



Management Development Course Curriculum for DRDC Managers

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Contract Number: W7707-063401/001/HAL*

Defence R&D Canada – Atlantic

Contract Report
DRDC Atlantic CR 2007-058
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Abstract

Performance Development Training Inc. developed a matrix of currently available developmental courses for the DRDC management cadre. This report describes a management-related course curriculum for aspirants (supervisors) and members (section heads, managers, directors, deputy directors general, and chief scientists) of the DRDC management cadre.

Résumé

Performance Development Training Inc. a élaboré une matrice des cours de perfectionnement disponibles pour les gestionnaires de Recherche et développement pour la défense Canada (RDDC). Ce rapport présente un programme de cours sur la gestion pour les futurs membres (superviseurs) et les membres (chefs de section, gestionnaires, directeurs, directeurs généraux adjoints et scientifiques en chef) de l'équipe de direction de RDDC

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Executive summary

The successful implementation of DRDC's strategy for the future is dependent on having very capable managers at all levels of the organization. A project was initiated as part of the "Develop Management Capability Work Package" identified in the 2005 Strategic Action Plan. It entailed the identification of developmental courses for the DRDC management cadre and best practices in the management of this development training.

Interviews were held in seven (7) DRDC centers with their learning and development officers as well as with their senior management team to determine the challenges and issues faced by management cadre (supervisors, managers/section heads, directors/DDGs/chief scientists). We examined the critical competencies/skills required for their management cadre, practices in managing training and development, the management courses taken and their local and national course providers. Interviews were also held with learning and development staff at the Canadian School of Public Service (CSPS) to identify critical leadership programs.

In addition a web-based survey of management development courses / curricula was conducted from other public / private sector sources that offered programs / individual courses that addressed DRDC management cadre learning and developmental needs.

A previous report ("Development of Recommended Management Development Courses for DRDC Managers," DRDC Atlantic Contractor Report CR 2007-024, February 2007) provides an analysis of the visits to DRDC Centres and an assessment of local practices *en route* to recommendations of best practices. The present report provides a more detailed description of a recommended curriculum of developmental courses for aspirants to and members of the DRDC management cadre.

The contents of this report will be incorporated into a broader document which addresses developmental assignments as well as developmental training.

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Sommaire administratif

Pour mettre en œuvre avec succès sa stratégie pour les années à venir, RDDC devra disposer de gestionnaires très compétents à tous les niveaux de l'organisation. Un projet a été lancé dans le cadre des « travaux de développement des capacités de gestion » annoncés dans le Plan d'action stratégique 2005 de RDDC. Il prévoit l'identification des cours de perfectionnement pour les gestionnaires de RDDC et l'élaboration de pratiques exemplaires pour la gestion de ces cours.

Dans sept (7) centres de RDDC, des entrevues ont été menées avec les responsables de la formation et du perfectionnement professionnel, ainsi qu'avec les membres de l'équipe de direction, pour déterminer les défis et les problèmes auxquelles font face les gestionnaires (superviseurs, chefs de section, directeurs, directeurs adjoints, scientifiques en chef). Nous avons examiné les compétences essentielles que doivent posséder les gestionnaires, les pratiques de gestion de la formation et du perfectionnement professionnel, les cours de gestion suivis par le personnel, et les prestataires de cours à l'échelon local et au niveau national. Des entrevues ont également été menées avec les responsables de la formation et du perfectionnement professionnel de l'École de la fonction publique du Canada, pour déterminer quels sont les principaux programmes de développement du leadership.

De plus, une recherche sur le Web a été effectuée pour déterminer quels sont les cours ou programmes de formation offerts par d'autres organismes du secteur public et du secteur privé qui répondent aux besoins des gestionnaires de RDDC en matière d'apprentissage et de perfectionnement professionnel.

Un rapport antérieur (« Cours de perfectionnement recommandés pour les gestionnaires de RDDC », rapport d'entrepreneur de RDDC Atlantique CR 2007-024, février 2007) fait l'analyse des visites aux centres de RDDC et des pratiques locales en vue de recommander des pratiques exemplaires. Le présent rapport fournit une description plus détaillée du programme recommandé relativement aux cours de perfectionnement professionnel pour les membres actuels et futurs de l'équipe de direction de RDDC.

Le contenu de ce rapport sera incorporé à un document d'une plus grande portée qui traite des affectations de perfectionnement et de la formation de perfectionnement..

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Editorial Note:

The contractor delivered this report to DRDC in electronic format following an outline approved by the Scientific Authority. The approved outline had courses in Sections II, III and IV grouped by hierarchical level (i.e.: Section II: Supervisor; Section III: Manager/Section Head; Section IV: Director/Deputy Director General/Chief Scientist). Subsequent to accepting the report from the contractor, the Scientific Authority considered that it would be more effective to organize Sections II, III and IV on the bases of Mandatory, Recommended and Additional course categories. This amendment was made during the course of the DRDC document review/publication process, without reference to the contractor, since by then the contract was complete. Several other editorial changes were made, but again, such changes reflected reorganization, not substantive modification of intellectual content of the report. The Scientific Authority is confident that the document is still representative of the work performed by Performance Development Training Inc. and that authorship properly lies with Christine Lamothe-Moir.

I. INTRODUCTION

The investment Defence Research & Development Canada (DRDC) makes by providing our management cadre with valuable training opportunities contributes greatly in realizing our vision of being known worldwide as the best in science and technology for defence and security. Being the best entails continuous learning and ensuring our management team has the skills to meet not only current but also future business needs.

Developing the competencies required to be a successful management team within the organization requires the identification of learning and development opportunities that will enable our management team to meet their business goals and maintain their scientific excellence. DRDC has therefore identified developmental courses to assist you in developing the competencies required to be successful in your role.

The courses provided in this “Management Development Course Curriculum” are for DRDC management aspirants and the DRDC management cadre working in the scientific and non-scientific fields; that is:

- Supervisors (management aspirants),
- Managers and Section Heads (management cadre)
- Directors, Deputy Directors General (DDGs) and Chief Scientists (CSci) (management cadre)

Courses are identified for each of these groups in the following categories:

- Mandatory courses (as mandated by policy, you have no choice but to take them)
- Recommended courses (to build your leadership competencies)
- Additional courses (to develop other competencies required for your role)

Course matrices are shown in Tables 1 to 3 on the following pages for the three groups (Supervisors; Managers and Section Heads; and Directors, Deputy Directors General and Chief Scientists) to permit reference by developmental area and by course provider. In many instances, different courses and suppliers address the same developmental needs, thus offering DRDC staff the opportunity for choice in times or locales for training activities. Later Sections of the Report describe the courses in more detail.

Table 1: SUPERVISOR COURSE MATRIX

Developmental Area	Course Providers		
	Canada School of Public Service (CSPS)	Department of National Defence	Others
Public Service Foundations (Mandatory)	<ul style="list-style-type: none"> • Orientation to the Public Service (E131) • The Essentials of Supervising in the Public Service (G124) 	<ul style="list-style-type: none"> • Defence Ethics Program (100013) • Managing Civilian Human Resources 	
Supervising People and Teams	<ul style="list-style-type: none"> • Theories, Techniques and Tools of Supervision (G501) • Working in Teams (T412) • Human Resources Management Success Through People (C340E) • Human Resources Management (G111) • Labour Relations: Principles and Practices for Supervisors and Managers (G244) • Staffing: A Resourcing Tool for Managers (P901) • Mediating Conflict (T905) 	<ul style="list-style-type: none"> • Orientation Awareness for Managers/Supervisors • Resolving Conflict Effectively • The Practice of Supervision: A Workshop • Building Excellence in Teams • Supervisor's Orientation Program 	<u>Canadian Management Centre</u> <ul style="list-style-type: none"> • Making the Transition from Staff Member to Supervisor
Leadership	<ul style="list-style-type: none"> • Leading a Diverse Workforce (D103) • Leading Scientific Teams (G100) 	<ul style="list-style-type: none"> • Middle Management & Leadership Development Course • Communication and Leadership • Leading Diversity 	<u>The Banff Centre</u> <ul style="list-style-type: none"> • Managing in the Middle <u>Niagara Institute</u> <ul style="list-style-type: none"> • Building Leadership Essentials <u>Canadian Management Centre</u> <ul style="list-style-type: none"> • Leadership Skills for New Supervisors
Public Service Management	<ul style="list-style-type: none"> • How Ottawa Works (G203) • Essentials of Financial Management (C339E) • Access to Information and Privacy (C447E) • Introduction to Contracting Services (C344E) • Financial Management (G112) • Government Information Management (G113) • Contracting and Acquisition Management (G115) 		
Managing Work	<ul style="list-style-type: none"> • Project Management (R901) • Managing Your Time (T605) • Effective Decision Making (T904) • Quality and Excellence in Client Service (T409) 	<ul style="list-style-type: none"> • Time Management • Project Management (Basic)(115504) • Project Management (Intermediate)(115082) 	

Table 2: MANAGER/SECTION HEAD COURSE MATRIX

Developmental Area	Course Providers		
	Canada School of Public Service (CSPS)	Department of National Defence	Others
Public Service Foundations (Mandatory)	<ul style="list-style-type: none"> • Orientation to the Public Service (E131) • The Essentials of Managing in the Public Service (G110) • Authority Delegation Training • How Government Works (C335E) 	<ul style="list-style-type: none"> • Defence Ethics Program (100013) • Managing Civilian Human Resources 	
Managing People and Teams	<ul style="list-style-type: none"> • Managing Human Performance (G215) • Staffing: A Resourcing Tool for Managers (P901) • Labour Relations: Principles and Practices for Supervisors and Managers (G244) • Mediating Conflict (T905) 	<ul style="list-style-type: none"> • Orientation Awareness for Managers/Supervisors • Labour Management Relations Course • Resolving Conflict Effectively • Building Excellence in Teams • Defence Resources Management • The Art of Coaching: Developing Practical Competence in Coaching and Leadership • Conflict Management for Leaders 	<p><u>Niagara Institute</u></p> <ul style="list-style-type: none"> • Reaching Agreement <p><u>Public Service Labour Relations Board</u></p> <ul style="list-style-type: none"> • Interest-Based Negotiation and Mediation Training <p><u>Canadian Management Centre</u></p> <ul style="list-style-type: none"> • Leadership and Team Development for Managerial Success
Leadership	<ul style="list-style-type: none"> • Leading for Results (G306) • Leading Scientific Teams (G100) • Leading Strategically: Shaping the Future of Modernized Public Service (P113) • Values and Ethics in the Public Sector Governance (D112) 	<ul style="list-style-type: none"> • Leading Diversity 	<p><u>Center for Creative Leadership</u></p> <ul style="list-style-type: none"> • Foundations of Leadership • Leadership and High Performance Teams <p><u>Banff Centre</u></p> <ul style="list-style-type: none"> • Building Personal Leadership <p><u>Niagara Institute</u></p> <ul style="list-style-type: none"> • Leadership Development Program
Public Service Management	<ul style="list-style-type: none"> • Risk Management in the Public Service (G195) • Managing Public Funds (G243) • Integrated Resource Management (G210) 	<ul style="list-style-type: none"> • Canadian Security Studies Programme 	
Managing Work	<ul style="list-style-type: none"> • Managing Your Time (T605) • Preparing a Business Case (C220) • Marketing in the Public Service(G196) • Business Analysis (F106) 	<ul style="list-style-type: none"> • Time Management • Project Approval Course • Business Planning Course • Project Management (Intermediate)(115082) 	<p><u>Canadian Management Centre</u></p> <ul style="list-style-type: none"> • Fundamentals of Strategic Planning • Innovation and Creativity: How to Improve Performance and Foster Growth • Dealing with Competing Demands

Table 3: DIRECTOR/DDG/CHIEF SCIENTIST COURSE MATRIX

Developmental Area	Course Providers		
	Canada School of Public Service (CSPS)	Department of National Defence	Others
Public Service Foundations (Mandatory)	<ul style="list-style-type: none"> • Orientation to the Public Service (E131) • Authority Delegation Training • The Essentials of Managing in the Public Service for New Executives (G126) • How Government Works (C335E) 	<ul style="list-style-type: none"> • Defence Ethics Program (100013) • Managing Civilian Human Resources 	
Managing People and Teams	<ul style="list-style-type: none"> • Integrated HR and Business Planning (P100) • PSMA Accountabilities and Responsibilities (P101) • Planning and Managing the Labour Relations Framework (G246) • Reinvent Your Leadership: Coaching for Designing a Power Future (L102) 	<ul style="list-style-type: none"> • Labour Management Relations Course 	<u>Canadian Management Centre</u> <ul style="list-style-type: none"> • Advanced leadership Communication Strategies Niagara Institute <ul style="list-style-type: none"> • Communicating for The Senior leader
Leadership	<ul style="list-style-type: none"> • Leadership: Reflection and Action (G305) • Leading Transitions (S208) • The Courage to Lead in the Public Service (L109) • Diversity: Vision and Action (G114) 	<ul style="list-style-type: none"> • Executive Leaders Programme • National Security Studies Programme 	<u>Niagara Institute</u> <ul style="list-style-type: none"> • Executive Leadership Program <u>The Banff Centre</u> <ul style="list-style-type: none"> • Leading Teams for High Performance • The Art of the Executive Leader <u>Queen's University</u> <ul style="list-style-type: none"> • Realizing Your Leadership Potential <u>Center for Creative Leadership</u> <ul style="list-style-type: none"> • Developing the Strategic Leader
Public Service Management	<ul style="list-style-type: none"> • EX Orientation (G202) 		
Managing Work	<ul style="list-style-type: none"> • Leading Service Innovation (G105) 		<u>Queen's University</u> <ul style="list-style-type: none"> • Creating and Implementing Winning Strategies • Improving Operational Performance <u>Niagara Institute</u> <ul style="list-style-type: none"> • Optimizing Change <u>The Banff Centre</u> <ul style="list-style-type: none"> • Inspiring Creative Leadership

The course providers listed in the “Management Development Course Curriculum” are:

- Department of National Defence (Learning and Career Centre, Canadian Forces College, Defence Planning and Management and the Canadian Forces Learning and Development Centre)
- Canada School of Public Service(CSPS)
- Canadian Management Centre
- The Banff Centre
- Niagara Institute
- Queen’s School of Business
- Center for Creative Leadership

Each course outline in the following Sections also identifies the corresponding Public Service “Key Leadership Competencies” it addresses. (See Key Leadership definitions in Appendix A)

The courses offered in this document are by no means all-inclusive as numerous others could be identified to help you develop your management competencies. However, they are a good starting point to help you establish your individual learning plan.

The goal of training is to change behaviour. For this change to occur, one needs to apply what is learned in a classroom setting to practical assignments back on the job to develop a level of comfort with newly acquired competencies. Hence, the learning plan should consist of more than just classroom training. Possible training and development activities can be a combination of different learning solutions, depending on your preferred learning style.

The benefits of learning and development are numerous; they can:

- Improve your performance in current work assignments
- Prepare you for other kinds of work and increased responsibility
- Help you stay knowledgeable about trends and development
- Help you better manage your job
- Help you achieve your career objectives
- Assist you in select learning solutions suited to you and your individual needs

II. MANDATORY TRAINING

Mandatory training courses are listed below and described in more detail on the following pages. It should be noted that Orientation to the Public Service and the Defence Ethics Program are required courses for *all* DRDC employees, not just management aspirants and the management cadre. Managing Civilian Human Resources is DND course that is often replaced by customized DRDC training delivered on-site by DRDC HR staff.

Course	Page	Target Community		
		Sup'r	M/SH	D/DDG/CSci
Orientation to the Public Service (New Employees) (OPS) (E131)	7	X	X	X
Defence Ethics Program (100013) (All Employees)	8	X	X	X
The Essentials of Supervising in the Public Service (G124)	9	X		
The Essentials of Managing in the Public Service (G110)	10		X	
Managing Civilian Human Resources	11	X	X	X
Authority Delegation Training	12		X	X
How Government Works (C335E)	13		X	X
The Essentials of Managing in the Public Service for New Executives	14			X

COURSE OUTLINE
MANDATORY TRAINING

Orientation to the Public Service (New Employees) (OPS) (E131)

- DRDC TARGET GROUP: All new employees
- COMPETENCIES: Values and Ethics

If you are an employee newly appointed to the public service, you will receive basic orientation training in the national's capital. You will spend two days in Ottawa participating in a program designed to introduce you to the function, culture, values and ethics of the Public Service of Canada. As a supervisor, you are an important catalyst in ensuring that all public servants understand the unique values and culture of the Public Service. To this end, the Orientation program is a great way of welcoming your new employees into the Public Service and to help them gain a common understanding of their role. Employees must register within two months of appointment.

- DESCRIPTION:

This two-day event is held in the Nation's Capital so that new employees have the opportunity to see their work in the context of Canada's democracy and the Parliament that embodies it. A centralized orientation program also serves to bring together the staff of the country's largest single employer, ensuring that new employees in all departments and regions receive the same messages and training.

The program includes a formal welcome and learning session given by representatives of both the House of Commons and the Senate, as well as visiting speakers and an opportunity to meet and talk with invited guests such as MPs, Senators, senior government officials, and other public servants from across the country. The learning components of the program are designed to help participants understand the structure, culture, policies and procedures of the Public Service.

- PREREQUISITE(S): None
- COURSE DURATION: 2 days
- COURSE LANGUAGE: French and English
- PRICE: No charge (for non-eligible learners: \$750.00)
- TRAINING LOCATION: Ottawa, Ontario
- COURSE PROVIDER: Canada School of Public Service (CSPS)
- WEBSITE: www.myschool.gc.ca

COURSE OUTLINE
MANDATORY TRAINING

Defence Ethics Program (100013)

- DRDC TARGET GROUP: All employees
- COMPETENCIES: Values and Ethics
- DESCRIPTION:

This course provides you with the skills necessary to recognize ethical dilemmas and to avoid falling into traps of unethical behaviour. You will talk about what ethics means and work through real cases. The course provides personnel with the ability to critically assess risks and to manage resources more effectively.

