



Canada School
of Public Service

École de la fonction
publique du Canada

CANADA SCHOOL OF PUBLIC SERVICE

ÉCOLE DE LA FONCTION PUBLIQUE DU CANADA

YOUR PARTNER IN LEARNING



06-07

CATALOGUE

WELCOME TO THE CANADA SCHOOL
OF PUBLIC SERVICE,
YOUR PARTNER IN LEARNING!

Learning is the cornerstone of a modern public service. Through the Canada School of Public Service (the School), federal public servants have a one-stop access to the common learning resources they need to effectively serve Canada and Canadians.

Your 2006-2007 School Catalogue will provide you with key information on learning products and services that can become part of **your personal learning plan!**

You will find:

- Information on the new *Policy on Learning, Training, and Development* and the new role for the School;
- Key components of foundational learning, including orientation, training on authority delegations, official languages, professional and leadership foundations;
- Descriptions for all School classroom and online courses, as well as planned conferences and special events; and
- Information on the School's support to organizations and the public service through organizational leadership and innovation in public management.

We also invite you to visit our Web site at www.mySCHOOL-monECOLE.gc.ca to access our updated schedule of courses, conferences and special events, as well as our e-learning library!

●	ALL PUBLIC SERVANTS
▼	FUNCTIONAL SPECIALISTS
◀	SUPERVISORS
▶	MANAGERS
◆	SENIOR MANAGERS
■	SENIOR LEADERS

SYMBOL LEGEND



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THE CANADA SCHOOL OF PUBLIC SERVICE: AN OVERVIEW

ABOUT THE SCHOOL

The Canada School of Public Service is the common learning service provider for the Public Service of Canada. It brings a unified approach to serving the common learning and development needs of public servants and helps ensure that all public service employees across Canada have the knowledge and skills they need to deliver results for Canadians.

The Canada School of Public Service plays a vital role in the delivery of the Government of Canada's *Learning, Training and Development Policy* by:

- **Providing Foundational Learning**
Design and deliver learning that is foundational for the public service (e.g. orientation at all levels, training on authority delegations, professional and leadership foundations).
- **Providing Strategic Advice**
Provide strategic advice to departments on how to develop and implement learning strategies to advance their corporate priorities.
- **Delivering Best Management Practices**
Capture the best and latest in public sector management practices to share across the public service.
- **Acting as a Learning Clearing House**
Create a high-quality marketplace for learning solutions from many sources by setting standards, accrediting courses, evaluating learning products and publicly reporting all learner feedback.
- **Measuring and Reporting Outcomes**
Measure and report on learning undertaken and results achieved across the public service to assess knowledge acquisition.

POLICY ON LEARNING, TRAINING, AND DEVELOPMENT

In partnership with portfolio partners (Public Service Human Resources Management Agency of Canada and Treasury Board of Canada Secretariat), the School has implemented curricula for all public servants based on the *Policy on Learning, Training and Development* (the *Policy*) that came into effect January 1, 2006.

The *Policy* highlights the need for learning, training, leadership and professional development to ensure that the public service is equipped to meet the challenges of the twenty-first century. The acquisition of skills and knowledge and the development of managerial and leadership know how is critical for the effective management of the public service.

The objective of this policy is to help build a skilled, well-trained and professional workforce; to strengthen organizational leadership; and to adopt leading-edge management practices to encourage innovation and continuous improvements in performance. It establishes learning and training responsibilities and requirements for all employees, managers at all levels, deputy heads and the employer.

The *Policy* also defines the role of the Canada School of Public Service with respect to the required training elements of the *Policy* as well as serving as a resource to deputy ministers and their departments in strengthening organizational leadership and assisting them in aligning departmental business priorities with management improvement objectives of government.

THE LEARNING FRAMEWORK

The Learning Framework for the public service supports the delivery of the *Policy* and defines the role of the Canada School of Public Service.

The School will contribute to the transformation of the public service through three interconnected types of learning that support:

- **Individual Learning- people** and their ability to do their current job well, take on the challenges of the next job and become skilled in leading change.
- **Organizational Leadership- organizations** and their ability to use learning strategies to manage change, adapt and transform to meet new challenges and deliver results.
- **Innovation in Public Management - the Public Service** and its capacity to adopt leading edge practices and accelerate innovation in public management and administration.

It is a comprehensive plan that is designed to align learning in government with the business of government.



YOUR PARTNER IN LEARNING

CONTINUOUS LEARNING: SUPPORTING PEOPLE THROUGHOUT THEIR CAREER

There is no organization in the world that can deliver excellence without making significant investments in the people that deliver the services. Placing value in people is key in any successful organization.

The Learning Framework is the Government of Canada's investment in you, the public servant, to build individual capacity so that you are able to perform in your current job, take on challenges of the next job and become skilled in leading change.

To that end, the Canada School of Public Service is your partner in learning – from the day you are hired and throughout your career with the public service.

NAVIGATING THIS CATALOGUE

The School offers a number of relevant, accessible learning products that allow you to enhance your skills in a variety of areas, improve core competencies or broaden your abilities.

All courses have been assigned one or more symbols to indicate the population for which they are intended. To select your learning options, determine which population you are a part of and look for products with the coordinating symbol.

● **All Public Servants**

All public service employees at all groups and levels.

▲ **Functional Specialists**

Professionals and specialists in functional communities such as finance, human resources, procurement, materiel management, real property, and information management.

▼ **Supervisors**

Any public service employee in a position that entails the supervision of employees.

▲ **Managers**

Managers at the EX Minus 4 to EX Minus 1 levels who hold authority delegations in finance and human resources.

◆ **Senior Managers**

Executives at the EX-1, EX-2 and EX-3 levels.

■ **Senior Leaders**

Assistant Deputy Ministers (ADMs) and Governor-in-Council (GIC) appointees, including Deputy Ministers, Associate Deputy Ministers, Heads of Federal Agencies, and Chief Executive Officers and Boards of Directors of Crown Corporations.

BUILDING YOUR PERSONAL LEARNING PLAN

A personal learning plan is a commitment by you to carry out specific actions to acquire knowledge and skills you need or want to further your abilities in the public service. It is also a commitment by your organization to provide specific support for your learning. It sets milestones on the path to building and maintaining a modern, high-quality, professional public service. It includes:

- One chosen competency (or more)
- A concrete goal for each chosen competency
- One or more specific learning actions with deadlines
- A means of determining if the goal has been reached
- Support needed from your organization and others
- Commitments by yourself and your supervisor

Support from the School

Individually designed **Learning Roadmaps** for key populations will be available shortly. These Roadmaps will help you plan your learning journey throughout your career in the public service.

They include:

- Required courses
- Recommended courses
- Additional learning opportunities
- Annual events

The Roadmaps, along with this catalogue and the School's online campus, are handy tools that can assist you in creating your personal learning plan.

ABOUT E-LEARNING IN THE PUBLIC SERVICE

The Government of Canada believes that e-learning is a powerful, interactive way for public service employees to build their individual learning capacity for today and the future. The self-directed nature of e-learning allows the flexibility and freedom to learn anytime, anywhere, at your own pace.

The Canada School of Public Service's online campus provides a portal for your e-learning. In addition to the courses mentioned in this catalogue, **the School provides over 350 French and English courses and e-learning tools** adapted to the common learning needs of the public service.



All online courses are indicated with this symbol

YOUR FOUNDATIONS

THE BEGINNING OF THE JOURNEY: ORIENTATION TO THE PUBLIC SERVICE

Almost immediately after being appointed, all new public servants at all levels who are hired for six months plus a day will receive basic orientation training in the Nation's Capital. They will spend two days in Ottawa participating in an orientation program designed to introduce them to the function, culture, values and ethics of the Public Service of Canada.

Why an Orientation Program?

The Orientation Program is intended to welcome you into the public service in a specially designed two-day session in the National Capital Region. You will gain an understanding of the scope the public service and hear from eminent speakers from the public service, parliament and the private sector.

Objectives of the Orientation Program:

- To foster a sense of identification with the public service as a whole;
- To provide an understanding of the breadth of the public service and of its strong links with Parliament and the Government of Canada; and
- To convey the culture of the public service:
 - its core values and ethics;
 - its commitment to principles of equity and a representative workforce; and
 - its role in assuring Canadians' access to services in both official languages.

You Will See First-hand:

Who we work for	<ul style="list-style-type: none">• how Parliament, the Government of Canada and the Public Service of Canada serve Canadians including a presentation by Parliamentarians at Parliament
Who we are	<ul style="list-style-type: none">• the importance of the public service to Canada and Canadians
How we do what we do	<ul style="list-style-type: none">• the culture of the public service, our values and ethics
What's ahead	<ul style="list-style-type: none">• a marketplace of opportunities to connect, learn and grow in your career in the public service

AUTHORITY DELEGATION ASSESSMENT AND TRAINING

The purpose of authority delegation training is to ensure that managers at all levels understand their roles, responsibilities and their basic delegated authorities in finance, human resources, information management and contracting, that they understand corporate policies and priorities, and that they acquire the fundamental knowledge and skills needed to meet legal requirements and exercise delegated authority competently.

Assessment for Existing Managers

Existing managers and executives will have to complete self-assessment instruments for human resources, finance, contracting, and access to information. The values and ethics underpinning the public service will be interwoven into each of these instruments.

Should it be ascertained that further instruction would be beneficial, public servants will be referred to either on-line or classroom training.

Training for Newly Appointed Managers

All newly appointed supervisors, managers and executives as well as those existing managers who have not successfully completed the assessment instruments will take required training in authority delegation.

▼

The Essentials of Supervising in the Public Service

3 days **G124**

As part of the new learning strategy, the School has developed training for newly appointed public service supervisors, to provide knowledge, insights and strategies for the implementation of modern and accountable management practices. The *Essentials of Supervising in the Public Service* course ensures that supervisors exercise their authorities with an understanding of the procedures, policies, laws and other statutory instruments that govern their activities and behaviours.

●

How Government Works

 **C335**

Many federal employees see only a small piece of what goes on at the federal level. This course will give you the basics of how government really works. What do Deputy Ministers do and to whom do they report? What do ASDs and SOAs stand for? What are the cyclical and special routines that make government tick? These are some of the questions that will be answered in this e-learning product.

▲

The Essentials of Managing in the Public Service

5 days **G110**

This unique five day course will provide you with essential government specific knowledge to exercise your delegated authority competently in managing finances, procurement, human resources and government information. You will have opportunities to develop or deepen your understanding of the legal, regulatory and political priorities (in particular,

values and ethics) influencing your decision-making process at the managerial level, on a daily basis. You will improve your skills and competencies critical for optimum performance. Based on the Management Accountability Framework (MAF), this course reinforces sound management practices and high organizational performance.

▼ ▲

Essentials for New Managers

 **C449**

As a public service manager you need to understand the organization, its customs and culture, and the laws, policies and acts that govern the public service. This course will provide you with the knowledge you need to situate yourself within your organization and within the larger framework of the public service, helping you to understand the ways in which the various parts of the organization work together.

◆

The Essentials of Managing in the Public Service for New Executives (EX-01)

5 days **G126**

This unique five day course is the authority delegation training aimed at the executive cadre, it will provide you with essential government specific knowledge to exercise your delegated authority competently in managing finances, procurement, human resources and government information. You will have opportunities to deepen your understanding of the legal, regulatory and political priorities (in particular values and ethics) influencing your decision making process at the executive level. This course reinforces sound management practices and high organizational performance.

◆
The Essentials of Executive Management
2 days G127

This unique two day course is the authority delegation training designed specifically for executives at the EX-02 and EX-03 levels. It will provide you with essential government -specific knowledge to exercise your delegated authority competently in managing finances, procurement, human resources and government information. You will have opportunities to deepen your understanding of the legal, regulatory and political priorities (in particular values and ethics) influencing your decision making process at the executive level. This course reinforces sound management practices and high organizational performance.

▼ ▲ ◆
Essentials of Financial Management
📅 C339

The intent of this introductory financial management training course is to provide you with the knowledge and skills that relate to the comptrollership function and the different aspects of financial management in a government context. This course will be of special interest to employees who are directly or indirectly involved in financial management functions.

