

Canada School of Public Service courses

Learning catalogue

The Canada School of Public Service (CSPS) offers a range of learning opportunities to develop and/or enhance competencies essential to the delivery of Parks Canada's mandate. Here is a list of the most popular CSPS online and self-paced courses. To access any of these courses, log into your [GCcampus](#) account and enter the course code in the search engine.

When you find a topic that interests you, simply click on it to be directed to a full listing of related courses on that topic, including the course code and its description.

Topic areas

- Briefing Notes
- Career Development
- Communication
- Conflict Management
- Distance Management
- How to do a presentation
- Leadership
- Managing change
- Mental Health
- New employees and managers
- Preventing Harrasment
- Talent Management
- TeamWork



Canada School of Public Service courses

Briefing Notes

✓ **Writing Briefing Notes (C110)**

Briefing notes are a key part of communication with senior management and can directly influence the decision-making process. This course equips participants with the knowledge and skills they need to write briefing notes that meet specific communication goals. Participants will learn how to prepare clear, concise and strategic briefing notes that are in line with their objectives. (Duration : 1 hour)

Topics include :

- Purpose and types of briefing notes
- How to write a briefing note in clear and concise language
- Analyzing communication objectives
- Planning, drafting and revising a briefing noted

✓ **Clarity and Conciseness in Business Writing (C046)**

Being clear and concise in business documents and messages isn't always easy. But it's essential in the workplace if you want what you write to be read. In this course, you'll explore techniques for making your writing clearer. Specifically, you'll learn about the importance of using short and familiar words, appropriate connotations, concrete and specific language, and transitional words and phrases. You'll also explore tips for being more concise in your writing and best practices for organizing content. (Duration: 30 minutes)

✓ **Audience and Purpose in Business Writing (C042)**

To write effective and appropriate business messages, you need to know your audience and your purpose. In this course, you'll discover how to identify your readers and create messages that convey the appropriate tone for different readers. You'll also explore how to write effectively for the three most common purposes: to inform, respond, or persuade. (Duration: 30 minutes)



Career Development

✓ **Building Career Development Programs and Succession Planning (G011)**

An organization can't achieve its strategic business goals if it doesn't have the needed human capacity and skills—the talent—to do so. Managing talent effectively means your organization will have optimized its workforce for overall success in achieving its goals. In this course, you'll learn about creating development programs for everyone from emerging employees to experienced leaders by considering the key concepts of career development, leadership development, and mentoring. You'll also learn how to maintain a qualified talent pipeline through effective succession planning. You'll explore succession planning activities, learn how to create a succession program and analyze its success after implementation. (Duration : 30 minutes)

✓ **Developing a Plan to Further Your Career (H014)**

The whole notion of what defines a career has changed. You are now responsible for making your own career choices and it's not always clear which way offers the straightest path toward your goal. This course guides you through the process of taking stock of your values, interests, skills, and needs, by which you can determine your strengths. This course also provides tips on how to deal with any weaknesses that are holding you back. You will also learn how to develop and implement an action plan to further your career. (Duration : 30 minutes)

Communication

✓ **The Art and Science of Communication (C063)**

There is a science behind communication, including how we react neuro-physiologically to the actions, words, tone, and body language of others. You can develop your skills in connecting with others so that your intention is clear and understood. Interpersonal communication is complicated as there's more than just one conversation happening. There is what you're thinking and saying as well as what your audience is thinking and saying. This course will teach you the art and science of communication by discussing how to connect with your audience and



Canada School of Public Service courses

how to enhance and strengthen that connection as you communicate. (Duration: 30 minutes)

✓ **Making an Impact with Non-verbal Communication (C057)**

For our earliest ancestors, non-verbal communication was communication! The primitive parts of our brains are still wired to respond automatically when we're afraid, threatened, disgusted, surprised, or happy. But we've come a long way in our development and understanding of our brain's ability to respond and communicate in valuable nonverbal ways. In this course, you will find out how our attitude, posture, gestures, facial expressions, and tone have a great impact on our communication. (Duration: 30 minutes)