At the end of the course you will:

- Know the main ideas involved in ethics as it applies to Defence
 - Know and apply the course content into daily work related activities
 - Enhance decision making capacities by practicing ethical decision making
-
- PREREQUISITE(S): None
 - COURSE DURATION: 1 day
 - COURSE LANGUAGE: French and English
 - PRICE: \$100.00
 - TRAINING LOCATION: Across Canada
 - COURSE PROVIDER: Learning and Career Centre (LCC) (DND)
 - WEBSITE: www.forces.gc.ca/ethics/training/course_e.asp

COURSE OUTLINE
MANDATORY TRAINING

The Essentials of Supervising in the Public Service (G124)

- DRDC TARGET GROUP: Supervisors
- COMPETENCIES: Values and Ethics, Strategic Thinking (Analysis), Management Excellence (Action Management, People Management, Financial Management)

If you are appointed for the first time in a position with responsibilities for day-to-day supervision of other employees and you are a supervisor as defined by your organization's Human Resources Authority Delegation and Accountability Instrument, the following classroom course must successfully be completed before you can assume your delegated authorities.

- DESCRIPTION:

By the end of the course, participants will be introduced to their individual and corporate roles, responsibilities, obligations and accountabilities. Armed with an over-arching awareness of the policies, rules and procedures that govern public service activities and behaviours, supervisors will not only be equipped to fulfill their duties, but will also be able to apply appropriate tools and strategies to manage risk and address or prevent problems.

Through presentations, discussions and case studies, supervisors will learn about the legislation, policies and other statutory instruments that affect day-to-day operations planning, service delivery and people management. Participants will examine values, modern management practices, strategies and tools that can help them to effectively perform their roles and responsibilities and ensure accountability. As well, participants will explore how their individual and departmental responsibilities are related to their broader public service obligations. The course will focus particularly on those elements related to HR, procurement, information management and financial obligations.

- PREREQUISITE(S): None
- COURSE DURATION: 3 days
- COURSE LANGUAGE: French and English
- PRICE: No charge (for non-eligible learners: \$1,050.00)
- TRAINING LOCATION: Across Canada
- COURSE PROVIDER: Canada School of Public Service (CSPS)
- WEBSITE: www.myschool.gc.ca

COURSE OUTLINE
MANDATORY TRAINING

The Essentials of Managing in the Public Service (G110)

- DRDC TARGET GROUP: Managers/Section Heads
- COMPETENCIES: Values and Ethics, Strategic Thinking (Analysis), Engagement, Management Excellence (Action Management, People Management, Financial Management)

New to your level or position?

If you are appointed for the first time in a position with delegated signing authorities in finance, human resources, or both, and you are a manager as defined by your organizational Authority Delegation and Accountability Instrument, this classroom course must successfully be completed before you can assume your delegated signing authorities.

- DESCRIPTION:

This unique five day course will provide you with essential government specific knowledge to exercise your delegated authority competently in managing finances, procurement, human resources and government information. You will have opportunities to develop or deepen your understanding of the legal, regulatory and political priorities (in particular, values and ethics) influencing your decision-making process at the managerial level, on a daily basis. You will improve your skills and competencies critical for optimum performance. Based on the Management Accountability Framework (MAF), this course reinforces sound management practices and high organizational performance.

- PREREQUISITE(S): None
- COURSE DURATION: 5 days
- COURSE LANGUAGE: French and English
- PRICE: None
- TRAINING LOCATION: Across Canada
- COURSE PROVIDER: Canada School of Public Service (CSPS)
- WEBSITE: www.myschool.gc.ca

COURSE OUTLINE
ADDITIONAL TRAINING

Managing Civilian Human Resources

- DRDC TARGET GROUP: Supervisors
- COMPETENCIES: Management Excellence (People Management)
- DESCRIPTION:

This course is mandatory for newly appointed military and civilian supervisors and managers of civilian employees. It presents a common core of knowledge on human resources issues related to civilian employees and provides a clear understanding of a manager's responsibilities with respect to the supervision of civilians in DND.

Objectives

Managers will gain an understanding of the various HR programs and their responsibilities as managers to support these in the following areas:

- Employment Equity
 - Official Languages
 - Classification
 - Staffing
 - Labour Relations
 - Conflict Management Program
 - Compensation
 - Employee Assistance Program
 - New Employee Orientation
 - Civilian Performance Planning & Review
 - Learning & Professional Development
 - Human Resources Planning
- PREREQUISITE(S): None
 - COURSE DURATION: 3 days
 - COURSE LANGUAGE: French and English
 - PRICE: None
 - TRAINING LOCATION: Across Canada
 - COURSE PROVIDER: Learning and Career Centre (LCC) (DND)
 - WEBSITE: www.forces.gc.ca/dln-rad

COURSE OUTLINE
MANDATORY TRAINING

Authority Delegation Training (Online) 

- DRDC TARGET GROUP: Managers/Section Heads/Director/DDG/Chief Scientist?
- COMPETENCIES: Management Excellence (Action Management, People Management, Financial Management)

Existing Manager/?

Managers at all levels must demonstrate that they have the necessary knowledge to effectively exercise the authorities delegated to them at least every five years.

If you were appointed before January 1, 2006, you have until December 31, 2006 to successfully complete the online knowledge assessment instruments on the management of human resources, finance, information and procurement. You may access this knowledge assessment instrument through the School's Web Site as of June 2006.

In addition, online tools are available to help you for the assessment. In consultation with your superior, you may also choose to attend the classroom training for new managers: G110

- DESCRIPTION:

Authority Delegation Online Assessment in a knowledge assessment tool designed to validate the delegated signing authority of public service managers and executives.

You can use *Campusdirect* to validate your delegated authority by successfully completing the four online assessment components; but you can also take advantage of online documents and e-learning products that will help you prepare. *All four components of the Online Assessment must be successfully completed by December 31, 2006.*

- PREREQUISITE(S): None
- COURSE DURATION: Self-paced
- COURSE LANGUAGE: French and English
- PRICE: None
- TRAINING LOCATION: Online
- COURSE PROVIDER: Canada School of Public Service (CSPS)
- WEBSITE: www.campusdirect.gc.ca

COURSE OUTLINE
MANDATORY TRAINING

How Government Works (C335E) (Online) 

- DRDC TARGET GROUP: Managers/Section Heads/Directors/DDGs/CSci
- COMPETENCIES: Engagement
- DESCRIPTION:

This course will give you the basics of how government really works. What do Deputy Ministers do and to whom do they report? What do ASD and SOA stand for? What are the cyclical and special routines that make government tick? These are some of the questions that will be answered in this e-learning product. Many federal employees see only a small piece of what goes on at the federal level.

You will find handy links to informative websites and other reference material.

- PREREQUISITE(S): None
- COURSE DURATION: 1.5 hours
- COURSE LANGUAGE: French and English
- PRICE: None
- TRAINING LOCATION: Online
- COURSE PROVIDER: Canada School of Public Service (CSPS)
- WEBSITE: www.campusdirect.gc.ca

COURSE OUTLINE
MANDATORY TRAINING

The Essentials of Managing in the Public Service for New Executives (G126)

- DRDC TARGET GROUP: Directors/DDGs/Chief Scientists
- COMPETENCIES: Values and Ethics, Management Excellence (Action Management, People Management, Financial Management)
- DESCRIPTION:

This course will provide you with essential government specific knowledge to exercise your delegated authority competently in managing finance, procurement, human resources and government information. You will have opportunities to deepen your understanding of the legal, regulatory and political priorities (in particular, values and ethics) which influence your decision-making process at the executive level. This course reinforces sound management practices and high organizational performance.

As a result of attending this course, you will:

- Understand your role in the federal government context and the responsibilities and accountabilities you must assume as an Executive;
 - Understand the roles and responsibilities of the key players (e.g. Central agencies) within the Public Service;
 - Understand, be aware of and adhere to your statutory obligations and delegated authorities; and
 - Understand, model and practice the principles of Public Service values and ethics.
- PREREQUISITE(S): None
 - COURSE DURATION: 5 days
 - COURSE LANGUAGE: French and English
 - PRICE: No charge (for non-eligible learners: \$1,650.00)
 - TRAINING LOCATION: Across Canada
 - COURSE PROVIDER: Canada School of Public Service (CSPS)
 - WEBSITE: www.myschool.gc.ca

III. RECOMMENDED TRAINING

Recommended training courses are listed below and described in more detail on the following pages.

Course	Page	Target Community		
		Sup'r	M/ SH	D/DDG/ CSci
Supervisor's Orientation Program	16	X		
Theories, Techniques and Tools of Supervision (G501)	17	X		
Practice of Supervision: A Workshop	18	X		
Leading a Diverse Workforce (D103)	19	X		
Making the Transition from Staff Member to Supervisor	20	X		
Leadership Skills for New Supervisors	21	X		
How Ottawa Works (G203)	22	X		
Middle Management & Leadership Development Course (MMLDC)	23	X		
Managing in the Middle	24	X		
Building Leadership Essentials	25	X		
Working in Teams (T412)	26	X		
Orientation Awareness for Managers/Supervisors	27	X	X	
Leading Scientific Teams (G100)	28	X	X	
Leading for Results (G306)	29		X	
Managing Human Performance (G215)	30		X	
Foundations of Leadership	31		X	
Defence Resources Management course (DRMC)	32		X	
Building Personal Leadership	33		X	
Leadership and High Performance Teams	34		X	
Canadian Security Studies Programme (CSSP)	35		X	
Leadership: Reflection and Action (G305)	36			X
Leading Transitions (S208)	37			X
Diversity: Vision and Action (G114)	38			X
Integrated HR and Business Planning (P100)	39			X
PSMA Accountabilities and Responsibilities (P101)	40			X
EX Orientation (G202)	41			X
The Courage to Lead in the Public Service (L109)	42			X
Executive Leaders' Programme	43			X
Executive Leadership Program	44			X
National Security Studies Programme (NSSP)	45			X

COURSE OUTLINE
RECOMMENDED TRAINING

Supervisor's Orientation Program

- DRDC TARGET GROUP: Supervisors
- COMPETENCIES: Value and Ethics, Management Excellence(People Management)
- DESCRIPTION:

The aim of this course is to provide individuals with a common base of aptitudes, skills and knowledge that will allow them to effectively carry out their work within National Defence as first level supervisors. Through group discussions, lectures, group activities, and individual exercises participants will explore topics such as mission mandate and policies of the Public Service Commission and Treasury Board, competency-based management, values and ethics, leadership models and styles, team formation, client service, problem analysis & resolution, communication, conflict management, diversity, stress management, continuous learning and new employee orientation.

Objectives

- Show a personal commitment to the DND mission, vision, and values through words and actions
 - Understand the concept of competency-based management
 - Encourage ethics and values among personnel
 - Develop their competencies as a supervisor
 - Understand their personality style and that of others using the Myers-Briggs Type Indicator (MBTI)
 - Understand the supervisor's role in orienting new employees to DND
 - Understand the supervisor's role in supporting learning at DND.
- PREREQUISITE(S): None
 - COURSE DURATION: 5 days
 - COURSE LANGUAGE: English and French
 - PRICE: None
 - TRAINING LOCATION: Across Canada
 - COURSE PROVIDER: Learning and Career Centre (LCC) (DND)
 - WEBSITE: www.forces.gc.ca/dln-rad

COURSE OUTLINE
RECOMMENDED TRAINING

Theories, Techniques and Tools of Supervision (G501)

- DRDC TARGET GROUP: Supervisors
- COMPETENCIES: Engagement, Management Excellence (Action Management, People Management)
- DESCRIPTION:

You will learn the supervisory skills and practices needed in the Federal Public Service. The course continually emphasizes the human side of supervision, including the important role self-awareness plays in improving workplace communications and productivity.

Content:

- Roles and responsibilities of supervisors
 - Communication
 - Stress management
 - Self-knowledge
 - Leadership
 - Teamwork
 - Counselling
 - Performance management
-
- PREREQUISITE(S): None
 - COURSE DURATION: 5 days
 - COURSE LANGUAGE: French and English
 - PRICE: \$1,635.00
 - TRAINING LOCATION: Across Canada
 - COURSE PROVIDER: Canada School of Public Service (CSPS)
 - WEBSITE: www.myschool.gc.ca

COURSE OUTLINE
RECOMMENDED TRAINING

The Practice of Supervision: A Workshop

- DRDC TARGET GROUP: Supervisors
- COMPETENCIES: Management Excellence (Action Management, People Management)
- DESCRIPTION:

Exercises, debriefings and real-life case studies, are the activities on which this interactive workshop is structured. You will have the opportunity to deepen your understanding and ability to apply a variety of supervisory theories, techniques and tools used in the Federal Public Service. The emphasis of the course is on the human aspect of managing people and work. You will explore, among others, the challenges of managing leave, overtime, attendance and assignment and delegation of work. You will also discuss challenges pertaining to management and prevention of harassment situations and of managing while respecting values and ethics.

- PREREQUISITE(S): None
- COURSE DURATION: 3 days
- COURSE LANGUAGE: French and English
- PRICE: None
- TRAINING LOCATION: Across Canada
- COURSE PROVIDER: Learning and Career Centre (DND)
- WEBSITE: www.forces.gc.ca/dln-rad

COURSE OUTLINE
RECOMMENDED TRAINING

Leading a Diverse Workforce (D103)

- DRDC TARGET GROUP: Supervisors
- COMPETENCIES: Values and Ethics, Engagement
- DESCRIPTION:

Leading a Diverse Workforce will provide supervisors with a better understanding of the importance of leveraging the differences employees bring to the workplace in order to advance individual and organizational excellence. Supervisors will also explore strategies for creating inclusive environments in which employees understand value and respect each others' differences.

The Workshop Objectives:

- To provide an historical, contextual and legislative review of employment equity and diversity as it relates to the FPS.
 - To gain an understanding of the Emotional Intelligence and Diversity competencies.
 - To provide tools and strategies for managing interpersonal relations.
 - To provide strategies and approaches for building and promoting an environment of inclusion and respect.
 - To identify strategies for leading a diverse.
 - To identify opportunities for participants to engage in continuous learning.
- PREREQUISITE(S): None
 - COURSE DURATION: 2 days
 - COURSE LANGUAGE: French and English
 - PRICE: \$795.00
 - TRAINING LOCATION: Across Canada
 - COURSE PROVIDER: Canada School of Public Service (CSPS)
 - WEBSITE: www.myschool.gc.ca

COURSE OUTLINE
RECOMMENDED TRAINING

Making the Transition from Staff Member to Supervisor

- DRDC TARGET GROUP: Supervisors
- COMPETENCIES: Engagement, Management Excellence (Action Management, People Management)
- DESCRIPTION:

This seminar will prepare you for a complete change of responsibilities and help eliminate the anxiety that can accompany it. You'll come away with a better understanding of what your boss, peers, staff and company expect from you. Plus, you'll take home an invaluable set of tools that will prepare you to assume that all-important first supervisory role.

You will learn:

- A better understanding of your new role, what's expected and how to excel
- The best ways to delegate
- What motivates peers, employees and superiors
- How to adapt your individual style to the differing styles of others
- How to let go of your former role
- How to establish professional presence
- To set goals for yourself and others
- To give and receive feedback
- To manage your time
- PREREQUISITE(S): None
- COURSE DURATION: 2 days
- COURSE LANGUAGE: English
- PRICE: \$1,750.00
- TRAINING LOCATION: Across Canada
- COURSE PROVIDER: Canadian Management Centre (CMC)
- WEBSITE: www.cmctraining.org

COURSE OUTLINE
RECOMMENDED TRAINING

Leadership Skills for New Supervisors

- DRDC TARGET GROUP: Supervisors
- COMPETENCIES: Management Excellence (Action Management, People Management)
- DESCRIPTION:

You may be the manager... but are you a leader?

This seminar will explore how supervisors can maintain technical expertise while demonstrating the right type of leadership. It will give you the personal, interpersonal and group skills to be influential in one-on-one situations, facilitate group performance and become an overall effective leader.

How you will benefit:

- Define and analyze your own personal leadership style
- Identify your strengths and weaknesses
- Learn the most effective tools for motivating, increasing productivity and accomplishing goals
- Refine your interpersonal and communication skills

What you will learn:

- Improving performance
- Coaching and mentoring your staff
- Achieving buy-in for your ideas
- Persuasion techniques for influencing others
- Measuring performance results with the latest tool

- PREREQUISITE(S): None (Supervisors with at least two years of experience)

- COURSE DURATION: 3 days

- COURSE LANGUAGE: English

- PRICE: \$1,995.00

- TRAINING LOCATION: Toronto, Ontario

- COURSE PROVIDER: Canadian Management Centre (CMC)

- WEBSITE: www.cmctraining.org

COURSE OUTLINE
RECOMMENDED TRAINING

How Ottawa Works (G203)

- DRDC TARGET GROUP: Supervisors
- COMPETENCIES: Engagement
- DESCRIPTION:

This course provides participants with an opportunity, through a combination of speakers and the use of an actual piece of legislation, to explore “How Ottawa Works” and to see what actually happens behind the scenes. During the course, participants will discuss the political infrastructure, review the government process and follow the legislative aspects of how a bill is approved.