▼ ▲ ◆
**Human Resources Management:
Success Through People**
📅 C340

If you are responsible for the management of human resources and this function is new to you, this course will help you acquire the basic knowledge of the human resources management (HRM) function and services as administered in the federal public service. Specifically, you will gain basic knowledge of the various HRM disciplines and their interrelationships and the roles and responsibilities of the key HRM stakeholders.

▼ ▲ ◆
Introduction to Contracting for Services
📅 C344

This introductory course looks at the process and important information you need to know when issuing a contract for services to a consultant or a consulting firm. Much of this information can also be extended to other contracting relationships you may embark on.

PROFESSIONAL TRAINING FOR KEY FUNCTIONAL GROUPS

The purpose of professional training is to ensure that public servants in key occupations or designated functional communities (Finance; Human Resources; Procurement, Materiel Management and Real Property; Information Management) meet minimum standards for learning.

Using a blended learning approach, the training content will focus on fundamental knowledge and skills needed to operate in a specialized function.

The School has developed a curriculum for **Information Management** and **Procurement, Materiel Management and Real Property** specialists. Course series for the remaining functional groups are forthcoming. Please refer to your Roadmap for further information.

OFFICIAL LANGUAGES

The Canada School of Public Service offers language training programs in both official languages to federal public servants across Canada. These programs enable public service employees to meet the operational needs of their organizations by using both official languages in their duties and being able to serve the Canadian public in the official language of their choice throughout Canada.

The School uses a blended learning approach that makes use of a variety of learning modes. Language training can be delivered in traditional, virtual or computer-assisted classes, or individually at your own proper rhythm with online training. In addition, the different learning programs and products can be adapted to meet the needs of clients with specific requirements, such as hearing difficulties, or visual or learning difficulties.

The School offers a broad range of services and specializes in areas such as:

- **learning plans** that help public servants to structure their language learning;
- **second language learning programs** in French and in English, with content based on the reality of the workplace, making it possible to achieve beginner (A), intermediate (B) and advanced (C) levels. In addition, the School offers a program specifically for senior managers;
- **research and development of language learning materials** that provide access to a variety of innovative programs, products and tools using state of the art technology; and
- **quality assurance** of the training provided and of the material developed to guarantee optimum quality of language learning services.

For more information about language learning and to find out how to register for the different courses offered by the School, please contact the person responsible for official languages in the human resources directorate of your department.

● **Second Language Evaluation (SLE) Preparatory Exercises**
 **C108**

The Second Language Evaluation (SLE) Preparatory Exercises have been developed following the same pattern as the official tests. The timed version enables you to do a practice test under final exam conditions; you can only see your results after finishing the practice test. The non-timed version is used rather like a learning tool: you can stop a practice test in progress, check your answers, see your results any time, receive an explanation and answer all the questions without a time limit.

● **Gambits 1: Openers (Revised Edition)**
 **C111**

All languages have gambits, a limited number of semi-fixed expressions that introduce each new part in a conversation. Created from an extensive survey of conversational use, *Gambits 1* presents a wealth of valuable expressions, exercises and activities for getting into an English conversation with natural flow and direction, helping speakers overcome awkwardness, abruptness and rudeness.

● **Gambits 2: Links (Revised Edition)**
 **C112**

All languages have gambits, a limited number of semi-fixed expressions that introduce each new part in a conversation. Created from an extensive survey of conversational use, *Gambits 2* presents expressions that will give flow and

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direction when one wishes to confidently and politely propose ideas, change the subject, and introduce a digression logically and naturally in English.

● **Gambits 3: Responders, Closers and Inventory (Revised Edition)**
 C113

All languages have gambits, a limited number of semi-fixed expressions that introduce each new part in a conversation. Created from an extensive survey of conversational use, *Gambits 3* presents semi-fixed expressions for responding during an English conversation and bringing one's conversation to a satisfactory and polite close.

● **Telephone Gambits (Revised Edition)**
 C115

Telephone Gambits focuses on the appropriate language needed to confidently handle telephone conversations in English. Learning telephone gambits helps calls sound less abrupt, making people less likely to misunderstand one another. Lessons target specific functions and types of calls. The reuse of telephone gambits as you progress allows solid telephone language habits to develop. A valuable reference tool even after study.

● **GIFT French Grammar at Your Own Pace**
 C116

GIFT French Grammar at Your Own Pace goes from beginner to advanced levels in an easy-to-use course frame. This software contains 250 exercises and charts to improve your grammar and enable you to work effectively in French. It features a French-English lexicon and provides detailed explanations and helpful hints. GIFT contains 88 essential grammar points presented in charts, more than 160 exercises covering beginner to advanced levels and over 2000 vocabulary items.

● **Sounds of French and English**
 C117

Sounds of French and English is a practical reference tool for anyone learning French or English, regardless of proficiency level in the language. It makes it possible to identify similar and different sounds of the two languages as they are spoken in Canada. Each sound is presented separately and in context, and you can choose to listen to them pronounced by a male or a female voice. With this tool, it is possible to alleviate a number of pronunciation problems in second languages and to identify sounds presenting potential difficulties.

● **Level 0: Breaking the Ice**
 C118

For a public servant, being bilingual is definitely a plus. "Brisons la glace" is an introduction to French and will enable you to learn a few basic concepts that will help you go through your first language training classes more easily. This course is offered in guided and free to roam modes.

● **Idioms 1**
 C120

An introduction to 150 useful, everyday, idiomatic expressions in appropriate situations at the office, at home or on the street; grouped under 15 topics. This self-directed or classroom learning can complement material covered in other courses or be useful on its own. Tests and answer key, English and French clues included.

● **Idioms 2**
 C121

To complement Idioms 1, here are 150 additional useful, everyday, idiomatic expressions in appropriate situations at the office, at home or on the street; grouped under 15 topics. This self-directed or classroom learning can complement material covered in other courses or be useful on its own. Tests and answer key, English and French clues included.

YOUR PROFESSIONAL DEVELOPMENT

BEYOND THE BASICS: CONTINUOUS AND SUSTAINABLE LEARNING

In addition to the foundations series, the School provides a number of skill improvement and job competency development products that allow you to broaden your abilities throughout your career in the public service.

Courses are chosen in conjunction with the development of your learning plan and permit you to expand your skills and abilities, and acquire new knowledge for personal and professional development.

REG I S T E R N O W ! • 1 - 8 6 6 - 7 0 3 - 9 5 9 8

BUSINESS SKILLS

ANALYTICAL AND COGNITIVE SKILLS

● ▲
Effective Decision Making

3 days

T904

This course gives you a systematic approach to making decisions. You will learn how to analyze a problem in order to identify the most likely cause and how to improve your decisions by establishing realistic objectives and by assessing available options. You will also learn how to analyze and plan actions to deal with the consequences of your decisions.

● ▲
Introduction to Risk Management

1 day

C210

This one-day course introduces you to risk management and integrated risk management concepts, tools and best practices. This course takes you through all steps of the risk management process. It summarizes the federal government's integrated risk management framework and direction. You will acquire the knowledge and skills necessary for you to apply a systematic risk management process.

● ▲
Mediating Conflict

3 days

T905

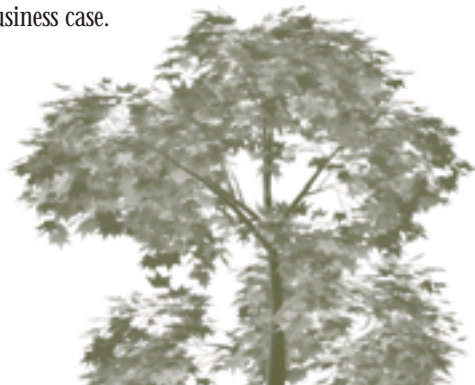
Conflicts are a reality of life. Sometimes they are unavoidable; sometimes they can be prevented. In all cases, the responsible person must intervene when a conflict emerges in the workplace and help find solutions. You will learn mediation by applying the skills and knowledge taught in the course to real-life situations. Through feedback and observation, you will learn how to face conflicts rationally and with sound judgment.

▲ ▲
Preparing a Business Case

2 days

C220

This course will provide you with a framework for the development and review of business cases. It covers the objectives, steps and content required to prepare a successful business case of any size. Using a case-study approach, the course will help you identify clear business case statements, select viable options, perform a comprehensive business case analysis and identify the critical elements of a good business case.



PLANNING AND ORGANIZATIONAL SKILLS

● **Administrative Assistants: Maximizing Your Role**
3 days **T606**

The manager and the administrative assistant are a team. This course will help you work more effectively with your manager and thus improve the efficiency and productivity of your work unit. To become an excellent administrative assistant, you need to have an in-depth knowledge of such management tools as planning, organization, communication, team building and problem solving. This course will build your competencies in these areas and help you meet the challenges you face in your role as administrative assistant.

▲ ▲ **Project Management**
5 days **R901**

Project management is not only about setting objectives and timelines but also about leading people. In this course you will improve your competencies in both areas.

The course presents a project management framework based on international standards for project management as well as on Treasury Board policy. Project risk, leadership and criteria for project success/failure are themes addressed throughout.

The course deals with the full life cycle of a project and introduces you to various analytical tools and software.

▲ ▲ **Project Planning and Control: Techniques and Tools**
3 days **R710**

Project management is a complex activity that requires competencies in the organization and scheduling of various activities. It also requires significant skills in resource management.

In this course, you will learn proven techniques for planning, scheduling and controlling project activities. You will also become familiar with project and planning software packages and how they can facilitate planning and control.

● ▲ **Managing Your Time**
1 day **T605**

Time management is surely one of the smartest ways to do more with less. In this course you will learn the importance of deadlines in time management. You will learn to plan, schedule and control work assigned to you. These are skills that can make a real difference on the job! You will be able to better manage interruptions, control crises and identify and remove your time wasters.

COMMUNICATIONS SKILLS

● ▲ **Defusing Crises When Dealing with Difficult Clients**
2 days **T024**

If you were confronted by an aggressive client, would you know how to respond in a way that would reduce the potential for violence? This course gives you the techniques you need to react effectively in such a situation. Learn to express yourself with greater confidence, to confront aggressive and defensive behaviours, and to defuse potential crises.

● ▲ **Effective Presentations**
3 days **T010**

This course will help you enjoy the challenge of making presentations. You will learn how to use your nervousness as a source of energy. You are taken step by step through careful preliminary planning and organizing to selecting the most effective visual aids. Your practice sessions will be videotaped so that you can evaluate your own performance and fine-tune your skills. You will also receive instant feedback from observers and the facilitator.

● ▲
Improving Listening Skills
 2 days T022

Listening effectively is probably the most difficult communication skill to master, but it certainly can be done. This course breaks the process down into understandable parts. One of the many practical techniques you will learn is how to control distractions which put you and the person you are speaking with off track. You will learn how to interpret verbal and non-verbal messages and to clarify these messages as you listen. When you truly understand what is said, you are better prepared to respond.

● ▲
Interpersonal Communication Skills
 2 days P607

Are you able to get your message across clearly and concisely? Do people always understand what you are trying to tell them? Attend this course and improve your communication skills!

You can significantly improve relationships within your team, with your manager and your co-workers through better communication. Learn how to give a clear message and how to find out if people around you understood that message.

● ▲
Negotiating Skills
 3 days T006

Whatever their responsibilities, public servants are required on a daily basis to conduct negotiations on a variety of topics.

It takes special skills to successfully carry out negotiations within the structured government environment. This introductory course will help you acquire those skills. You will learn the entire process from planning to a negotiated agreement.

● ▲
Quality and Excellence in Client Service
 2 days T409

Efficient, courteous and prompt customer service - these are the expectations of our clients whether they are public servants or members of the general public. In this course you will learn ways to meet your client's expectations, to serve them faster with satisfaction guaranteed. The course also deals with how to develop and apply service standards.

● ▲
Working in Teams
 2 days T412

Improved service delivery can be achieved when people work effectively in teams. Team members with a "command and control" style are less effective than those who consult others and seek to build consensus. This course teaches you which behaviours, processes and facilitation techniques build trust and a collaborative working environment.