✓ **Do We Have a Failure to Communicate? (C049)**

Communicating effectively can be challenging when the message is difficult. Because these challenges typically involve emotions such as hurt, anger, or confusion, it's not uncommon for people to avoid one another or shut down, preventing what could be a productive exchange at many levels. In this course, you'll examine some common communication challenges and how to successfully navigate them. By showing patience, perseverance, and accountability, you can get communication back on track and reach mutual understanding and agreement. (Duration : 30 minutes)

✓ **Effective Team Communication (C051)**

It's vital to maintain open, effective communication within a team. However, it's all too easy to adopt bad habits. Team members may communicate in ways that lead to misunderstandings, cause unnecessary conflict, keep others from having their say, and prevent the team from performing as well as it could. In this course, you'll learn about different verbal barriers to effective team communication and strategies for overcoming them. But speaking is only one part of communication; effective listening is vital, too. To this end, you'll also learn about specific active-listening techniques that can help you be a better listener. (Duration: 30 minutes)



Canada School of Public Service courses

✓ **Choosing the Right Interpersonal Communication Method to Make Your Point (C045)**

Today, there are more communication methods than ever before. The method of communication you choose for a particular situation can have a huge impact on how your message is received. The further you stray from communication methods that are rich in personal attributes, the more likely the result will be a one-way communication.

In this course, you'll learn how to select the best communication methods to convey your intention to your target audience. By doing so, you improve the odds of getting your message across and leaving your audience feeling informed, enlightened, and engaged. (Duration: 30 minutes)

✓ **Trust Building through Effective Communication (C074)**

Communication with others is most effective when it is built and based on trust. In this course, you'll explore how clear intention is the basis of effective communication and how understanding your audience ensures that the message is delivered. You'll also learn how body language, vocal tone, and managing emotions can influence your communications and build trust with your audience. (Duration : 30 minutes)

✓ **Communicating Effectively with Customers (R006)**

Effective communication is essential to the success of any customer-oriented business. Each customer has their own style of communication and emotional response to interacting with a support center. Customer service representatives (CSRs) must understand how to adapt to these different styles and emotions. This course explains how to do so. It also covers how to adapt your writing style to communicate by e-mail and document incidents. (Duration : 30 minutes)



Conflict Management

✓ **Facing and Resolving Conflict in the Workplace (W022)**

A workplace conflict won't go away on its own; you need a plan to address it. In this course, you'll learn about sources and signs of conflict, a process for resolving it, and ways to get the process back on track if difficulties arise. (Duration : 30 minutes)

✓ **Handling Team Conflict (W008)**

Successful teams are characterized by clear direction, trust among team members, effective communication, and the ability to resolve conflict quickly. The survival of a team depends on its leader being able to recognize conflict, diagnose its cause, and use efficient strategies for resolving the issue. In this course, you'll learn about what causes conflict within a team and the important role of healthy communication in handling conflict. You'll also learn about best practices to resolving conflict and the tenets of principled negotiation. Finally, you'll learn guidelines for addressing one type of team conflict—lack of trust. (Duration : 30 minutes)

✓ **How to Manage Difficult Conversations (W009)**

This course provides basic guidelines on when and where to initiate a difficult conversation and ways to manage the associated stress. You'll learn how to prepare for a difficult conversation using a four-step process so that you're confident and able to manage the conversation constructively. Finally, you'll learn how to demonstrate the right mindset during the conversation so that it has the best possible outcome. (Duration: 30 minutes)

✓ **The Many Approaches to Facing Workplace Conflict (W016)**

When facing conflict at work, you need to adapt to the situation. In this course, you'll learn about the different styles of conflict, when to use them, and when to adapt your style. You'll also learn how to handle conflict with difficult individuals. (Duration : 30 minutes)

