Why Choose Queen’s University?

As the oldest degree-granting institution in Canada, Queen’s University enjoys an enviable international reputation for excellence in education and research, consistently ranking near the top of all Canadian universities on a host of academic benchmarks.

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In January 2020, I announced that we were kicking off the new decade with brand new facilities in Kingston. The pandemic may have put a wrinkle in some of our plans, but it’s also given us a chance to create an inclusive **Community of Practice (COP)** and to develop new virtually synchronous programs that are designed to help you succeed in our rapidly evolving workplaces.

Your overwhelming response to our Community of Practice series of free online webinars and meetings has confirmed just how important the IRC community is to you. These sessions have produced rich discussions about current burning issues in labour relations, human resources and organizational development, and have helped so many through these challenging times.

Over the past several months, we’ve been planning for new models for our many programs. Some will be offered completely virtually, while others may feature a hybrid model of in-class and online modules. In keeping with our approach to learning, our virtual programs are highly interactive to provide opportunities to explore and test ideas with others. In-class programs will be planned carefully to ensure the safety of our participants.

Our new models provide a greater level of flexibility and convenience for clients. Virtual classes cut down on travel costs and time, and make our programs accessible anywhere. Many of our programs will deliver modules over several days to allow you to balance work and personal life while learning. We are also building new programs to attract more individuals who want to grow with your organization.

The IRC has been supporting leaders for over 80 years – and we’ve thrived by being adaptable and innovative. Now, more than ever, we all need to learn to be agile and resilient, as we respond to new challenges and new opportunities. Join us as we work together to embrace new ideas for our changing world.

*Stephanie Noël, H. BA (Econ), MBA
Director, Queen’s University IRC*
Queen’s IRC focuses on developing and delivering human resources, labour relations, and organizational development programs for busy practitioners.

- Over 80 years of evidence-based training
- In-person, virtual and custom program options available
- Coaching from industry leaders with real-world experience
- Practical simulations and tools that apply to your work environment
Introducing Virtual Training with Queen’s IRC

The current COVID-19 pandemic has interrupted our ability to offer training the way we normally do, with participants travelling from across the country to meet face-to-face and work together to build new skills.

We know that you still have training needs, whether you are in your workplace or still working from home. In response, we have introduced virtual training options so that we can keep everyone safe and continue to deliver the premium training you expect from Queen’s IRC.

Virtual Program Delivery

We are delivering synchronous virtual learning, where all participants attend the program live as it happens. In addition to the live sessions, there may be some “homework” or offline work to complete before the next session.

We are committed to preserving the integrity of our programs, most notably, training led by leading practitioners in the field, and the opportunity to network and interact with fellow participants. We strongly believe in the value of learning and practicing new skills with peers and the ability to have immediate feedback from facilitators and coaches.

Participants will continue to earn credits towards Queen’s IRC Certificates for virtual training. With the expansion of our delivery model to include remote learners, this will give us the potential to reach more participants across the country where accessibility may be a hindrance.

Programs are led by the same facilitators, speakers and coaches who teach our in-person programs, and we expect a high level of participant engagement.

“Queen’s IRC has been instrumental in my quest to continually learn and improve on my professional skill sets. I have taken several courses to date, participated in the Community of Practice webinars, and I intend to continue in this, building my HR/LR breadth and depth of knowledge.

Michael Goulet
Employee Relations Advisor
Canadian Pacific Railway

Enrol at: irc.queensu.ca
What does a Queen’s IRC virtual seat look like?

Our virtual training includes:

■ Technology like Zoom or Microsoft Teams so everyone can participate in live programs.
■ Presentations from facilitators, coaches and guest speakers.
■ All participants joining the conversation via video and chats.
■ Participation in group activities and simulations via video breakout rooms and group chats.
■ A program coordinator online during the program to answer logistical questions and help with any issues that may arise.
■ Participation in networking events where applicable.

For many virtual programs, we will deliver the training in half or partial days. (ie: A two-day program could be delivered in four half-day blocks.) Some longer programs will stay as full day training due to schedule constraints, but the “live online” hours may be condensed, or times shifted to accommodate national time zones, and participants will likely be expected to complete some work offline between live sessions.

Planning for the future has never been more challenging than it is today.

Rest assured, if you are sick or have another issue that prevents you from attending one of our programs (in person or online), we will work with you to ensure you are able to complete the training at a later time, receive a credit or refund, or substitute a colleague into your seat.

If you register for a scheduled “in-person” program that is not able to run in-person, we will convert you to a virtual seat, give you the option to defer your enrolment to a time in which we are able to offer the course in-person, transfer your enrolment to another course offered by the IRC, or you can choose to retain a credit on file or receive a refund, if applicable.

We are fully committed to delivering the exceptional quality of training that you have come to expect from the IRC, regardless of the method in which the course is ultimately delivered.