●
Speed Reading
C337

I have three 20-page reports to read before that meeting at 2:00 and I doubt that I will be able to finish all three. If only I could speed read! Sound familiar? This online course has been designed to teach you some speed reading skills and how to practice them.

●
Consulting Skills: Providing Your Expertise
C338

This online course is designed for all public service employees who want to learn how to best offer their expertise and service to other functional areas within the federal government.

This course has been designed to be flexible and meet your information needs by giving you the tools and knowledge to be an effective consultant. With the information provided here, you will be prepared to meet the needs of and offer practical advice to your internal clients.

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WRITING



Basic Skills in English Writing

4 days

T009

We all know the importance of writing in our daily activities. This course deals with the basics of writing in English: spelling, grammar, punctuation, sentence and paragraph construction. This interactive and practical course will show you how to write more clearly and concisely. Good writing ensures good communication with your colleagues and superiors!



Basic Skills in French Writing

5 days

T019

As part of our responsibilities, we are all called upon to write documents of diverse complexity for our superiors, our colleagues or our clients. It is essential to master the competencies required to develop high-quality documents with no grammar or spelling errors, documents that clearly express the message we want to convey. Improving your competencies in written communication will prove invaluable throughout your career.



Preparing Agendas and Minutes

1 day

T011

This practical one-day course will help you to enjoy the challenge of preparing agendas and minutes! You will learn to synthesize the messages provided during a meeting and to focus on the action items. You will learn to develop clearer agendas and more helpful minutes which take into consideration the different communication purposes of meetings.



Building Decks

1 day

T035

In the federal government, we are often called upon to prepare decks for many different audiences. Decks can effectively present and promote vital information concerning business plans, marketing strategies, policy

papers, etc. Learn how to use decks to get your message across effectively and to gain support for the option that you are presenting.



Writing E-mails and Letters

3 days

T604

In our work as public service employees, we are constantly writing letters and e-mails. Yet to produce good quality writing requires more than just basic writing skills. Through practical exercises, you will learn how to write clear, concise and effective letters and e-mails following a step-by-step process from planning to writing and sending your correspondence.



Writing Briefing Notes

1 day

T034

Would you like to be able to produce effective briefing notes, directly influencing decision-making? In this practical workshop, we will help you to develop the confidence and skills to prepare clear and informative briefing notes. You will have the opportunity to participate in simulated writing activities, but we will also invite you to bring samples of your own briefing notes to work on.



Writing Effective Reports

3 days

T014

Would you like to know how to write effective reports? By producing clear, concise and meaningful reports, you are facilitating the decision-making process. This course shows you how to determine what kinds of information need to be included in reports. You will learn how clarity and conciseness ensure reader comprehension and how to evaluate reports written by others at your request. In the end, you will know how to use your report-writing time more productively!





Writing Executive Summaries

1 day

T018

Would you like to learn how to develop and fine-tune your summary writing skills? In this very practical and interactive course, you will learn how to produce clear and concise summaries that effectively convey the information needed to make decisions. At the end of the course, you will know how to produce a complete executive summary.



Writing for Results

3 days

T007

We can all benefit from upgrading our writing skills in everyday administrative correspondence. Think what a well-written, logical memo or a letter with focused paragraphs and clear, concise sentences can accomplish! A well-written and well-presented letter can help you inform, request action and persuade; clear up misunderstandings; capture the imagination and approval of colleagues and superiors; provide control and direction for a team; and present a convincing rationale for a recommendation. If you write for someone else's signature, this course will help you satisfy the most demanding superior.



Writing in Plain Language

1 day

T017

We invite you to attend this very practical one day course, but only if you wish to learn how to write more clearly and dynamically and how to apply the elements of plain language. We also invite you to bring your own documents to the course. The instructor will help you revise them using the principles of plain language.

TRAINING SKILLS



Instructional Design of a Learning Activity

5 days

V706

In this course you will learn to design and develop courses that will meet your standards and those of your clients. You

will apply these skills to a design project from your work context. You will leave with a proven approach to instructional design as well as practical tools that will help you in future design projects.



Teaching Techniques for Occasional Trainers

3 days

V707

This course deals with the basics of conducting classroom instruction. Through concrete exercises, you will learn how to prepare for a training session and how to use proven techniques to facilitate a learning activity. You will learn by doing. In addition to applying the concepts and techniques discussed, you will be asked to prepare and teach a short training session on a subject of your choice. Your session will be videotaped and constructive feedback will be given.

CAREER AND PERSONAL DEVELOPMENT



Managing Stress Effectively

2 days

T013

In just two un-stressful but challenging days, this course will show you ways to improve your situation. You will learn how stress can lead to illness and how to identify personal stressors. The course will show you that there are simple ways to change destructive thinking patterns and release both physical and mental tension. You will be on your way to developing a personal stress-management program that truly works for you.



A Fine Balance: A Guide to Workplace Well-Being



C341

This online course provides staff, managers and executives with an overview of the issues, coping strategies and lifestyle choices involved in improving workplace well-being. Presented from both individual and organizational perspectives – with special attention to the manager's

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unique challenges and role – it is designed to assist you in reducing stresses and negative environmental factors in the workplace and to bring greater balance into your life, both at work and at home.

CAREER DEVELOPMENT

● **Preparing for Selection Interviews**

2 days **P609**

The staffing process in the public service usually includes a selection interview. This course will help you better prepare for this part of the process.

The course emphasizes the importance of doing your research before the interview. It highlights a number of factors that may influence the selection panel.

You will learn about the different types of interviews. You will also have the opportunity to obtain feedback on your performance in simulated interviews.

● **Creating a Career in the Public Service**

C326

The Canadian public service of today is constantly changing. This self-paced course will give you the tools to look at yourself – your interests, values and strengths – and help you explore career planning options in today's public service.

▼ ▲ **The Learning Organization**

C323

This course provides an overview of organizational learning and what it means for you as a manager. It is designed for all managers in the public service wanting to learn how to transform their workplace into a continuous learning organization.

Understanding of theory is reinforced through concrete examples of how organizational learning is creating new challenges for managers in the Public Service of Canada.

● **Learning Through Self-Study**

C333

With today's ever-increasing rate of change in both information and technology, we must constantly be vigilant in updating our knowledge and skills. That means training when we need it, usually through self-study, and not necessarily when the next classroom course is available. This course is intended for individuals interested in maintaining and upgrading their knowledge and skills through a variety of self-study learning activities.

● **The Passage to E-Learning**

C446

This online course is designed for all public service employees who want to know more about e-learning and using technology to learn. It presents you with a comprehensive overview of e-learning and a unique opportunity to try out many e-learning features through a hands-on approach.

With e-learning, you're in the driver's seat! You get to choose where you want to go and what you want to learn about. So take control of your e-learning experience and head off down the road through *The Passage to E-Learning!*

RETIREMENT PLANNING

● **Planning for My Retirement**

3 days **D001**

We all wish for a healthy, financially comfortable and interesting retirement. To do so, we need to take the time to get the information that will help us reach our retirement goals.

In this course, you will explore financial, legal, health-related and psychological issues. It is never too soon to start planning what resources you will need to ensure your financial security, maintain your lifestyle and prepare for this new phase of your life. This course will

provide you with new insights on several aspects of retirement. Public service employees retiring within the next ten years should attend this course.

Your spouse is invited to attend this course with you at no additional cost. Kindly inform us when you register.

◆ ■
Executive Group Pre-Retirement Seminar
 3.5 days D201

As a very busy senior executive in government, you may feel that you can ill afford to spend any time planning for retirement. This course will prove to you that it is time well spent.

Your spouse is invited to attend this course with you at no additional cost. Kindly inform us when you register.

Content:

- income security programs
- superannuation
- health, nutrition, stress, and fitness
- financial planning
- wills and legal aspects of estate planning
- psychological aspects of retirement

●
Exploring Life's Journey
 C448

Life is a series of transitions, such as graduating, starting a new job, moving out and getting married. Our work-life balance and overall well-being impacts how we handle these transitions. Most of us plan for our financial retirement, but forget about our emotional and social well-being during that time of change. From early steps, to making the move, to what happens after, "Exploring Life's Journey" discusses the ups and downs of the retirement process, helping you reconfigure your vision of retirement.

INFORMATION MANAGEMENT

The Canada School of Public Service, in collaboration with the Organizational Readiness Office (ORO) and the Information Management (IM) Community, is developing a series of IM courses to support the effective implementation of the Management of Government Information Policy and to increase the readiness of the IM Community in dealing with its new challenges. This new program is intended for practitioners and specialists from all disciplines within the IM community as well as other employees and managers working in the information management environment.

The details, conditions and parameters for an IM Certificate Program that will include some of the following courses are currently under development and will be available through the IM Roadmap and the School's Web site.

▾
Information Management: Environment and Vision in the Government of Canada
 2 days I110

What do Information Management (IM) practitioners and leaders need to know about the IM environment and visions in the Government of Canada? Strategic role, IM principles and infrastructure, responsibilities and accountabilities for information management. Learn about a community-wide approach to co-ordinated management of information and information-based services. Plan for action to address IM common challenges and analyse elements of a strategy to influence the direction of IM in your organization.

▾
Information Management: Legal and Policy Framework
 3 days I120

This course provides participants with an understanding of the legislation framework that governs the Information Management (IM) discipline in the federal government. Such framework will provide the platform for the development of policies and the introduction of standards in the Government of Canada. Legislation at other levels of government will also be addressed, as well as foreign Acts which impact the way the Canadian government conducts its IM business. Special attention is given to the impact of

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the main legislation on departments/agencies operations and the consequential obligations and responsibilities of various players.

▾
Information Management: Assessment and Evaluation

2 days **I210**

This course provides an opportunity to better understand the principles of assessment and how to evaluate current activities in Information Management (IM). Assessment will allow participants to recognize the state of IM in their environment, identify the shortfalls, identify potential solutions and evaluate the implementation of these solutions. Attention is given to the current available methodologies to determine capacity, identify the resources capabilities and assess how to fill the gap and how to meet future needs.

▾
Managing Government Information throughout it's Life Cycle

4 days **I220**

The purpose of this course is to provide participants with a fundamental understanding of standard best practices in managing information throughout its life cycle in a manner that supports the government's activities, its delivery of information and services to citizens through a variety of service delivery channels, and its commitment to openness. The underlying themes of the course are the main steps which are critical to applying a successful information life cycle management strategy.

▾
Integrated Information Management

3 days **I310**

The purpose of this course is to provide participants with an understanding of Information Management (IM) as a valuable unified discipline. The course encourages participants to use the concept of information architectures to introduce and sustain integrated IM in their organization. The intent of this course is to propose a practical approach to integrated IM, using a detailed case study.

▾ ▲ ◆
Planning for Strategic Information Sharing

3 days **I320**

In this course, you will learn about Information Management (IM) planning and strategic information sharing within the context of the legislation and policy surrounding Information Management. You will also examine the roles and responsibilities of the various players, including the identification and management of relationships with partners. The course will highlight the process of strategic planning and information flow and sharing as well as the legal and policy implications throughout the Life Cycle of IM in a multi-jurisdictional environment. Values and Ethics will be a thread throughout the course, making links to everyday situations.

▾ ▲ ◆
Leading Information Management

2 days **I330**

Leading Information Management (IM) is designed to build on an existing body of IM practitioner competencies/experience and to initiate the journey of self discovery. The course addresses broader IM issues and prepares managers for leadership roles that include increased responsibility and horizontality. The course focuses on developing both the participant's personal leadership and the specific IM leadership competencies which have been identified by the IM Community.

● ▾
Records Management

3 days **I001**

The purpose of this course is to provide participants with principles and practices regarding records management. More specifically, participants will be introduced to the acquisition, organization and storage of electronic and paper-based records to ensure easy retrieval as required. In this practical course, you will learn effective principles, methods and techniques to manage electronic and paper-based records in today's environment.

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Access to Information

3 days

I704

The *Access to Information Act* gives Canadians the right to obtain information in records under the control of a government organization. All public service employees need to understand this Act and how it is applied. It is important to know the key players and their responsibilities.