✓ **Navigating Challenging Situations With Diplomacy And Tact (C058)**



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You'll likely face unpleasant situations or tasks at some point in your career. In this course, you'll learn to navigate difficult work relationships, write diplomatic and tactful e-mails, and handle angry and manipulative coworkers. (Duration : 30 minutes)

Distance Management

✓ **Leading Teams: Managing Virtual Teams (X027)**

Virtual teams are emerging as the basic unit for conducting business of all types. Leading virtual teams presents new challenges to leaders and managers. Virtual team leaders must find ways to successfully manage people who are separated by distance, time zones, and cultural differences. This course offers leaders a framework for successfully leading virtual teams. It outlines the key competencies that members of virtual teams should possess and offers guidelines for specific virtual team activities, such as teleconferencing and decision making. It also highlights a variety of tools and technologies that are commonly used for collaboration on virtual teams and presents guidelines for knowing how to choose the right technologies for specific situations. Materials designed to support blended learning activities aligned with this course are available from the Resources Page. (Duration : 1 hour)

Topics include :

- Recognize the competencies that members of virtual teams should possess or develop
- Choose the best combination of virtual communication tools to use given a virtual team situation
- Classify examples of virtual team technologies as being for communication, conferencing, or information transfer and storage
- Identify key areas for consideration when setting guidelines for virtual teams



How to do a presentation

✓ **Building Your Presentation (C044)**

To be effective, a presentation needs to have a sound structure. Making notes about its purpose, audience and key points will guide you and improve the presentation structure. In this course, you will learn how to: write the main parts of a presentation so that they're memorable and effective, select and use presentation tools and visual aids, rehearse your presentation—a key step in building confidence for the actual delivery. (Duration : 30 minutes)

✓ **Planning an Effective Presentation (C060)**

Concern about the impact of a presentation can inspire presenters to raise their game, which enables them to get the desired results. A presentation can be immeasurably improved if the presenter devotes sufficient time and attention to planning. This course will help you define your audience and understand its characteristics, knowledge, needs and responses. You'll learn about the timing and organization of your presentation and the different presentation methods—including the most effective ways to use them. (Duration : 30 minutes)

✓ **Ensuring Successful Presentation Delivery (C053)**

Presentation excellence can be achieved when the standard of your delivery matches the quality of your content. Once you have diligently prepared the content of your presentation, you need to make sure that your delivery is engaging, enthusiastic, composed and confident.

In this course, you will learn how to set up the right environment for your presentation. You'll also learn techniques for managing stage fright and for using your voice and body language effectively to deliver your message. Finally, you'll learn how to deal with audience questions and Q&A sessions—in a way that favourably impacts your credibility. (Duration : 30 minutes)



Canada School of Public Service courses

✓ **Running Meetings in Better Directions (C075)**

Meetings can be very productive: many issues can be resolved and participants can be grateful they attended. Whether it's a regular meeting or a task force meeting, the leader should open the meeting with appropriate information, using the proper tone. An effective meeting leader encourages full participation from the group to ensure the objectives are reached within the allotted time. To close the meeting, the leader summarizes the decisions arrived at and follows up on the actions that need to be taken. This course covers the skills and lessons that will help you to fulfill the key responsibilities of a meeting leader at each stage of a business meeting. (Duration : 15 minutes)

Leadership

✓ **Becoming an Inspirational Leader (G010)**

People are inspired when they trust their leaders and are mobilized by common goals. When you strive for inspirational leadership, you demonstrate credibility and create a community with a shared vision. In this course, you'll learn about the characteristics people look for in an inspiring leader. You'll also learn about traits and behaviours that inspirational leaders exemplify. Finally, you'll learn about the role of clear, credible, and persuasive messages in inspirational leadership. (Duration : 30 minutes)

