine the readability of a document. The readers can become so focused on the errors that they lose their concentration on the message. The negative impression caused by poor grammar and usage can undermine the professional image of the writer.

For all levels of staff who want to develop essential writing skills and ensure correctness in their written communication.

### Editing Skills: Level 2

1 day  
\$222 per person  
CPSOA Elective

There are subtle qualities in written communication that move it into the category of excellence. Enhance your ability as a powerful and proficient business writer at this one-day workshop, and build your professional image, by learning the more advanced structural qualities that contribute to powerful business writing. For those who want to move beyond the essential writing skills and develop advanced writing skills.

**Writing Briefing Notes that Inform**

2 days  
\$445 per person

This workshop provides participants with the key strategies for creating effective briefing notes. When you write a briefing note, you are informing on paper. When presenting your content on paper, the language and organization of ideas are the means by which you communicate to your readers. Communication does not take place until the information has been received and clearly understood. Your readers are relying on you to make the language work for them.

**Writing Effective Minutes**

1 day  
\$222 per person  
CPSOA Elective

The minute-taker plays a significant role in a meeting. That individual is responsible for ensuring a complete, accurate, concise record of the business of the meeting. The minutes become the permanent, formal record of discussions and decisions. The effectiveness of the committee members, and future decisions they make, will be impacted directly by the quality of the minutes. For all levels of staff who are required to take and write minutes for business meetings.

**Writing for Government**

2 days  
\$445 per person

(Formerly Writing with POWER)  
What are the key strategies for creating powerful business correspondence that will capture the reader's attention? What are the techniques for creating a professional document within a tight time frame? Learn the answers to these questions to enhance your professional image and your success as a writer.

**Writing on Behalf Of....**

2 days  
\$445 per person  
CPSOA Elective

Do you have to write letters for your Minister, DM, ADM, or Director? These can be challenging letters to write. It is essential that they are written with clarity and with a balance between professionalism and a personable tone. If the letters are formal or complex, the readers can often feel intimidated and can be left with the impression that government is distant and impersonal. Learn the key strategies for writing effectively on behalf of someone else.

**Writing Policy and Procedure Manuals**

2 days  
\$445 per person  
CPSOA Elective

Readers frequently turn to policy and procedure documents to understand the internal processes of an organization or department. Yet, those same readers are frequently frustrated because the document is so difficult to comprehend because of poor language, organization and layout. This hands-on workshop focuses on the fundamental strategies for presenting a crystal clear message in policy and procedure writing.

**Writing Proposals to Influence Change**

2 days  
\$445 per person  
CPSM Elective

When it comes to proposals, approval is often won or lost based on the writer's ability to influence the reader. What makes the difference between a regular proposal and a winning proposal? A winning proposal is one that uses the art of persuasion. Learn the key rules of persuasion and how to combine them with high-energy language to write a winning proposal. For all levels of staff who are required to write business cases, proposals, grant applications and various funding projects.

### Writing Treasury Board Submissions

2 days  
\$445 per person

This workshop has been developed in partnership with the Treasury Board Secretariat. It leads you through a writing process that will ensure your submission includes all the information that your reader needs. This course includes a recommended style and format as well as a comprehensive explanation of what you need to cover in each section of your submission. You will also explore writing techniques that ensure your submission is clear, concise, and easy to understand.

## Diversity and Respect

### Aboriginal People: Building Stronger Relationships

1 day  
No tuition fee for Manitoba government employees  
CPSOA Elective

Facilitators from the Aboriginal community will provide informative presentations and lead group discussions on the history and impact of past government policy. They will explain and demonstrate differences that can provide insight and awareness to people who interact with Aboriginal people in their work. This workshop is intended for all levels of employees who want to improve day-to-day interactions by increasing their appreciation and understanding of the history and culture of Aboriginal people.

### Building the Respectful Workplace

This workshop is designed to be delivered in-house with an existing team or workgroup. Managers and/or team leaders participate along with their team members in reviewing the *Respectful Workplace Policy* and developing a plan for building a respectful workplace in their particular situation.

In-house Delivery

**Note:** This workshop is not intended to address serious behavioural or performance management issues which are dealt with more appropriately by management in consultation with Human Resources, Labour Relations, and/or the Respectful Workplace Advisor.

### Differing Work Styles: Applying the Myers Briggs Type Indicator®

This workshop is designed to be delivered in-house with an existing team or workgroup. For all levels of employees who would like to develop an in-depth understanding of their own and others' personal communication strengths, styles and learn how to apply the strengths to specific workplace situations.