Content

- Roles of departments and central agencies and how they work together
 - How legislation is presented and passed, with a focus on the complex factors that influence decisions
 - Intensive hands-on experience exploring the legislative aspects of the approval of a bill
 - Interaction with key players in the government process from both within and outside the Public Service
 - Communication both within the federal government (between Ottawa and the regions) and with outside stakeholders (primarily lobbyists and pressure groups)
- PREREQUISITE(S): None
 - COURSE DURATION: 3 days
 - COURSE LANGUAGE: French and English
 - PRICE: \$1,645.00
 - TRAINING LOCATION: Across Canada
 - COURSE PROVIDER: Canada School of Public Service (CSPS)
 - WEBSITE: www.myschool.gc.ca

COURSE OUTLINE
RECOMMENDED TRAINING

Middle Management & Leadership Development Course (MMLDC)

- DRDC TARGET GROUP: Supervisors
- COMPETENCIES: Engagement, Management Excellence (Action Management, People Management, Financial Management)
- DESCRIPTION:

To provide military officers and civilian Middle Managers with the skills and knowledge they require to manage the human, financial, materiel and information resources of Department of National Defence/Canadian Forces to meet the objectives of the Canadian government in the most cost-effective manner possible.

The MMLD course is highly participative. An understanding of individual and organizational functioning is developed through exercises, case studies, classroom discussions, role-plays, lectures, videos, and the use of self-discovery instruments.

- PREREQUISITE(S): None
- COURSE DURATION: 2 weeks
- COURSE LANGUAGE: French and English
- PRICE: User Pay format

Tuition Fees: *On Location*: \$1,200.00/day maximum of 24 participants. *At CFMDS*: \$100/day per participant for SGF Courses. \$75.00/day per participant for MMLDC and BP Courses. Price to be determined for workshops.

Course Documentation: \$25.00 to \$85.00 per participant.

- TRAINING LOCATION: Across Canada
- COURSE PROVIDER: Canadian Forces Learning and Development Center (CFLDC)
- WEBSITE: www.cfsj.forces.gc.ca/ame/engraph/courses/coursemmldc_e.asp

COURSE OUTLINE
RECOMMENDED TRAINING

Managing in the Middle

- DRDC TARGET GROUP: Supervisors
- COMPETENCIES: Management Excellence (Action Management, People Management)
- DESCRIPTION:

New team leaders emerging leaders and other individuals who “manage in the middle” play a critical role in developing relationships which ensure team and organizational success. By improving your relationship building and management skills, you will learn how to have influence without organizational authority.

On this program, you will:

- Develop strategies to manage relationships up, down, and across your organization
 - Better understand your strengths and impact on others
 - Increase confidence in your communication and problem-solving skills
 - Learn how to motivate others by discerning their needs
 - Take responsibility for managing your relationship with you leader
 - Manage your time and productivity by identifying and committing to high leverage activities
 - Analyze your stress and set goals to sustain life balance
 - Practice negotiation techniques to solve problems from a win-win perspective
 - Renew energy and positive motivation to take back to your work, and life.
- PREREQUISITE(S): None
 - COURSE DURATION: 5 days
 - COURSE LANGUAGE: French and English
 - PRICE: \$2,800.00
 - TRAINING LOCATION: Banff, Alberta
 - COURSE PROVIDER: The Banff Centre
 - WEBSITE: www.banffcentre.ca

COURSE OUTLINE
RECOMMENDED TRAINING

Building Leadership Essentials

- DRDC TARGET GROUP: Supervisors
- COMPETENCIES: Management Excellence(People Management)
- DESCRIPTION:

This program is designed to help you expand your leadership capabilities by understanding how to build your versatility as a leader.

The program focuses on three areas critical to leadership:

- Understanding the nature of leadership and the link between versatility and effectiveness
- Enhancing awareness of your own leadership preferences and style, and the impact these have on others
- Building essential leadership skills for being more versatile in response to the challenges in today's organizations

In this highly interactive program, you will be both supported and challenged as you work together with Niagara Institute facilitators, executive coaches, and other participants.

- PREREQUISITE(S): None
- COURSE DURATION: 3 days
- COURSE LANGUAGE: English
- PRICE: \$3,675.00
- TRAINING LOCATION: Across Canada
- COURSE PROVIDER: The Niagara Institute
- WEBSITE: www.niagarainstitute.com

COURSE OUTLINE
RECOMMENDED TRAINING

Working in Teams (T412)

- DRDC TARGET GROUP: Supervisors
- COMPETENCIES: Engagement, Management Excellence (People Management)
- DESCRIPTION:

Improved service delivery can be achieved when people work effectively in teams. Team members with a “command and control” style are less effective than those who consult others and seek to build consensus.

This course teaches you which behaviours, processes and facilitation techniques build trust and a collaborative working environment.

Content:

- Improving team effectiveness
 - Team dynamics
 - Practical exercise: a team project
 - Debriefing and feedback on team exercise
-
- PREREQUISITE(S): None
 - COURSE DURATION: 2 days
 - COURSE LANGUAGE: French and English
 - PRICE: \$525.00
 - TRAINING LOCATION: Across Canada
 - COURSE PROVIDER: Canada School of Public Service (CSPS)
 - WEBSITE: www.myschool.gc.ca

COURSE OUTLINE
RECOMMENDED TRAINING

Orientation Awareness for Managers/Supervisors

- DRDC TARGET GROUP: Supervisors
- COMPETENCIES: Management Excellence(People Management)
- DESCRIPTION:

The purpose of this session is to provide participants with a vision and understanding of Orientation as the cornerstone of an employee's relationship with the Department. With each new employee, managers and supervisors begin a process that will shape that person's career and in so doing, directly contribute to a productive departmental workforce.

At the end of the session, participants will be able to describe:

- The orientation process phases
 - Their multiple roles in this process
 - Their role in the new employee's orientation, including the integration and retention of the new employee.
-
- PREREQUISITE(S): None
 - COURSE DURATION: 2 hours
 - COURSE LANGUAGE: French and English
 - PRICE: None
 - TRAINING LOCATION: Across Canada
 - COURSE PROVIDER: Learning and Career Centre (LCC) (DND)
 - WEBSITE: www.forces.gc.ca/dln-rad

COURSE OUTLINE
RECOMMENDED TRAINING

Leading Scientific Teams (G100)

- DRDC TARGET GROUP: Managers/Section Heads
- COMPETENCIES: Engagement, Management Excellence (Action Management, People Management)
- DESCRIPTION:

This workshop is aimed at members of the federal government Science and Technology (S and T) community who are interested in exploring the challenge of leading others and in developing their skills as leaders. The workshop is also suitable for S and T managers who would like to learn more about the leadership component of their jobs.

The Leading Scientific Teams workshop is an experiential, interactive program that will help you understand and develop the leadership competencies required in the federal Science and Technology work environment.

During the workshop, you will explore the evolving world of the S and T manager, including your potential influence on Canadian society, the federal government, your department or organization, and your team members. Through the use of self-assessment instruments and 360-degree feedback, as well as customized learning exercises, you will become more aware of your own approach to leadership and its impact. You will develop competencies for working more effectively with others to build positive relationships and produce desired outcomes.

- PREREQUISITE(S): None
- COURSE DURATION: 3 days
- COURSE LANGUAGE: French and English
- PRICE: \$2,000.00
- TRAINING LOCATION: Across Canada
- COURSE PROVIDER: Canada School of Public Service (CSPS)
- WEBSITE: www.myschool.gc.ca

COURSE OUTLINE
RECOMMENDED TRAINING

Leading for Results (G306)

- DRDC TARGET GROUP: Managers/Section Heads
- COMPETENCIES: Values and Ethics, Strategic Thinking (Analysis and Ideas), Engagement, Management Excellence (Action Management, People Management, Financial Management)
- DESCRIPTION:

The Leading for Results program follows the theories and the concept of the Servant Leader developed by Robert K. Greenleaf. During this course, you will explore this philosophy and its place in the Public Service of Canada. You will study how this concept will help you in developing your personal and interpersonal leadership masteries. You will gain an enhanced understanding of your leadership journey.

Content:

- Understanding the philosophy of The Servant as Leader essay
 - Exploring servant leadership while communicating with others
 - Reflecting on the values and ethics of servant leadership
 - Gaining insight into the Servant Leader as change agent
 - Building community in the workplace as a Servant Leader
 - Developing oneself as a self-aware Servant Leader
- PREREQUISITE(S):
- Having managerial or supervisory experience is essential to this program. Understanding that leadership is different from management is important.
- COURSE DURATION: 3 days
 - COURSE LANGUAGE: French and English
 - PRICE: \$1,645.00
 - TRAINING LOCATION: Across Canada
 - COURSE PROVIDER: Canada School of Public Service (CSPS)
 - WEBSITE: www.myschool.gc.ca

COURSE OUTLINE
RECOMMENDED TRAINING

Managing Human Performance (G215)

- DRDC TARGET GROUP: Managers/Section Heads
- COMPETENCIES: Engagement, Management Excellence (People Management)
- DESCRIPTION:

This course focuses on the performance contract between managers and their employees as the foundation of a partnership aimed at enhancing performance. This outcome can best be achieved when expected results are clearly defined and a relationship of trust exists. A coaching - conversation approach is used to enable managers to acquire the knowledge and skills necessary to achieve this outcome. The beginning of the course sets the stage by exploring the new environment created by the knowledge society and, as a result, the various roles that managers must play in managing their human resources.

Content:

- Overview of the approach for managing human performance
 - The performance contract
 - The motivating role in performance management
 - Performance management styles
 - The confronting role in performance management
 - A model for giving corrective feedback
 - Management of complex cases
- PREREQUISITE(S): None
 - COURSE DURATION: 3 days
 - COURSE LANGUAGE: French and English
 - PRICE: \$1,645.00
 - TRAINING LOCATION: Across Canada
 - COURSE PROVIDER: Canada School of Public Service (CSPS)
 - WEBSITE: www.myschool.gc.ca

COURSE OUTLINE
RECOMMENDED TRAINING

Foundations of Leadership

- DRDC TARGET GROUP: Managers/Section Heads
- COMPETENCIES: Engagement, Management Excellence (Action Management, People Management)
- DESCRIPTION:

Foundations of Leadership uses proven methods to help you as a new manager improve your leadership skills. You will get an honest evaluation of your leadership style – and you will learn how your personality and the way you communicate helps or hurts your ability to influence others and resolve conflict.

In addition to the assessment process, you will learn how to see yourself as others see you, you will receive feedback from a certified CCL coach and your peers. You will learn about how you handle conflict by participating in a videotaped problem-solving exercise that shows you how to defuse potentially volatile situations in the workplace. You will be introduced to CCL's research which shows how leaders derail in their careers.

Outcomes:

- Learn what your current leadership strengths are, what your needs are and how they affect the functioning of your group.
 - Learn how to improve work performance by understanding how people interact.
 - Increase your understanding of how to best influence others – and create strategies for managing conflict.
 - Establish a network with others in the program that are at the same stage in their careers.
 - Receive a 90-minute one-to-one feedback session with a certified CCL coach.
- PREREQUISITE(S): None
 - COURSE DURATION: 3 days
 - COURSE LANGUAGE: English
 - PRICE: \$3,700.00US
 - TRAINING LOCATION: Greensboro, North Carolina
 - COURSE PROVIDER: Center for Creative Leadership
 - WEBSITE: www.ccl.org/leadership/index.aspx

COURSE OUTLINE
RECOMMENDED TRAINING

Defence Resources Management course (DRMC)

- DRDC TARGET GROUP: Managers/Section Heads
- COMPETENCIES: Management Excellence (Action Management, People Management, Financial Management)
- DESCRIPTION:

To provide senior military officers and civilian executives with the skills and knowledge they require to manage the human, financial, materiel and information resources of Department of National Defence/Canadian Forces, so as to meet the objectives of the Canadian government in the most cost-effective manner possible.

The Defence Resource Management Course covers a broad range of resource management subjects, which are presented in the context of the Canadian Defence Scene, Government of Canada environment and DND/CF environment. This includes discussion of the international environment, the Canadian government, central agencies and the Department of National Defence/Canadian Forces (DND/CF) policies, operations and defence planning and management. Recent DND/CF Transformation initiatives will be of discussion for particular lecturers.

- PREREQUISITE(S): None
- COURSE DURATION: 2 weeks
- COURSE LANGUAGE: French and English
- PRICE: None
- TRAINING LOCATION: To be announced
- COURSE PROVIDER: Defence Planning and Management (DND)
- WEBSITE: www.vcds.forces.gc.ca

COURSE OUTLINE
RECOMMENDED TRAINING

Building Personal Leadership

- DRDC TARGET GROUP: Managers/Section Heads
- COMPETENCIES: Values and Ethics, Management Excellence (Action Management, People Management)
- DESCRIPTION:

Learn more about yourself and how to leverage your hidden strengths to lead others with impact during this interactive leadership program. You will gain insight into the personal attributes essential for effective leadership. You will explore best practices as well as emerging trends in leadership. In addition, you will assess your own personal leadership capacity and enhance your ability to understand complex relationships; design intelligent action plans; make better sense of the past, present, and future; and build your capacity to learn and adapt to change. Enhancing your personal leadership skills will transfer directly to enhancing your workplace performance. You will:

- Define what leadership and success looks like for you.
 - Discover the power of personal vision, values, and ethics.
 - Learn to understand the power of choice.
 - Craft a personal wellness strategy that focuses on stress management, nutrition, and fitness.
 - Deepen your understanding of your own personal leadership character.
 - Develop an action plan to more effectively lead yourself, and others.
 - Increase your understanding of your emotional intelligence.
 - Develop your personal leadership journey map.
- PREREQUISITE(S): None
 - COURSE DURATION: 5 days
 - COURSE LANGUAGE: English
 - PRICE: \$3,800.00
 - TRAINING LOCATION: Banff, Alberta
 - COURSE PROVIDER: The Banff Centre
 - WEBSITE: www.banffcentre.ca

COURSE OUTLINE
RECOMMENDED TRAINING

Leadership and High Performance Teams

- DRDC TARGET GROUP: Managers/Section Heads
- COMPETENCIES: Management Excellence (Action Management, People Management)
- DESCRIPTION:

Based on our research and using a hands-on approach, you will learn how to form a team, how to figure out what is going on in a team – and most importantly, what you can do differently to make a team more effective. We focus on all aspects of teams, from how a team is launched to the backdrop of conflicting agendas and personalities within the organization that impact the team's performance.

When you get back home, you will have the self-awareness, momentum, knowledge and tactics to build a more cohesive, high-performance team – and by extension, a more successful organization. You will:

- Gain insight into your strengths and development needs.
 - Identify the components of building and launching a team.
 - Learn how to use diagnostic tools to assess teams in real time and how to identify root causes of performance problems.
 - Develop as a team leader by using our exclusive assessment tools, along with team-building exercises and team coaching methods.
 - Develop awareness of how to coach a team.
 - Get practice in developing and leading a high-performance team by participating in an outdoor orienteering simulation.
 - Learn who and how to choose a team.
- PREREQUISITE(S): None
 - COURSE DURATION: 5 days
 - COURSE LANGUAGE: English
 - PRICE: \$5,500.00US
 - TRAINING LOCATION: Colorado Springs, Colorado
 - COURSE PROVIDER: Center for Creative Leadership
 - WEBSITE: www.ccl.org/leadership/programs

COURSE OUTLINE
RECOMMENDED TRAINING

Canadian Security Studies Programme (CSSP)
(formerly the National Security Seminar)

- DRDC TARGET GROUP: Managers/Section Heads
- COMPETENCIES: Strategic Thinking (Analysis and Ideas), Engagement, Management Excellence (Action Management)
- DESCRIPTION:

The Canadian Security Studies Programme (CSSP) is conducted annually for selected senior military and civilian members of the Department of National Defence, members of other federal and provincial governmental departments, members of police forces and emergency services, allied military officers, and representatives from defence industries.

The aim of the CSSP is to improve the seminar members' ability to identify, analyze, and understand the national security issues facing Canada.

Objectives:

- To identify the concept of national security and the elements of national power;
 - To identify the geo-strategic environment and analyze how it affects development of Canadian security, foreign, and defence policy;
 - To identify the process of Canadian federal government and analyze its impact on the CF;
 - To review Canadian national financial policy within the international context;
 - To discuss current Canadian legal, social, environmental and human rights issues; and
 - To analyze Canada's national interests, objectives, and the factors that influence the formation of her national security policy.
- PREREQUISITE(S): None
 - COURSE DURATION: 2 weeks
 - COURSE LANGUAGE: French and English
 - PRICE: None (Units pay all TD costs, i.e., accommodations & travel)
 - TRAINING LOCATION: Toronto, Ontario
 - COURSE PROVIDER: Canadian Forces College (CFC) (DND)
 - WEBSITE: www.cfc.forces.gc.ca

COURSE OUTLINE
RECOMMENDED TRAINING

Leadership: Reflection and Action (G305)*

- DRDC TARGET GROUP: Directors/DDGs/Chief Scientists
- COMPETENCIES: Management Excellence (Action Management, People Management)
- DESCRIPTION:

Leadership: Reflection and Action is a comprehensive interactive program aimed at developing the practice of leadership so that executives and managers can achieve their goals more effectively. Participants explore emotional intelligence and, through a one-on-one session with a certified facilitator, identify concrete actions to enhance leadership skills. Since its debut in April 2000, 1,500 managers and executives have taken the program.

Content:

- Understanding the impact of our learning style/preferences
 - Becoming aware of our own emotional intelligence profile
 - Managing conflicts emerging in our team
 - Understanding our values and being clear about our ethical framework
 - Creating a healthy working environment and influencing the organizational culture of our units to sustain our corporate goals
 - Understanding the evolution of governance processes in the Public Service of Canada and its impact on us and our team
- PREREQUISITE(S): None

* This course and Leading Transitions (S208) have similar content, therefore only one should be chosen.