✓ **Assessing Your Own Leadership Performance (G009)**

Monitoring your own progress is a simple and effective way to ensure success in your leadership role. Knowing how to self-assess your leadership skills and competencies is important if you want to chart your development and plan your future growth as a leader. In this course, you'll learn about techniques leaders can use to carry out a self-assessment, such as reflective journaling, surveys and checklists, and 360-degree feedback. You'll also learn ways to increase your motivation and manage your own learning by creating a leadership development plan. (Duration : 30 minutes)



Canada School of Public Service courses

✓ **Building Innovation Cultures and Leaders (G012)**

Innovation is a critical component of just about every organization. Building and supporting an innovative culture is a responsibility for leaders and employees across organizational hierarchies. In this course, you'll learn about business innovation cultures and types of innovation leadership. You'll also learn about the importance of committing to aspects of innovation, including experimentation, risk management, and project execution. Finally, you'll learn how to attract and nurture innovation in your organization. (Duration : 30 minutes)

✓ **Leading through Positive Influence (G020)**

An effective leader recognizes that organizational politics can provide positive ways to influence others to accomplish goals. In this course, you will be guided through numerous methods and strategies for effectively influencing a team to accept your ideas. You'll be introduced to the importance of political awareness and the essential skills involved in using positive politics and avoiding negative politics when persuading others. You'll also have an opportunity to practise methods for influencing effectively and ethically. (Duration : 30 minutes)

✓ **Leadership Advantage: Developing a Business Execution Culture 3.0 (X015)**

Developing a business execution culture challenges leaders to attend to three equally important areas: developing a sound strategy for moving into the future, making sure the team around them is equipped to execute the strategy, and creating an operating plan for people to follow. This course is designed to help you recognize the leader's role in creating a business execution culture, determine effective business execution characteristics in business situations, recognize effective and ineffective approaches to creating a business execution culture, and choose solutions to execution challenges in business scenarios. (Duration : 2 hours)



Canada School of Public Service courses

✓ **Building and Leading Successful Teams (X167)**

No one is an island, and this is particularly true in business. Success is dependent upon skilled, committed individuals coming together to achieve common goals. Building teams is essential to personal and organizational success. Whether your group is permanent or temporary, efficient and effective team leadership is essential. In this course, you'll learn methods for team building and team leadership. You'll also learn strategies for avoiding and mitigating team dysfunction and conflict. Finally, you'll learn how successfully leading teams is integral in the modern marketplace. (Duration : 50 minutes)

✓ **Developing Successful Coaching Relationships (X168)**

In a perfect business world, all employees would be ideally suited to their jobs, with skills and aptitudes fully aligned to their roles. In the real world, however, successful leadership requires coaching and mentoring. Leaders must foster a culture conducive to coaching and be capable themselves of stepping into a coaching role when it's called for. In this course, you'll learn coaching techniques for building dynamic and purposeful coaching relationships. You'll learn some coaching principles that will guide you in helping your team members exceed their preconceived limitations and reach their full potential. (Duration : 1 hour)

Managing Change

✓ **Leading Your Team through Change (G021)**

Change is not an event; it is a process. It's important to recognize that your role is to support individuals through the transition and remove obstacles that can hinder a smooth transition from one process to another. In this course, you'll learn about types of resistance and obstacles to change and how to overcome them. You'll also learn about how to overcome barriers to introducing change at your organization. Finally, you'll learn effective approaches for communicating change. (Duration: 30 minutes)



Canada School of Public Service courses

✓ **Organizations Change So Get Ready (T045)**

A change in your work situation, whether good or bad, can create a period of uncertainty, stress, and anxiety while you adjust. A clear understanding of what organizational change is, and what to expect when dealing with it, can shorten the period of adjustment so you can get back on track sooner. In this course, you'll explore organizational change and the events that can typically trigger it. You'll also learn about the three specific types of organizational change, common reactions to organizational change, and the stages you can expect to go through when dealing with organizational change. (Duration : 30 minutes)