In-house Delivery

Applying the Myers-Briggs Type Indicator® (MBTI), participants examine the characteristics of 16 different "types" and explore the implications of the differences to team communication and work situations.

### Diversity and Inclusion at Work



1 day  
No tuition fee for Manitoba government employees  
CPSOA Elective

This workshop will build awareness and appreciation for people with diverse backgrounds and experiences. Participants will explore how to create a supportive and inclusive work environment that celebrates our differences, fosters collaboration and provides opportunities towards a respectful public service.

For all levels of staff who would like a greater understanding of the government's Diversity and Inclusion Strategy.

## Health and Wellness

### **Eat Smart, Meet Smart**

1/2 day  
No tuition fee for  
Manitoba  
government  
employees

The Eat Smart, Meet Smart workshop will help you plan meetings, events and conferences that are healthy for your department. This half day workshop is designed to improve overall wellness in the workplace by focusing on the quality, variety and frequency of foods served and consumed in the workplace via meetings, conferences and workshops.

You will discuss ideas for making healthy food choices – particularly foods that are low in fat, salt and sugar and moderate in portion sizes.

### **Five Steps to Managing Workplace & Personal Stress**

1 day  
\$222 per person  
CPSOA Elective

This interactive workshop provides basic information and strategies to assist individuals in developing effective approaches to managing reactions to stressful situations. Individuals will examine five specific strategies to move from understanding what stress is to developing a personal plan to handle stress.

For all employees interested in developing basic skills, knowledge and confidence to manage symptoms of stress in both personal and workplace situations.

### **Pre-Retirement Seminars Civil Service Superannuation Board (CSSB)**

1/2 day  
No tuition fee for  
Manitoba  
government  
employees

This half-day seminar is designed for employees who are approximately 5 to 10 years from retirement. Seminars are presented in major centres throughout Manitoba for groups of 15 to 50 people. Members are encouraged to bring anyone they wish to these meetings, such as a spouse/common-law partner or financial planner.

The focus of these seminars is on the pension and insurance benefits offered through the Civil Service Superannuation Board.

For a current listing of the seminar dates please see the CSSB website at [www.cssb.mb.ca](http://www.cssb.mb.ca). Look under “CSSB Services” and then “Pre-Retirement Seminars”.

Registration for pre-retirement seminars is available through the CSSB Online Services at [www.cssb.mb.ca](http://www.cssb.mb.ca).

## Workplace Safety and Health Training

The Workplace Safety and Health Division's resources and publications are available on the **SAFE Manitoba** website at <http://safemanitoba.com/training>, in partnership with the Manitoba government and the Workers Compensation Board of Manitoba.

SAFE offers training in two areas: [SAFE Committee Training](#) and [SAFE Work Services](#).

**SAFE Committee Basics** – This introductory course is recommended to all before attending other courses. This interactive course covers duties and responsibilities of people in the workplace. Details regarding the role and function of the safety and health committee will also be covered.

**SAFE Work Services** offers a number of training courses throughout the year to help Manitoba workers and workplaces stay SAFE on the job and understand the Workers Compensation system.

View the **SAFE Work Training Calendar** for all course offerings, dates and locations.



## Workplaces in motion: Introduction to Action Plan

1/2 day

No tuition fee for Manitoba employees

Most of us already know the importance of active living. Physical activity increases energy, reduces stress, strengthens the heart and lungs, and helps us reach and maintain a healthy body weight. Yet, most of us spend long periods sitting at work and don't get enough physical activity to gain these health benefits.

This workshop takes you through the *Workplaces in motion* resource materials, guiding you in developing plans to brainstorm and share ideas and connect with others who are also interested in strengthening the culture of their workplaces.

## Workplaces in motion: Motivating Others into Action

1/2 day

No tuition fee for Manitoba government employees

Trying to introduce physical activity in the workplace can be challenging. As leaders of the "Workplaces in motion" program, you may be frustrated by a lack of participation.

This half-day workshop will take you through the anatomy of change and the stages of readiness to help you better understand people's transition to a more active lifestyle. Group discussions will involve dealing with the various stages of changes and possible challenges to the program.



## Human Resources

### Accommodation Matters



1 day

No tuition fee for Manitoba government employees

This interactive workshop addresses the benefits of building an inclusive and supportive workforce while focusing on hiring practices, legal considerations and accommodation of workers with disabilities.

Attitudinal awareness, legal considerations and practical opportunities for proactive support to the accommodation of individuals are also discussed.