This course will provide you with specific information that will enable you to carry out your responsibilities vis-à-vis this legislation.



Privacy Legislation

3 days

I705

The *Privacy Act* gives Canadians the right to access their personal information in records under the control of a government institution. The Act also requires government institutions to protect this personal information. It is incumbent on all public service employees to understand the *Privacy Act* and how it must be applied as well as to know the responsibilities of the key players.



Safeguarding Sensitive Information and Assets

3 days

I706

Departments are responsible for protecting sensitive information and assets under their control, in accordance with the *Treasury Board Security Policy*.

This course will provide you with specific information and skills that will help you in carrying out your responsibilities in this area. Every employee has a responsibility to safeguard of sensitive information and assets.



Managing Government Information Resources

3 days

I707

Information is a very expensive resource to manage. This course highlights the various acts and Treasury Board policies involved in the management of this resource. It suggests business models for managing information and discusses the challenges facing the public service in this matter. The course also presents basic techniques for developing policies to address specific issues such as e-mail.



Access to Information and Privacy



C447

This course offers an overview of the elements relating to access to information and privacy. It is designed for all public servants who need to take into account privacy and access to information factors in the course of their duties.

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PROCUREMENT, MATERIEL MANAGEMENT & REAL PROPERTY

The Canada School of Public Service offers this series of courses for specialists and non-specialists working in procurement, materiel management and real property (PMMRP).

The School has been working in collaboration with the Professional Development Certification Program (PDCP) Management Office and the interdepartmental PDCP-Advisory Committee to establish, adapt and update a curriculum of courses that meet the functional, business, leadership/management and personal/interpersonal learning requirements of the Standard of Competency for certification as procurement and materiel management specialists. Details of School courses which support the learning requirements of this Certification Program will be available through the PMMRP Roadmap and the School's Web site.

* Many of these courses are recognized by the **Professional Development Certification Program (PDCP)** Management Office of the Real Property and Materiel Policy Directorate of the Treasury Board of Canada Secretariat.

● ▲
Fundamentals 1: Overview of Procurement *
1 day **M719**

This course will provide you with an overview of the procurement functions within the federal government. You will learn the relevant policies to procurement and the roles and responsibilities of key players. You will also get a better understanding of the various phases of the contracting process.

▲
Fundamentals 1: Introduction to Procurement *
3 days **M718**

This course addresses the basic procurement responsibilities that enable employees to carry out all phases of the contracting process. You will learn the key elements of the policies and practices underlying the procurement process within the federal government as well as their applications in an operational context.

▲
Fundamentals 1: Overview of Materiel Management *
1 day **M705**

This course will provide you with an overview of the materiel management functions and how they interrelate with procurement and real property functions. The content of this course includes policy framework for materiel management, receipt and storage of goods, control and maintenance, and transportation and disposal.

▲
Fundamentals 1: Introduction to Materiel Management *
3 days **M704**

This course will provide you with basic knowledge of the functional areas within materiel management. You will also learn how federal government policies as well as those related to life-cycle asset management are integrated into each functional area.

▲
Fundamentals 1: Overview of Real Property Management *
1 day **M005**

This course will provide you with an overview of the management of real property within the federal government. You will learn the relevant policies and the roles and responsibilities of the key players. You will also be introduced to some of the main tools used in the management of real property.

▲
Fundamentals 1: Introduction to Real Property Management *
3 days **M721**

In this course you will learn the context and expectations of real property management within the federal government by reviewing the relevant legislation, policies and standards. You will also look at tools and best practices to help you achieve excellence in real property management.

▲
Fundamentals 2: Legal and Policy Environment for Procurement, Materiel Management and Real Property *
2 days **M714**

Are you a specialist in the field of procurement, materiel management or real property? Do you have line responsibilities for these functions? This course examines the policy and legislative framework within which you must operate. It introduces an on-line knowledge tool as a common reference point for the interpretation and application of federal government policies, guidelines, regulations and practices in the areas of procurement, materiel management and real property.

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▾
Fundamentals 3: Life Cycle Asset Management in the Government of Canada *

3 days **M716**

This course situates the work of procurement and materiel management specialists in the greater context of the statutory, regulatory and policy framework within which they function. It raises awareness of how the government establishes and funds its priorities; responds to policy imperatives and management initiatives; and organizes its institutions to deliver their mandates.

●
The Request for Proposal Process

1 day **M004**

This course will provide you with the skills and knowledge required to send out a request for proposal (RFP) and to manage the associated activities. You will be able to process a variety of proposals in accordance with applicable policies.

The course content includes: process administration, required documentation, receipt of bids, evaluation activities and awarding the contract.

▾
Managing the Contract for Services

2 days **M404**

This course will provide you with the knowledge and practical skills you need to manage a contract. It is an opportunity to improve your ability to manage consultant's work in a manner that allows you to manage the risks and ensure that services rendered meet the requirements of the original agreement.

▾ ▲
Developing a Statement of Work and Selection Criteria *

3 days **M711**

Two of the most critical elements in the contracting process are the statement of work and the evaluation of proposals submitted by contractors. Learn to write requirements to get the product or service you need. Acquire the skills to set

evaluation criteria that will help ensure that you select the appropriate contractor to do the work.

●
Orientation to Contracting and Acquisition for the Non-Specialist

1 day **M712**

Are you directly involved with contracts for the acquisition of low dollar value goods and services? If so, this course will help you learn about the requirements for contracting in the context of the public service. You will also learn how to improve your results and get better value in consideration of your costs.

▾
Green Procurement: A Sustainable Development Approach

2 days **M713**

This course will provide you with the knowledge and basic tools needed to implement a green procurement program. Learn how you can contribute to the Government of Canada's efforts to improve the environment.

▾
Disposal of Surplus Moveable Crown Assets and Investment Recovery *

2 days **M715**

This course teaches you a very practical approach to the disposal of surplus moveable assets given the legal and policy constraints within the Federal Government. It also provides you with a framework for developing departmental investment recovery plans.

FINANCE

▼ ▲ ◆
Orientation to Financial Management

3 days **F007**

This basic course will introduce you to the knowledge and skills needed to carry out the financial management function in departments and agencies within the Government of Canada.

The content of this course includes:

- government management structure and cycle
- accounting concepts and conventions
- budgets and budgetary controls
- classification and coding of transactions
- expenditure and revenue control
- monitoring and reporting
- audit and evaluation
- comptrollership initiatives.

▾
Business Analysis

3 days **F106**

This course will give you the skills needed to analyze financial and operational issues and to develop solution options for decision-making. It ties together financial components, performance indicators and results, and integrates many of the components of comptrollership.

The content includes:

- understanding departmental operations
- analyzing costs and performance
- presenting the findings
- negotiating solutions.

AUDIT

▼ ▲ ◆
Orientation to Internal Audit

2 days **A001**

Using the results of internal audits can help you improve your work and meet your objectives. In this course you will learn the principles and major components of internal auditing as well as the roles and responsibilities of those involved. The course covers all the steps within an audit, from planning and conducting the audit to reporting to decision makers. Specific issues within the Government of Canada that affect the internal audit function are also discussed.

ACCOUNTING

● ▴
Accounting 101: An Introduction

3 days **F099**

This three-day course, endorsed by the Treasury Board Secretariat, was developed by the Université du Québec en Outaouais (UQO). It addresses the principles and basic elements of accrual accounting and demonstrates how various types of financial transactions are accounted for under an accrual-based system. The course content includes: accounting framework, accounting procedures, expenditures, revenues, capital assets, and accounting cycle.

▾
Accounting and Control of Expenditures

3 days **F601**

Often financial responsibilities and controls have been delegated to others. If this has happened to you, you may wonder if you can balance the numbers at the end of the month. This course will provide you with the ability to perform all the steps in the expenditure process, including the analysis and interpretation of financial reports.

▾
Government Accounting Concepts and Principles

2 day **F104**

This course provides participants with an understanding of accrual accounting and Generally Accepted Accounting Principles (GAAP) applied to the Government of Canada. It addresses concepts and theories; it also explains the practical application of these accounting principles and provides a basis for the selection of specific accounting processes or methods within departments.

Content:

- Fundamentals of accrual accounting
- Accounting for capital assets
- Accrual accounting process

▾
**Understanding the Differences:
 Accrual and Appropriation Accounting**
1 day **F107**

In this one-day course, you will learn the similarities and differences between accrual accounting and accounting for appropriations. You will also be able to determine the impact of dual accounting requirements on the various aspects of financial administration. Attending this course will improve the service you provide to your clients.

PLANNING & BUDGETING

▾
Financial Planning in the Federal Government
3 days **F717**

This three-day course will give you an understanding of the priority setting, resource planning and budget allocation processes in the federal government. You will also learn the roles, responsibilities and accountability of all the key players, including central agencies, involved in the preparation and review of related financial documents.

▾
Developing Work Plans and Budgets
4 days **F706**

Whether you are involved in line management or departmental planning, this course will improve your ability to provide advice and assistance to managers about work planning and budgeting. You will learn to perform related planning, analysis and control tasks, to coordinate the work plan and budget process, to draft effective guidelines and directives, and to control and report on actual results related to plans and budgets.

● ▾ ▽ ▲
**Fundamentals of Budget Formulation
 and Control**
3 days **F002**

Through a case study, group exercises and discussions, you will learn the fundamentals of budget formulation and

control. This includes preparing a detailed work plan, transforming the plan into an operating budget, and controlling expenditures against the budget through variance analysis and financial signing authorities. It's a how-to course that is as close to reality as you can get!

GRANTS & CONTRIBUTIONS

▾ ▲
Grants and Contributions Management
3 days **F405**

Effectively managing grant or contribution programs is essential to good governance. In this course you will learn how these programs are created within the Government of Canada and how to administer and manage them. The course content includes: understanding relevant Treasury Board policy and directives, applying terms and conditions for a grant or contribution program, and delivering and administering the program.

▾ ▲
**Developing a RMAF/RBAF for Grants
 and Contributions**
2 days **F408**

This course will help you manage a Transfer Payment program through the development of a results-based management and accountability framework (RMAF) and a risk-based audit framework (RBAF). The course focuses on an integrated approach.

The RMAF is intended to serve as a blueprint to help you focus on identifying results and measuring and reporting outcomes throughout the life cycle of a grant or contribution program.

The RBAF includes risk assessment, establishment of a monitoring and reporting strategy, as well as a recipient and an internal audit plan.

POLICY & PROGRAMS

Orientation to Public Policy Development

2 days **T718**

In this introductory course you will learn how public policy is developed within the priorities and requirements of the Government of Canada. The course is highly participative, encouraging participants to contribute and share their knowledge of the field. Through practical exercises based on current affairs, you will understand the issues and constraints of public policy development. You will also learn to use a set of tools and specific reference materials to help you keep abreast of government priorities.

Orientation to Public Policy Implementation

2 days **T719**

Moving a policy from words into action is an exciting challenge. In this introductory course you will learn the processes that lead to the implementation of policies within the federal public service including the establishment of programs and services. The evaluation of the policy performance as well as communications and education-related issues will also be covered.

Public Policy Development - Intermediate Level

2 days **T721**

This course has been designed for experienced policy writers who would like to enhance their skills and their network. Over the two days you will have the opportunity to share common problems and best practices. You will learn new approaches for policy development both at the regional and national levels. The course content is similar to *Orientation to Public Policy Development* (T718); however, this course treats the subject matter in more depth, as it is geared to the experienced practitioner.

Internal Policy Development

2 days **T724**

Officers in functional areas are often required to draft policies or guidelines in response to specific departmental needs. This course will provide you with a policy development framework to help you develop internal policies. The course focuses on the processes associated with the development of administrative policies within departments. You will learn the key factors likely to influence internal policy writing and will be given an opportunity to apply your newly acquired knowledge.

The Operational Standard for Business Continuity Planning

3 days **T726**

Federal departments and agencies must now implement the operational standard for Business Continuity Planning (BCP) which falls under the authority of the *Government Security Policy*. This course provides a detailed overview of the requirements of BCP within the Government of Canada. You will become familiar with the context, authorities and intricacies of the BCP program. The emphasis is on the roles and responsibilities of all concerned with BCP and on the tasks which each committee and team must perform. Sample reports and templates will be used as training aids to develop your BCP skills.