✓ **Leading Through the Challenge of Change (X165)**

Things change. This is a truism in both personal and business life. Whether that change comes in the form of personnel, organizational hierarchy, or processes, change is inevitable in the workplace. Leading change requires successful leaders to have a process for managing change, whatever its source. This course will help you undertake change management and set the stage for implementing change. It will provide strategies for overcoming resistance to change and steps to help lead your team through the change process. (Duration : 1 hour)

✓ **Harnessing Change (E500)**

Change is now a constant feature of any workplace. This online self-paced course will help the learners harness change in their work environment and learn about their personal change profile. Using various scenarios, learners will explore strategies for facing change in a government context. (Duration : 1 hour)

✓ **Managing Change: Sustaining Organizational Change (X033)**

Organizational transformation is vital to improving service, streamlining operations, and boosting the bottom line. This course covers methods for building and cultivating a culture that sustains organizational change. It introduces techniques for creating a collaborative team environment and managing and sustaining performance, including rewarding ongoing learning and improvement and providing feedback. (Duration : 1 hour)



Canada School of Public Service courses

✓ **Managing Change: Dealing with Resistance to Change (X032)**

Organizational change can cause anxiety and upheaval, which is manifested in different and often unproductive ways by different individuals. Managers have to understand the mix of emotions and conflicting thoughts that come with change, then identify and address the underlying causes of employee resistance. This course surveys the active and passive symptoms of change resistance and explores its roots, providing strategies for dealing directly with employees. (Duration: 1 hour)

✓ **Managing Change: Building Positive Support for Change (X031)**

It's often said that people don't like change. Employees cannot support change and recognize its benefits without first understanding its impact on them. This course teaches the importance of building a motivating atmosphere that supports organizational change, looking at techniques for encouraging open communication from employees. It also covers coaching and the need for flexibility. (Duration: 1 hour)

Mental Health

✓ **Mental Health: Awareness (Z041)**

About one in five Canadians experience mental health issues at some point during their working years. According to the Mental Health Commission of Canada, it is estimated that mental illness costs the Canadian economy more than \$50 billion per year in terms of healthcare service use, lost workdays and work disruptions. A healthy Canadian economy – and a healthy workplace – relies on healthy minds. This course provides an introduction to the complex issue of mental health in the workplace and explains why it is so important. You will learn the difference between mental well-being and mental illness, factors that put people at risk, and the roles of early intervention and promotion of mental well-being at work. (Duration: 30 minutes)



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Topics include:

- describe the impact of mental illness in the workplace explain the difference between mental illness and stress
- list common risk factors of mental illness
- recognize signs of mental illness at work and the importance of early intervention
- describe ways to promote mental well-being in the workplace
- access other sources of information about mental health in the workplace

✓ **Mental Health: Health and Wellness Strategies (Z042)**

The workplace is one of the key environments that affect our mental well-being and our health. While there is an acknowledgement and growing awareness of the role of the workplace in promoting or hindering mental wellness, employees can also take their own steps towards mental fitness. This course will empower you to improve your own mental well-being by building a strong resilience to stress – a process referred to as mental fitness. Through learning how to leverage the power of the body's response to stress and by practicing specific lifestyle habits, you can elevate your health and performance while effectively managing high levels of stress. (Duration : 1 hour)

Topics include :

- recognize your signs, symptoms and sources of stress describe the impact that stress has on your health and performance
- define mental fitness and specific ways to improve and maintain it
- elevate your health and performance through lifestyle habits that promote mental well-being.