- COURSE DURATION: 5 days
- COURSE LANGUAGE: French and English
- PRICE: \$2,750.00
- TRAINING LOCATION: Ottawa, Ontario
- COURSE PROVIDER: Canada School of Public Service (CSPS)
- WEBSITE: www.myschool.gc.ca

COURSE OUTLINE
RECOMMENDED TRAINING

Leading Transitions (S208)* **

- DRDC TARGET GROUP: Directors/DDGs/Chief Scientists
- COMPETENCIES: Strategic Thinking, Engagement, Management Excellence (Action Management, People Management)
- DESCRIPTION:

The LT program explores the human dimension of the leadership challenges created by change. The program is first and foremost a personal leadership development experience based on the premise that leading transitions effectively first requires an understanding of our own reactions, feelings and behaviours brought on by changes we face. Participants will receive 360° feedback on their personal leadership style as well as numerous other data on their own preferences in areas related to transition management. Participants also have a private one-on-one session with a certified facilitator to help them identify concrete actions they could take as part of a personal development plan. By taking part in the LT program, you will join the over 1,950 federal public service leaders who have consistently rated this program not only as excellent, but as having had a deep impact on their personal and professional growth.

- PREREQUISITE(S):

* The LT is offered under a special licensing agreement with the Center for Creative Leadership (CCL).

** This course and Leadership: Reflection and Action (G305) have similar content, therefore only one should be chosen.

- COURSE DURATION: 5 days
- COURSE LANGUAGE: French and English
- PRICE: \$5,900.00
- TRAINING LOCATION: Ottawa, Ontario
- COURSE PROVIDER: Canada School of Public Service (CSPS)
- WEBSITE: www.myschool.gc.ca

COURSE OUTLINE
RECOMMENDED TRAINING

Diversity: Vision and Action (G114)

- DRDC TARGET GROUP: Directors/DDGs/Chief Scientists
- COMPETENCIES: Values and Ethic, Engagement, Management Excellence (Action Management, People Management)
- DESCRIPTION:

This leadership development course provides a blended learning approach that focuses on the concept of diversity and its leadership from a personal, interpersonal, and organizational context. It provides hands-on learning connections to help managers craft a diversity leadership vision and action plan to bring employment equity and diversity strategies to life.

Content:

- How to lead diversity with confidence to support the strategic directions and goals of the Public Service of Canada
 - Personal and organizational requirements to create an organizational culture that allows all qualified employees to perform at their peak
 - Post-course e-learning application entitled Diversity Leadership in Action intended to help managers cascade their vision and action plan in their organization to create a culture that is inclusive and that embraces change
- PREREQUISITE(S):

Pre-course e-learning application entitled Act on Employment Equity: Expand Your Vision that focuses on individual and corporate responsibilities relating to employment equity.

- COURSE DURATION: 2 days
- COURSE LANGUAGE: French and English
- PRICE: \$795.00
- TRAINING LOCATION: Across Canada
- COURSE PROVIDER: Canada School of Public Service (CSPS)
- WEBSITE: www.myschool.gc.ca

COURSE OUTLINE
RECOMMENDED TRAINING

Integrated HR and Business Planning (P100)

- DRDC TARGET GROUP: Directors/DDGs/Chief Scientists
- COMPETENCIES: Management Excellence (Action Management, People Management, Financial Management)
- DESCRIPTION:

Integrated HR and Business Planning (P100) is intended to provide managers with an understanding of the link between HR and Business Planning, the key drivers that compel improved human resources planning (HRP), and how HRP can be integrated with business planning. This course covers the why and how HR planning is integrated with Business Planning and a five-step approach to determining and building for current and future staffing needs. This approach is promoted by the Interdepartmental HRP Advisory Committee through its Integrated HR and Business Planning Tool Kit. The five steps to integrating business and HR Planning include:

- Determining your business goals;
 - Analyzing your environment to see if you have the right mix and complement to meet your current and future needs;
 - Assessing the gaps in your workforce - what are you missing from an HR perspective in order for you to achieve your goals;
 - Setting priorities and taking action. Initiating strategies to close the gap and help get the resources you need; and
 - Reviewing, monitoring and measuring whether efforts were successful.
- PREREQUISITE(S):

P101: PSMA Accountabilities and Responsibilities, but if not available, you may wish to consult the PSMA Learning Resource Centre

- COURSE DURATION: 3 days
- COURSE LANGUAGE: French and English
- PRICE: \$1,050.00
- TRAINING LOCATION: Across Canada
- COURSE PROVIDER: Canada School of Public Service (CSPS)
- WEBSITE: www.myschool.gc.ca

COURSE OUTLINE
RECOMMENDED TRAINING

PSMA Accountabilities and Responsibilities (P101)

- DRDC TARGET GROUP: Directors/DDGs/Chief Scientists
- COMPETENCIES: Management Excellence (People Management)
- DESCRIPTION:

The Public Service Modernization Act PSMA compels certain changes to the way people are managed, supported and led in the public service. It also delivers substantial opportunities for renewal, reform and cultural change. To ensure its successful implementation, training is required for managers, human resources (HR) professionals and employees in order for each to understand their role and responsibilities under the Act.

PSMA Accountabilities and Responsibilities (P101), the first of a series of PSMA courses, highlights 8 key PSMA legislative topics derived from the *Public Service Labour Relations Act* PSLRA, the amendments to the *Financial Administration Act* FAA, the *Public Service Employment Act* PSEA and more specifically the accountabilities and responsibilities assigned to managers and HR professionals.

This course is an overview of accountabilities and responsibilities as they relate to PSMA. It does not address the technical aspects of the PSEA, PSLRA or the FAA which are all encompassed in the PSMA. The course:

- Explains the impact the PSMA will have on roles and responsibilities in the management of human resources
 - Explains how merit will be achieved in the context of PSEA
 - Explains what is meant by an effective labour-management relationship and the key provisions of the PSLRA/FAA
- PREREQUISITE(S): None
 - COURSE DURATION: 1 day
 - COURSE LANGUAGE: French and English
 - PRICE: \$350.00
 - TRAINING LOCATION: Across Canada
 - COURSE PROVIDER: Canada School of Public Service (CSPS)
 - WEBSITE: www.myschool.gc.ca

COURSE OUTLINE
RECOMMENDED TRAINING

EX Orientation (G202)

- DRDC TARGET GROUP: Directors/DDGs/Chief Scientists

Newly appointed executives (EX) or equivalents,* persons acting in this capacity and participants in the Interchange Canada program.

*The course is recommended for incumbents of intermediate management positions.

- COMPETENCIES: Values and Ethics, Strategic Thinking, Management Excellence (People Management, Financial Management)

- DESCRIPTION:

This course allows participants to reflect on their role as leaders in a constantly evolving context. This role will be redefined in terms of new strategic and corporate expectations. The course provides a brief overview of the machinery of government, different government priorities and tools to support leaders.

Content

- Links between Canadian public priorities and those of its public administration: government priorities and public service priorities
 - The TBS Management Accountability Framework
 - Role and commitment as a leader on issues like human resources modernization, values and ethics as well as work-life balance
 - Role and influence of leaders
- PREREQUISITE(S): None
 - COURSE DURATION: 3 days
 - COURSE LANGUAGE: French and English
 - PRICE: \$1,795.00
 - TRAINING LOCATION: Ottawa, Ontario
 - COURSE PROVIDER: Canada School of Public Service (CSPS)
 - WEBSITE: www.myschool.gc.ca

COURSE OUTLINE
RECOMMENDED TRAINING

The Courage to Lead in the Public Service (L109)

- DRDC TARGET GROUP: Directors/DDGs/Chief Scientists
- COMPETENCIES: Strategic Thinking, Engagement, Management Excellence (Action Management, People Management)
- DESCRIPTION:

The Courage to Lead in the Public Service is a new addition to the courses offered by the Canada School of Public Service. Like other leadership courses, it helps Public Service leaders face an increasingly dynamic and complex environment. As the pace of work quickens, little is predictable or repetitive. The rules of the game change rapidly. It is no longer possible to base leadership on the habits of the past.

Executives and senior managers, in particular, have to balance day-to-day challenges with a strategic vision of where you, your team and your organization are heading. You have to make difficult decisions that demand insight and the courage to act. The more self-awareness you have as a leader, the better you can navigate all challenges, crossroads and decision-making points.

This course invites you to reconnect with the essence of your leadership ability and build on it by:

- Encouraging you to suspend habitual ways of perceiving situations;
 - Redirecting your attention to new ways of leading;
 - Acknowledging your leadership from a whole-person perspective — mind, body, heart and spirit;
 - Allowing your unique vision to emerge more fully; and
 - Exploring tools to assist you in realizing your vision of yourself as a leader.
- PREREQUISITE(S): None
 - COURSE DURATION: 3 days
 - COURSE LANGUAGE: French and English
 - PRICE: \$1,900.00
 - TRAINING LOCATION: Ottawa, Ontario
 - COURSE PROVIDER: Canada School of Public Service (CSPS)
 - WEBSITE: www.myschool.gc.ca

COURSE OUTLINE
RECOMMENDED TRAINING

Executive Leaders' Programme

- DRDC TARGET GROUP: Directors/DDGs/Chief Scientists
- COMPETENCIES: Values and Ethics, Strategic Thinking (Analysis and Ideas), Management Excellence (Action Management, People Management)
- DESCRIPTION:

The aim of the Executive Leaders' Programme (ELP) is to provide newly promoted Generals and Flag Officers, appointed Senior Chief Petty Officers First Class and Chief Warrant Officers, and invited senior executives from DND civilian and other government department with an understanding of what it means to be an Executive Leader.

- PREREQUISITE(S): None
- COURSE DURATION: 5 days
- COURSE LANGUAGE: French and English
- PRICE: None (Units pay all TD costs, i.e., accommodations & travel)
- TRAINING LOCATION: Toronto, Ontario
- COURSE PROVIDER: Canadian Forces College (CFC) (DND)
- WEBSITE: www.cfc.forces.gc.ca

COURSE OUTLINE
RECOMMENDED TRAINING

Executive Leadership Program

- DRDC TARGET GROUP: Directors/DDGs/Chief Scientists
- COMPETENCIES: Management Excellence (People Management & Action Management)
- DESCRIPTION:

The Executive Leadership Program addresses the unique challenges and opportunities that exist in the top tiers of organizations.

The program addresses three areas critical to executive leadership:

- Achieving peak performance from yourself and others;
- Developing a high-performance leadership team and organizational culture; and
- Developing strategic alliances outside and within the organization.

Program Outcomes

- Gain clarity concerning your leadership style and its impact on others in the executive team and the organization at large
- Identify challenges in your current situation, determining how well your own skills and competencies ‘fit’, and develop strategies to bridge any gaps
- Learn to better mobilize others to meet challenges
- Develop skills to build coalitions and strategic alliances within and external to your organization;
- Improve your ability to get the right team together to achieve peak performance
- Develop an agenda around enhancing your effectiveness and getting the support you need to succeed
- PREREQUISITE(S): None
- COURSE DURATION: 5 days
- COURSE LANGUAGE: English
- PRICE: \$9,995.00
- TRAINING LOCATION: Niagara-on-the-Lake, Ontario
- COURSE PROVIDER: The Niagara Institute
- WEBSITE: www.niagarainstitute.com

COURSE OUTLINE
RECOMMENDED TRAINING

National Security Studies Programme (NSSP)

(formerly the National Security Studies Course)

- DRDC TARGET GROUP: Directors/DDGs/Chief Scientists
- COMPETENCIES: Strategic Thinking (Analysis and Ideas), Engagement, Management Excellence (Action Management, People Management, Financial Management)
- DESCRIPTION:

The aim of the National Security Studies Programme (NSSP) is to prepare generals and flag officers, selected colonels, naval captains, and civilian equivalents, for strategic leadership responsibilities in the development, direction and management of national security and defence policy. The focus of the course is at the strategic level and specifically includes the study of command and leadership, national security studies, strategic policy making and strategic personnel and resource management.

- PREREQUISITE(S): None
- COURSE DURATION: 25 weeks
- COURSE LANGUAGE: French and English
- PRICE: None (Units pay all TD costs, i.e., accommodations & travel)
- TRAINING LOCATION: Toronto, Ontario
- COURSE PROVIDER: Canadian Forces College (CFC) (DND)
- WEBSITE: www.cfc.forces.gc.ca

IV. ADDITIONAL COURSES

Additional training courses are listed below and described in more detail on the following pages. Many of the supervisory courses are also applicable to managers, but the course content is covered under mandatory training for managers' delegated authorities.

Course	Page	Target Community		
		Sup'r	M/SH	D/DDG/ CSci
Project Management (R901)	48	X		
Project Management Basic(115504)	49	X		
Project Management Intermediate)(115082)	50	X	X	
Essentials of Financial Management (C339E)	51	X		
Access to Information and Privacy (C447E)	52	X		
Introduction to Contracting Services (C344E)	53	X		
Financial Management (G112)	54	X		
Government Information Management (G113)	55	X		
Contracting and Acquisitions Management (G115)	56	X		
Human Resources Management: Success Through People (C340E)	57	X		
Human Resources Management (G111)	58	X		
Effective Decision Making (T904)	59	X		
Quality and Excellence in Client Service(T409)	60	X		
Labour Relations: Principles and Practices for Supervisors and Managers	61	X	X	
Managing Your Time (T605)	62	X	X	
Time Management	63	X	X	
Communication and Leadership	64	X		
Leading Diversity	65	X	X	
Mediating Conflict (T905)	66	X	X	
Resolving Conflict Effectively Course (RCE)	67	X	X	
Building Excellence in Teams	68	X	X	
Staffing: A Resourcing Tool for Managers (P901)	69		X	
Leading Strategically: Shaping the Future of Modernized Public Service	70		X	
Values and Ethics in the Public Sector Governance (D102)	71		X	
Risk Management in the Public Service (G195)	72		X	
Managing Public Funds (G243)	73		X	
Integrated Resource Management (G210)	74		X	
(continued)				

Course	Page	Target Community		
		Sup'r	M/SH	D/DDG/ CSci
Preparing a Business Case (C220)	75		X	
Marketing in the Public Service (G196)	76		X	
Project Approval Course	77		X	
Business Planning Course	78		X	
Conflict Management for Leaders (CML) Module 5	79		X	
The Art of Coaching: Developing Practical Competence in Coaching and Leadership	80		X	
Reaching Agreement	81		X	
Leadership Development Program	82		X	
Business Analysis (F106)	83		X	
Interest-Based Negotiation and Mediation Training (Labour Relations)	84		X	
Fundamentals of Strategic Planning	85		X	
Innovation and Creativity: How to Improve Performance and Foster Growth	86		X	
Dealing with Competing Demands	87		X	
Leadership and Team Development for Managerial Success	88		X	
Labour Management Relations Course (LMRC)	89		X	X
Leading Teams for High performance	90			X
Realizing Your Leadership Potential	91			X
Creating and Implementing Winning Strategies	92			X
Developing the Strategic Leader	93			X
The Art of the Executive Leader	94			X
Planning and Managing the Labour Relations Framework (G246)	95			X
Reinvent Your Leadership: Coaching for Designing a Power Future (L102)	96			X
Leading Service Innovation (G105)	97			X
Advanced Leadership Communication Strategies	98			X
Communication for the Senior Leader	99			X
Optimizing Change	100			X
Inspiring Creative Leadership	101			X
Improving Operational Performance	102			X

COURSE OUTLINE
ADDITIONAL TRAINING

Project Management (R901)

- DRDC TARGET GROUP: Supervisors
- COMPETENCIES: Management Excellence (Action Management)
- DESCRIPTION:

The course presents a project management framework based on international standards for project management as well as on Treasury Board policy. Project risk, leadership and criteria for project success/failure are themes addressed throughout.

The course deals with the full life cycle of a project and introduces you to various analytical tools and software.

Content:

- The government context
 - Project management concepts and principles
 - The human side of projects: leadership, teams and communication
 - Project initiation
 - Project planning
 - Project implementation, monitoring and control
 - Project software demonstration
 - Project closure
-
- PREREQUISITE(S): None
 - COURSE DURATION: 5 days
 - COURSE LANGUAGE: French and English
 - PRICE: \$1,045.00
 - TRAINING LOCATION: Across Canada
 - COURSE PROVIDER: Canada School of Public Service (CSPS)
 - WEBSITE: www.myschool.gc.ca

COURSE OUTLINE
ADDITIONAL TRAINING

Project Management (Basic)

- DRDC TARGET GROUP: Supervisors
- COMPETENCIES: Management Excellence(Action Management)
- DESCRIPTION:

This course covers the basic theories of project management. The course content is based on the Project Management Institute's (PMI) Project Body of Knowledge(PMBOK), an internationally recognized standard for project management.

Note: This course addresses a generic process for Project Management, e.g. no coverage of the Defence Management System.

- PREREQUISITE(S): None
- COURSE DURATION: 3 days
- COURSE LANGUAGE: French and English
- PRICE: \$950.00
- TRAINING LOCATION: Gatineau, Quebec
- COURSE PROVIDER: Defence Planning and Management (DND)
- WEBSITE: www.vcds.forces.gc.ca

COURSE OUTLINE
ADDITIONAL TRAINING

Project Management Intermediate(115082)

- DRDC TARGET GROUP: Managers/Section Heads
- COMPETENCIES: Management Excellence (Action Management)
- DESCRIPTION:

This course is designed to further enhance project management staff with the knowledge and skills needed to effectively manage a project. The course compliments and is an extension to the Project Management (Basic) course.