Please consult our website at irc.queensu.ca for the most up-to-date information about virtual learning with Queen’s IRC and for a list of programs that are currently scheduled for virtual delivery.
Queen’s IRC Certificate Series

Queen’s IRC Certificates 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.

Advanced Human Resources Certificate
12 Credits
Participants must complete the core requirement assigned to each certificate, plus any of the electives from our List of Programs (page 8) for a total of 12 credits.

Core Course Requirement:
Participants must take one of the following programs:
- Advanced Human Resources (3 credits)
- Linking HR Strategy to Business Strategy (3 credits)

Electives
- Any IRC program for a total of 9 credits

Queen’s IRC offers participants maximum flexibility to customize their individual training needs. Participants may take any program they choose from our List of Programs (page 10) 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 Certificates.

Organization Development Fundamentals Certificate
12 Credits
Participants must complete the core requirement assigned to each certificate, plus any of the electives from our List of Programs (page 10) for a total of 12 credits.

Core Course Requirement:
- Organization Development Fundamentals (4 credits)

Electives
- Any IRC program for a total of 8 credits

Queen’s IRC offers participants maximum flexibility to customize their individual training needs. Participants may take any program they choose from our List of Programs (page 10) 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 Certificates.

Enrol at: irc.queensu.ca
Labour Relations Certificate

12 Credits

Participants must complete the core requirement assigned to each certificate, plus any of the electives from our List of Programs (page 8) for a total of 12 credits.

Core Course Requirement:
- Labour Relations Foundations (5 credits)

Electives
- Any IRC program for a total of 7 credits

Queen’s IRC offers participants maximum flexibility to customize their individual training needs. Participants may take any program they choose from our List of Programs (page 10) 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 Certificates.

Advanced Labour Relations Certificate

24 Credits

Participants must complete the core requirement assigned to each certificate, plus any of the electives from our List of Programs (page 8) for a total of 24 credits.

Core Course Requirement:
- Participants must complete a minimum of 24 credits, including the 12 credits earned towards the Labour Relations Certificate

Electives
- LR Certificate + 12 electives = 24 credits

Queen’s IRC offers participants maximum flexibility to customize their individual training needs. Participants may take any program they choose from our List of Programs (page 10) 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 Certificates.

To learn more, please call our toll-free number at 1-888-858-7838 or visit our website at: irc.queensu.ca
List of Programs

- Advanced Human Resources: 3 credits
- Building Trust in the Workplace: 2 credits
- Change Management: 3 credits
- Coaching Skills: 2 credits
- Designing Collaborative Workplaces: 3 credits
- HR Metrics and Analytics: 3 credits
- Labour Arbitration Skills: 4 credits
- Labour Relations Foundations: 5 credits
- Linking HR Strategy to Business Strategy: 3 credits
- Mastering Fact-Finding and Investigation: 4 credits
- Managing Unionized Environments: 3 credits
- Negotiation Skills: 5 credits
- Organizational Design: 3 credits
- Organization Development Foundations: 4 credits
- Performance Management: 2 credits
- Strategies for Workplace Conflicts: 3 credits
- Strategic Grievance Handling: 4 credits
- Strategic Workforce Planning: 2 credits
- Talent Management: 2 credits
- Workplace Restoration: 3 credits
ADVANCED LABOUR RELATIONS & LABOUR RELATIONS PROGRAMS

STRATEGIC GRIEVANCE HANDLING
Developing Techniques and Processes to Strategically Prevent and Manage Grievances

Strategic grievance handling is a thoughtful approach to labour relations. It involves identifying workplace-wide issues or problems, then analyzing the way in which proactive individual grievance management can address those issues. A long-term goal can then be developed for solving the systemic issues. You will come away from this program with the big-picture perspective, as well as some skills that you can use back at work to confidently handle all steps in the grievance process.

Learn how to:
- Diagnose when and how conflict escalates
- Understand the context and purpose of a grievance
- Consider your options both before and when a grievance is filed
- Prepare for and take control of the grievance meeting
- Deploy your skills more effectively during the grievance process
- Strategically choose mediation or arbitration as an option for resolution
- Conduct a grievance analysis before a round of collective bargaining
- Understand how strategy can feed a positive relationship cycle

PROGRAM DETAILS

WHO SHOULD ATTEND
Supervisors and managers who oversee unionized staff as well as union officials, shop stewards, and others who represent workers.

TAKEAWAY TOOLS
- 5-Stage Conflict Escalation Model
- Grievance Preparation Checklist
- Insights into planning personal or workplace strategies for prevention of grievances

LABOUR ARBITRATION SKILLS
Learning the Advocate’s Art and Science of Building and Presenting Winning Arbitration Cases

In this dynamic program, you build presentation and advocacy skills and receive immediate feedback from an experienced arbitrator. Leading advocates and arbitrators coach you through the preparation and presentation of a challenging arbitration case.