✓ **Mental Health: Communication Strategies (Z087)**

Some people openly talk about their mental illness with colleagues, while others are more discreet. This course is designed for employers, employees, managers, and supervisors interested in attaining the necessary skills to identify the key steps their workplace can take to improve communication on mental health. Participants



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will learn communication strategies for effective conversations about mental health issues, with the overall goal to help educate and increase awareness in the workplace. (Duration : 1 hour)

Topics include:

- the prevalence of mental health illness in the workplace methods to break the stigma of mental health illness
- the key steps in the workplaces
- communication skills, such as active listening
- the confidence needed to help co-workers discuss these concerns

✓ **Mental Health: Signs, Symptoms and Solutions (Z067)**

Everyone occasionally feels anxious, blue or sad, but these feelings usually pass within a couple of days. When a person has anxiety or depressive disorder, it significantly interferes with daily life, makes normal functioning impossible, and causes pain for both the person and those who care about them. Although it is difficult to quantify the impact of work itself on personal identity, self-esteem and social recognition, most mental health professionals agree that the workplace environment can have a significant impact on an individual's well-being. This course will explore the signs, symptoms, and solutions for mental illnesses commonly experienced in the workplace. (Duration : 1 hour)

Topics include:

- recognize the signs of common mental illnesses at work review practical situations and case studies including depression, phobias, anxiety disorders, and abuse/dependence issues
- use communication skills and strategies in a workplace setting
- understand the importance of getting help and support including accommodation and best practices for return-to-work strategies.

✓ **Mental Health: Psychologically Healthy Workplaces (Z043)**

There is growing evidence of the global impact of mental illness. Cutting across age, gender, education and social strata without prejudice, mental disorders are



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among the most important contributors to the burden of disease and disability worldwide – and we will see continued dramatic increases in mental illness if action is not taken. A psychologically safe and healthy workplace promotes emotional well-being, and presents minimal risk to employee mental health. By making changes to your workplace environment, and offering support to employees, you can reduce the duration and severity of mental illness, and enhance recovery. This course will examine best practices in developing a psychologically healthy workplace. (Duration : 1 hour)

New employees and managers

✓ **Who We Work For (C218)**

It is important that all new and experienced public servants have a foundational understanding of how Canada's non-partisan federal public service serves the democratically elected government of the day. This online course examines the functions and the organizational relationships between Parliament, the Government of Canada and the federal public service. Participants will explore the role of government, how Canada governs itself, the organization of the federal government, the functions of departments and central agencies and common government services. (Duration : 3 hours)

✓ **Access to Information and Privacy Fundamentals (I015)**

Public servants must understand what an access to information request is in order to be able to process it properly while protecting personal information. This course describes the steps to follow when a request for access to information is received and explains how to process and protect personal information by exploring various scenarios. Participants will become familiar with the Access to Information Act, the Privacy Act and related processes and requirements as well as their own responsibilities. (Duration : 1 hour)

Topics include:

- current legislation and policies effective processing of access to information requests
- protection of personal information



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- requirements concerning the collection, use, communication, retention and disposal of personal information

✓ **Creating a Respectful Workplace (G417)**

Employees and managers need to understand both what constitutes workplace harassment and their role and responsibilities if they are to maintain and create a respectful workplace. This self-paced online course enables the learner to define harassment and its context and informs them about resolution mechanisms defined by the Treasury Board of Canada Secretariat. Participants will learn to differentiate between disrespectful behaviour, harassment and violence, and how to detect contributing factors or pressure points that may risk generating conflict. They will also find out about ways of resolving any such issues they encounter in the workplace. (Duration : 4 hours)

✓ **Phoenix Self Service for Employees (C601)**

Phoenix is the Government of Canada's pay and benefits application. This course provides an overview of the Phoenix self-service functions available to employees. Learners are shown how to use these functions to quickly and efficiently perform a variety of common tasks. (Duration : 1 hour)

Topics include:

- managing direct deposit information, voluntary deductions and coverage under the Public Service Health Care Plan updating employee to manager relationships
- reporting time
- viewing payroll statements

✓ **Phoenix Manager Self Service (C602)**

Phoenix is the Government of Canada's pay and benefits application. This course provides an overview of the self-service functions that Phoenix offers for managers with signing authority under Section 34 of the Financial Administration Act. Learners are shown how to use these functions to quickly and efficiently perform a variety of common tasks. (Duration : 1 hour)



Canada School of Public Service courses

Topics include:

- reviewing, assigning and creating work schedules
- reporting time
- reviewing and resolving time entry exceptions
- approving payable time

Preventing Harrasment

✓ **Preventing Harassment and Violence in the Canadian Workplace (W011)**

In recent years, certain high-profile incidents have heightened employee and employer concerns about safety in the workplace. While the incidents you hear about are often extreme, harassment and violence could happen at work any time. The way an organization deals with even the most seemingly trivial incident can make the difference between another day at the office and front-page news.