The course content is based on the Project Management Institute's (PMI) Project Management Body of Knowledge (PMBOK), an internationally recognized standard for Project Management. It further refines the project management concepts introduced in the Project Management Basic course with a focus on scheduling and cost control.

- PREREQUISITE(S): Project Management (Basic) course(115504)
- COURSE DURATION: 5 days
- COURSE LANGUAGE: French and English
- PRICE: \$1,250.00
- TRAINING LOCATION: Gatineau, Quebec
- COURSE PROVIDER: Defence Planning and Management (DND)
- WEBSITE: www.vcds.forces.gc.ca

COURSE OUTLINE
ADDITIONAL TRAINING

Essentials of Financial Management (C339E) E-Learning 

- DRDC TARGET GROUP: Supervisors
- COMPETENCIES: Management Excellence (Financial Management)
- DESCRIPTION:

The intent of this introductory financial management training course is to provide you with the knowledge and skills which relate to the comptrollership function and the different aspects of financial management in a government context.

This course will be of special interest to employees who are directly or indirectly involved in financial management functions.

Upon completion of this course, you will be able to:

- Discuss the various facets of comptrollership
 - Describe the public sector and federal government's existing and proposed policies and practices and how they apply to individual government departments and agencies
 - Develop a vocabulary of finance terms used in your organization
 - Illustrate how individual roles in an organization are linked together to achieve full financial accountability and control at the departmental and agency level.
- PREREQUISITE(S): None
 - COURSE DURATION: Self-paced
 - COURSE LANGUAGE: French and English
 - PRICE: None
 - TRAINING LOCATION: Online
 - COURSE PROVIDER: Canada School of Public Service (CSPS)
 - WEBSITE: www.campusdirect.gc.ca

COURSE OUTLINE
ADDITIONAL TRAINING

Access to Information and Privacy (C447E) E-Learning 

- DRDC TARGET GROUP: Supervisors
- COMPETENCIES: Engagement
- DESCRIPTION:

This course offers an overview of the elements relating to access to information and privacy. It is designed for all public servants who need to take into account privacy and access to information factors in the course of their duties.

At the end of this course, you will be able to:

- Establish links between situations experienced in the workplace and the sections of the laws on access to information and privacy.
 - Be more effective in your work through a better understanding of the roles and responsibilities of the key players and of delegated authority.
 - Working within the framework of your duties, take into account the broader implications resulting from the laws and policies that complement the Access to Information Act and the Privacy Act.
 - Implement the Code of Fair Information Practices.
 - Anticipate the statutory and regulatory requirements for the processing of requests, as well as the corresponding procedures, roles and responsibilities.
 - Take into account the rules of exclusion and exemption when processing requests, the right of the requester to file a complaint following a request and the powers and roles of the Commissioners and the Federal Court.
 - Use a range of relevant resources available on-line.
- PREREQUISITE(S): None
 - COURSE DURATION: Self-paced
 - COURSE LANGUAGE: French and English
 - PRICE: None
 - TRAINING LOCATION: Online
 - COURSE PROVIDER: Canada School of Public Service (CSPS)
 - WEBSITE: www.campusdirect.gc.ca

COURSE OUTLINE
ADDITIONAL TRAINING

Introduction to Contracting Services (C344E) E-Learning 

- DRDC TARGET GROUP: Supervisors
- COMPETENCIES: Management Excellence (Financial Management)
- DESCRIPTION:

This introductory course looks at the process and important information you need to know when issuing a contract for services to a consultant or a consulting firm. Much of this information can also be extended to other contracting relationships you may embark on.

This course is targeted to public service employees who have a recognized expertise in their line of work (for example, policy, engineering, facility maintenance, etc.) but are inexperienced in how to go about issuing a contract for services.

- PREREQUISITE(S): None
- COURSE DURATION: Self-paced
- COURSE LANGUAGE: French and English
- PRICE: None
- TRAINING LOCATION: Online
- COURSE PROVIDER: Canada School of Public Service (CSPS)
- WEBSITE: www.campusdirect.gc.ca

COURSE OUTLINE
ADDITIONAL TRAINING

Financial Management (G112)

- DRDC TARGET GROUP: Supervisors
- COMPETENCIES: Management Excellence (Financial Management)
- DESCRIPTION:

This session enables you to acquire, through a combination of formal presentations, group discussions and exercises, a better understanding of the basic requirements of the financial management framework within the federal government.

By the end of this session, you will learn:

- Your key responsibilities under the Financial Administration Act (Sections 32, 33, 34);
 - How to interpret and apply your delegated financial signing authorities instruments; and
 - How to use some of the best practices for the management and control of their financial resources.
- PREREQUISITE(S): None
 - COURSE DURATION: 0.5 day
 - COURSE LANGUAGE: French and English
 - PRICE: \$320.00
 - TRAINING LOCATION: Across Canada
 - COURSE PROVIDER: Canada School of Public Service (CSPS)
 - WEBSITE: www.myschool.gc.ca

COURSE OUTLINE
ADDITIONAL TRAINING

Government Information Management (G113)

- DRDC TARGET GROUP: Supervisors
- COMPETENCIES: Strategic Thinking (Analysis)
- DESCRIPTION:

This session enables participants to acquire, through a combination of formal presentations, group discussions and exercises, a better understanding of the Management of Government Information (MGI) policy and its requirements within the current context. It also provides participants with tools to help them assess the policy's impact on their programs, as well as gives them an opportunity to discuss the current trends and best practices in the field of information management.

This session will ensure that supervisors and managers know:

- Treasury Board's key information management objectives and related legal requirements, and how they link to the Management Accountability Framework;
 - The major considerations when acquiring or generating information; and
 - The tools available to meet requirements.
- PREREQUISITE(S): None
 - COURSE DURATION: 0.5 day
 - COURSE LANGUAGE: French and English
 - PRICE: \$320.00
 - TRAINING LOCATION: Ottawa
 - COURSE PROVIDER: Canada School of Public Service (CSPS)
 - WEBSITE: www.myschool.gc.ca

COURSE OUTLINE
ADDITIONAL TRAINING

Contracting and Acquisitions Management (G115)

- DRDC TARGET GROUP: Supervisors
- COMPETENCIES: Management Excellence (Financial Management)
- DESCRIPTION:

This session enables participants to acquire, through a combination of formal presentations, group discussions and exercises, a better understanding of the legislation and the processes involved in the acquisition of goods and/or services. It will also provide participants with an overview of the legal and policy framework, as well as introduce basic acquisition tools.

By the end of this session, participants will know:

- Treasury Board's key contracting objectives and the various legal requirements of the contracting process;
 - The major concerns and considerations of the contracting process;
 - The various contracting and acquisition tools; and
 - The differences between contracting and financial authorities.
- PREREQUISITE(S): None
 - COURSE DURATION: 0.5 day
 - COURSE LANGUAGE: French and English
 - PRICE: \$320.00
 - TRAINING LOCATION: Across Canada
 - COURSE PROVIDER: Canada School of Public Service (CSPS)
 - WEBSITE: www.myschool.gc.ca

COURSE OUTLINE
ADDITIONAL TRAINING

Human Resources Management: Success Through People (C340E)

E-Learning 

- DRDC TARGET GROUP: Supervisors
- COMPETENCIES: Management Excellence (People Management)
- DESCRIPTION:

If you are responsible for the management of human resources and this function is new to you, this course will help you acquire the basic knowledge of the human resources management (HRM) function and services as administered in the federal public service. Specifically, you will gain basic knowledge of the various HRM disciplines and their interrelationships, and the roles and responsibilities of the key HRM stakeholders.

Human resources management within the federal Public Service is governed by a number of policies and processes. It is imperative for those involved in the management of human resources to have an excellent knowledge of their roles and responsibilities within this legislative framework.

This course will cover the following:

- Legal framework for human resources management
 - Human resources planning and employment equity
 - Organization design, classification and compensation
 - Recruitment and Staffing
 - Labour and staff relations
 - Occupational health and safety
 - Learning, training and development
- PREREQUISITE(S): None
 - COURSE DURATION: Self-paced
 - COURSE LANGUAGE: French and English
 - PRICE: None
 - TRAINING LOCATION: Online
 - COURSE PROVIDER: Canada School of Public Service (CSPS)
 - WEBSITE: www.campusdirect.gc.ca

COURSE OUTLINE
ADDITIONAL TRAINING

Human Resources Management (G111)

- DRDC TARGET GROUP: Supervisors
- COMPETENCIES: Management Excellence (People Management)
- DESCRIPTION:

This session enables participants to acquire, through a combination of formal presentations, group discussions and exercises, a better understanding of the human resources management framework as administered in the Federal Public Service.

By the end of this session, participants will know:

- Their key obligations, roles and accountabilities in the area of human resources management (HRM); and
 - The information required to make informed decisions in the area of Human Resources Management.
- PREREQUISITE(S): None
 - COURSE DURATION: 0.5 day
 - COURSE LANGUAGE: French and English
 - PRICE: \$320.00
 - TRAINING LOCATION: Across Canada
 - COURSE PROVIDER: Canada School of Public Service (CSPS)
 - WEBSITE: www.myschool.gc.ca

COURSE OUTLINE
ADDITIONAL TRAINING

Effective Decision Making (T904)

- DRDC TARGET GROUP: Supervisors
- COMPETENCIES: Management Excellence (Action Management)
- DESCRIPTION:

This course gives you a systematic approach to making decisions. You will learn how to analyze a problem in order to identify the most likely cause and how to improve your decisions by establishing realistic objectives and by assessing available options. You will also learn how to analyze and plan actions to deal with the consequences of your decisions.

Content:

- Problem analysis
- Determining options
- Determining risks and opportunities
- Implementing the decision

- PREREQUISITE(S): None
- COURSE DURATION: 3 days
- COURSE LANGUAGE: French and English
- PRICE: \$730.00
- TRAINING LOCATION: Across Canada
- COURSE PROVIDER: Canada School of Public Service (CSPS)
- WEBSITE: www.myschool.gc.ca

COURSE OUTLINE
ADDITIONAL TRAINING

Quality and Excellence in Client Service(T409)

- DRDC TARGET GROUP: Supervisors
- COMPETENCIES: Management Excellence (Action Management & People Management)
- DESCRIPTION:

Efficient, courteous and prompt customer service - these are the expectations of our clients whether they are public servants or members of the general public. In this course you will learn ways to meet your clients' expectations, to serve them faster with satisfaction guaranteed. The course also deals with how to develop and apply service standards.

Content:

- Advantages of providing quality service
- Rules and guidelines for delivering quality service
- Personal influence and client service
- Dealing with dissatisfied clients
- Service standards
- PREREQUISITE(S): None
- COURSE DURATION: 2 days
- COURSE LANGUAGE: French and English
- PRICE: \$495.00
- TRAINING LOCATION: Across Canada
- COURSE PROVIDER: Canada School of Public Service (CSPS)
- WEBSITE: www.myschool.gc.ca

COURSE OUTLINE
ADDITIONAL TRAINING

Labour Relations: Principles and Practices for Supervisors and Managers (G244)

- DRDC TARGET GROUP: Supervisors, Managers and Section Heads
- COMPETENCIES: Management Excellence (People Management)
- DESCRIPTION:

This course, constantly evolving to reflect emerging developments in human resources management, examines the foundations and practices of the labour relations regime in the federal public service.

Participants will explore, from both the employer and the union perspectives, the implications of an approach to labour relations based on collaboration and greater partnership.

Content:

- Principles and practices in labour relations
 - Management rights and limitations
 - Collective agreements
 - Performance management
 - Grievance process
 - Elements of negotiation and mediation
 - Healthy workplace
- PREREQUISITE(S): None
 - COURSE DURATION: 3 days
 - COURSE LANGUAGE: French and English
 - PRICE: \$1,645.00
 - TRAINING LOCATION: Across Canada
 - COURSE PROVIDER: Canada School of Public Service (CSPS)
 - WEBSITE: www.myschool.gc.ca

COURSE OUTLINE
ADDITIONAL TRAINING

Managing Your Time (T605)

- DRDC TARGET GROUP: Supervisors
- COMPETENCIES: Management Excellence (Action Management)
- DESCRIPTION:

Time management is surely one of the smartest ways to do more with less. In this course you will learn the importance of deadlines in time management. You will learn to plan, schedule and control work assigned to you. These are skills that can make a real difference on the job! You will be able to better manage interruptions, control crises and identify and remove your time wasters.

Content:

- Analyzing use of your time
- Principles and techniques of time management
- PREREQUISITE(S): None
- COURSE DURATION: 1 day
- COURSE LANGUAGE: French and English
- PRICE: \$290.00
- TRAINING LOCATION: Across Canada
- COURSE PROVIDER: Canada School of Public Service (CSPS)
- WEBSITE: www.myschool.gc.ca

COURSE OUTLINE
ADDITIONAL TRAINING

Time Management

- DRDC TARGET GROUP: Supervisors
- COMPETENCIES: Management Excellence (Action Management)
- DESCRIPTION:

This seminar will emphasize ways that you can exert control over your time at work. You will analyze your own current time management strategies and identify the areas you would like to improve.

Objectives:

- Plan and organize workload, constantly setting and clarifying priorities
- Recognize major timewasters and develop methods to decrease them
- Identify your own unique style of applying time management principles
- PREREQUISITE(S): None
- COURSE DURATION: 1 day
- COURSE LANGUAGE: French and English
- PRICE: None
- TRAINING LOCATION: Across Canada
- COURSE PROVIDER: Learning and Career Centre (LCC) (DND)
- WEBSITE: www.forces.gc.ca/dln-rad

COURSE OUTLINE
ADDITIONAL TRAINING

Communication and Leadership

- DRDC TARGET GROUP: Supervisors
- COMPETENCIES: Engagement, Management Excellence (People Management)
- DESCRIPTION:

This course will enable you to develop your leadership skills in the areas of both giving group presentation and carrying out difficult one-on-one conversations.

Content:

- Acquire a variety of insights into communication in order to address difficult one-on-one situations
- Become more authentic and effective communicators
- Acquire hands-on practice in giving and receiving feedback
- Practice effective presentation skills in front of a group

- PREREQUISITE(S): None

- COURSE DURATION: 2 days

- COURSE LANGUAGE: French and English

- PRICE: None

- TRAINING LOCATION: Across Canada

- COURSE PROVIDER: Learning and Career Centre (LCC) (DND)

- WEBSITE: www.forces.gc.ca/dln-rad

COURSE OUTLINE
ADDITIONAL TRAINING

Leading Diversity

- DRDC TARGET GROUP: Supervisors and Managers/Section Heads
- COMPETENCIES: Values and Ethics, Management Excellence (People Management)
- DESCRIPTION:

The purpose of this course is to make managers and supervisors aware of their responsibilities regarding employment equity and diversity. It is also to provide them with tools to assist them in better understanding the needs of employees and managing a diverse workforce.

Objectives:

- Define and distinguish between employment equity [EE] and diversity, and outline their legislative, regulatory and organizational context and obligations
 - Describe the business case for EE and diversity – what is important to the organization
 - Determine key roles and responsibilities of managers/supervisors in implementing EE and diversity
 - Identify tools, resources and concrete actions that can be adopted and applied in the workplace to respect differences, lead a diverse workplace, and promote inclusion of employees and colleagues
 - Develop a personal action plan to implement management/supervisory roles and responsibilities that support employment equity and leading diversity in an inclusive workplace.
- PREREQUISITE(S): None
 - COURSE DURATION: 1 day
 - COURSE LANGUAGE: French and English
 - PRICE: None
 - TRAINING LOCATION: Across Canada
 - COURSE PROVIDER: Learning and Career Centre (LCC) (DND)
 - WEBSITE: www.forces.gc.ca/dln-rad

COURSE OUTLINE
ADDITIONAL TRAINING

Mediating Conflict (T905)

- DRDC TARGET GROUP: Supervisors
- COMPETENCIES: Management Excellence (People Management)
- DESCRIPTION:

Conflicts are a reality of life. Sometimes they are unavoidable; sometimes they can be prevented. In all cases, the responsible person must intervene when a conflict emerges in the workplace and help find solutions. You will learn mediation by applying the skills and knowledge taught in the course to real-life situations. Through feedback and observation, you will learn how to face conflicts rationally and with sound judgment.

- Communications skills for mediation
 - Personal conflict resolution styles
 - Understanding conflict
 - Dispute resolution process
 - Informal conflict mediation framework
 - Practice exercise: mediating conflicts
 - Mediation success factors
 - Transforming the workplace
-
- PREREQUISITE(S): None
 - COURSE DURATION: 3 days
 - COURSE LANGUAGE: French and English
 - PRICE: \$695.00
 - TRAINING LOCATION: Across Canada
 - COURSE PROVIDER: Canada School of Public Service (CSPS)
 - WEBSITE: www.myschool.gc.ca

COURSE OUTLINE
ADDITIONAL TRAINING

Resolving Conflict Effectively Course (RCE)

- DRDC TARGET GROUP: Supervisors and Managers/Section Heads
- COMPETENCIES: Management Excellence (People Management)
- DESCRIPTION:

This intensive workshop provides participants with a strong foundation in negotiation and conflict management skills. It focuses on understanding the negotiation process and developing skills for preventing disputes, resolving problems, reaching agreement, and building partnerships. This workshop draws heavily on work done at Harvard University on principled negotiation.