**This workshop is mandatory for Manitoba government Human Resource practitioners.**

### Discipline and Grievance Handling

1 day

No tuition fee for Manitoba government employees

This interactive workshop will assist individuals who want to improve their skills in handling inappropriate staff conduct and to more fully understand discipline and the grievance handling process.

**Please note: This workshop is restricted to supervisors, managers and Human Resource practitioners.**

**Pre-requisite:** This workshop follows the *Managing Under the Collective Agreement* workshop.

### Managing Attendance

1 day

\$215 per person

This workshop examines the conditions and factors to consider for managing attendance. Participants will apply strategies to real workplace examples and will gain understanding of their responsibilities.

For all levels of supervisors/managers who want to improve their ability and confidence to manage workplace attendance.

### Managing Under the Collective Agreement

1 day

No tuition fee for Manitoba government employees  
CPSM Elective

This workshop will assist individuals to learn the roles and responsibilities of various parties under a collective agreement. Participants will gain familiarity with the structure and elements of a collective agreement and generally understand the framework that governs union management relations.

**Please note: This workshop is restricted to supervisors, managers and Human Resource practitioners.**

**Pre-requisite:** This workshop is a prerequisite for the *Discipline and Grievance Handling* workshop.

### Strategic Staffing Skills: Foundations



This online course introduces participants to the principles and policies that govern the staffing process in the Manitoba government. Participants will review the staffing framework; explore various recruitment, assessment and selection methods; and review post-appointment considerations.

This course is a pre-requisite to the *Strategic Staffing Skills for Managers* and *Strategic Staffing Skills for HR Practitioners* workshops and **must be completed before attended these workshops.**

**Strategic Staffing Skills for HR Practitioners**

2 days  
No tuition fee for Manitoba government employees  
CPSM Elective

**This workshop is restricted to Manitoba government Human Resource practitioners and is a requirement for delegated staffing authority.**

For Human Resource practitioners seeking staffing delegation authority and for those with staffing delegation, looking to refresh their understanding of staffing principles and framework. This two-day interactive workshop applies the theory covered in the **Strategic Staffing Skills: Foundations** online course, which is a pre-requisite course and **must be completed prior to attending this workshop.**

**Strategic Staffing Skills for Managers**

1 day  
No tuition fee for Manitoba government employees  
CPSM Elective

This one-day workshop is intended for managers who are involved in the hiring process.

Participants will put into practice the theory learned in the **Strategic Staffing Skills: Foundations** online course, which **must be completed prior to attending this workshop.**

Did you know that adult learners retain 75% of new information by practicing what they learned and 90% by teaching others?

Learners need to apply learning beyond the classroom to workplace situations – the importance of informal learning!



## Leadership

### Conducting Program Evaluations

2 days  
\$495 per person  
CPSM Elective

Conduct program evaluations to assess the effectiveness of your programs and services and to identify ways to improve desired outcomes.

This workshop is designed for managers and employees who need to design, conduct or manage outcome evaluations for their departments' programs and services to identify whether the programs are performing as they were designed and if they are achieving their intended results.

### Consulting Skills: Building Influence

1 day  
\$222 per person  
CPSM Elective

As a consultant, your success depends on your ability to build highly productive working relationships with internal and external clients. When you position yourself as a business partner who adds value, you can leverage your expertise to develop lasting solutions that your clients will 'own'.

For all levels of staff who may be required to provide their guidance and expertise, manage expectations, ensure cooperation and support, propose options or solutions, including HR staff, IT staff, policy development staff and project managers.

### Creative Thinking for Problem Solving

1 day  
\$222 per person  
CPSOA Elective  
CPSM Elective

This seminar is intended to help learners develop creative thinking skills as tools to solve problems in a complex and evolving work environment. This interactive seminar will help individuals break free from traditional thinking and discover new methods that can be applied both professionally and personally.

For all levels of employees who would like to develop creative thinking skills to solve problems and develop new ideas and processes.

### Developing Emotional Intelligence

1 day  
\$222 per person  
CPSOA Elective  
CPSM Elective

This highly interactive one-day workshop will demonstrate how emotional intelligence affects the workplace and helps to build more effective relationships. Understand the dimensions of emotional intelligence and how it will allow you to handle your stress levels.

For all employees who want to learn how emotional intelligence influences people's success in achieving their goals.

### Facilitation Strategies: Building Your Skills

2 days  
\$445 per person  
CPSM Elective

This interactive workshop is for individuals wanting to improve their skills in planning and designing an effective meeting to achieve the desired outcomes. The workshop will guide participants through important preparatory considerations and will identify facilitation tools and selected techniques that can be applied back in the workplace.