This course explores the forms harassment can take in the workplace and examines the factors that might contribute to a violent incident at work. The key to preventing harassment and violence in the workplace is for all employees to be aware of the warning signs and to become familiar with their organization's policies and procedures for addressing these issues.

✓ **Preventing Harassment in the Global Workplace Manager Edition (W012)**

As a manager, you play a vital role in supporting your organization's efforts to create a workplace defined by respectful and professional interactions between employees. This includes not only preventing illegal harassment, but also avoiding intimidating, hostile or otherwise uncivil behaviour. You have a responsibility to model appropriate behaviour in how you treat your employees and to address any instances of inappropriate conduct swiftly and appropriately. This course explains why it is important for an organization to foster a respectful work environment. It also presents strategies for addressing inappropriate behaviour in the workplace.
(Duration : 30 minutes)



Canada School of Public Service courses

✓ **Workplace Violence in the Canadian Federal Jurisdiction: Establish a Prevention Program (Z066)**

Workplace violence affects all business sectors and occupations as well as the safety of every employee and employer. It claims a high personal cost from the emotional trauma and physical injury experienced by the victims, their family and co-workers. Public image, increased absenteeism, lost productivity, high employee turnover, and increased insurance/compensation costs are other consequences. This course introduces the key components of an effective workplace violence prevention program. Participants will learn about tools to eliminate or minimize the potential for workplace violence. (Duration : 1 hour)

Topics include:

- scope and prevention of workplace violence, including harassment, training and education legal obligations
- hazard assessment, reporting, investigating and emergency response planning
- victim assistance and incident follow-up

✓ **Workplace Violence in the Canadian Federal Jurisdiction: Recognize the Risk and Take Action (Z064)**

Wherever people interact at work there is a potential for violence, regardless of the job. This course helps frontline supervisors, workers and anyone else with an interest in workplace safety develop a clear understanding of what workplace violence is. They will learn the consequences of workplace violence and preventive measures that can be taken. (Duration : 30 minutes)

Talent Management

✓ **Managing Change: Building Positive Support for Change (X031)**

It's often said that people don't like change. Employees cannot support change and recognize its benefits without first understanding its impact on them. This course teaches the importance of building a motivating atmosphere that supports organizational change, looking at techniques for encouraging open communication



Canada School of Public Service courses

from employees. It also covers coaching and the need for flexibility. (Duration: 1 hour)

✓ **Managing Your Company's Talent (G031)**

Talent management focuses on recruiting, hiring, developing, and retaining the right talent to drive an organization's performance. This course covers the importance of effective talent management and how to plan for it. In addition, this course identifies the key activities associated with talent management and describes the roles played by managers in implementing a talent management strategy. (Duration : 30 minutes)

✓ **Coaching for Excellence (G406)**

Supervisors, managers and functional specialists must be equipped to confidently provide performance-based coaching to employees. This online course helps supervisors, managers and functional specialists develop their leadership capacity through coaching. Participants will learn key concepts and tips on performance-based coaching and practice related techniques. Originally created by the Department of National Defence, this course is made available to learners by the Canada School of Public Service. (Duration : 4 hours)

Topics include:

- self-assessment on and reinforcement of coaching and related leadership competencies effective questions to use during coaching sessions
- apply coaching competencies in a conversation
- influence of personal and organizational culture
- tools for coaching

✓ **Make the Time You Need: Get Organized (D003)**

You don't have to manage your time, but the potential for mistakes and stress grows when you don't. To manage time effectively, you need to be organized. In this course, you'll learn strategies for improving your productivity depending on the type of time-management personality you have. You'll also learn how to deal with