In this course, the participant will learn:

- A framework for understanding conflict and for analyzing, preparing for and conducting negotiations;
 - Strategies for dealing with difficult negotiations;
 - An overview of alternative and appropriate dispute resolution and conflict management processes;
 - Intensive skill-development through practice and reflection.
- PREREQUISITE(S): None
 - COURSE DURATION: 3 days
 - COURSE LANGUAGE: French and English
 - PRICE: None
 - TRAINING LOCATION: Across Canada
 - COURSE PROVIDER: Learning and Career Centre (LCC) (DND)
 - WEBSITE: www.forces.gc.ca/dln-rad

COURSE OUTLINE
ADDITIONAL TRAINING

Building Excellence in Teams

- DRDC TARGET GROUP: Supervisors
- COMPETENCIES: Management Excellence (People Management)
- DESCRIPTION:

This DND course is designed to help managers, supervisors and team leaders who would like to develop strategies for creating a flexible, creative and professional environment conducive to team excellence and effectiveness.

Objectives

- Understand the essential elements of diversity and the basics of teamwork
 - Understand the challenges of team leaders
 - Understand how to motivate team members
 - Use creativity and innovation in problem solving.
 - Enhance your communication skills in a team environment
-
- PREREQUISITE(S): None
 - COURSE DURATION: 2 days
 - COURSE LANGUAGE: French and English
 - PRICE: None
 - TRAINING LOCATION: Across Canada
 - COURSE PROVIDER: Learning and Career Centre (LCC) (DND)
 - WEBSITE: www.forces.gc.ca/dln-rad

COURSE OUTLINE
ADDITIONAL TRAINING

Staffing: A Resourcing Tool for Managers (P901)

- DRDC TARGET GROUP: Managers and Section Heads
- COMPETENCIES: Management Excellence (People Management)
- DESCRIPTION:

This course will provide you with the knowledge and skills necessary to undertake your role, responsibilities and accountabilities related to staffing within the PSEA framework. The course will also generate a common understanding of the importance of using staffing as a management tool to meet current and future human resources needs identified through corporate plans. It allows you to experience the implemented changes of the new staffing regime.

- PREREQUISITE(S): None
- COURSE DURATION: 3 days
- COURSE LANGUAGE: French and English
- PRICE: \$730.00
- TRAINING LOCATION: Across Canada
- COURSE PROVIDER: Canada School of Public Service (CSPS)
- WEBSITE: www.myschool.gc.ca

COURSE OUTLINE
ADDITIONAL TRAINING

Leading Strategically: Shaping the Future of Modernized Public Service (P113)

- DRDC TARGET GROUP: Managers/Section Heads
- COMPETENCIES: Management Excellence (Action Management, People Management)
- DESCRIPTION:

The course is intended for managers who are interested in leading change strategically within the new parameters of a modern Public Service and the related complexities and challenges of renewal, reform and culture change. The course uses a blended learning approach that supports the development of key leadership competencies. It also supports the application of a continuous learning-based strategic leadership model and a strategic planning process that can be used to any workplace change initiative.

During this course, you will have the opportunity to:

- Understand the overall context of PSMA;
 - Gain understanding and appreciation of the strategic leadership required to modernize the public service workforce and to cultivate a corporate culture which enables public servants to achieve their full potential;
 - Craft a personal leadership plan to strategically influence the culture of your organization.
- PREREQUISITE(S): None
 - COURSE DURATION: 3 days
 - COURSE LANGUAGE: French and English
 - PRICE: \$1,645.00
 - TRAINING LOCATION: Across Canada
 - COURSE PROVIDER: Canada School of Public Service (CSPS)
 - WEBSITE: www.myschool.gc.ca

COURSE OUTLINE
ADDITIONAL TRAINING

Values and Ethics in the Public Sector Governance (D102)

- DRDC TARGET GROUP: Managers/Section Heads
- COMPETENCIES: Values and Ethics
- DESCRIPTION:

This leadership development course provides a blended learning approach that explores the practices of exemplary leadership founded on Public Service values and ethics. It is grounded in a policy planning and decision-making framework and provides hands-on connections to help managers make decisions that integrate values and ethics into day-to-day activities.

Content:

- Public Service values and the Values and Ethics Code for the Public Service as a guide in professional activities
 - Values-based leadership and modern management
 - Values and ethics as an essential ingredient of the policy-making, service delivery and decision-making processes
 - A post-course module providing managers with an application tool to bring values and ethics and modern management strategies to life
- PREREQUISITE(S):

Pre-course e-learning application entitled Modern Comptrollership: Values and Ethics that focuses on the principles of values and ethics in modern management and how to create a values-based environment in organizations.

- COURSE DURATION: 2 days
- COURSE LANGUAGE: French and English
- PRICE: \$795.00
- TRAINING LOCATION: Across Canada
- COURSE PROVIDER: Canada School of Public Service (CSPS)
- WEBSITE: www.myschool.gc.ca

COURSE OUTLINE
ADDITIONAL TRAINING

Risk Management in the Public Service (G195)

- DRDC TARGET GROUP: Managers/Section Heads
- COMPETENCIES: Strategic Thinking (Analysis), Management Excellence (Action Management, Financial Management)
- DESCRIPTION:

This workshop offers an opportunity to acquire a better understanding of the Integrated Risk Management Framework published by Treasury Board Secretariat in April 2001. Along with an understanding of the important messages from the framework itself, participants will gain a more in-depth appreciation of the key elements, and a more corporate, systematic and integrated approach to risk management.

Content:

- Concepts and elements of the TBS Integrated Risk Management Framework
- Systematic risk management process
- Role and scope of responsibilities of manager in dealing with risk
- Corporate risk profile
- Types of risk
- PREREQUISITE(S): None
- COURSE DURATION: 1 day
- COURSE LANGUAGE: French and English
- PRICE: \$525.00
- TRAINING LOCATION: Across Canada
- COURSE PROVIDER: Canada School of Public Service (CSPS)
- WEBSITE: www.myschool.gc.ca

COURSE OUTLINE
ADDITIONAL TRAINING

Managing Public Funds (G243)

- DRDC TARGET GROUP: Managers/Section Heads
- COMPETENCIES: Management Excellence (Financial Management)
- DESCRIPTION:

This course presents essential concepts and practices involved in the budgeting process. At the conceptual level, it will give participants an understanding of the priority-setting, resource-planning and budget-allocation process in the federal government as it applies both within departments and their own units.

Content:

- The environment, the Management Accountability Framework and the authorities of a manager
 - Your role in leading the work-planning and budget-formulation process
 - The interface between line managers and finance specialists
 - The links between a unit's work plan and its actual operating budget
 - The process of formulating a budget
 - The issues of risk, stewardship, values and ethics, and information systems
 - A topics review: signing authorities, contracting for service, preparation of a Treasury Board submission, the impact of horizontal initiatives, grants and contributions, contingency planning, and reporting
- PREREQUISITE(S): None
 - COURSE DURATION: 3 days
 - COURSE LANGUAGE: French and English
 - PRICE: \$1,645.00
 - TRAINING LOCATION: Across Canada
 - COURSE PROVIDER: Canada School of Public Service (CSPS)
 - WEBSITE: www.myschool.gc.ca

COURSE OUTLINE
ADDITIONAL TRAINING

Integrated Resource Management (G210)

- DRDC TARGET GROUP: Managers/Section Heads
- COMPETENCIES: Management Excellence (Action Management, People Management, Financial Management)
- DESCRIPTION:

This course provides participants with an overview of the frameworks and principles that guide the management of resources in today's federal Public Service. Using the Management Accountability Framework as a backdrop, this course emphasizes key tools and approaches for effective management of financial, human and information resources and the development and implementation of cohesive resource management strategies.

Content

- Management of government programs
 - Application of analytical and planning skills to review the components of an operational challenge
 - Selection of a course of action that takes into account the overall context of an organization
 - Implementation strategy that incorporates the notions of modern comptrollership as a management responsibility
 - Key components of resource management
- PREREQUISITE(S): None
 - COURSE DURATION: 3 days
 - COURSE LANGUAGE: French and English
 - PRICE: \$1,645.00
 - TRAINING LOCATION: Across Canada
 - COURSE PROVIDER: Canada School of Public Service (CSPS)
 - WEBSITE: www.myschool.gc.ca

COURSE OUTLINE
ADDITIONAL TRAINING

Preparing a Business Case (C220)

- DRDC TARGET GROUP: Managers/Section Heads
- COMPETENCIES: Strategic Thinking (Analysis and Ideas), Management Excellence (Action Management)
- DESCRIPTION:

This course will provide you with a framework for the development and review of business cases. It covers the objectives, steps and content required to prepare a successful business case of any size. Using a case-study approach, the course will help you identify clear business case statements, select viable options, perform a comprehensive business case analysis and identify the critical elements of a good business case.

Content:

- Key elements of a business case
 - Option analysis
 - Writing a business case
- PREREQUISITE(S):

Basic understanding of the federal government's current decision-making and management framework.

- COURSE DURATION: 2 days
- COURSE LANGUAGE: French and English
- PRICE: \$650.00
- TRAINING LOCATION: Across Canada
- COURSE PROVIDER: Canada School of Public Service (CSPS)
- WEBSITE: www.myschool.gc.ca

COURSE OUTLINE
ADDITIONAL TRAINING

Marketing in the Public Service (G196)

- DRDC TARGET GROUP: Managers/Section Heads
- COMPETENCIES: Strategic Thinking (Analysis and Ideas), Management Excellence (Action Management)
- DESCRIPTION:

This course enables participants to understand the key elements of marketing and to learn techniques for developing marketing plans adapted to the Public Service. The course responds to the challenges managers increasingly face as federal programs adopt marketing approaches formerly reserved for the private sector, in order to meet client needs and revenue targets.

Content

- Terminology, philosophy, concepts and basic techniques of marketing
 - Strategic marketing plan adapted to the Public Service environment
 - Promotional strategies in the public sector, strategies for establishing prices and distribution, and development of a product strategy
 - Techniques for implementing a social marketing approach
 - Consumption analysis, market segmentation and target markets
- PREREQUISITE(S): None
 - COURSE DURATION: 3 days
 - COURSE LANGUAGE: French and English
 - PRICE: \$1,645.00
 - TRAINING LOCATION: Across Canada
 - COURSE PROVIDER: Canada School of Public Service (CSPS)
 - WEBSITE: www.myschool.gc.ca

COURSE OUTLINE
ADDITIONAL TRAINING

Project Approval Course

- DRDC TARGET GROUP: Managers/Section Heads
- COMPETENCIES: Management Excellence (Action Management, Financial Management)
- DESCRIPTION:

This course provides an overview of the management system implemented within the Department of National Defence (DND) and the Canadian Forces (CF) to achieve effective and efficient delivery of defence services to the Government of Canada and Canadians. Specific objectives are:

- To give a basic understanding of the Defence Services Program and its project phases;
 - To learn how senior management provides strategic direction and exercises control over Defence Management System;
 - To become familiar with Business Planning process and capability planning tools;
 - To become familiar with how project approvals are obtained and the format of a Synopsis Sheet;
 - To learn how departmental oversight is applied to each project.
- PREREQUISITE(S): None
 - COURSE DURATION: 3 days
 - COURSE LANGUAGE: English
 - PRICE: \$40.00
 - TRAINING LOCATION: Gatineau, Quebec
 - COURSE PROVIDER: Defence Planning and Management (DND)
 - WEBSITE: www.vcds.forces.gc.ca

COURSE OUTLINE
ADDITIONAL TRAINING

Business Planning Course

- DRDC TARGET GROUP: Managers/Section Heads
- COMPETENCIES: Management Excellence (Action Management)
- DESCRIPTION:

The aim of the course is to familiarize DND managers with the business planning process, the content of a DND business plan and its supporting elements, with the goal of better enabling managers to meet future challenges in resource management. The course also provides an overview of performance measurement concepts.

This course was designed to develop skills and prepare personnel to effectively contribute to the business planning process within a DND organization.

- PREREQUISITE(S): None
- COURSE DURATION: 4 days
- COURSE LANGUAGE: French and English
- PRICE: User Pay

Tuition Fees: *On Location*: \$1,200.00/day maximum of 24 participants. *At CFMDS*: \$100/day per participant for SGF Courses. \$75.00/day per participant for MMLDC and BP Courses.

Course documentation: \$25.00 to \$85.00 per participant.

- TRAINING LOCATION: Saint-Jean-sur-Richelieu, Québec
- COURSE PROVIDER: Canadian Forces Learning and Development Center (CFLDC) (DND)
- WEBSITE: www.cfsj.forces.gc.ca

COURSE OUTLINE
ADDITIONAL TRAINING

Conflict Management for Leaders (CML) Module 5

- DRDC TARGET GROUP: Managers/Section Heads
- COMPETENCIES: Management Excellence (People Management)
- DESCRIPTION:

This 2 day course is designed to allow leaders to draw on their own practical experiences and skills to develop strategies and techniques to deal effectively with emerging conflict situations among CF members and civilian employees of their units. A minimum of 3 role-plays will be provided to allow participants to practice the skills learnt in this module.

- PREREQUISITE(S): None
- COURSE DURATION: 1 day
- COURSE LANGUAGE: French and English
- PRICE: None
- TRAINING LOCATION: Across Canada
- COURSE PROVIDER: Learning and Career Centre (DND)
- WEBSITE: www.forces.gc.ca/dln-rad

COURSE OUTLINE
ADDITIONAL TRAINING

The Art of Coaching: Developing Practical Competence in Coaching and Leadership

- DRDC TARGET GROUP: Managers/Section Heads
- COMPETENCIES: Management Excellence (People Management)
- DESCRIPTION:

The Art of Coaching is a 2-day workshop that provides you with new levels of practical leadership competencies through the development of coaching skills and capabilities. During this workshop, you will receive a thorough grounding in the essential elements of coaching, and you will immerse yourself in coaching.

Objectives:

- The fundamentals of building trust
 - Establishing the authority for coaching
 - Observing performance
 - Revealing blind spots
 - Eliciting commitment
 - Achieving remarkable results
-
- PREREQUISITE(S): None
 - COURSE DURATION: 2 days
 - COURSE LANGUAGE: French and English
 - PRICE: None
 - TRAINING LOCATION: Across Canada
 - COURSE PROVIDER: Learning and Career Centre (DND)
 - WEBSITE: www.forces.gc.ca/dln-rad

COURSE OUTLINE
ADDITIONAL TRAINING

Reaching Agreement

- DRDC TARGET GROUP: Managers/Section Heads
- COMPETENCIES: Management Excellence (People Management)
- DESCRIPTION:

This program will provide you with strategies and techniques designed to assist you in reaching mutually acceptable agreements with all key stakeholders. It is experientially designed to address the diverse professional needs of participants by allowing for maximum participation, integration of new skills through practice, and discussion of the practical application of the learned material.

Program Outcomes

- Create a climate that facilitates communication and invites joint problem solving
 - Gather information to determine what is important for each person and why
 - Increase value by inventing creative options for mutual gain, while reconciling individual differences
 - Build commitment to agreements by using fair and reciprocal procedures
 - Develop strategies to assist you in reaching mutually acceptable agreements
-
- PREREQUISITE(S): None
 - COURSE DURATION: 4 days
 - COURSE LANGUAGE: English
 - PRICE: \$2,875.00
 - TRAINING LOCATION: Niagara-on-the-Lake, Ontario
 - COURSE PROVIDER: The Niagara Institute
 - WEBSITE: www.niagarainstitute.com

COURSE OUTLINE
ADDITIONAL TRAINING

Leadership Development Program

- DRDC TARGET GROUP: Managers/Section Heads
- COMPETENCIES: Management Excellence (People Management & Action Management)
- DESCRIPTION:

The LDP is offered by the Niagara Institute under exclusive license from the Center for Creative Leadership (CCL®), ranked among the overall top ten providers of executive education worldwide by the *Financial Times*.

The LDP is an intensive and highly interactive five-day program that enables you to identify personal strengths and challenges, establish clear goals and devise a tangible plan for growth.

Program Outcomes

- Enhanced learning processes that enable you to handle new challenges as they present themselves
 - A renewed confidence in your leadership
 - Gain knowledge of tools and processes you can use to improve your leadership ability
 - Increase motivation and ability to set and achieve organizational and personal goals
 - Clear understanding of yourself and your developmental needs
 - Ability to deal with change competently and productively
 - Proficiency in building effective teams and coaching your employees
- PREREQUISITE(S): None
 - COURSE DURATION: 5 days
 - COURSE LANGUAGE: French and English
 - PRICE: \$7,725.00
 - TRAINING LOCATION: Across Canada
 - COURSE PROVIDER: The Niagara Institute
 - WEBSITE: www.niagarainstitute.com

COURSE OUTLINE
ADDITIONAL TRAINING

Business Analysis (F106)

- DRDC TARGET GROUP: Managers/Section Heads
- COMPETENCIES: Strategic Thinking (Analysis and Ideas), Management Excellence (Action Management)
- DESCRIPTION:

This course will give you the skills needed to analyze financial and operational issues and to develop solution options for decision-making. It ties together financial components, performance indicators and results, and integrates many of the components of comptrollership.

Content:

- Understanding departmental operations
- Analyzing costs and performance
- Presenting the findings
- Negotiating solutions
- PREREQUISITE(S): None
- COURSE DURATION: 3 days
- COURSE LANGUAGE: French and English
- PRICE: \$710.00
- TRAINING LOCATION: Across Canada
- COURSE PROVIDER: Canada School of Public Service (CSPS)
- WEBSITE: www.myschool.gc.ca

COURSE OUTLINE
ADDITIONAL TRAINING

Interest-Based Negotiation and Mediation Training (Labour Relations)

- DRDC TARGET GROUP: Managers/Section Heads
- COMPETENCIES: Strategic Thinking (Analysis and Ideas), Management Excellence (People Management)
- DESCRIPTION:

This two-and-a-half day interactive training session gives participants an opportunity to acquire basic skills in mediation and interest-based negotiation. It also provides an opportunity to review questions related to conflict and to the issue of communication between the parties.

