Advanced Human Resources
A Unique Program for Mid-Career HR and LR Professionals
Why Choose Queen’s IRC?

Queen’s IRC focuses on developing and delivering human resources, labour relations, and organizational development programs for busy practitioners.

Get the Queen’s IRC advantage:

- 80 years of evidence-based training
- Custom solutions delivered across Canada
- Coaching from industry leaders with real-world experience
- Practical simulations and tools that apply to your work environment
Having a solid grounding in the functional areas of traditional HR, such as compensation or recruitment and retention, is now just the price of admission. To really make your mark and have a measurable and recognized impact, you as a human resources and labour relations professional need a deeper tool kit.

In the unique *Advanced HR* program, learn how to pull on key HR levers and make adjustments within the HR function for greater impact in the larger organization.

The program’s curriculum has been validated by both scholarly and professional research. It incorporates the ground-breaking work by David Ulrich and others, that identifies the knowledge and abilities that people management practitioners require now and in the coming years to be credible and valuable contributors.

**Learning Outcomes**

You’ll learn how to:

- Gain an understanding of HR’s role in building sustainable organizational capabilities
- Develop easy-to-integrate insights that will help you understand the larger business forces and forge key partnerships
- Acquire new skills to build your personal and departmental credibility
- Use diagnostics to identify organizational blockages that need to be confronted
- Develop a plan to integrate your personal strengths with organizational needs
- Create a proactive approach to managing your career in people management

**Essentials**

**3 Days / 3 Credits**

**Date & Location**

Nov. 14-16, 2018: **Toronto**

Mar. 19-21, 2019: **Toronto**

**Who Should Attend**

HR and LR professionals who have at least three years of experience managing an HR department or functional specialists, a CHRL/CHRP designation, or equivalent experience

**Fee:** $3,595

**Takeaway Tools**

Dave Ulrich’s *HR from the Outside In: Six Competencies for the Future of Human Resources*

Please refer to our website, irc.queensu.ca for the latest information on venues.
Learn. Design.

a) You as a Credible Activist
What does it take to move into a business support role? How does a highly skilled HR Specialist build trusting relationships with the business units they support? This module focuses on what it takes to work from the “outside in” with a business unit, understanding how unit leaders think about the business and what’s important from their perspective. Take away a plan for building credibility with your business unit.

b) You as an HR Innovator and Integrator
Moving into a business support role means learning to look at the unit as a whole. What HR support does the unit need, and what is your role in understanding, integrating, and interfacing where appropriate? Participants will create a learning plan to build their capabilities in understanding when and how to leverage all facets of HR in supporting the business.

c) You as Capability Builder
Advanced HR practice requires the ability to work at the intersection of culture and leadership development. This unit focuses on the HR leader’s role in culture and organizational capability building. Discussion will focus on how the HR leader can significantly influence culture through leading the talent development efforts of the organization.

d) You as Strategic Positioner
Success as a senior level HR practitioner requires an absolute understanding of the external customer and how the organization’s understanding of that customer frames the entire context for strategy. Participants will be introduced to a model for understanding that framework and how understanding the work requirements of various levels of the organization strengthens the strategic position.

“Advanced HR will help you learn new ways to add value to your organization while you develop a personal career road map.”

Paul Juniper
Director Emeritus, Queen’s IRC
Implement.

Interactive Learning

Participants will engage in a group learning environment with significant opportunity to reflect on, and plan for, the changes currently taking place in their own organization.

Learning Beyond the Classroom

Our learning programs are focused on your growth:

- Opportunities to network with high-level colleagues from across the country
- Coaching from internationally-renowned facilitators with real-world experience
- Skills and strategies that directly apply to work environments
- Experience-based programming to test theories and ideas
- Mentoring beyond classroom sessions
Facilitators and Speakers

Sandra L. Cardillo (Lead Facilitator)
Sandi is president of Conrad Associates based in Boulder, Colorado. Sandi consults with both profit and not-for-profit organizations applying accountable management principles in structuring, talent management and improved managerial practices. She has over twenty years of experience in management, human resources, organization development and internal consulting. Sandi serves as a facilitator in the Queen’s University IRC’s Advanced Human Resources program.

Sandi brings practical management and human resources experience to her consulting work. She is known for her ability to integrate high-level conceptual frameworks for the executive level, assisting them in breakthrough thinking in the application of accountable management principles. Sandi is well respected for her ability to simplify complex principles and practices for mid-level and front line managers through her teaching and consulting style. She has fifteen plus years of experience teaching these principles and practices to all levels of managers in multiple sectors, including banking and finance, real estate, energy, distribution and not-for-profit.  
https://irc.queensu.ca/facilitators/sandi-cardillo

The roster of speakers may change. We will do our best to keep you informed of program changes.
We offer four easy ways to register:

Web: Complete the online form at: irc.queensu.ca
Telephone: Reserve by calling toll-free: 1-888-858-7838
Fax: (613) 533-6812
E-mail: irc@queensu.ca

Confirmation and information on program location, check-in time, and agenda will follow.

Registration and Fees
Program fees include tuition, workbook materials, lunches, and some dinners. For all programs, payment in full is required one month before the program begins.

Register 60 days prior to a program and save $300 on the tuition of four- and five-day programs, and $150 on two- and three-day programs.

Register three people from the same organization in the same program at the same time, and receive a 10% discount on program fees. Register five or more people in the same program at the same time, and receive a 20% discount.

If you know you will be pursuing a Queen’s Certificate and would like to remit tuition in one payment before your first program, we offer a special fee with a considerable saving. Contact our Program Administration office for details.

Note: Only one discount may be applied.

Cancellation Policy
Substitutions are permitted with no penalty 8 days or more from the program start date.

Substitutions 7 days or less before the program start date will be subject to a $500 charge.

Transfers and cancellations are permitted with no penalty up to 15 days prior to the program start date.

Transfers and cancellations 14 days or less from the program start date will be subject to a 100% charge of the program fee.

Location and Accommodation
Please refer to our website, irc.queensu.ca, for the latest information on venues.