Learn how to:
- Prepare effectively for the hearing and develop the theory of the case
- Assess your opponent’s case
- Make opening and closing statements
- Examine and cross-examine effectively
- Establish the facts at the hearing
- Tender evidence and object to evidence
- Prepare and present a mock arbitration before an experienced arbitrator

PROGRAM DETAILS

WHO SHOULD ATTEND
Labour lawyers and LR professionals who are involved in the grievance process or who prepare and present cases before boards of arbitrators

TAKEAWAY TOOLS
- Labour Arbitration Workbook

Learn More/Register
NEGOTIATION SKILLS
Developing Negotiating Styles and Tactics to Master the Dynamics of Collective Bargaining

Whether you represent a business unit, government department, or union, you know that the organization’s strategic interests and priorities are tied to how well you perform at the bargaining table. But can you implement effective bargaining strategies that are true to your own style and the organization’s best interests?

Learn how to:
■ Prepare effectively for negotiations by developing strategic mandates
■ Open negotiations constructively and negotiate pre-agreements
■ Formulate and deliver proposals and manage impasses
■ Implement effective negotiator skills, including listening, probing, identifying interests, and mutually solving problems
■ Cost both your present collective agreement and proposed new clauses

PROGRAM DETAILS
WHO SHOULD ATTEND
LR and HR professionals, union representatives, and managers who prepare for negotiations

TAKEAWAY TOOLS
• Planning for Bargaining Workbook
• Issues Analysis/Preparation/Framing Templates
• Negotiations Checklist

MASTERING FACT-FINDING & INVESTIGATION
Building Internal Capacity to Effectively Deal with Workplace Complaints

According to research conducted by Queen’s IRC, labour relations practitioners are spending up to 25% of their time conducting formal and informal investigations of workplace complaints. These complaints may relate to harassment, conflicts of interest, discrimination, whistle blowing, or a multitude of different types of cases. In part, these complaints are a response to tougher human rights and occupational health and safety laws.

Through hands-on training and experiential learning, this program equips LR practitioners with the skills to confidently manage the rigours of investigating complaints.

Learn how to:
■ Pre-screen complaints and select the correct process
■ Plan the investigation using a step-by-step guide
■ Participate in a joint union-management investigation process
■ Conduct effective interviews
■ Handle difficult witnesses
■ Gather and assess evidence
■ Write an investigation report

PROGRAM DETAILS
WHO SHOULD ATTEND
Managers, supervisors, union officials, and LR and HR professionals who are involved in statutory and non-statutory harassment fact-finding, as well as other types of workplace investigations

TAKEAWAY TOOLS
• Fact-Finding Workbook
• Interview Templates
• Sample Fact-Finding Reports
WORKPLACE RESTORATION
Addressing a Toxic Workplace to Rebuild Relationships and Productivity

How do workplaces become toxic? These damaging environments often develop following a significant negative event, or because of a series of issues that slowly erode morale over time. The results can be devastating for an organization, leading to conflicts, a loss of talented team members, and a steady decline in productivity.

Workplace Restoration uses role-playing exercises, case studies and facilitated discussions to help you identify, monitor and address these situations. This program is critical for organizations experiencing disruption in workplace relations, such as prolonged conflict or bullying, increasing harassment or grievance claims, leadership issues, strikes, investigations, mergers and acquisitions, terminations or significant organizational changes.

Learn how to:
- Recognize and respond to the signs and root causes of a poisoned work environment
- Use data and assessment techniques to better understand key issues and their effect on productivity
- Develop strategies to address negative behaviour and provide a common ground for a safe and healthy environment
- Use staged conflict resolution approaches to implement a sustainable dispute resolution process
- Create and implement a measurable plan to restore relationships, regain trust and build an ideal workplace environment for your teams

LABOUR RELATIONS FOUNDATIONS
Laying the Groundwork for Excellence in Union-Management Relations

Our flagship program for over 80 years, Labour Relations Foundations is widely acknowledged as Canada’s number one learning experience of its kind. There is no better place to develop foundational skills in collective bargaining, grievance mediation, and arbitration in just five days. Make the most of this rare opportunity to see how the other side lives; managers will understand the union perspective while union representatives will view issues through management eyes.

