Strategic Workforce Planning
Building a Foundational Blueprint for Long-Term Growth
Queen’s IRC focuses on developing and delivering human resources, labour relations, and organizational development programs for busy practitioners.

Get the Queen’s IRC advantage:

- 80 years of evidence-based training
- Custom solutions delivered across Canada
- Coaching from industry leaders with real-world experience
- Practical simulations and tools that apply to your work environment
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.

Planning for the Future

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:

■ 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
■ Recognize potential pitfalls in succession planning
■ Take a proactive approach to building your talent pipeline
■ Establish or enhance an existing framework to implement initiatives outlined in your plan

Tools for Long-Term Growth

This program promises to deliver:

■ Tools for identifying the potential and goals of your team members
■ Succession planning frameworks to measure and enhance your plan
■ A greater understanding of next-generation behaviour and values
■ Resources for engaging talent at all levels within your organization

Essentials

2 Days

Date & Location
Nov. 13-14, 2019: Calgary
May 5-6, 2020: Ottawa
Sep. 30-Oct 1, 2020: Kingston

Fee: $2,495

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

■ Tools for measuring current practices and enhancing the strength of your organization’s succession planning initiatives
■ Templates for engaging others in culture change

Please refer to our website, irc.queensu.ca for the latest information on venues.
Learn. Design.
Our *Strategic Workforce Planning* program gives you a deeper understanding of the various factors that affect succession planning, as well as valuable tools for enhancing existing plans or building a foundational blueprint for long-term growth.

a) Understanding Succession Planning
You’ll learn about the fundamentals of strategic workforce planning and the evolution of planning in an evolving world, with exercises that integrate relevant data into a planning framework that identifies barriers and facilitators to future growth.

b) Creating a Plan
We’ll use future-based scenarios to clearly identify potential issues that may affect your organization at the systemic level. You’ll also learn how to identify and nurture high potential employees, and where to invest in training for an optimal employee and customer experience.

c) Succession Planning in Action
Successful succession planning is deeply rooted in an organization’s operational plans and goals. You’ll learn how to incorporate your plan into your overall strategic plan and how to communicate value to employees to build engagement for future growth.

Learning Beyond the Classroom

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

Paul Juniper (Lead Facilitator)
Paul Juniper (MA, Geography (York); Honourary Life Member, HRPA) was the sixth Director of the Queen’s University Industrial Relations Centre (Queen’s IRC), serving in that role from 2006 to 2018. Paul is a leading and respected figure in Canada’s HR community, with over 30 years of experience in human resources and association leadership.

Paul is particularly sought for his views on the future of the human resources profession. He speaks regularly at conferences on trends in human resources, and the ways in which individuals and their organizations can continue to raise the bar on HR. Paul developed and designed the Queen’s IRC Advanced HR Certificate to meet the increasingly complex professional development needs of HR practitioners. He teaches on Queen’s IRC’s Strategic Workforce Planning, Linking HR Strategy to Business Strategy, Building Trust in the Workplace and HR Metrics and Analytics programs. His research focuses on the state of the HR profession both in Canada and around the globe.

https://irc.queensu.ca/facilitators/paul-juniper

The roster of speakers may change. We will do our best to keep you informed of program changes.
Registration Kiosk

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

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

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

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

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

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

Note: Only one discount may be applied.

Cancellation Policy
Substitutions are permitted with no penalty 8 days or more from the program start date.
Substitutions 7 days or less before the program start date will be subject to a $500 charge.
Transfers and cancellations are permitted with no penalty up to 15 days prior to the program start date.
Transfers and cancellations 14 days or less from the program start date will be subject to a 100% charge of the program fee.

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