Building Better
LEADERS

PROGRAM
PROSPECTUS
Spring 2021

irc.queensu.ca
Contents

VIRTUAL TRAINING WITH QUEEN’S IRC / 6

QUEEN’S IRC CERTIFICATE SERIES / 8

LIST OF PROGRAMS / 10

ADVANCED LABOUR RELATIONS & LABOUR RELATIONS PROGRAMS

Strategic Grievance Handling / 11
Labour Arbitration Skills / 11
Negotiation Skills / 12
Mastering Fact-Finding and Investigation / 12
Workplace Restoration / 13
Labour Relations Foundations / 13
Strategies for Workplace Conflicts / 14
Change Management / 14
Managing Unionized Environments / 15
Building Trust in the Workplace / 15

ADVANCED HUMAN RESOURCES & ORGANIZATIONAL DEVELOPMENT PROGRAMS

Advanced Human Resources / 16
Linking HR Strategy to Business Strategy / 16
Organization Development Foundations / 17
Organizational Design / 17
HR Metrics and Analytics / 18
Performance Management / 18
Designing Collaborative Workplaces / 19
Talent Management / 19
Strategic Workforce Planning / 20
Change Management / 20
Coaching Skills / 21
Building Trust in the Workplace / 21

CUSTOM TRAINING / 22

RESEARCH AND RESOURCES / 22
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 & research, consistently ranking near the top of all Canadian universities on a host of academic benchmarks.
Why Choose Queen’s 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 and practitioner-focused training**
- **In-person, virtual and custom programs available**
- **Coaching from industry leaders with real-world experience**
- **Certificate-based programs in HR, LR and OD**
- **Practical simulations and tools that apply to your work environment**

Call toll free: 1-888-858-7838
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.

“As 2020 crashed around us I commend the Queen’s IRC team for pulling all its resources together to assist participants with their Community of Practice webinars and online meetings. These became invaluable resources in trying to navigate the pandemic at my workplace. As it became clear that we were not returning to “normal” it was fantastic that the IRC once again pushed forward and adapted to the online delivery of its programs – this allowed me to finish my certificate amidst the continuing pandemic. Your team has truly stepped up to continue to deliver exceptional learning. Keep up the amazing work that allows all of us to continue to be leaders in our workplaces, knowing we have the skills and resources to keeping getting better.”

Jeanie DeGrande, CPHR
HR Payroll Manager
Claystone Waste Ltd.
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.

Register Risk Free

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.

We offer 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 us at: irc.queensu.ca

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 programs for a total of 9 credits

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 (3 credits)

Electives

- Any IRC programs for a total of 9 credits
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 programs for a total of 7 credits

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
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: 3 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
NEGO TIATI ON 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

Learn More/Register

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

Learn More/Register
**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

**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
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 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*

PROGRAM DETAILS

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)
WHO SHOULD ATTEND
HR and OD practitioners, team leaders, external and internal consultants, planners, and implementers of change who want to learn a leading-edge methodology for understanding and achieving optimal organization development. This program is intended for both newcomers and experienced practitioners alike.

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

PROGRAM DETAILS

ORGANIZATION DEVELOPMENT FOUNDATIONS
Diagnosing Challenges in Your Organization, and Designing and Implementing Robust, Workable Solutions

In Organization Development (OD) Foundations we explore the vital role for organization development in today's competitive, fast moving, and ever-changing world.

OD is the art and science of developing organizations towards greater health and effectiveness. A focus on the "O" causes us to take a whole-systems perspective to optimizing our organizations, and a focus on the "D" means that we develop robust and workable strategies through learning and growth. It follows, that to practice OD, we must be equipped with frameworks, approaches and tools for partnering with our clients to diagnose and design innovative solutions and for building the necessary relationships to implement them. This program is designed to enable you to fulfill the OD facilitator role, partnering with leaders, and guiding meaningful change.

Learn how to:
- Use systems tools, like the IRC’s Blueprint for OE, to assess organizational health and effectiveness
- Diagnose organizational challenges using whole-systems thinking and approaches
- Engage stakeholders in the 4-D action consulting process to tap collective knowledge and design workable solutions
- Practice using the OD principles of systems thinking, action learning, and stakeholder engagement to generate a holistic diagnosis, collective and creative thinking, and committed action takers
- Apply OD theories and practices to an organizational challenge, and create an action plan for moving forward

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

PROGRAM DETAILS

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
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

Better practice performance management is being forced to adapt and change in a multitude of ways. Our Performance Management program is designed to give participants insights into this contextual reality and perspectives on the key strategies, methods and processes that can be used to meet the emerging needs of a knowledge-based and virtual workforce. This learning experience will also provide participants with the foundation to better position performance management to successfully optimize accountability, quality, productivity, development, and reward and recognition applications. Based on the changing nature of work and job design, our program will also provide participants with insights into emerging and innovative performance management practices with a focus on team, project, and virtual workplace performance.

Learn how to:
- Use applied and theoretical fundamentals of performance management
- 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
- Develop a business case for performance management change, and align and evolve your organization’s approach

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
- Workbook with resources for developing your performance management programs
- Measurement frameworks to evaluate and manage policies, programs and people
- Process tools that can be applied to your organizational planning
WHO SHOULD ATTEND
Strategic HR business partners; HR leaders, managers and professionals who are developing organizational platforms for collaboration and innovation; team leaders and members who are searching for best practice approaches; and teams of multidisciplinary colleagues

TAKEAWAY TOOLS
• Workbook
• Tools and templates
• Resources for building and optimizing your organization’s collaborative platform

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 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
STRATEGIC WORKFORCE PLANNING
Building a Foundational Blueprint for Long-Term Growth

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

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
COACHING SKILLS
Building Essential Skills to Engage Individuals and Organizations

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
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 IRC’s practitioner-focused research includes a variety of activities that complement our programs. We distribute a monthly newsletter 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 E-News, please subscribe to our newsletter.

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 call our toll-free number at 1-888-858-7838, email us at irc@queensu.ca or visit our website.

irc.queensu.ca