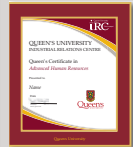


Queen's IRC Certificate Series

Queen's IRC Certificates in human resources, labour relations and organizational development are the most prestigious in the people management field. When placed on your office wall, they tell your colleagues that you have received leading skill-building education and that you are a committed continuous learner.

Queen's IRC offers participants maximum flexibility to customize their individual training needs. Upon request, participants may take any program they choose from our **entire** program lineup for credit towards any of our 4 certificates. In addition, participants taking our custom programs may also use their training days as credits towards our Certificate Series. To learn more, please call toll-free at **1-888-858-7838** or visit us at irc.queensu.ca.



QUEEN'S IRC CERTIFICATE IN ADVANCED HUMAN RESOURCES

Complete a minimum of 12 credits to earn the Advanced Human Resources (AHR) Certificate.

REQUIREMENTS

Core Program(s): Participants must complete a minimum of **3 credits** from the Advanced Human Resources (AHR) 400 Series by taking either the *Advanced HR* or *Linking HR Strategy to Business Strategy* programs listed below.

Electives: Participants must complete a minimum of **9 additional credits** by completing any of the 400, 300, 200 and 100 Series Advanced Human Resources (AHR) and Human Resources/Organization Development (HR) programs listed below.



QUEEN'S IRC CERTIFICATE IN ORGANIZATION DEVELOPMENT FUNDAMENTALS

Complete a minimum of 12 credits to earn the Organization Development (OD) Fundamentals Certificate.

REQUIREMENTS

Core Program: Participants must complete the 300 Series *OD Foundations* program listed below (**4 credits**).

Electives: Participants must complete a minimum of **8 additional credits** by completing any of the 400, 300, 200 and 100 Series Advanced Human Resources (AHR) and Human Resources/Organization Development (HR) programs listed below.



QUEEN'S IRC CERTIFICATE IN LABOUR RELATIONS

Complete a minimum of 12 credits to earn the Labour Relations (LR) Certificate.

REQUIREMENTS

Core Program: Participants must complete the 200 Series *Labour Relations Foundations* program listed below (**5 credits**)*.

Electives: Participants must complete a minimum of **7 additional credits** by completing any of the 400, 300, 200, and 100 Series Advanced Labour Relations (ALR) and Labour Relations (LR) programs listed below.

*Special consideration may be given to those participants who already have at least five years of experience in labour relations. To discuss your options, please contact one of our program advisors at 1-888-858-7838.



QUEEN'S IRC CERTIFICATE IN ADVANCED LABOUR RELATIONS

Complete a minimum of 12 credits to earn the Advanced Labour Relations (ALR) Certificate.*

(24 credits in total including the 12 credits earned towards the Labour Relations Certificate).

REQUIREMENTS

Core Program(s): Participants must complete a minimum of **4 credits** from the 400 Series Advanced Labour Relations (ALR) programs listed below.

Electives: Participants must complete a minimum of **8 additional credits** by completing any of the 400, 300, 200, and 100 Series Advanced Labour Relations (ALR) and Labour Relations (LR) programs listed below.

* Participants may take any of the Advanced Labour Relations (ALR) and Labour Relations (LR) programs in the order that best addresses their learning needs. However, participants must have earned the Labour Relations Certificate (12 credits) prior to receiving the Advanced Labour Relations Certificate for a total of 24 credits.

400 Series Advanced Human Resources (AHR) programs

Advanced HR
(AHR 400)
(3 credits)

Linking HR Strategy to
Business Strategy (AHR 401)
(3 credits)

Designing Change
(AHR 403)
(3 credits)

300 Series Advanced Human Resources (AHR) programs

OD Foundations
(AHR 300)
(4 credits)

Organizational Design
(AHR 301)
(3 credits)

HR Metrics and Analytics
(AHR 302)
(3 credits)

Performance Management
(AHR 303)
(2 credits)

200 Series Human Resources/Organization Development (HR) programs

Designing Collaborative
Workplaces (HR 201)
(3 credits)

Talent Management
(HR 202)
(2 credits)

Strategic Workforce
Planning (HR 203)
(2 credits)

Change Management
(HR 204)
(3 credits)

Coaching Skills
(HR 205)
(2 credits)

100 Series Human Resources/Organization Development (HR) programs

Building Trust in the
Workplace (HR 101)
(1 credit)

400 Series Advanced Labour Relations (ALR) programs

Strategic Grievance
Handling (ALR 401)
(4 credits)

Labour Arbitration Skills
(ALR 402)
(4 credits)

300 Series Advanced Labour Relations (ALR) programs

Negotiation Skills
(ALR 301)
(5 credits)

Mastering Fact-Finding &
Investigation (ALR 302)
(4 credits)

200 Series Labour Relations (LR) programs

Labour Relations
Foundations (LR 200)
(5 credits)

Strategies for Workplace
Conflicts (LR 201)
(3 credits)

Change Management
(LR 204)
(3 credits)

100 Series Labour Relations (LR) programs

Managing Unionized
Environments (LR 100)
(3 credits)

Building Trust in the
Workplace (LR 101)
(1 credit)