Learn how to:
- Respond to the changing face of labour law and legal issues
- Design effective approaches to conflict resolution
- Ensure successful grievance mediation
- Research and prepare for an arbitration hearing
- Carry out a successful investigation process
- Prepare for collective bargaining and negotiate an agreement

PROGRAM DETAILS

WHO SHOULD ATTEND
Managers, supervisors, union officials, LR and HR professionals responsible for employee relations, and teams working to re-build workplace trust after a significant event

TAKEAWAY TOOLS
- Negotiating Template
- Interest-based resolution exercises
- Establishing Credibility Checklist
- Mini-casebook on grievance arbitration

PROGRAM DETAILS

WHO SHOULD ATTEND
Managers, supervisors, union officials, LR and HR professionals responsible for employee relations, and teams working to re-build workplace trust after a significant event

TAKEAWAY TOOLS
- Assessment, screening and data analysis templates
- Conflict resolution exercises
- Strategies for effective communications
- Terms of reference and charter frameworks
- Sample workplace assessment report and action plan

Learn More/Register

Learn More/Register
STRATEGIES FOR WORKPLACE CONFLICTS
Practical and Effective Conflict Resolution Skills for Managing Everyday Workplace Disputes

*Strategies for Workplace Conflicts* focuses on how managers and leaders approach common workplace disputes in a constructive and effective way. This highly interactive program features practical tools and multiple exercises that build on one another, as well as extended opportunities to practice different intervention strategies and conflict resolution skills in the context of common everyday workplace interactions.

Learn how to:
- Analyze conflicts to determine root causes, opportunities, and appropriate options/responses
- Respond to different types of organizational, interpersonal, intra-team, and inter-team conflicts
- Increase the types of strategies and responses available for conflict situations
- Factor in the many organizational dynamics that impact conflict
- Manage conversations with people demonstrating high emotion or difficult behaviours
- Identify specific implications of different types of conflict
- Understand, prevent and de-escalate digital media conflicts
- Handle spontaneous conflictual interactions
- Analyze whether your organizational structure is contributing to conflict
- Improve your own reflective and self-care practices

PROGRAM DETAILS

WHO SHOULD ATTEND
HR and LR professionals, managers/supervisors at all levels, labour leaders, lawyers and mediators, and employees who would like to learn how to deal with conflict more productively

TAKEAWAY TOOLS
- Conflict manual with toolkit
- *Dynamics of Conflict* by Bernard Mayer
- Action and analysis worksheets
- Tools for analyzing potential and actual conflict
- Tools for dealing with high emotion and difficult behaviours

Learn More/Register

CHANGE MANAGEMENT
Building Support for Successful Change Projects Using a Time-Tested Framework

Winning organizations are set apart by their ability to not only plan, but most importantly, to implement change. Our highly effective and popular program will hone your expertise in planning and implementing change in any type of organization, public sector, private sector, or community agency. The program is grounded in lessons from business and academic research into the key success factors of change implementation, as well as the change practitioner competencies recognized as essential to your effectiveness as a change champion.

Learn how to:
- Diagnose the need for change and create the necessary sense of urgency
- Select the right change team, create a change project charter, and identify key roles and responsibilities
- Create a compelling and vivid change vision and goals and communicate them effectively
- Understand, assess, and manage resistance to build commitment to the change
- Apply a communications model and template to help you plan a multi-pronged strategy
- Map stakeholders and create a stakeholder engagement plan
- Practice crafting and delivering communication messages for specific audiences
- Identify change derailers and plan proactive strategies to address them

PROGRAM DETAILS

WHO SHOULD ATTEND
HR and LR professionals, OD specialists, managers, supervisors, and change leaders who want in-depth experience in how to plan and lead change

TAKEAWAY TOOLS
- A variety of tools and templates for change champions to apply to their change initiatives, to scope, plan, implement, and assess change
- Change Style Indicator

Learn More/Register
MANAGING UNIONIZED ENVIRONMENTS

Living the Collective Agreement

In this skill-building program designed for both supervisors and union representatives, the use and application of the collective agreement is placed into an intensely practical context.

Learn both management and union best practices on challenging issues such as discipline, performance management, and job competition. Develop interest-based skills to eliminate positional behaviour and engage difficult people, whether staff or management. Reduce friction arising from the daily interpretation of the collective labour agreement.

Learn how to:
- Identify the hot spots of collective agreements and how to address them effectively
- Employ the appropriate processes and approaches that will support the integrity of the collective labour agreement
- Set expectations and give feedback that will build trust with management and motivate workers

PROGRAM DETAILS

WHO SHOULD ATTEND
Supervisors and managers who oversee unionized staff, as well as union officials, shop stewards, and others who represent workers

TAKEAWAY TOOLS
Practical conflict management tools such as the Dynamics of Building Trust and the Triangle of Satisfaction

BUILDING TRUST IN THE WORKPLACE

Elevating Trust for Organizational Health and Wellness

Trust has a significant impact on an organization’s health and work environment. Our Building Trust in the Workplace program explores how trust is built, kept, lost and regained in an era of global change and rapidfire communications. Learn how every touch point – coaching an employee, speaking up in a meeting, or communicating outside of your organization – presents a creative opportunity to strengthen trust and to think deeply about your workplace culture.