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time stealers, create manageable to-do lists and maintain an organized time-management approach. (Duration : 30 minutes)

✓ **Aligning Goals and Priorities to Manage Time (G006)**

Meeting targets and achieving goals consistently, regardless of the business situation, isn't easy. A big part of doing this successfully is managing your time. In this course, you will learn why it's important to align your goals with the goals of your organization—and how to do this using a goal alignment worksheet. You'll also learn how to ask questions to clarify goals and how to establish priorities based on these goals. (Duration : 30 minutes)

TeamWork

✓ **Building the Foundation for an Effective Team (G013)**

How a team is built is an important factor in determining its success. Leading a team quickly and smoothly into high-performance mode requires pulling the right team together, setting team goals, and defining the standards of team behaviour. In this course, you'll learn about the five stages of team development and strategies for selecting high performers best suited to your project or team. You'll also learn about laying the foundation for a successful team, including setting team goals, assigning roles to individual members, and defining specific guidelines that outline how members should behave to minimize conflict and optimize team performance. (Duration : 30 minutes)

✓ **Leading a Cross-functional Team (G019)**

Many organizations have discovered the advantages of using cross-functional teams to accomplish their goals. While the diversity inherent to these teams can present certain challenges, successfully managing cross-functional teams is the reward. In this course, you'll learn about the benefits of cross-functional teams. You'll also learn about the various development stages of cross-functional teams and the risks at each stage. Finally, you'll learn about the key abilities a cross-



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functional leader should have and best practices for cross-functional team success.
(Duration : 30 minutes)

✓ **Strategies for Building a Cohesive Team (G024)**

Motivation is what drives people to accomplish things. Without motivation, things simply would not get done. As a leader, your capacity for motivating is a key element in the success of your organization. This course provides you with an understanding of why motivating strategies are important to you as a leader. It also provides you with practical techniques for boosting motivation among employees in your organization. (Duration : 30 minutes)

✓ **Being an Effective Team Member (D004)**

To make a real, positive difference on a team, you must take on the challenging task of putting the team first. This course covers strategies and techniques to help you become a more effective and valued member of your team. You'll explore ways to adopt a positive mindset and take a proactive role on a team, so that you can make a significant contribution. Because your success on a team depends on pulling together with other people, you'll also learn constructive ways to acknowledge differences and show respect for team members, and specific strategies for working collaboratively. (Duration : 30 minutes)

✓ **Encouraging Team Communication and Collaboration (C052)**

Successful teams, whether they are on-site or virtual, are characterized by good communication and collaboration. In this course, you'll learn techniques for encouraging effective communication and overcoming communication problems. You'll also learn strategies for encouraging teamwork. Finally, you'll learn about common tools and technologies for virtual team communication and key considerations for establishing virtual communication guidelines. (Duration : 30 minutes)



Canada School of Public Service courses

✓ **Managing Workforce Generations: Working with a Multigenerational Team (X144)**

Managing a multigenerational team requires a clear understanding of the differences among employees and strategies to make the most of this diversity. This course reviews the potential sources of conflict within a generationally diverse team, including different approaches to work and communication. It covers management strategies for fostering inclusion, respect, and support. This course also describes how to implement a mentoring program to take advantage of the experiences and perspectives of multiple generations. (Duration : 1 hour)

✓ **Establishing Team Goals and Responsibilities, and Using Feedback Effectively (G015)**

Every member of a team has particular strengths. To get a team to perform at its best, these strengths have to be recognized, reflected in the roles and responsibilities assigned to team members, and directed toward achieving suitable goals. In this course, you'll learn how to build a team—including how to set effective team goals, identify roles and assess team members' competencies—and assign roles based on these competencies. You'll also learn how to give and receive feedback effectively, so that it strengthens your role and the performance of your team. (Duration: 30 minutes)