For all levels of staff who may be required to facilitate groups, organize meetings or bring about change through group interaction on behalf of work teams, workplaces or associations.

**Herrmann Brain  
Dominance  
Instrument®**

**In-house Delivery**

The Herrmann Brain Dominance Instrument® (HBDI®) is a thinking styles assessment tool. The assessment evaluates and describes the degree of preference individuals have for thinking in each of the four brain quadrants. The HBDI® assessment can be applied to teams of two or more to build synergy and to improve processes.

This one-day workshop is offered on an in-house basis only for groups of 2 to 20 participants. Costs will vary depending on the size of the group and the number of assessments required.

**Leading Successful  
Meetings**

1/2 day  
\$115 per person

Meetings are at the heart of virtually everything we do in business. They can be a productive tool for stimulating ideas, generating plans of action, generating a sense of team spirit, and resolving issues. Yet, often meetings become a frustrating waste of time, energy and money. At this half-day workshop, learn the methods that can undo the meeting madness and that will turn meetings into productive, efficient events.

**Managing  
Organizational Change**

2 days  
\$445 per person  
CPSM Elective

This workshop will examine the components necessary for effectively implementing any change and mitigating the potential negative impacts of the change.

For middle and senior managers or team leaders who want to improve their skills, knowledge and confidence in planning and implementing small or large changes in a workplace. This workshop introduces participants to the Organizational Change Management (OCM) tool kit, which is an adaptation of the Prosci ADKAR® model. The government has purchased licenses for access to and use of Prosci's materials for all government employees. The OCM tool kit and templates are located on Business Transformation and Technology's website at: [http://cserv.internal/sites/btt\\_customer\\_portal/ttools/ocm/Pages/home.aspx](http://cserv.internal/sites/btt_customer_portal/ttools/ocm/Pages/home.aspx)

**Negotiating  
and  
Influencing  
Skills**

2 days  
\$495 per person  
CPSM Elective

A common challenge in the workplace is dealing with others who have different goals, ideas and opinions from our own.

In this workshop, we will examine a number of concepts to help you refine effective negotiating and influencing skills. We will also explore the concept of interest-based negotiation and work through a Negotiation Model. We will examine the role of *influencing* in your relationships and gain crucial tips and strategies for successful negotiations.

**Time Management**

1 day  
\$222 per person  
CPSOA Elective

This one-day workshop will allow participants to assess their current time demands and time management practices and identify strategies and techniques to improve their approach. For all employees wanting to improve their approach to managing their time and balance competing priorities effectively.

**Train the Trainer**

3 days  
\$675 per person

This interactive three-day workshop covers the basics of how adults learn, and how to design and develop instruction that is accurate, active and effective for the learners. The course provides you with tools and techniques for incorporating vital adult learning principles in your courses.

**Transfer of Credit: This course is recognized for transfer credit to the University of Manitoba Certificate in Adult and Continuing Education (CACE). For more information on the CACE program, please see:**

<http://umanitoba.ca/faculties/coned/coned/cace/>

## Management and Supervision

**Essentials of Supervision:  
Module One:  
Foundations**

2 days  
\$445 per person

The current work environment is placing more and more demands on employees and supervisors alike. For some, this means developing new skills, new attitudes, acquiring new knowledge and taking on new roles and responsibilities. In order to lead well, supervisors require an understanding of key leadership concepts including why effective leadership is an important determinant of a productive and respectful workplace.

During this workshop, you will have an opportunity to work with other leaders to discuss leadership challenges, analyze and consider how to apply effective leadership practices to your work environment. You will gain enhanced skills, knowledge and insights to apply to your important role as a supervisor and leader in your organization.

**Essentials of Supervision:  
Module Two:  
Performance Management**

2 days  
\$445 per person

This module will allow participants to develop a solid working level of the skills and knowledge needed for the specific supervisory activities of coaching, providing feedback, completing performance management, documenting and taking corrective actions to build a positive working relationship with staff.

You will have an opportunity to work with other managers and supervisors to discuss, analyze and problem-solve around some of these topics. The workshop will outline the relevant government HR policies, procedures and practices that influence effective performance management.

**Essentials of Supervision:  
Module Three:  
Communication & Conflict Management**

2 days  
\$495 per person

Communicating is a leader's most important and largest single activity during a workday. Supervisors are challenged to develop rapport, adjust communication styles, deal with conflict, be clear and concise but not confrontational, and above all, listen well. Supervisors use effective communication skills to create and maintain a positive work environment.