Learn how to:
- Explore levels of trust from personal, organizational and societal perspectives
- Identify your current level of emotional intelligence and understand how raising your individual emotional intelligence can increase your ability to influence trust
- Leverage trust to positively impact employees’ job performance, overall job satisfaction, and commitment to your organization
- Understand current trends in the workforce and the perspectives of Millennial and Gen Z workers
- Diagnose your organization’s current state and create a “Trust Fitness Plan” to build, keep and regain trust at all levels
- Design a plan to maintain trust and prepare for the future during times of social, economic, and technological change

PROGRAM DETAILS

WHO SHOULD ATTEND
Organizational leaders, HR professionals and influencers who want to improve their trust-building skills and positively impact organizational health and success.

TAKEAWAY TOOLS
- Emotional Intelligence Leadership Self-Assessment Report
- Trust Fitness planning template
- Diagnose Trust Levels model

Learn More/Register
ADVANCED HUMAN RESOURCES
A Unique Program for Mid-Career HR and LR Professionals

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 an HR and LR professional, need a deeper tool kit. Learn how to pull on key HR levers and make adjustments within the HR function for greater impact in the larger organization.

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

WHO SHOULD ATTEND
HR and LR professionals who have at least three years of experience in managing an HR department or functional specialists

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

LINKING HR STRATEGY TO BUSINESS STRATEGY
Optimizing the Impact of HR Practices on Business Results

A company’s human talent provides an unrivalled competitive advantage in today’s global environment. To optimize that unique ability, HR professionals must design and foster an employee culture that directly aligns HR practices with organizational goals and actively contributes to the bottom line.

Linking HR Strategy to Business Strategy complements our Advanced HR program, augmenting the core competencies of HR professionals with business acumen and skills that will both engage senior teams and earn executive-level sponsorship and support.

Learn how to:

- Create HR strategies that directly impact your organization’s revenue streams and cost management initiatives
- Support your organization’s risk management strategy by identifying and motivating top talent and high-performing teams
- Speak the “language of business” and develop practices that produce specific and sustainable financial results
- Develop innovative programs and processes that earn the endorsement and sponsorship of senior business executives
- Optimize HR strategies and practices to create a positive employee culture that’s focused on and ready to contribute to organizational goals

WHO SHOULD ATTEND
HR professionals in the private and public sectors with 5-10 years of experience in the HR field and a good working knowledge of primary HR disciplines

TAKEAWAY TOOLS
- Relevant questions and business analysis tools to engage business leaders
- Case studies, exercises and business analysis frameworks that can be used in your environment with your HR teams to transfer the concepts and learning into your organization.
- Updated reading list for reference (post workshop)
ORGANIZATION DEVELOPMENT FOUNDATIONS
Diagnosing Challenges in Your Organization, and Designing and Implementing Robust, Workable Solutions

OD is the art and science of transforming systems and culture so organizations can remain fit for purpose and responsive to contemporary challenges and opportunities.

Transforming systems can occur at every level: team, unit, division, or organization. System transformation is not easy, and only takes place when people are aligned to purpose and strategy, and mobilized for the change.

This program is designed to enable you to fulfill the OD facilitator role, partnering with leaders, and guiding transformational change.

Learn how to:
- Use systems tools, like the IRC’s Blueprint for Organizational Effectiveness and the 4-D Process to assess systems coherence and health
- Diagnose organizational challenges using the Queen’s IRC Blueprint for Organizational Effectiveness
- Engage stakeholders in the 4-D action learning process to tap into collective knowledge and know how, in order to gain a full understanding of the challenge at hand, and design workable solutions that people are energized to implement because they were involved from the start
- Put in practice OD principles: systems thinking, action learning, client partnering, and stakeholder engagement to foster holistic and creative thinking, widespread collaboration, and the iterative development of robust options for moving forward
- Apply OD theories and practices to one of your organizational challenges, and create a plan for moving forward

PROGRAM DETAILS
WHO SHOULD ATTEND
HR and OD practitioners, team leaders, consultants, planners, and implementers of change who want to learn a methodology for understanding and achieving optimal organizational development

TAKEAWAY TOOLS
- Participant Case Study Workbook
- Blueprint for Organizational Effectiveness
- Organizational Effectiveness Gap Analysis

Learn More/Register

ORGANIZATIONAL DESIGN
Learning a Robust Yet Practical Process to Guide Organizational Designers in Making Relevant Design Choices

Organizational design is becoming an essential competency for the OD practitioner. As organizations strive to manage constant change, designs with steep hierarchies, centralized authority, and narrowly defined jobs are hopelessly outdated. Participants will explore the building blocks of good design and learn a process to explore design issues, options and solutions from a fresh perspective.