Preparing Treasury Board Submissions and Cabinet Documents

3 days **F708**

Learn how to ensure a higher success rate for departmental submissions to Treasury Board and to Cabinet. If you prepare, review or provide advice on the development and presentation of Treasury Board Submissions and Memoranda to Cabinet, this course is for you! The content of this course includes: Treasury Board and Cabinet decisions, information requirements, content and format of submissions and Memoranda, selection and application of appropriate analytical techniques, sources of funding, and departmental planning and coordination of submissions.

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▲ ▲
Strategic and Operational Planning
 2 days R902

Public service employees are often asked to contribute to strategic and operational planning activities within their respective organizations. However, they are not always aware of the crucial importance of these processes in successfully executing the mandate of their organization.

In this course you will learn why these planning processes are important in federal departments and agencies as well as the major steps and key components of these activities.

This course will enable you to better understand the planning function in light of the operations of your organizations.

▲ ▲
Public Consultations and Citizen Engagement
 3 days T418

The Government of Canada is increasing its use of citizen input and stakeholder participation to enhance its decision-making and policy development. In today's public service, citizens play an essential role in maintaining and strengthening the relationship between bureaucracy and democracy. This course will help you acquire the skills needed to facilitate these processes and, as a result, better understand stakeholder issues.

▲ ▼ ▲
Engaging and Consulting Citizens Online
 C280

Engaging and Consulting Citizens Online is a course that will help managers appreciate the role that the new information and communications technology has to play in enhancing democratic participation in government, and in creating more transparent and accessible government institutions. Through theoretical considerations and practical guides, participants will learn how to prepare for, design, implement, promote and evaluate the online consultation and engagement of citizens.

▲
Gender-Based Analysis (GBA) Policy Training
 2 days T114

GBA is a tool for gender equality to assist in integrating gender considerations into policy, planning and decision making processes. This course deals with the issues associated with policy design as well as with program and service development and delivery in order to ensure that anticipated results are not jeopardized because of the gender of people for whom they have been developed.

GOVERNMENT COMMUNICATIONS

▲
Orientation to Government Communications for New Communication Professionals
 3 days I712

If you are new to government communications, start with a solid grounding in the fundamentals of how the system works. This orientation course combines traditional and experiential learning techniques and is designed to provide participants at any level with an understanding of the *Government of Canada's Communications Policy*.

You will learn the skills, tools and resources needed to perform effectively. You will discuss the strategic and operational roles of communicators. You will also learn how to analyze the public environment and apply this information in your day-to-day work.

▲
Understanding and Applying Strategic Communications
 2 days T712

The complexity of issues and challenges facing governments, communities and individuals in today's society demands a sophisticated, professional and knowledgeable communications approach. Public concern about fiscal prudence and value for tax dollars has made strategic communications very challenging for government. This course provides you with models and tools for strategic

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communications management. It takes a practical approach using lecture, discussion, exercises and case study work to develop or hone skills.

▾
Use of the Internet for Government Communications

1 day **T713**

This course provides basic information on the design of Web sites as a means to foster good government communications using currently available technology. The course will provide you with a basic understanding of how to communicate with potential clients and ensure that information delivered through technology conveys easily understood messages.

▾
Web Site Design Principles in the Government of Canada

1 day **T714**

This course responds to the needs of those who provide advice and guidance on the design and development of a departmental Web site or of those who are responsible for maintaining the content of a Web site. No technical expertise needed, only a basic familiarity with HTML is required.

▾ ▲
Managing Web Projects

1 day **T715**

You're comfortable with the Internet and are familiar with Web design and the basics of HTML. Now it's time to further enhance your Internet project management skills! Learn how to take a Web project from initial concept to final product, how to market and index the Web site, and how to evaluate the project's success.

▾
Public Opinion Research

2 days **T717**

You have heard about public opinion research, but don't really know much about it? By designing an actual public opinion research project, you will learn two specific

techniques: the survey and the focus group. You'll learn when and how to use these techniques as well as how to interpret the results.

▾
Evaluating Communications Programs and Services

2 days **T720**

This introductory course provides participants with basic information allowing them to evaluate a communications program. You will learn the techniques, methods, and professional standards used to evaluate communications products, programs and services. It is assumed that participants have little or no knowledge of communications program evaluation.

▾
Public Events Management

2 days **T723**

Public events provide an excellent opportunity to reach Canadians in their own communities. Information is disseminated effectively and valuable input is gathered to guide future service delivery. Learn the five step public events management process for the research, planning, development, delivery and evaluation of a public event. The examples and scenarios in this course relate to a wide variety of public events and exhibits, including news conferences, announcements, ministerial events, trade and consumer shows, public fairs, and conferences.

HUMAN RESOURCES

● ▾ ▽ ▲ ◆
Creating a Respectful Workplace

1 day **T916**

Designed for federal public service employees at all levels, this one-day course will not only broaden your understanding of this issue, but give you tools to identify potential harassment situations and to promote attitudes and behaviours that will discourage workplace harassment. You will gain a better understanding of the Treasury Board policy and the important differences between it and the *Human Rights Act*. You will learn about your personal and

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corporate responsibilities as well as discuss the process and outcomes of harassment complaints.

▾
Orientation to Official Languages
 3 days P714

You will examine the requirements of the *Official Languages Act* and regulations as well as the fundamental principle of linguistic equality. You will learn how to apply the four basic principles of the Official Languages Program and how best to advise management on implementing the program in your organization. You will also learn how to determine whether an office or unit is obligated to provide services in both official languages and, if so, what degree of competence is required and how this should be achieved.

Available June 2006.

● ▾
Orientation to Employment Equity and Diversity
 2 days P720

This introductory course gives you an understanding of the issues, organizational requirements and legal obligations related to implementing the *Employment Equity Act* and the federal government's commitment to diversity. A number of creative and practical approaches to implementation are explored to prepare you to take on the challenges of a diversified and rapidly changing workforce.

This course deals with diversity in the sense of what you do to have members from designated groups.

▾
Implementing Employment Equity
 1.5 days P728

This course is designed for Human Resources professionals with responsibilities for employment equity or human resources planning.

The course is divided into three modules:

1. Conducting a workforce analysis
2. Using and interpreting quantitative data in the conduct of an employment systems review
3. Establishing long-term and short-term numerical goals for your employment equity plan

This course will help you develop an employment equity plan for your department. You will have plenty of opportunity for hands-on practice in determining the necessary data elements and in manipulating and analyzing data.

Available September 2006.

▼ ▲ ◆
Act on Employment Equity: Expand Your Vision
 ☞ C001

Act on Employment Equity: Expand Your Vision has been developed to enhance your knowledge of employment equity. This e-learning application is also a pre-course to the School's *Diversity: Vision and Action* (G114) classroom-based course.

FOR THE HR PROFESSIONAL

●
Introduction to Human Resources
 3 days P001

Human resources management within the federal public service is governed by a number of laws, regulations, policies and processes. It is imperative for those involved in the management of human resources to have an excellent knowledge of their roles and responsibilities within this legislative framework.

This course covers the different functions associated with human resources management and administration.

▾ ▲ ◆
PSMA Accountabilities and Responsibilities
 1 days P101

The *Public Service Modernization Act* (PSMA) compels certain changes to the way people are managed, supported and led in the public service. It also delivers substantial opportunities for renewal, reform and cultural change. To ensure its successful implementation, training is required for managers, human resources (HR) professionals and employees in order for each to understand their role and responsibilities under the Act.

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▾
Human Resources Planning
4 days **P702**

As a Human Resources Advisor you must be able to analyze HR management and HR planning issues by taking into account operational goals, the current environment as well as the challenges facing the federal public service and your own department.

This introductory course will give you the fundamentals of the important function of HR Planning within the federal public service. You will have the opportunity to practice using the basic tools needed to provide advice and services in this field.

▾
Labour Relations for Human Resources Advisors
10 days **P703**

This introductory course prepares you to work effectively with management and representatives of bargaining agents on major activities related to employer-employee relations and employer-union relations.

The course features hands-on exercises based on real case studies. Course content covers such areas as management rights, limitations to the collective bargaining process, interpreting collective agreements, strikes, mediation, grievances and termination-of-employment mechanisms in light of the PSMA legislation.

STAFFING

▾
Staffing for Staffing Specialists - Part I
5 days **P801**

This introductory course will greatly enhance your knowledge of staffing. You will acquire necessary basic knowledge and interpretative skills required when applying legislation, policies and appointment values supporting sound human resource management in the public service. You will be able to provide sound advice and guidance to managers, based on thorough analysis and present viable options.

▾
Staffing for Staffing Specialists - Part II
5 days **P802**

The *Public Service Employment Act* (PSEA) is designed to facilitate the recruitment of the right people when and where they are needed by offering flexibility to departments and agencies while respecting fairness, transparency and accessibility. This course will provide staffing advisors with an opportunity to develop their knowledge and skills of the legislative, administrative and appointment values-based decision-making framework which is necessary to provide sound advice and guidance on human resources issues related to staffing.

● ▾
Staffing for Staffing Assistants
3 days **P803**

As staffing assistant with only few months on the job you are aware that you play a key role in the staffing process. You know how important it is to pay particular attention to details. This three day course will fully prepare you for all administrative and technical activities associated with your role.

▾
Staffing for Experienced Staffing Specialists
3 days **P110**

Participants will explore the new notions/concepts associated with the PSEA and apply their specialized knowledge and skills to the interpretation of statutes, policies, guidelines and appointment values, in order to promote robust management of human resources in the public service. The course will enable participants to become familiar with the characteristics of the new approaches to staffing, thereby enhancing their ability to continue providing sensible advice and counsel to managers.

Available until June 2006.

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▾
Staffing for Experienced Staffing Assistants
1 day **P111**

Would you like to know the impact of the new PSEA on your daily activities? This course has been developed to prepare experienced staffing assistants for the implementation of the PSEA. Participants will be able to familiarize themselves with the concepts of the new legislation and the updated online Publiservice templates through discussions and practical exercises.

Available until June 2006.

▾ ▲
Staffing Tribunal
2 days **P804**

The *Public Service Modernization Act* (PSMA) instituted the Staffing Tribunal to solve contentions issues resulting from staffing transactions. The course will provide participants with an understanding of the roles and responsibilities of this institution. It will examine the jurisdiction of the Tribunal as well as the processes and procedures associated with treating complaints filed under the Act.

Available Fall 2006.

▾ ▼ ▲
Conducting Selection Interviews
3 days **P502**

This course will enable participants to acquire the knowledge and skills to conduct selection interviews.

During the course, you will be asked to plan a selection interview and to develop the tools, such as evaluation criteria and behaviour-based questions required to evaluate the candidates. You will also have the opportunity to practice your interviewing skills.

●
Values in Staffing
 **C336**

A major Public Service Commission initiative is the movement from a rules-based staffing approach to a

values-based approach. This course will explore the meaning of each staffing value and provide the opportunity through realistic case studies for you to apply what you have learned.

This course is intended for all public service employees in order to generate a common understanding of core staffing values and an increased comfort level in applying these values.

CLASSIFICATION

●
Orientation to Classification for Non-Specialists
2 days **P910**

In this course you will learn to write and evaluate job descriptions using current classification standards. You will also learn how to sit on classification evaluation committees as a rating member.

At the end of this course, you will have a better overview of the classification process as well as its impact on other Human Resources functions.

▾
Organization and Classification Program Tools and Methods Part 1A
10 days **P911**

This 10 day course is the first component of Module 1 of the *Training and Learning Curriculum for Organization and Classification (OC) Advisors*. Participants will be introduced to Organization and Classification:

- the rules and roles of stakeholders;
- how to evaluate positions - preliminary research;
- how to evaluate a position, writing a work description;
- evaluating and critiquing the quality of a work description;
- organizational design.

There will be an overall evaluation exercise.