Participants will develop skills in coaching, providing feedback, interpersonal communication and managing conflict. During the workshop, participants will have an opportunity to assess their personal communication styles and to work with other managers and supervisors to discuss, analyze and problem solve around some of these topics.

<b>Essentials of Supervision: Module Four: Developing the Work Environment</b>  2 days \$445 per person	<p>For all levels of supervisors and managers who want to enhance their HR management competencies.</p> <p>This interactive workshop is designed to help participants recognize and understand how to create the kind of working environment that retains and attracts employees and promotes productivity. Topics covered include motivation, job satisfaction, empowerment and how to use this knowledge to create high performance teams.</p>
<b>Essentials of Supervision: Module Five: Developing Self-Management Skills</b>  2 days \$445 per person	<p>For all levels of supervisors and managers who want to build on their self management and personal leadership skills, knowledge and behaviours. Participants who have attended the other modules of the Essentials of Supervision program will benefit through adding to the skills previously learned.</p> <p>Participants will have the opportunity to develop and strengthen their self-management competencies. Participants will assess their personal strengths in managing time, managing stress and will learn the components and application of emotional intelligence in their role as a leader.</p>
<b>Essentials of Supervision: Modules 1,2,3 Boot Camp</b>  5 days \$1175 per person	<p>This five-day program is designed to enhance your HR management competencies, build positive working relationships, and strengthen your coaching and teambuilding skills.</p> <p>At the end of your five day Essentials of Supervision (EOS) Boot Camp, you will complete the equivalent of 6 days of training consisting of:</p> <ul style="list-style-type: none"> <li>• <b>Module One – Foundations</b></li> <li>• <b>Module Two – Performance Management</b></li> <li>• <b>Module Three – Communication and Conflict Management</b></li> </ul>
<b>Essentials of Supervision: Modules 4 &amp; 5 Boot Camp</b>  3 days \$795 per person	<p>This three-day program is designed to enhance your HR management competencies, create a positive working environment, and assist you to develop strategies for managing time and stress more effectively.</p> <p>At the end of your three-day Essentials of Supervision (EOS) Boot Camp, you will complete the equivalent of four days of training consisting of:</p> <ul style="list-style-type: none"> <li>• <b>Module Four– Developing the Work Environment</b></li> <li>• <b>Module Five – Developing Self-Management Skills</b></li> </ul>
<b>How to Think Like a Project Manager Without Becoming One!</b>  1 day \$222 per person CPSOA Elective CPSM Elective	<p>Did you know that 31% of all projects within an organization will be cancelled before they are completed, and that close to 53% of them will cost almost 200% more than the original project budget? Successful project managers can be the key to combating these alarming statistics. Learn how to better manage your organization's projects with new thinking about how to manage, the learning of new skills, and the use of innovative tools and techniques.</p>

**Managing Projects for Results** For all leaders who must manage a project and lead a project team to meet specific objectives.

2 days  
\$445 per person  
CPSM Elective

This two-day workshop will provide individuals with advanced techniques and practical skills for planning, coordinating, managing, tracking, controlling and evaluating any project. Participants will examine the role of the project leader and the project team and prepare a hands-on comprehensive project plan.

### *Inspiring Leaders in Learning Series*

Informative and topical sessions to promote discussion and networking

Sessions are 2 hours long, from 8:00 AM to 10:00 AM.

Topics will cover emerging issues, trends and challenges to prepare you for current and future work in the public service:

- News Media and the Public Sector: September 24, 2014
- Workplaces, Leaders and Human Performance: October 28, 2014
- Creating and Maintaining a Respectful Workplace Culture: January 21, 2015
- Taming the Tiger: Strategies for Organizational Change: March 3, 2015

Please visit <http://osd.learnflex.net> for a complete list of sessions and dates.

## Our Institutional Partnerships

Do you want to work on a certificate, diploma or degree at the university level? Now, it's easier than ever before. OSD has course transfer agreements with a number of post-secondary institutions and is actively developing partnerships to expand this opportunity with further institutions.

### Recognition of Prior Learning (RPL)

Recognition of Prior Learning (RPL) is a process in which individuals have the opportunity to obtain credit for knowledge and skills gained through educational programs. It is a process which compares an individual's prior learning gained from other education to the learning outcomes of OSD workshops and certificate programs.

Any individuals interested in pursuing an OSD certificate program who have completed other workshops or post secondary courses can submit their transcripts for consideration for credit towards the specific program.