Learn how to:
- Apply the theoretical building blocks of organizational design
- Select your design team and develop the most efficient and effective approach to engaging stakeholders
- Apply the “good design tests” for a coherent approach to diagnosing design issues and developing design criteria
- Develop design concepts that incorporate the principles of a high-performance culture: open communication; decentralized decision-making; collaborative relationships; and diversity
- Link design to your organization’s strategy and value discipline

PROGRAM DETAILS
WHO SHOULD ATTEND
Design team members including managers, HR/OD practitioners, and consultants

TAKEAWAY TOOLS
- Designing Organizations Workbook and Toolkit
- The Good Design Tests
- The Design Concept Template

Learn More/Register
HR METRICS AND ANALYTICS
Transforming HR Data into Business Insight

The accurate evaluation of business programs and practices is key to identifying improvements and changes that will have the most positive impact. But what should you be measuring? And what is the best way to gather this important data? This three-day program will provide you with essential knowledge and tools to understand metrics and transform that data into business knowledge and insight.

Learn how to:
- Apply analytics tools to understand data and make meaningful decisions
- Differentiate between measures of HR efficiency, effectiveness and impact on business
- Combine quantitative and qualitative measures to tell a complete story
- Manage analytics requests and reports
- Communicate results and recommend strategies that inform business decisions

PROGRAM DETAILS

WHO SHOULD ATTEND
Organizational leaders who need meaningful data to inform decision making; emerging leaders and managers responsible for employee performance, management and engagement; and HR professionals developing organizational programs and best practices

TAKEAWAY TOOLS
- Valuable metrics training
- Analytics that are immediately transferable to your workplace
- Skills to measure meaningfully and contribute to business decisions

PERFORMANCE MANAGEMENT
Developing Best Practices for High-Performing Organizations

Performance management has become a core strategy and management priority, as well as a key linkage point for management, business and HR practices. However, it has also become somewhat of a trendy and confusing topic that’s often misunderstood, particularly by those who may not recognize its value across an organization.

Best practice performance management is forward-looking and fundamentally based on the unique contextual needs of an organization’s strategic direction and business model, and used to integrate and focus the efforts and outcomes of teams and employees. Our program is designed to give participants insights and competency in the key strategies, methods and processes that can be used to realize the benefits of meaningful performance management and successfully drive better accountability, quality, productivity, development, and reward and recognition outcomes.

Learn how to:
- Use applied and theoretical fundamentals of performance management
- Develop a business case for performance management change, and align and evolve your organization’s approach
- Use performance measurement essentials, and identify what and how to measure in your organization
- Understand the trends and issues that are disrupting and defining the performance management agenda
- Develop best practices to meet governance and administrative requirements, as well as the needs of specific executive, managerial and workforce segments
- Integrate performance management systems into interdependent management practices

PROGRAM DETAILS

WHO SHOULD ATTEND
HR managers and professionals developing programs and best practices; and leaders seeking to improve performance across an organization

TAKEAWAY TOOLS
- Measurement framework to evaluate existing policies and programs
- Process tools that can be applied to your organizational planning

Learn More/Register

DESIGNING COLLABORATIVE WORKPLACES
Advancing Your High Performance Teams and Creating a New Workplace Culture

Teamwork is essential to organizational success – but today, the speed of change and innovation is driving a new team structure. Leaders are now bringing together employees from across an organization to contribute to projects, and regrouping them into new teams as opportunities arise. It’s all about collaboration – not just a good practice, but a core organizational competence.

Organizations can reap the benefits of a collaborative advantage by transitioning to managing a team of teams, a work culture that evolves and shifts fluidly to meet project demands and schedules, while aligning to corporate strategy and goals. This program gives you the knowledge and tools you need to create that framework; building trust and enabling individuals to maximize their contribution in a high-performance environment.

Learn how to:
- Recognize the essential behaviours that drive team success
- Develop core team skills and processes for innovating, partnering and executing
- Populate your teams with the right skills, talents and resources
- Support your teams as they form and become productive
- Develop a framework that empowers your teams yet keeps them focused and aligned with other efforts
- Identify the DNA and logic of a truly collaborative workplace and how to promote it

TALENT MANAGEMENT
Devising Effective Strategies for Recruiting, Training, and Developing Your Talent Pool

Organizations are struggling to find a strategy to counter a series of challenges undermining their core strengths. The strategy to face these challenges is talent management, a whole-organization approach to attracting and developing highly skilled employees. Talent management is driven by the need to build a high-performance corporate environment, because at the root of high-performing organizations lie talented employees who produce inspiring solutions and services.