▴
Organization and Classification Program Tools and Methods Part 1B

4 days **P912**

This course is a follow-up to *Organization and Classification Program Tools and Methods Part 1A* (P911). The participants will be introduced to the following topics:

- on-site interview process and techniques;
- relativity study;
- classification rationale using two position evaluation methods: classification grievances and labour relations grievances related to classification

▴
Client Service and Communication Part I

3 days **P913**

This three day course is the third component of Module 1 of the new *Training and Learning Curriculum for Organization and Classification (OC) Advisors*. This course will enable participants, in the context of OC program delivery, to provide information and advice in a flexible and innovative manner and ensure that the client understands this information. They will learn how to use the various elements, approaches and techniques to provide excellent service and ensure that the client's expectations are taken into consideration and handled respectfully, effectively and professionally.

▴
Training Principles Applied to Organization and Classification

Self-directed **P914**

This is the fourth component of Module 1 of the new *Training and Learning Curriculum for Organization and Classification (OC) Advisors*. This is a self-paced, three hour e-learning component and provides entry-level Organization and Classification Advisors with introductory information about providing OC guidance to clients in a way that reflects Adult Learning Principles and the Principles of Coaching.

▴
Organization and Classification Self-Managed Training Exercises Part I

Self-directed **P915**

This is the fifth component of Module 1 of the new *Training and Learning Curriculum for Organization and Classification (OC) Advisors* and is done through self managed exercises. It is intended to assist OC advisors in their work as well as a mean of promoting discussions with their tutor. The exercises cover topics covered in P911 and P912. Topics include writing work descriptions, position evaluation, on-site interview and writing rationales.

▴
Organization and Classification Program Tools and Methods Part II

5 days **P916**

This 5 day course is the first component of Module II of the new *Training and Learning Curriculum for Organization and Classification (OC) Advisors*. This course will enable participants working in OC to be more familiar with and practice chairing evaluation committees, to provide advice on the grievance process and the impact of grievances on organizations and to improve their knowledge and skills in organizational design.

HARASSMENT PREVENTION

▴
Investigating Harassment Complaints

5 days **T703**

Is it your responsibility to investigate harassment complaints? This course will provide you with the skills and sensitivity to handle them properly. You will become familiar with relevant Treasury Board policy, define what harassment is, recognize potential situations, prepare an investigation, conduct interviews, analyze the gathered data, and present the findings. Using one case study throughout, you will see the investigation process unfold step-by-step, learning by participating in the process.

▾
Managing Harassment Complaints
 1 day T704

This course will provide you with the knowledge and competencies required to deal with harassment complaints in compliance with the appropriate policy. By following the progress of a harassment complaint, you will become familiar with the different steps in the process and will be able to satisfy all related requirements.

▾ ▲
Managing the Harassment Complaint Process
 ☎ C317

Participants in this course will learn how to manage the harassment complaint process in accordance with the policy. It has been designed mainly for delegated managers but could be of interest to others involved in the harassment complaint process, such as non-represented employee advisors.

**LEADERSHIP &
 MANAGEMENT**
**PUBLIC SERVICE
 MANAGEMENT**

▾
Theories, Techniques and Tools of Supervision
 5 days G501

This course provides supervisors with the essential knowledge and skills to fulfill effectively their tasks at the first level of supervision within the public service. The course continually emphasizes the human side of supervision, including the important role self-awareness plays in improving workplace communications and productivity. It is based on three main themes such as: communication, leadership and management.

▾
The Practice of Supervision: A Workshop
 3 days G125

Exercises, debriefings and real-life case studies, are the activities on which this interactive workshop is structured. You will have the opportunity to deepen your understanding and ability to apply a variety of supervisory theories, techniques and tools used in the federal public service. The emphasis of the course is on the human aspect of managing people and work. We will explore, among others, the challenges of managing leave, overtime, attendance and assignment and delegation of work. We will also discuss challenges pertaining to management and prevention of harassment situations and of managing while respecting values and ethics.

▲
Financial Management
 1/2 day G112

This session enables participants to acquire a better understanding of the basic requirements of the financial management framework within the federal government. By the end of this session, participants will have reviewed their key responsibilities under the *Financial Administration Act* (Sections 32, 33, 34); they will know how to interpret and apply their delegated financial signing authorities instruments, as well as how to use some of the best practices for the management and control of their financial resources.

▲
Government Information Management
 1/2 day G113

This session enables participants to acquire a better understanding of the Management of Government Information (MGI) policy and its requirements within the current context. This session will ensure that participants know Treasury Board's key information management objectives and related legal requirements, the major considerations when acquiring or generating information, as well as the tools available to meet requirements.

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Contracting and Acquisitions Management

1/2 day

G115

This session enables participants to acquire a better understanding of the legislation and the processes involved in the acquisition of goods and/or services. By the end of this session, participants will know Treasury Board's key contracting objectives and the various legal requirements of the contracting process, the major concerns and considerations of the contracting process, as well as the differences between contracting and financial authorities.



Integrated Resource Management

3 days

G210

This course provides participants with an overview of the frameworks and principles that guide the management of resources in today's federal public service. Using the Management Accountability Framework as a backdrop, this course emphasizes key tools and approaches for effective management of financial, human and information resources and the development and implementation of cohesive resource management strategies.



**Risk Management in the Public Service:
An Overview**

1 day

G195

This workshop offers an opportunity to acquire a better understanding of the Integrated Risk Management Framework published by the Treasury Board of Canada. Participants will gain a more in-depth appreciation of the key elements, and a more corporate, systematic and integrated approach to risk management.

This workshop allows to identify the basic elements of risk management; increase your awareness of the key elements of integrated risk management; and better understand the scope of your responsibilities in the area of risk.



Managing Public Funds

3 days

G243

This course presents essential concepts and practices involved in the budgeting process. It will give participants an understanding of the priority-setting, resource-planning and budget-allocation process in the federal government as it applies both within departments and their own units.

This practical course covers a variety of topics, including signing authorities, contracting for service, contingency planning, and reporting.



How Ottawa Works

3 days

G203

This course provides participants with an opportunity, through a combination of speakers and the use of an actual piece of legislation, to explore "How Ottawa Works" and to see what actually happens behind the scenes. During the course, participants will discuss the political infrastructure, review the government process (including cabinet committees) and follow the legislative aspects of how a bill is approved.



EX Orientation

3 days

G202

This course allows participants to reflect on their role as leaders in the context of the federal public administration. It will provide a brief overview of different subjects such as the public service priorities, the role and commitment as a leader on issues like Values and Ethics, Risk Management, the Management Accountability Framework as well as work-life balance.



Canada in the World: An Introduction

3 days

G205

This course will give participants a practical understanding of Canada's International Policy Framework and the growing relevance of international issues within their work. They will have an overview of Canada's role and activities in

diplomatic missions abroad and the role of foreign embassies in Canada. Participants will also examine a series of real international challenges and consider ways to integrate an international perspective to their work across the Government.

▼ ▲
Responsible Government: Responsibility and Accountability

📄 **C324**

This course provides an overview of the concept of responsible government and what it means for you as a manager. It is designed for all managers in the public service wanting to learn about responsible government in order to understand the challenges involved in applying the principles of responsibility and accountability in their work.

▼ ▲
Crisis and Emergency Management: A Guide for Managers of the Public Service of Canada

📄 **C343**

Federal public service managers are now beginning to recognize that crises, and, in some respects, emergencies can occur in any area of their sector of responsibility. Crises are bound to require action specifically designed to re-establish public confidence and government integrity, whereas emergencies are bound to involve action to limit damage to people, property and the environment.

▼ ▲
Modern Comptrollership: An Integrated Approach to Decision-Making

📄 **C318**

This course provides an overview of modern comptrollership and what it means for you as a manager.

Understanding of theory is reinforced through examination of practices drawn from existing applications. You will be given concrete examples of how modern comptrollership is changing the way the Public Service of Canada manages.

▼ ▲
Modern Comptrollership: Values and Ethics

📄 **C328**

This course will help you, as a manager in the public service, to understand how to create a values-based environment in your organization. This course provides an overview of the basic principles of values and ethics in modern comptrollership. It is designed for all managers in the public service. This course will help managers as they address the challenges related to values and ethics in the workplace.

▼ ▲
Modern Comptrollership: Effective Control of Public Resources

📄 **C329**

This course looks at control systems and how they can be used by you, as a manager in the public service, to effectively manage the resources for which you are responsible. This course will introduce the basic concepts of effective control of public resources.

▼ ▲
Modern Comptrollership: Integrated Risk Management

📄 **C330**

This online course provides you with an overview of Integrated Risk Management (IRM) and what it means for you, as a manager. Practical exercises are employed to help reinforce your understanding of the Integrated Risk Management Framework (IRMF) and develop your skills in applying elements of the Framework.

▼ ▲
Modern Comptrollership: Integrated Performance Information

📄 **C331**

Integrated performance information improves programs by blending financial and non-financial data within cycles of design, delivery, measurement, evaluation, and reporting. This course will help you, the public service manager, apply integrated performance to attain results wanted by

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Canadians. The course will help you achieve results and demonstrate the concrete benefits of your programs.

MANAGING PEOPLE AND TEAMS



Human Resources Management

1/2 day

G111

This session enables participants to acquire a better understanding of the human resources management framework as administered in the federal Public Service. By the end of this session, participants will review their key obligations, roles and accountabilities in the area of Human Resources Management (HRM), as well as the information required to make informed decisions in the area of human resources management.



Managing Human Performance

3 days

G215

This course focuses on the performance contract between managers and their employees as the foundation of a partnership aimed at enhancing performance. This outcome can best be achieved when expected results are clearly defined and a relationship of trust exists. A coaching - conversation approach is used to enable managers to acquire the knowledge and skills necessary to achieve this outcome. The beginning of the course sets the stage by exploring the new environment created by the knowledge society and, as a result, the various roles that managers must play in managing their human resources.



Writing Effective Performance Agreements for Executives

1 day

G122

This course provides participants with a basic and common understanding of the Performance Management Program (PMP). This course will help Executives write in a practical way, SMART ongoing and key commitments as well as performance measures, while taking into account the links with key government and departmental documents.



Managing a Meeting



C332

This course will provide you with suggestions and tools for managing meetings effectively. Meetings are essential communication tools and have many purposes. However, whether the meeting is intended as a planning session, or for the purposes of project review, creative problem-solving, or information-sharing, it must be managed effectively to get the desired results. This course is intended for individuals who wish to improve their skills in conducting effective meetings.



Giving Feedback



C334

This course presents some guidelines for providing both supportive and constructive feedback. Feedback is essential in assisting individuals to maintain or enhance their present level of effectiveness and develop their potential. This course is intended for individuals who wish to improve their skills in providing effective feedback.



Organizing for Deliberate Innovation: A Toolkit for Teams



C342

This toolkit provides a powerful resource for group leaders to exploit the potential of their teams to generate transformative innovations. It provides teams with a practical and deliberate approach to innovation.



Horizontal Management



C327

This course provides an overview of horizontal management and what it means for you as a manager. It is designed for all managers in the public service wanting to learn about horizontal management in order to understand the challenges involved in partnering with others to benefit from shared goals.

Understanding of theory is reinforced through concrete examples of how horizontal management is changing the way the Public Service of Canada manages.

◆ ▲ ▲
PSMA Accountabilities and Responsibilities
1 day **P101**

The *Public Service Modernization Act* (PSMA) compels certain changes to the way people are managed, supported and led in the public service. It also delivers substantial opportunities for renewal, reform and cultural change. To ensure its successful implementation, training is required for managers, human resources (HR) professionals and employees in order for each to understand their role and responsibilities under the Act.

Available until June 2006

●
Essentials of PSLRA/FAA
 **C105**

This module provides overview information about the *Public Service Labour Relations Act* (PSLRA) and the *Financial Administration Act* (FAA). It has been designed to provide access to the basic knowledge necessary to support implementation of the *Public Service Modernization Act* (PSMA).

●
Essentials of PSEA
 **C106**

This module provides overview information about the *Public Service Employment Act* (PSEA). It has been designed to provide access to the basic knowledge necessary to support implementation of the *Public Service Modernization Act* (PSMA).