Participants will have an opportunity to apply the various skills and techniques taught in the course through role playing (negotiations and grievance mediations). The training session will also enable participants to share their opinions on various points related to mediation.

- PREREQUISITE(S): None
- COURSE DURATION: 2.5 days
- COURSE LANGUAGE: French and English
- PRICE: None
- TRAINING LOCATION: Across Canada
- COURSE PROVIDER: Public Service Labour Relations Board
- WEBSITE: www.pslrb-crtfp.gc.ca/disputeresolution/training_e.asp

COURSE OUTLINE
ADDITIONAL TRAINING

Fundamentals of Strategic Planning

- DRDC TARGET GROUP: Managers/Section Heads
- COMPETENCIES: Strategic Thinking (Analysis and Ideas), Management Excellence (Action Management)
- DESCRIPTION:

Know what senior management is thinking and why— and increase your value to your organization!

- Understand what strategy and strategic planning mean to an organization
- Learn key concepts and the language used by those involved in strategic planning
- Discover various approaches companies use to develop strategy
- Find out how strategy moves from concept through implementation to realization
- Recognize techniques companies use to assess their current and future environments
- Identify specific ways you can contribute to your organization's strategic success

What You Will Learn About:

- What “strategy” and “strategic planning” really mean
- How strategy creates value for customers and stakeholders
- How companies develop strategy: 7 strategic planning processes
- The strategic planning process in action: 5 stages of a classic approach
- Assessing the environments
- The 3 D's of strategy: discussion, decision, development
- Implementing strategy: how strategy cascades through the organization

- PREREQUISITE(S): None
- COURSE DURATION: 2 days
- COURSE LANGUAGE: English
- PRICE: \$1,595.00
- TRAINING LOCATION: Toronto, Ontario
- COURSE PROVIDER: Canadian Management Centre
- WEBSITE: www.cmctraining.org

COURSE OUTLINE
ADDITIONAL TRAINING

Innovation and Creativity: How to Improve Performance and Foster Growth

- DRDC TARGET GROUP: Managers/Section Heads
- COMPETENCIES: Strategic Thinking (Analysis and Ideas), Management Excellence (Action Management)
- DESCRIPTION:

Get proven techniques for generating new ideas, and a blueprint for establishing a climate of innovation in this lively, interactive and hands-on seminar. You will discover new ways to break through mental barriers, ho-hum thinking and roadblocks – in order to improve performance and unleash the creative potential in yourself and your team.

- Gain practice in creative thinking methods to generate ideas and solutions
- Anticipate and overcome mental barriers to change
- Discover new methods for securing buy-in for new initiatives
- Create a work environment that encourages out-of-the-box thinking and risk-taking
- Establish a culture of creativity

What You Will Learn About:

- Creating a practical framework for innovation and creativity
- Harnessing your own creative strengths
- Removing mental blocks, blinders and idea killers
- Structured techniques from Real World examples for generating new ideas
- Producing, evaluating and selecting new ideas
- Implementing new ideas and techniques for planning and influencing
- Boosting morale and how to “stimulate” creative talent

- PREREQUISITE(S): None
- COURSE DURATION: 2 days
- COURSE LANGUAGE: English
- PRICE: \$1,595.00
- TRAINING LOCATION: Toronto, Ontario
- COURSE PROVIDER: Canadian Management Centre
- WEBSITE: www.cmctraining.org

COURSE OUTLINE
ADDITIONAL TRAINING

Dealing with Competing Demands

- DRDC TARGET GROUP: Managers/Section Heads
- COMPETENCIES: Management Excellence (Action Management)
- DESCRIPTION:

It all starts with you. Find your centre and work from there. Discover how to set and manage realistic priorities, goals and objectives while keeping the big picture in perspective.

How You Will Benefit:

- Learn how to balance your professional and personal goals
- Find the best ways to set and manage realistic goals while keeping the big picture in mind
- Enhance the productivity of your team members
- Ensure your personal communication style is an effective tool for achieving your goals

What You Will Learn About:

- Using goal statements, Gantt charts and the time-log concept to rise above productivity pitfalls
- Innovative communication strategies that enhance problem-solving
- Increasing effective delegation
- Using assertiveness skills to get results
- Helpful techniques for stress management

- PREREQUISITE(S): None
- COURSE DURATION: 3 days
- COURSE LANGUAGE: English
- PRICE: \$1,995.00
- TRAINING LOCATION: Toronto, Ontario
- COURSE PROVIDER: Canadian Management Centre
- WEBSITE: www.cmctraining.org

COURSE OUTLINE
ADDITIONAL TRAINING

Leadership and Team Development for Managerial Success

- DRDC TARGET GROUP: Managers/Section Heads
- COMPETENCIES: Management Excellence (Action Management)
- DESCRIPTION:

Become the engine of a high performance team.

How You Will Benefit:

- Know when to manage and when to lead
- Develop a high-performance team
- Identify your markets' needs to better target your team's efforts

What You Will Learn:

- Finding creative solutions to workplace challenges
- Using effective communication to motivate and coach
- Distinguishing the 3 team types
- Exploring the principles that make teams work
- Diagnosing work teams: a work-team simulation

- PREREQUISITE(S): None

- COURSE DURATION: 2 days

- COURSE LANGUAGE: English

- PRICE: \$1,695.00

- TRAINING LOCATION: Toronto and Mississauga, Ontario

- COURSE PROVIDER: Canadian Management Centre

- WEBSITE: www.cmctraining.org

COURSE OUTLINE
ADDITIONAL TRAINING

Labour Management Relations Course (LMRC)

- DRDC TARGET GROUP: Managers/Section Heads and Directors/DDGs/CScis sitting on LMRCs
- COMPETENCIES: Management Excellence (People Management)
- DESCRIPTION:

This workshop is designed for managers and union members who are members of Labour Management Relations Committees (LMRC's) who want to learn about the role of the LMRC. It is recommended that intact LMRC's attend this course together.

Objectives:

- Obtain knowledge and skills required to function effectively as LMRC members with an integrated military/civilian context, specifically
 - A better understanding of the broad organizational environment and value systems of military and civilian components
 - Improved interpersonal communication, group problem solving and decision-making skills.
- PREREQUISITE(S): None
 - COURSE DURATION: 3 days
 - COURSE LANGUAGE: French and English
 - PRICE: None
 - TRAINING LOCATION: Across Canada
 - COURSE PROVIDER: Learning and Career Centre (LCC) (DND)
 - WEBSITE: www.forces.gc.ca/dln-rad

COURSE OUTLINE
ADDITIONAL TRAINING

Leading Teams for High Performance

- DRDC TARGET GROUP: Directors/DDGs/Chief Scientists
- COMPETENCIES: Engagement, Management Excellence (Action Management, People Management)
- DESCRIPTION:

This program will help you develop competencies, tools, and techniques to enhance team performance with finesse. Learn how to mobilize participation, build consensus, reduce conflict, and move past stumbling blocks that can prevent a group from reaching peak performance. Develop new insights through a series of hands-on activities that will teach you how to work through conflicting agendas and deal with difficult personalities. Focus on clear outcome-based communication and equip yourself with immediate, successful strategies. Learn facilitation skills essential to leading teams for enhanced performance.

- Increase your awareness of how your role, behaviours, and style influence team development.
 - Practice proven techniques for generating discussions, clarifying issues, and balancing input.
 - Encourage, support, and challenge others by developing your coaching skills.
 - Find new ways to encourage active participation and effective decision-making.
 - Understand how to effectively orchestrate positive outcomes to challenging situations.
 - Develop skills for dealing with counter-productive team or individual behaviours.
- PREREQUISITE(S): None
 - COURSE DURATION: 5 days
 - COURSE LANGUAGE: English
 - PRICE: \$3,650.00
 - TRAINING LOCATION: Banff, Alberta
 - COURSE PROVIDER: The Banff Centre
 - WEBSITE: www.banffcentre.ca

COURSE OUTLINE
ADDITIONAL TRAINING

Realizing Your Leadership Potential

- DRDC TARGET GROUP: Directors/DDGs/Chief Scientists
- COMPETENCIES: Engagement, Management Excellence (Action Management, People Management)
- DESCRIPTION:

The Program will take you through an intensive five days that starts with personal assessments and self-discovery. It then provides opportunities for you to reflect on your leadership challenges and responsibilities, and finally enables you to prepare an agenda for personal development.

Queen's Leadership Program focuses on specific leadership responsibilities such as bringing out the best in others, communicating more authentically, coaching for high performance, giving credit to others and involving others in decisions that affect them. In addition, the Program will focus on topics such as leading performance improvements, managing change, and creating a flexible, adaptive and self-renewing organization. Instructional techniques include class discussions, exchange of ideas and perspectives with faculty and fellow participants, one-on-one coaching, exercises and the development of a self-directed action plan for improving personal effectiveness.

- PREREQUISITE(S): None
- COURSE DURATION: 5 days
- COURSE LANGUAGE: French and English
- PRICE: \$8,900.00
- TRAINING LOCATION: Kingston, Ontario
- COURSE PROVIDER: Queen's School of Business
- WEBSITE: www.business.queensu.ca

COURSE OUTLINE
ADDITIONAL TRAINING

Creating and Implementing Winning Strategies

- DRDC TARGET GROUP: Directors/DDGs/Chief Scientists
- COMPETENCIES: Strategic Thinking (Analysis and Ideas), Management Excellence (Action Management)
- DESCRIPTION:

Setting the right strategy and making it happen are vital to the success of any organization. While it is true that most organizations create strategic plans, it is also true that many of these plans fail. Why? There are many reasons – a bad process, lack of involvement of key stakeholders, the wrong focus, or simply a failure to implement effectively. Often, companies find it difficult to strike a balance between running the day-to-day business, and undertaking activities to build, grow, change, and position for the future.

Queen's Strategy Program is an intensive five-day immersion in strategic planning tools and techniques that will change the way you think about your business. It will enable you to draft and implement a strategic plan that addresses your organization's competitive challenges and capitalizes on opportunities. The Queen's approach to strategic planning will help you overcome the limitations of conventional strategic planning and enable you to shape the future of your business. Through a series of classroom briefings, case studies, seminars, group interactions, and individual coaching, you will:

- Learn how to create an effective strategic planning process
 - Understand a variety of strategic planning tools and frameworks
 - Learn how to lead deep organizational change
 - Gain insights into how to successfully implement the strategic plan
- PREREQUISITE(S): None
 - COURSE DURATION: 5 days
 - COURSE LANGUAGE: French and English
 - PRICE: \$8,400.00 (all inclusive: room, meals, tuition, books, materials, etc.)
 - TRAINING LOCATION: Kingston, Ontario
 - COURSE PROVIDER: Queen's School of Business
 - WEBSITE: www.business.queensu.ca

COURSE OUTLINE
ADDITIONAL TRAINING

Developing the Strategic Leader

- DRDC TARGET GROUP: Directors/DDGs/Chief Scientists
- COMPETENCIES: Strategic Thinking (Analysis and Ideas), Management Excellence (Action Management, People Management)
- DESCRIPTION:

In an increasingly complicated world, leaders are often called upon to create environments where being strategic is a priority. And yet, this is too much for one leader to take on alone; to be successful, you have to engage others. The most successful leaders realize you have to build a strategic culture throughout your organization; one that welcomes change while fostering insight and innovation to ensure today's changes are right for tomorrow's challenges.

Developing the Strategic Leader can help. You will begin by exploring your personal effectiveness as a strategic leader – then move to ways to improve the functioning of your teams and your organization. You will learn how leadership behaviours influence and guide strategic processes. And you will learn with real-world experiences. An outdoor exercise gives you a team-based forum for developing strategic leadership skills – and an in-depth strategy simulation helps you experience the challenges leaders face in effectively developing and implementing strategy.

- PREREQUISITE(S): None
- COURSE DURATION: 5 days
- COURSE LANGUAGE: English
- PRICE: \$6,900.00US
- TRAINING LOCATION: Colorado Springs, Colorado
- COURSE PROVIDER: Center for Creative Leadership
- WEBSITE: www.ccl.org/leadership/programs

COURSE OUTLINE
ADDITIONAL TRAINING

The Art of the Executive Leader

- DRDC TARGET GROUP: Directors/DDGs/Chief Scientists
- COMPETENCIES: Engagement, Management Excellence (Action Management, People Management)
- DESCRIPTION:

Success in business, and in life, does not rely solely on strategic plans, financial analysis, or administrative capacity, but ultimately arises from the inner character and strength of the leader. This program focuses on the personal side of leadership and the challenges seasoned leaders face when tackling the complex issues of both personal and organizational viability. With the help of master artists, you will explore how artistic principles can help shape effective leadership practice. You will engage in a unique peer-to-peer learning process that explores common challenges and issues, and culminates in powerful shared learning. This unparalleled program will challenge your thinking, provoke new learning, and recharge your ability to lead with vision.

- Identify and better understand the personal challenges that arise from organizational challenges; learn how to preserve and enhance personal energy and well-being.
 - Map your personal values, commitment, and purpose as they relate to your leadership style; leverage new insight into enhanced leadership presence.
 - Explore the notion of your personal leadership authenticity to reveal a deeper meaning in your life work.
 - Explore your responsibility as an executive to lead in a way that not only benefits the organization and its employees, but also has a positive impact on you, your family, and your community.
- PREREQUISITE(S): None
 - COURSE DURATION: 5 days
 - COURSE LANGUAGE: English
 - PRICE: \$4,800.00
 - TRAINING LOCATION: Banff, Alberta
 - COURSE PROVIDER: The Banff Centre
 - WEBSITE: www.banffcentre.ca

COURSE OUTLINE
ADDITIONAL TRAINING

Planning and Managing the Labour Relations Framework (G246)

- DRDC TARGET GROUP: Directors/DDGs/Chief Scientists
- COMPETENCIES: Management Excellence (People Management)
- DESCRIPTION:

This course has been designed for participants who want to gain a deeper appreciation of the role they are called upon to play in improving labour relations in their organization. More specifically, their role in guiding acceptance and implementation of the framework for labour relations in the Public Service principles and structures. Participants will have an opportunity to reflect on their strategic role in resolving disputes, structuring consultations, building trust and cooperation with unions, and planning departmental input into collective bargaining.

Content:

- Foundations of modern labour relations
 - Philosophy of HR Modernization Act
 - Maintenance of healthy labour relations through proper organizational behaviour, culture, practices and systems
 - Strategic negotiation of collective agreements at different levels
 - Multipartite consultations
-
- PREREQUISITE(S): None
 - COURSE DURATION: 1 day
 - COURSE LANGUAGE: French and English
 - PRICE: \$595.00
 - TRAINING LOCATION: Across Canada
 - COURSE PROVIDER: Canada School of Public Service(CSPS)
 - WEBSITE: www.myschool.gc.ca

COURSE OUTLINE
ADDITIONAL TRAINING

Reinvent Your Leadership: Coaching for Designing a Power Future (L102)

- DRDC TARGET GROUP: Directors/DDGs/Chief Scientists
- COMPETENCIES: Management Excellence (Action Management, People Management)
- DESCRIPTION:

Leadership is the Public Service's most valuable asset. Leadership determines the organization's future and its results. Reinvent Your Leadership is the culmination of years of organizational coaching experience, working with thousands of public and private sector executives.

This course offers senior managers and executives simple yet powerful tools for overcoming obstacles and removing blind spots that limit achievement and desired results.

You will gain insights for authentic leadership and learn how to shift from reactive and defensive modes into creative, positive action in any situation. You will reinvent a vision of yourself that reflects your highest standards and ideals in work and life.

- PREREQUISITE(S): None
- COURSE DURATION: 4 days
- COURSE LANGUAGE: French and English
- PRICE: \$3,800.00
- TRAINING LOCATION: Ottawa, Ontario
- COURSE PROVIDER: Canada School of Public Service (CSPS)
- WEBSITE: www.myschool.gc.ca

COURSE OUTLINE
ADDITIONAL TRAINING

Leading Service Innovation (G105)

- DRDC TARGET GROUP: Directors/DDGs/Chief Scientists
- COMPETENCIES: Management Excellence (Action Management, People Management)
- DESCRIPTION:

Leading Service Innovation equips participants to become involved and lead the delivery of innovative services. It explores the leadership challenges of senior managers who are faced with providing a world-class level of service while exercising good stewardship of public resources. Participants will have the opportunity to attend a site visit at a private, public or not-for-profit organization. Past site visits have included organizations such as the Toronto Stock Exchange, YMCA, UPS, and Mountain Equipment Co-op. Participants will also discuss with the leaders and stakeholders of key government service initiatives and with the primary players leading today's innovations in service delivery.

Content:

- identifying and understanding the different clients and services
 - identifying and understanding client needs and managing and meeting their expectations
 - understanding the relationship between marketing and service delivery
 - understanding some of the concepts and models of service and service delivery
 - determining how e-service affects the way in which we look at service delivery
 - measuring and evaluating service performance
 - creating and fostering employee commitment to service excellence
- PREREQUISITE(S): None
 - COURSE DURATION: 3 days (The course requires a six day commitment over a two month period)
 - COURSE LANGUAGE: French and English
 - PRICE: \$4,000.00
 - TRAINING LOCATION: Ottawa, Ontario
 - COURSE PROVIDER: Canada School of Public Service (CSPS)
 - WEBSITE: www.myschool.gc.ca

COURSE OUTLINE
ADDITIONAL TRAINING

Advanced Leadership Communication Strategies

- DRDC TARGET GROUP: Directors/DDGs/Chief Scientists
- COMPETENCIES: Management Excellence (Action Management, People Management)
- DESCRIPTION:

Motivate and influence at every level. You're already successful as a leader and communicator. But now you must exercise greater influence, solve bigger problems and drive unprecedented performance improvements.