Learn how to:
- Understand what is required to align human resource strategy with strategic objectives for your business
- Examine the steps involved in developing a strategic workforce plan
- Examine strategies to fill critical needs identified through a gap analysis
- Identify the steps required to conduct an effective talent review of performance and potential
- Identify key requirements to attract and acquire skilled talent
- Explore best practices for developing talent
- Understand the key elements to engage and retain skilled resources
- Examine HR metrics and measures of success for your talent management strategy
- Acquire the skills and knowledge to build an effective talent management strategy for your own organization

PROGRAM DETAILS

WHO SHOULD ATTEND
HR and OD professionals and internal consultants with a strategic mindset, who have a role in developing a talent management strategy

TAKEAWAY TOOLS
- Receive talent management assessment tools and approaches that are easy to take back to the workplace and implement at both the team and organizational levels
- Performance evaluation and competency assessment tools
An aging workforce, increased employee turnover, global workforce opportunities and a wide range of other factors are resulting in a talent shortage for many organizations. It’s clear that new approaches for recruiting, engaging and growing tomorrow’s leaders are needed for long-term growth.

Our Strategic Workforce Planning program gives you the tools to accurately assess your current situation and develop a solid succession plan that takes into account the many economic and demographic influences that can impact your workforce.

Learn how to:
- Develop a working understanding of Strategic Workforce Planning
- Assess your organization’s talent capacity and employee engagement
- Use a range of financial and economic metrics to fully evaluate the effectiveness of your plan and determine whether your current structure supports long-term growth
- Take a proactive approach to building your talent pipeline
- Establish or enhance an existing framework to implement initiatives outlined in your plan

Program Details

Who Should Attend
Executives, managers, and HR professionals who will lead strategy and implementation of initiatives related to succession planning within their organizations

Takeaway Tools
Receive practical tools and approaches that can be utilized in assessing, enhancing, and measuring the effectiveness of your organization’s succession planning initiatives

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Winning organizations are set apart by their ability to not only plan, but most importantly, to implement change. Our highly effective and popular program will hone your expertise in planning and implementing change in any type of organization, public sector, private sector, or community agency. The program is grounded in lessons from business and academic research into the key success factors of change implementation, as well as the change practitioner competencies recognized as essential to your effectiveness as a change champion.

Learn how to:
- Diagnose the need for change and create the necessary sense of urgency
- Select the right change team, create a change project charter, and identify key roles and responsibilities
- Create a compelling and vivid change vision and goals and communicate them effectively
- Understand, assess, and manage resistance to build commitment to the change
- Apply a communications model and template to help you plan a multi-pronged strategy
- Map stakeholders and create a stakeholder engagement plan
- Practice crafting and delivering communication messages for specific audiences
- Identify change derailers and plan proactive strategies to address them

Program Details

Who Should Attend
HR and LR professionals, OD specialists, managers, supervisors, and change leaders who want in-depth experience in how to plan and lead change

Takeaway Tools
- A variety of tools and templates for change champions to apply to their change initiatives, to scope, plan, implement, and assess change
- Change Style Indicator
A talented and knowledgeable workforce provides an exceptional competitive advantage in today’s global economy. Coaching plays a vital role in developing that talent and in fostering a culture that empowers, motivates and retains your future leaders.

Our Coaching Skills program provides the context for coaching’s growing importance in the workplace, highlighting the reasons for its rapidly growing popularity. It also offers hands-on learning opportunities to develop and practice coaching skills for a wide range of workplace scenarios. Participants will learn to use proven models to facilitate coaching conversations and enhance capacity at all levels.

Learn how to:
- Effectively use a proven coaching methodology: the GROW Model
- Appropriately use coaching for problem solving, development and performance
- Master coaching dynamics, psychological drivers, skills and tools, through various scenario-based exercises
- Leverage coaching to build individual and organizational capability

PROGRAM DETAILS
WHO SHOULD ATTEND
HR professionals, managers and influencers who want to improve their coaching skills and impact organizational growth

TAKEAWAY TOOLS
- GROW coaching model
- Skills blueprint: Listening, Questioning and Feedback
- Psychological Drivers Map
- Coaching applications and implications
- Reference materials for foundational coaching concepts

BUILDING TRUST IN THE WORKPLACE
Elevating Trust for Organizational Health and Wellness

Trust has a significant impact on an organization’s health and work environment. Our Building Trust in the Workplace program explores how trust is built, kept, lost and regained in an era of global change and rapidfire communications. Learn how every touch point – coaching an employee, speaking up in a meeting, or communicating outside of your organization – presents a creative opportunity to strengthen trust and to think deeply about your workplace culture.