▲
Integrated HR and Business Planning
3 days **P100**

Integrated HR and Business Planning (P100) is intended to provide managers with an understanding of the link between HR and Business Planning, the key drivers that

compel improved human resources planning (HRP), and how HRP can be integrated with business planning.

This course covers the why and how HR planning is integrated with Business Planning and a five-step approach to determining and building for current and future staffing needs.

◆ ■
Integrated HR and Business Planning for Senior Managers
1 day **P099**

The *Integrated Human Resource and Business Planning for Senior Managers* (P099) course is intended to provide senior managers with an appropriate understanding the five steps of Integrating HR and Business Planning, their ability to evaluate the Integrated HR and Business Plans of their subordinate managers and to integrated the Plans of their various organizational units into an organization – wide Plan.

▼ ▲ ◆
Staffing: A Resourcing Tool for Managers
3 days **P091**

Finding the right person for the right job while respecting the values and staffing processes of the federal government is an important objective of any human resources plan. In this course you will gain the knowledge and skills needed to carry out traditional staffing activities such as writing a statement of merit criteria. In addition, you will explore the broader issues that influence staffing actions: values and ethics, creativity, teamwork and changes in approaches to human resources management.

▼ ▲ ◆
Informal Discussion in the Appointment Process
1 day **P107**

This course will help managers conduct an informal discussion with an employee, in order to ensure ongoing, transparent communication throughout the appointment process. In order to participate fully in this course you must be familiar with the new appointment process, as knowledge of the process, including the new merit criteria and it's application, is assumed.

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Leading Strategically: Shaping the Future of a Modernized Public Service

3 days

P113

The *Public Service Modernization Act* (PSMA) is the latest in a series of government-wide initiatives that aim to support the creation of a modern public service. Managers at all levels have a key leadership role to play in contributing to the enduring success of a modern public service that is inclusive and truly reflective of Canadian society.



Labour Relations: Principles and Practices for Supervisors and Managers

3 days

G244

Developed upon the principles of HR modernization, this course examines the foundations and practices of the labour relations regime in the public service.

Participants will explore, from both the employer and union perspectives, the implications of an approach to labour relations based on collaboration and a greater partnership. The course will give you the opportunity to become acquainted with the dynamics of modern labour relations, from dispute resolution to the joint working out of solutions; face the challenge of defining your own role as a manager; and define your own contribution to the development of innovative human resources management practices.



Planning and Managing the Labour Relations Framework

1 day

G246

This course has been designed for executives or equivalents who wish to confirm their understanding of the framework for labour relations in the public service. You will have an opportunity to gain a deeper appreciation of the role you will be called upon to play in guiding acceptance and implementation of the framework's principles, precepts and structures.

LEADERSHIP
COMPETENCIES



Leading a Diverse Workforce

2 days

D103

With recent federal government initiatives and with the increasing diversity of Canada's population, supervisors are being called upon to examine the way they are managing people and diversity. This course will provide supervisors with a better understanding of the importance of leveraging the differences employees bring to the workplace in order to advance individual and organizational excellence. Supervisors will also explore strategies for creating inclusive environments in which employees understand, value and respect each others' differences.



Leading for Results

3 days

G306

The *Leading for Results* program follows the theories and the concept of the Servant Leader developed by Robert K. Greenleaf. During this course, you will explore this philosophy and its place in the Public Service of Canada. You will study how this concept will help you in developing your personal and interpersonal leadership masteries. You will gain an enhanced understanding of your leadership journey.



Leadership: Reflection and Action

5 days

G305

Leadership: Reflection and Action is a comprehensive interactive program aimed at developing the practice of leadership so that executives and managers can achieve their goals more effectively. Participants explore emotional intelligence and, through a one-on-one session with a certified facilitator, identify concrete actions to enhance leadership skills. Since its debut in April 2000, over 1,200 managers and executives have taken the program.

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Diversity: Vision and Action

2 days

G114

This leadership development course provides a blended learning approach that focuses on the concept of diversity and its leadership from a personal, interpersonal, and organizational context. It provides hands-on learning connections to help managers craft a diversity leadership vision and action plan to bring employment equity and diversity strategies to life.



Diversity Leadership in Action



C101

The *Diversity Leadership in Action* e-learning course rests on the premise that leaders at all levels of the public service are responsible for helping to create a learning organization that is representative and inclusive; one that works for all employees. This stand-alone, self-contained, course will help managers at all levels lead diversity with confidence and bring their departmental employment equity and diversity strategies to life through careful reading, reflection and active participation.



Values and Ethics in Public Sector Governance

2 days

D102

This leadership development course provides a blended learning approach that explores the practices of exemplary leadership founded on public service values and ethics. It is grounded in a policy planning and decision-making framework and provides hands-on connections to help managers make decisions that integrate values and ethics into day-to-day activities.



Active Leadership in Values and Ethics



C100

Active Leadership in Values and Ethics has been designed to help you bring life to values and ethics in your day-to-day management practices. It is a stand-alone, self-contained online tool that will assist you, as a leader in

the public service, to generate dialogue on values and ethics within your organization.



Leading Transitions

5 days

S208

Explore the human dimension of the leadership challenges created by change. *Leading Transitions* effectively requires an understanding of the reactions, feelings and behaviours change provokes. Participants receive 360-degree feedback on their personal leadership style and data on their preferences in areas related to managing transition. A one-on-one session with a certified facilitator helps pinpoint concrete steps toward a personal development plan.



Leading Policy

6.5 days

G106

The *Leading Policy* course addresses the leadership challenges in managing public policy. This course will address the leadership challenges you face including: leading your organization to innovative policy solutions; building and developing the capacity of your team; working with people both inside and outside the government structure; and ensuring a smooth transition from policy to program implementation. You will observe policy in action and become immersed in the complexities of an unresolved policy issue while contributing to its resolution.



Leading Scientific Teams

3 days

G100

This workshop is an experiential, interactive program that will help managers understand and develop the leadership competencies required in the federal Science and Technology work environment. Through the use of self-assessment instruments and 360-degree feedback, as well as customized learning exercises, participants will become more aware of their own approach to leadership and its impact.

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▲ **Aboriginal Issues and Self-Government**

2 days **S113**

Help shape Canada's relationship with Aboriginal peoples! This intensive, interactive two-day course offers you the opportunity to interact with Aboriginal elders and political and community leaders, as well as senior government officials, to obtain a first-hand perspective on the challenges, priorities and opportunities facing Aboriginal peoples and the federal government. You will expand your knowledge of Aboriginal self-government and community development issues and gain knowledge and insight that will help your organization shape its relationship with Aboriginal peoples.

▲ ◆ **Mikawiwin: Leadership and Aboriginal Affairs**

4 days **S114**

Through a policy planning and decision-making framework, Mikawiwin helps managers make policy that works in a public service context focused on Aboriginal affairs. This comprehensive course combines a holistic cross-cultural and principle-centred approach with traditional teachings and wisdom of the Elders, engaging the mental, spiritual, emotional and physical dimensions of growth in the learning experience.

COACHING

◆ **Reinvent Your Leadership: Coaching for Designing a Powerful Future**

4 days **L102**

This four-day course offers senior managers simple yet powerful tools for overcoming obstacles that limit achievement of desired results. Participants will learn how to shift from reactive and defensive modes into creative, positive action in any situation. Participants will explore several aspects of leadership, including results in the areas of individual and organizational commitment, dealing with day-to-day obstacles, effectively managing relationships and successful listening and communication.

◆ **The Courage to Lead in the Public Service**

3 days **L109**

This three-day course invites you to reconnect with the essence of your leadership ability and build on it by: encouraging you to suspend habitual ways of perceiving situations; redirecting your attention to new ways of leading; acknowledging your leadership from a whole-person perspective — mind, body, heart and spirit; allowing your unique vision to emerge more fully; and exploring tools to assist you in realizing your vision of yourself as a leader.

CUSTOMIZED, MADE-TO-MEASURE COURSES

The School can customize and change some of its courses to suit your organization's learning needs. You may feel that one of the School's courses would be perfect for your team, but the dates don't suit you or your team members. Or, perhaps, you would like the course content and exercises to reflect your organization's reality. In special cases, we can arrange to have the course delivered to your team at the time and place of your choice. Furthermore, where appropriate, we can make the necessary changes so that the course suits the needs of your department or agency.



YOUR LEADERSHIP DEVELOPMENT

The School's leadership development programs are offered to ensure that current and future leaders in the public service have the competence to lead change in their organizations and deliver results for Canadians.

Leadership development is intended for public servants who have completed both the public service foundational learning and professional development components and wish to seek further advancement or deepen specialized knowledge.

TAKING CHARGE: LEADERSHIP FOUNDATIONS

DIREXION

Direxion is an intensive leadership development program designed specifically for aspiring executives and managers in Canada's Public Service. Initially created to deliver the **educational component of the Career Assignment Program (CAP)**, Direxion now welcomes participants from across the public sector.

Direxion employs theoretical and experiential learning methods within an action-oriented environment. This unique program draws on a wealth of expertise provided by exceptional guest resources. With their guidance, participants develop — and learn how to apply — the leadership competencies and self-management skills sought after by organizations committed to public service modernization.

The six-week program is divided into three two-week phases over two fiscal years. Intense, rigorous and cutting-edge, Direxion promotes deep internalization of the concepts presented. It is an indispensable tool for organizations investing in succession planning.

Program Objectives

The overarching program objectives of Direxion are to:

- Enable participants to gain a better understanding of the regional diversity of Canada and the resulting implications for governance, public policy, service delivery and public service renewal.
- Impart a better understanding of the challenges facing the public service.
- Assist participants in developing a vision of their future in the public service and the contribution they can make to improve the quality of life of Canadians.

Key Benefits

- At hundreds of dollars less per day than many competitors, Direxion offers **exceptional value**.
- Its **comprehensive** program structure has a more lasting impact than shorter courses.
- Direxion is a valuable **succession planning** tool for developing the next generation of leaders.
- The program prepares leaders to meet the needs of **public service modernization**.
- Direxion's **high quality** is reflected in the fact that nearly 90 percent of managers surveyed would recommend the program.
- Participants improve their **opportunities for promotion** by developing director-level leadership competencies.
- Fostering **new ways of thinking** helps participants perform more effectively as public service leaders.
- Participants achieve an **increased awareness** of the priorities facing the public service and improve their ability to develop creative solutions.

- Access to a network of participants and guest resources fosters a **community of practice**, facilitating and supporting continuous learning.
- Participants gain a better understanding of the **contribution** they can make as public service leaders.

Living Leadership: The Executive Excellence Program (G108)

Living Leadership: The Executive Excellence Program is an applied leadership development program grounded in our world – the Public Service of Canada. Participants have access to individuals and information essential to understanding the public service issues of today and tomorrow. As an executive in today’s public service, you need to be skilled and savvy when contributing to policy development and the delivery of services.

The Living Leadership Program will allow you to develop and apply your leadership skills in real time to the challenges you face in your organization and to the issues confronting the public service at large. You will be provided with opportunities to dialogue on issues with leaders from within and outside the public service. You will also visit individuals and organizations from various levels of government, and from the not-for-profit and private sectors. Finally, you will have the opportunity to shape the future by presenting recommendations to public service leaders on current issues of critical importance.

Approximately 40 days over an 18 month period.

SENIOR LEADERS PROGRAM

The Senior Leaders’ Program designs, develops and delivers learning and professional development opportunities for the senior leaders of the federal public service (ADMs/DMs/Heads of Federal Agencies/Boards of Directors of Crown Corporations). Through a mix of blended-learning grounded in real problems, senior leaders are better able to deal with the complex challenges they face. The Program helps senior leaders stay at the forefront of best practices in leading large, complex organizations in a rapidly evolving environment. It also builds habits and networks for horizontal cooperation and problem-solving through orientations, professional foundation modules and advanced learning sessions. On-going evaluation and adjustment for quality assurance ensure that activities remain relevant and responsive to senior leaders’ learning needs.