#### **Assiniboine Community College, Centre of Continuing Studies**

OSD is pleased to partner with Assiniboine Community College's Centre of Continuing Studies. Select OSD workshops may be used for credit in various programs at ACC.

For further information on the partnership or on courses being offered at ACC's Centre of Continuing Studies, please call 204.725.8725 or toll free 800.862.6307 ext 6002 or email [continuingstudies@assiniboine.net](mailto:continuingstudies@assiniboine.net).



Red River College, in partnership with OSD, is pleased to offer transfer credits towards many of RRC's part-time certificate programs.

With hundreds of career-related programs and courses, RRC provides flexible education designed to help you succeed. Whether you're looking to advance your career, head in a new direction, or pursue individual interests, there is a wide range of continuing education options to suit your needs — and your schedule.

For more information or to determine course credits, please call 204-632-3792 or 1-866-242-7073.

<http://www.rrc.ca/coned>



### **The University of Manitoba, Continuing Education (CE)**

Continuing Education at the University of Manitoba is pleased to partner with Organization and Staff Development in the development and delivery of the Certificate Program in Public Sector Management (CPSM). Continuing Education also recognizes prior learning gained through approved OSD workshops by supporting the transfer of elective course credit into selected programs, including CPSM.

For additional information on the Certificate Program in Public Sector Management and other professional programs available through Continuing Education at the University of Manitoba, please visit [www.umanitoba.ca/coned](http://www.umanitoba.ca/coned).

Continuing Education is part of The Extended Education Division at the University of Manitoba.



### **The University of Winnipeg Professional, Applied and Continuing Education**

Since September 2003, OSD and the University of Winnipeg have partnered in an articulation for credit agreement whereby most OSD courses are eligible for credit toward programs in the Professional Studies Program Area.

For additional information on these and other programs offered at the University of Winnipeg Professional, Applied and Continuing Education, please visit their website at [www.pace.UWinnipegCourses.ca](http://www.pace.UWinnipegCourses.ca).



## Convenient Ways to Register

1. Log on to OSD's LMS at <https://osd.learnflex.net>

You can also access the LMS through the CSC website:

<http://www.internal/csc/>

Click on the "**Learning and Development**" tab and follow the links to the **LMS**.

The preferred registration method is via the LMS; however, if you don't have access to the internet, you can complete a paper registration form available at [www.gov.mb.ca/csc/osd](http://www.gov.mb.ca/csc/osd) and either fax or mail it to OSD. Please be sure to include your billing information. Manitoba government employees must include their cost centre, BA #, and employee # and email address.

2. By Fax  
**204-948-2165**
3. By Mail  
**Organization & Staff Development  
Z02 Mezzanine Level, 155 Carlton St.  
Winnipeg MB R3C 3H8**

**Additional Course Information:** When registering through the LMS, a confirmation of your enrollment will automatically be sent to you via email. Please make sure your email address is correct in your LMS account by clicking on Profile in the LMS. Update your email address if necessary and click "save".

**Pre-work** is now part of the course information and can be retrieved from the LMS.

Participants registering through the paper process will be notified by email once they are registered by OSD. Please be sure to include an email address to ensure that you will receive your enrollment letter and pre-work. Please contact OSD at 204-945-2276 if you have any questions about this process.

**Cancellation Policy:** Registrants must cancel no later than 10 business days prior to the workshop start date. Registrants who do not cancel before 10 business days, or who do not attend, will be charged the full fee. Substitute attendees are allowed. If you are later than 10 business days you must contact OSD at 204-945-2276 or [osd@gov.mb.ca](mailto:osd@gov.mb.ca).

### **New Registration and Payment Information:**

Participants will be asked to indicate their **SAP Billing Cost Centre Number** or **Federal Government Code** when registering for a workshop.

Participants will no longer be invoiced directly upon completion of a workshop. Departments will be billed monthly through an Inter Business Area Journal (IBAJ) transfer. Federal departments and other external agencies will continue to be billed directly through an invoice.

Please note that we do not accept credit cards. Manitoba government departments are GST exempt.



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LEARNING PLAN				
Learning Goals	Development Activities	Timeframes	Measuring Progress/Success	
1.				
2.				
3				
4.				

Employee Name: \_\_\_\_\_

Date: \_\_\_\_\_

\_\_\_\_\_  
Employee's signature

\_\_\_\_\_  
Manager's signature



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[www.manitoba.ca/csc/osd](http://www.manitoba.ca/csc/osd)

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