Learn how to:
- Explore levels of trust from personal, organizational and societal perspectives
- Identify your current level of emotional intelligence and understand how raising your individual emotional intelligence can increase your ability to influence trust
- Leverage trust to positively impact employees’ job performance, overall job satisfaction, and commitment to your organization
- Understand current trends in the workforce and the perspectives of Millennial and Gen Z workers
- Diagnose your organization’s current state and create a “Trust Fitness Plan” to build, keep and regain trust at all levels
- Design a plan to maintain trust and prepare for the future during times of social, economic, and technological change

PROGRAM DETAILS
WHO SHOULD ATTEND
Organizational leaders, HR professionals and influencers who want to improve their trust-building skills and positively impact organizational health and success.

TAKEAWAY TOOLS
- Emotional Intelligence Leadership Self-Assessment Report
- Trust Fitness planning template
- Diagnose Trust Levels model

Learn More/Register
The Queen’s IRC Custom Plan
Custom Solutions Delivered

At Queen’s IRC, we partner with you to develop customized learning programs that address your specific challenges, align with your goals, and give you and your team a competitive edge.

We have a well-deserved reputation for delivering specialty solutions across all labour relations, human resources and organizational development disciplines, providing your employees with the skills they need to thrive in today’s business environment.

Why Choose a Queen’s IRC Custom Program?

- Bring together employees from multiple units and levels to learn, plan and implement new processes as a team
- Leverage the opportunity to introduce whole-systems change
- Focus training on your industry and specific challenges
- Take advantage of flexible scheduling and on-site and virtual facilitation

Our Plan

We collaborate with you to listen, learn, develop, implement and evaluate your custom program:

1. **Collaborate**
   - Your Knowledge Base
     - We’ll work with you to gain a deeper understanding about your specific needs and challenges through meetings, interviews, on-site visits, and environmental scans.

2. **Listen**
   - Your Action Plan
     - Our Blueprint for Organizational Effectiveness provides a structure for analyzing your data and creating a custom curriculum that fully addresses your needs. We’ll also work with you to identify goals and measures to ensure that learned skills are applied to real organizational change.

3. **Develop**
   - Your Real-World Team
     - Our team will recommend learning modules and facilitators who will offer the best approach to your learning program, including experiential programming designed to test theories, ideas and approaches.

4. **Implement**
   - Your Custom Learning Environment
     - We’ll work with you to manage the logistics of timing, venue and schedules – in-house at your organization, or at a retreat or venue in your city.

5. **Evaluate**
   - Your Success Report
     - Queen’s IRC incorporates a number of measurable tools and techniques that can immediately be implemented in the workplace and evaluated so that you can better understand progress and next steps. We can also facilitate follow-up sessions to ensure that learning and tools are fully embedded in your organization’s culture.

For more information please visit our Custom Programs page on our website.
Queen’s University IRC’s practitioner-focused research includes a variety of activities that complement our programs. We distribute monthly newsletters that include articles authored by our facilitators, IRC staff, and subject-matter experts, which inform readers about key themes and hot topics relating to human resources, labour relations, and organizational development.

In 2020, we launched new practitioner-focused research initiatives to explore the state of the human resources and labour relations professions in Canada. This is a follow-up to our previous research on the same topics, and will allow us to better understand and describe the current and perceived future state of the HR and LR professions in Canada. We are excited to see how strategic priorities are changing over time, if our current challenges have changed (particularly during a pandemic), as well as if the perceived critical skills and knowledge required for these positions is evolving. Please watch for the Executive Summaries of this research.

As part of our international partnership with the University of the West Indies, specifically with the Sagicor Cave Hill School of Business and Management in Barbados, and the Arthur Lok Jack Global School of Business in Trinidad & Tobago, we will be conducting a new survey that explores the state of the HR profession in the Caribbean. This will also follow-up on previous research and allow us to compare the changes that the Caribbean community is seeing in the HR profession, and look at the perceived future state of the profession.

For more information, please visit the Research and Resources section on our website.

Stay Connected

Join our mailing list to receive regular updates on our practitioner-focused research projects, what’s new and exciting at the IRC, as well as access to our new articles and papers. If you’d like to receive our monthly Research Briefs and E-News, please subscribe to our newsletters.

You can also connect with us online on LinkedIn, Facebook and Twitter for a look inside our programs, links to our latest articles and information about our upcoming projects and events. If you have any questions regarding the IRC’s research, please contact our team at: IRCresearch@queensu.ca.

Archive Project

Our Archive Revitalization Project has digitized some of the publications in our abundant archives to make them available to human resources, organizational development and labour relations practitioners. We have added these papers to the hundreds of resources already available on our website in the Research and Resources section.
World-Class Training - Wherever You Are

You know that professional development is vital to your organization’s growth and success. We know that you need your team to be able to ramp up quickly and effectively to make that happen. That’s why we bring our solutions to you. Queen’s University IRC offers open-enrolment and customized programs in person, across Canada and in the Caribbean, or virtually, so that your team can easily access the knowledge they need to lead change in an evolving global economy.

Registration

For more information or to register for a program, please visit our website.

Learn More/Register