The professional development of senior leaders and their investment in learning also has important cascading benefits for the Government as a whole, contributing to overall organizational development. The Senior Leaders’ Program thereby provides a valuable link between the development of individuals and the organizations they lead. The School is also strengthening the link between senior leaders’ development and leading-edge research in public management innovations with a view to helping senior leaders more effectively manage change.

CAREER DEVELOPMENT PROGRAMS

Management Trainee Program

The Management Trainee Program (MTP) is part of the public service effort to enhance the capacity of its leaders to deal with the challenges facing Canada and to maintain a world-class public service. It is a multi-year accelerated management development program offered in partnership with the Leadership Network of the Public Service Human Resources Management Agency of Canada (PSHRMAC). It focuses on the development of entry-level candidates who have

demonstrated their potential to become managers and future leaders through a rigorous selection process launched and managed by PSHRMAC.

The MTP develops leadership competencies through a diversity of experiences gained from rotational assignments, self-learning, action learning groups and an educational component managed by the Canada School of Public Service. The MTP educational component is intended to provide a flexible, innovative approach to personal and organizational learning. It provides challenges, structures and support to enable future leaders to build a personal culture and practice of learning, doing and teaching, which are fundamental building blocks of the learning organization.

Career Assignment Program

The Career Assignment Program (CAP) is a federal public service development program. The objective of the CAP is to ensure that its graduates attain managerial and leadership excellence required for successful performance at pre-executive and executive levels. This will be achieved through the following: a merit-based selection process; a defined learning curriculum that reflects corporate needs and values (based on a learning plan and fully supported by the School's *Direxion* Program); language training to the CBC level; relevant and challenging work assignments; career counseling to assist participants identify and acquire needed learning; a regular performance review; and promotion based on standards of competence.

The School offers the educational component of the CAP which has adopted *Direxion* as its leadership development curriculum (see previous section under *DIREXION*).

Accelerated Executive Development Program

The Accelerated Executive Development Program (AEXDP) is part of the public service effort to enhance the capacity of its leaders to deal with the challenges facing Canada and to maintain a world-class public service.

This Program is offered in partnership with the Leadership Network at PSHRMAC. It focuses on the development and career advancement of executives who have shown that they have the potential to become Assistant Deputy Ministers.

The Program consists of two complementary aspects which are characterized by a firm and consistent commitment to Action Learning. The first aspect deals with developmental assignments while the second is adapted to the needs and strengths of the participants and ties together various learning mechanisms and development tools that combine to produce the cycle of action, reflection, learning and practice.

AEXDP's participants are selected following a rigorous selection process launched and managed by PSHRMAC.

Advanced Leadership Program (New)

The School is currently developing the new Advanced Leadership Program (ALP) that will provide a unique learning opportunity that represents a new pinnacle in the progression of existing corporate learning and development programs (MTP, CAP, AEXDP). The goal of the program is to further develop high-performing and promising senior executives, normally at the Assistant Deputy Minister (ADM) level, to enable them to fulfill their potential and to meet the increasingly complex challenges of the public service.



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CONFERENCES AND SPECIAL EVENTS

WORLD-CLASS EXPERTISE FOR A WORLD-CLASS PUBLIC SERVICE

The School takes you beyond the classroom with conferences, dialogue sessions, special and customized events to help you better understand the current issues facing government. These events are timely, insightful, enriching, and they respond to the constantly evolving requirements of public servants at all levels, all across the country.

CONFERENCES

Our conferences will invigorate your imagination with world-renowned speakers from Canada and around the world. You will experience progressive thinking, interactive sessions, and innovative discussions on timely issues of importance to government and your work. Choose from a rich variety of sessions and workshops in a setting away from the distractions of work. Network with hundreds of your peers from all corners of Canada and share answers to common problems and experiences. You will walk away with skills, strategies, and tools you can apply on the job.

SPECIAL EVENTS

Thematic Series

More specialized than conferences, thematic series are suites of half-day or full-day events that provide you with an abundance of timely information on government policies, initiatives, priorities and issues. It's flexible, just-in-time learning at its best. Attend one or all of the events that fit into your busy schedule. Interactive discussions present different perspectives, stances, and insights on themes relevant to your areas of responsibility.

Seminars

Want a quick overview of a topic in a practical setting? Attend our hands-on, half-day or full-day seminars on a range of relevant topics for all levels of public servants from all functional communities.

ARMCHAIR DISCUSSIONS

For more than 15 years now, our armchair discussions have provided a weekly opportunity to interact with colleagues and some of the most accomplished professionals and academics in their fields—and they're free! Gain timely knowledge of public service priorities and government developments in an informal and creative setting where you can freely share ideas, get answers to your questions, and learn key management strategies. It will be the best hour and a half you will spend all week.

Stay up to date!

Don't miss out on our upcoming learning events. Subscribe to our distribution list and receive weekly information on armchair discussion, conferences and special events by contacting us at bulletin@csps-efpc.gc.ca. We'd also like to hear your ideas for future events.

REACHING ALL PUBLIC SERVANTS

- Armchair Discussions Weekly
- Thematic Series On-going
- Excellence in Government Conference Summer 2006

PARTNERS IN STRENGTHENING FUNCTIONAL COMMUNITIES

- Communicators Conference Fall 2006
- Administrators Conference Spring 2006

GROWING PUBLIC SERVICE LEADERS

- Executive Forum On-going
- Leadership Conference Winter 2007
- The Manion Lecture Spring 2006

CUSTOMIZED EVENTS: FROM CONTENT TO CONTACT

If you are looking for expertise with the added value of Government insight to help you design and deliver your next customized event, contact the School's Conferences and Special Events Team. We can handle everything, whether it's for 40 people, or 600. Our range of services includes expert program design and development, innovative marketing, securing distinguished national and international speakers, financial and logistics support, and incisive reports and analyses. We're plugged in to public service priorities and we speak your language. From conferences to management retreats, town-hall meetings to symposia, we've organized more than 300 results-oriented events in the past three years.



ORGANIZATIONAL LEADERSHIP

The Canada School of Public Service has an important role to play in helping the public service become a learning organization. The School connects with departments and agencies at the organizational level to support continuous improvement.

BUILDING KEY RELATIONSHIPS IN DEPARTMENTS

The School is putting in place a new Departmental Client Relations function to support Deputy Heads in meeting their organization's learning, training and development needs.

Portfolio Directors provide client departments and agencies with a dedicated point of contact, connecting the individual learning of their employees to the delivery of results on departmental priorities. Portfolio Directors will:

- identify the learning needs of their organizations and access the appropriate expertise of the School to meet those needs;
- support Deputy Heads in meeting their new management accountabilities under the *Policy on Learning, Training and Development*;
- facilitate the sharing of best practices amongst departments and agencies; and
- ensure that the School provides the best support it can to respond to the needs of departments and agencies.

DEVELOPING AND IMPLEMENTING ORGANIZATIONAL LEARNING STRATEGIES

The School also supports departments in developing organizational learning strategies that will be aligned with the management accountability framework and integrated into the business plan of the department or agency.

We will work at the organizational level to develop, implement and evaluate appropriate learning solutions for departments and agencies based on their objectives and particular environment. Whether the organization requires a learning needs analysis, a new learning strategy or an assessment of the impact of learning programs, we can help.

Working in partnership, our experts develop learning programs to achieve an institution's human resource development objectives. The customized solution may include professional workshops and forums, distance learning, study tours, and learning programs in leadership development and public administration.

INNOVATION IN PUBLIC MANAGEMENT

RESEARCH

The School's research program helps drive a continuous cycle of understanding regarding emerging issues and innovative practices in public management. The results of this research strengthen the School's ability to support the learning needs of senior leaders and their organizations, thereby enhancing their collective capacity to deliver results for Canadians.

The School's research involves three key activities:

- Scanning the domestic and international environment for emerging issues, capacity gaps and best practices;
- Conducting research and analysis to understand key emerging issues or gaps in public service capacity; and
- Understanding and chronicling smart practices through case studies.

The diffusion and adoption of this research are maximized through a variety of vehicles. Most importantly, each research project is structured so that its findings directly contribute to the senior leaders learning program or directly support the ability of partnering organizations to manage change and enhance their performance.

The School's research program supports open space dialogue events for senior leaders such as the La Salle Dialogues, generates publications and helps strengthen and enrich government-university relations. To carry out this ambitious agenda, the School must connect to the capacity that exists across the country. It is doing this by collaborating with outside individuals, organizations and networks.

INTERNATIONAL PROGRAM

The School's international program exists to share best practices in Canadian public management with the world and bring what is best in the world back to Canada.

The program contributes comparative, leading-edge knowledge, drawing on international benchmarks, and feeds this into the design and content of the School's learning interventions. The School leverages its involvement in key international cooperation projects with other institutions and international organizations in a variety of countries. This helps to build networks and knowledge in public administration, which refreshes its knowledge base and advances domestic priorities.

The international program not only helps to enhance the international competencies of Canadian public servants but contributes to the government's overall foreign policy and aid agenda.

In terms of **learning opportunities and curriculum**, the program offers the following:

- International thematic series and armchair discussions on current priorities
- International executive leadership counterpart programs
- Joint international seminars and action research with foreign partners
- *Canada in the World* course for senior managers
- International assignments

REGISTRATION INFORMATION

CONTACT US

Registrar

Telephone (Toll free): 1-866-703-9598
Telephone (NCR): (819) 953-5400
TTY (Teletype) (819) 934-6194
Fax (Toll free): 1-866-944-0454
Fax (NCR): (819) 953-7953
E-mail: info@cspc-efpc.gc.ca

Head Office Mailing Address

Canada School of Public Service
373 Sussex Drive
Ottawa, Ontario, Canada
K1N 6Z2

HOW TO REGISTER

You are encouraged to register online through the School's Web site.

1. Visit www.mySCHOOL-monECOLE.gc.ca and follow the links to "Registration."
2. Complete the online registration form.
3. *Important note:* Please ensure you have your PRI or employee number before starting the registration process.

PRI stands for "Personal Record Identifier". It represents a unique identification code assigned to each employee of the federal public service.

You can find your PRI on your pay statement. Your department or agency's Human Resources group can also provide you with details about your PRI.

4. Obtain the necessary codes so that your application can be processed. You must provide the following financial information:
 - Recipient Organization Code
 - Recipient Reference Code

You can obtain these two codes from your departmental Accounting Operations Unit.

Without these codes, the School cannot proceed with an official registration.

The Goods and Services Tax (GST) and Provincial Sales Tax (PST) are not included in the fees and will be added where applicable. (Registrations received from federal and provincial government departments and agencies are not subject to these taxes.)

5. Submit the registration form online.

Should you be unable to access the Internet, you may register by faxing a completed **registration form** to (819) 953-7953 or 1-866-944-0454 (toll free).

WHAT THE SCHOOL WILL DO

- Confirm with you that you are registered for the course or event.
- Send you an information package and, if required, any pre-course materials.

Note that these items may be sent electronically and can be expected closer to the course start date.

Course Delivery Policy

The School is committed to delivering its calendar courses as advertised. However, if there is an insufficient number of participants registered or circumstances occur that would jeopardize the achievement of course objectives, the School reserves the right to postpone or cancel the scheduled course offering.

Accommodating Persons with Disabilities

The School strives to make your learning experience as pleasant and beneficial as possible. Please inform us when you register if you have any requirements for assistive devices, alternative formats, an interpreter, or if you have any environmental or other sensitivities. The School will make every effort to accommodate your needs, in accordance with the guidelines outlined in the Treasury Board Secretariat publication entitled *Alternative Formats – Access for All*, available on the Employment Equity Web Site at www.tbs-sct.gc.ca/ee under the sidebar “Job Accommodation”.

Course/Events Cancellation, Rescheduling and “No Show” Policy

Cancellations or requests to reschedule for another offering will be accepted at no charge **if a written notification (by fax or e-mail)** is received at least fourteen (14) calendar days prior to the course start date. Registrants who fail to attend the course (“no shows”) will be invoiced for the full registration fee. In exceptional circumstances (serious illness, death in the family), the School may offer the participant attendance at a future course offering.

Substitutions

The School will accept substitutions at its discretion, based on eligibility criteria.



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