- Master best practices for influencing peers, managers, subordinates, customers and other stakeholders
- Become more effective at handling your specific challenges
- Communicate confidently in any environment
- Make the most of today's electronic communication tools
- Deliver powerful messages that win hearts and minds."

What You Will Learn:

- Influencing employees, customers, partners and stakeholders, both internally and externally
 - Developing the trust, credibility, rapport and relationships you need to deliver superior results and rise more rapidly in the organization
 - Building consensus, cohesion, buy-in and team commitment
 - Organizing and packaging your message for maximum impact
 - Choosing the best tools and channels for delivering messages
 - Delivering difficult messages more effectively
- PREREQUISITE(S): None
 - COURSE DURATION: 3 days
 - COURSE LANGUAGE: English
 - PRICE: \$1,895.00
 - TRAINING LOCATION: Toronto, Ontario
 - COURSE PROVIDER: Canadian Management Centre
 - WEBSITE: www.cmctraining.org

COURSE OUTLINE
ADDITIONAL TRAINING

Communication for the Senior Leader

- DRDC TARGET GROUP: Directors/DDGs/Chief Scientists
- COMPETENCIES: Management Excellence (Action Management, People Management)
- DESCRIPTION:

Communication for the Senior Leader™ will show you how to take your listeners to new heights of conviction and belief, whether you're delivering a formal speech, giving a presentation, talking informally with a few colleagues or handling Q&As.

This seminar, drawing upon The Humphrey Group's work with CEOs and executives, provides a comprehensive program for senior leaders.

The course will show you how to develop the mindset required to influence others, find your authentic leadership style, translate your vision into key messages, and communicate as an inspirational leader who engages, influences, and inspires. The program examines the types of messages that senior leaders need to deliver, the language that best conveys motivational ideas, and the delivery style that inspires others. This program will show you the power to achieve true personal "charisma" on any stage.

- PREREQUISITE(S): None
- COURSE DURATION: 3 days
- COURSE LANGUAGE: English
- PRICE: \$2,875.00
- TRAINING LOCATION: Niagara Falls, Ontario
- COURSE PROVIDER: Niagara Institute
- WEBSITE: www.niagarainstitute.com

COURSE OUTLINE
ADDITIONAL TRAINING

Optimizing Change

- DRDC TARGET GROUP: Directors/DDGs/Chief Scientists
- COMPETENCIES: Engagement and Management Excellence
(Action Management, People Management)
- DESCRIPTION:

Optimizing Change gives you a methodology to ensure that significant new initiatives are successfully launched, integrated and sustained in your organization. Paying particular attention to the human dynamics of change, Optimizing Change equips you with a powerful, precision skill set to improve performance in the workplace.

Optimizing Change is offered under exclusive license from Conner Partners (formerly ODR Inc.) – an Atlanta-based research and development organization and a leader in understanding how people respond to change. This program, based on almost 30 years of research, incorporates leading-edge thinking and tools to provide you with a valuable and practical learning experience.

- PREREQUISITE(S): None
- COURSE DURATION: 3 days
- COURSE LANGUAGE: English
- PRICE: \$2,375.00
- TRAINING LOCATION: Niagara on-the-Lake, Ontario
- COURSE PROVIDER: Niagara Institute
- WEBSITE: www.niagarainstitute.com

COURSE OUTLINE
ADDITIONAL TRAINING

Inspiring Creative Leadership

- DRDC TARGET GROUP: Directors/DDGs/Chief Scientists
- COMPETENCIES: Strategic Thinking (Analysis & Ideas), and Management Excellence (Action Management)
- DESCRIPTION:

Today's leaders all too often slip into familiar, comfortable ways to address issues that demand different considerations. Routine tools work in routine times, but today's world is anything but routine. Solutions must be multi-dimensional, drawing on cross-disciplinary tools. It's time to re-think our thinking. This program will provide tools to build creative and innovative skill development in leaders- to enable the development of ideas, to provide enhanced intelligence to know if they are good ideas, and to instill the wisdom to ensure they can be implemented.

Return on experience

- Develop fresh ideas to attract and retain talent in a tight labour market.
 - Unleash creative solutions to better meet the needs of your clients.
 - Spark your team's capacity to do more with less.
 - Release untapped energy and build a high performance culture.
 - Overcome change hurdles that block creative solutions.
 - Learn new leading-edge tools and processes for strategizing, problem solving, and decision-making.
 - Develop the capacity to imagine new things, and see existing things in new ways.
- PREREQUISITE(S): None
 - COURSE DURATION: 5 days
 - COURSE LANGUAGE: English
 - PRICE: \$3,800.00
 - TRAINING LOCATION: Banff, Alberta
 - COURSE PROVIDER: The Banff Centre
 - WEBSITE: www.banffcentre.ca

COURSE OUTLINE
ADDITIONAL TRAINING

Improving Operational Performance

- DRDC TARGET GROUP: Directors/DDGs/Chief Scientists
- COMPETENCIES: Management Excellence (Action Management)
- DESCRIPTION:

High-performance workplaces are created by managers who set challenging targets and work effectively with their staff to achieve them. These work environments are characterized by innovation, customer focus, and a continuous improvement mindset.

Queen's Operations Leadership Program will improve your operations management skills and provide you with insights and approaches for creating a high-performance workplace.

Through a series of classroom briefings, case studies, seminars, group interactions and individual coaching, you will learn how to:

- Assess your operational performance capabilities and develop a strategy for performance enhancement
- Implement a plan to improve performance
- Measure performance
- Lead a high-performance team

During the Program, participants stay at the Donald Gordon Conference Centre, our world-class conference facility, located near the Queen's campus.

Practical and relevant content delivered by exceptional speakers, and a commitment to unrivaled customer service, have made Queen's Operations Leadership Program one of North America's most popular operations programs for managers and executives.

- PREREQUISITE(S): None
- COURSE DURATION: 5 days
- COURSE LANGUAGE: English
- PRICE: \$8,400.00
- TRAINING LOCATION: Kingston, Ontario
- COURSE PROVIDER: Queen's School of Business
- WEBSITE: www.business.queensu.ca

APPENDIX “A”

**KEY LEADERSHIP COMPETENCIES
IN THE PUBLIC SERVICE**

SUPERVISORS

Key Leadership Competencies

VALUES AND ETHICS — Serving through integrity and respect

- Demonstrates Values and Ethics, including the Code, in personal behaviour
- Integrates Values and Ethics, including the Code, into staff work practices
- Reflects a commitment to citizens and clients in own and staff activities
- Fosters a climate of transparency, trust, and respect among staff and in partnerships
- Incorporates equitable practices into HR management
- Encourages bilingualism and diversity, based on OL and EE policies
- Builds and promotes a safe and healthy, respectful workplace
- Is alert to and deals quickly with harassment and discrimination
- Manages work activities and transactions with transparency and fairness

STRATEGIC THINKING — Innovating through Analysis and Ideas

Analysis

- Develops project work plans with a thorough understanding of the functional area
- Seeks clarification and direction from the manager, as required
- Links information across individual work to form a comprehensive perspective
- Tracks changing unit priorities and analyzes impact on staff activities
- Analyzes setbacks and seeks honest feedback to learn from mistakes

Ideas

- Translates unit direction into concrete project activities
- Develops solutions to recurring problems
- Encourages and incorporates creativity and learning
- Redesigns staff work activities to meet changing project needs
- Makes effective recommendations to the Manager
- Teaches and learns from others

ENGAGEMENT — Mobilizing people, organizations, partners

- Shares information broadly with staff and peers
- Promotes collaboration among staff
- Encourages open, constructive discussion of diverse perspectives
- Manages interpersonal relationships among staff
- Relates effectively to people with disabilities or with different values, personalities, or cultural backgrounds

- Provides effective forums for staff to express ideas, views, and concerns
- Uses meetings as an opportunity to generate collegiality and unity
- Listens to and acts on staff concerns
- Solicits input from and listens to staff, partners, and stakeholders
- Communicates work plans with clarity and commitment
- Establishes regular and comprehensive exchanges of ideas with individuals and the team
- Models and elicits trust

MANAGEMENT EXCELLENCE — Delivering through Action Management, People Management, Financial Management

Action Management — Design and Execution

- Coordinates people's work activities
- Delegates tasks to staff appropriately
- Instructs staff on tasks, goals, processes, and performance standards
- Monitors activities to ensure they are carried out effectively and efficiently
- Ensures work is congruent with formal procedures and regulations
- Adapts regular procedures flexibly to best meet objectives
- Maintains a positive outlook in the face of setbacks
- Shifts priorities and adapts work plans to reflect changes
- Manages activities on a daily basis
- Heeds early warning signals and advises the Manager and others, as needed
- Follows through on project plans from planning, implementing, monitoring, and evaluating to reporting
- Integrates Comptrollership, MAF, federal legislation, regulations, and policies into work practices
- Manages own and others' work-life balance
- Models successful coping with stressful situations

People Management — Individuals and Workforce

- Evaluates individual performance fairly, taking account of diversity
- Identifies opportunities that challenge and encourage the development of people
- Resolves interpersonal or personal problems that are affecting performance
- Reduces stress factors in the workplace as much as possible
- Addresses harassment or discrimination quickly
- Works one-on-one with staff
- Deals with ineffective performance
- Provides regular feedback, acknowledges success and the need for improvement
- Manages labour relations problems
- Secures mediation, if required
- Balances the needs of employees and the organization
- Monitors and addresses workplace well-being

- Develops and supports career plans and learning opportunities
- Manages workload
- Implements rigorous HR practices

Financial Management — Budgets and Assets

- Allocates and manages project resources transparently
- Implements strategies to achieve operational efficiencies and value for money
- Applies and monitors rigorous systems for Financial Information Management, internal audit, and evaluation
- Fulfils obligations for project finance and assets management
- Acts on audit, evaluation, and other objective project team performance information

MANAGERS/SECTION HEADS

Key Leadership Competencies

VALUES AND ETHICS — Serving through integrity and respect

- Demonstrates Values and Ethics, including the Code, in personal behaviour
- Integrates Values and Ethics, including the Code, into unit practices
- Reflects a commitment to citizens and clients in own and unit activities
- Fosters a climate of transparency, trust, and respect within the unit and in partnerships
- Incorporates equitable practices into HR planning
- Supports opportunities for and encourages bilingualism and diversity in the unit, based on OL and EE policies
- Builds and promotes a safe and healthy, respectful unit, free of harassment and discrimination
- Acts with transparency and fairness in all transactions, including staffing, contracting, and day-to-day activities

STRATEGIC THINKING — Innovating through Analysis and Ideas

Analysis

- Develops unit direction, based on a thorough understanding of the functional area
- Tracks changing division priorities and analyzes impact on unit work plans
- Seeks clarification and direction from the Director, as required
- Coordinates information from multiple projects to form a comprehensive perspective
- Identifies interdependencies across unit projects
- Analyzes setbacks and seeks honest feedback to learn from mistakes

Ideas

- Translates the division's direction into concrete unit work activities
- Designs solutions to operational problems
- Encourages and incorporates diverse and creative initiatives and perspectives
- Redesigns the unit's work activities to meet changing needs
- Makes effective recommendations to the Director
- Considers the people components of issues and decisions
- Teaches and learns from others

ENGAGEMENT — Mobilizing people, organizations, partners

- Shares information vertically and horizontally
- Promotes collaboration among supervisors on related projects
- Encourages open constructive discussion of diverse perspectives
- Recognizes opportunities to enhance outcomes through partnerships

- Manages group dynamics in a diverse workforce within the unit and across projects
- Gives credit for the contributions of partners
- Accurately represents the concerns, ideas, and views of staff to upper management
- Mediates and facilitates relationships between supervisors
- Follows through on commitments
- Solicits input from and listens to staff, partners, and stakeholders
- Communicates with clarity and commitment
- Establishes regular and comprehensive exchanges of ideas

MANAGEMENT EXCELLENCE — Delivering through Action Management, People Management, Financial Management

Action Management — Design and Execution

- Establishes unit targets for quality and productivity
- Identifies financial and human resources requirements
- Assigns and reallocates resources, as required, and to capitalize on diversity
- Delegates appropriately to supervisors
- Sets realistic timelines and clear accountabilities for supervisors
- Provides structure and momentum for unit projects
- Sets challenging but realistic goals
- Identifies unit limits and resource requirements for workload
- Manages unit workload through negotiating timelines, prudent resource planning and prioritizing
- Maintains composure in demanding or stressful situations
- Shifts priorities and adapts unit work plans, as required
- Manages activities on an ongoing basis
- Heeds early warning signals and advises the Director and others, as needed
- Follows through on the unit's business plan from planning, implementing, monitoring, and evaluating to reporting
- Integrates Comptrollership, MAF, federal legislation, regulations, and policies into unit practices
- Manages own and others' work-life balance
- Responds decisively and quickly to emerging opportunities or risks
- Maintains composure in adverse situations to alleviate pressure and maintain momentum

People Management — Individuals and Workforce

- Works one-on-one with supervisors
- Optimizes diversity among team members to build strong teams with complementary strengths
- Supports and defends the interests of staff, as necessary and appropriate
- Deals with ineffective performance

- Provides regular feedback, acknowledges success and the need for improvement
- Coaches, challenges, and provides opportunities for growth
- Resolves labour relations problems
- Secures mediation, if required
- Balances the needs of employees and the organization
- Monitors and addresses workplace well-being
- Develops and supports career plans and learning opportunities
- Develops HR strategy for unit succession planning
- Secures funding for OL and other training
- Implements rigorous HR practices and fulfils obligations of HRM accountabilities

Financial Management — Budgets and Assets

- Allocates and manages unit resources transparently
- Implements strategies to achieve operational efficiencies and value for money
- Applies and monitors rigorous systems for Financial Information Management, internal audit, and evaluation
- Fulfils obligations of accountabilities for unit finance and assets management
- Acts on audit, evaluation, and other objective unit performance information

DIRECTORS/DDGs/CScis
Key Leadership Competencies

VALUES AND ETHICS — Serving through integrity and respect

- Demonstrates Values and Ethics, including the Code, in personal behaviour
- Integrates Values and Ethics, including the Code, into division practices
- Reflects a commitment to citizens and clients in own and division activities
- Fosters a climate of transparency, trust, and respect within the division and in partnerships
- Incorporates equitable practices into HR planning
- Creates opportunities for and encourages bilingualism and diversity in the division, based on OL and EE policies
- Builds and promotes a safe and healthy, respectful division, free of harassment and discrimination
- Practices transparency and fairness in all transactions, including staffing, contracting, and day-to-day activities

STRATEGIC THINKING — Innovating through Analysis and Ideas

Analysis

- Frames division direction with a thorough understanding of the directorate's priorities
- Seeks clarification and direction from the DG, as required
- Integrates information from multiple sources to form a comprehensive perspective
- Identifies interdependencies in cross-functional projects
- Analyzes setbacks and seeks honest feedback to learn from mistakes

Ideas

- Translates vision and policy into concrete work activities
- Develops division strategies, based on the departmental vision and the DG's direction
- Designs initiatives to enhance operational efficiency
- Encourages and incorporates diverse initiatives and perspectives
- Redesigns the division's work activities to meet changing departmental needs
- Makes effective recommendations to the DG
- Teaches and learns from others

ENGAGEMENT — Mobilizing people, organizations, partners

- Shares information vertically and horizontally
- Promotes collaboration among managers
- Uses persuasion to gain support for initiatives
- Negotiates compromises
- Adapts communications to suit audience and forum
- Communicates regularly and openly with unions and other stakeholders

- Demonstrates understanding of and respect for stakeholders' views
- Follows through on commitments
- Solicits input from and listens to staff, partners, and stakeholders
- Communicates vision and division plans with clarity and commitment
- Establishes regular and comprehensive exchanges of ideas
- Promotes and funds team building

MANAGEMENT EXCELLENCE — Delivering through Action Management, People Management, Financial Management

Action Management — Design and Execution

- Designs division work plans based on the big picture
- Guides division projects and resources to avoid obstacles
- Delegates appropriately to managers
- Manages resources to maximize output
- Sets realistic timelines and clear accountabilities for managers
- Provides structure and momentum for division work activities
- Sets challenging but realistic goals
- Identifies division limits and resource requirements for workload
- Manages the division's workload through prudent resource planning and prioritizing
- Shifts priorities and adapts division work plans, as required
- Heeds early warning signals and advises the DG and others, as needed
- Follows through on the division's business plan from planning, implementing, monitoring, and evaluating to reporting
- Integrates Comptrollership, MAF, federal legislation, regulations, and policies into division practices
- Manages own and others' work-life balance
- Responds decisively and quickly to emerging opportunities or risks
- Maintains composure in adverse situations to alleviate pressure and maintain momentum

People Management — Individuals and Workforce

- Works one-on-one with managers
- Deals with ineffective performance
- Provides regular feedback, acknowledges success and the need for improvement
- Coaches, challenges, and provides opportunities for growth
- Resolves labour relations problems
- Secures mediation, if required
- Balances the needs of employees and the organization
- Monitors and addresses workplace well-being
- Develops and supports career plans and learning opportunities
- Develops an HR strategy for division succession planning

- Secures funding for OL and other training
- Manages workload
- Implements rigorous HR practices and fulfils obligations of HRM accountabilities

Financial Management — Budgets and Assets

- Allocates and manages division resources transparently
- Implements strategies to achieve operational efficiencies and value for money
- Applies and monitors rigorous systems for Financial Information Management, internal audit, and evaluation
- Fulfils obligations of accountabilities for division finance and assets management
- Acts on audit, evaluation, and other objective division performance information

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