LEARNING & DEVELOPMENT PROGRAMS & SERVICES

FOR STAFF & FACULTY

FALL 2015 & WINTER, SPRING 2016
A MESSAGE FROM YOUR L&D TEAM

We have worked diligently on your behalf to provide an array of programming that responds to your learning needs.

We have highlighted new programs with a **NEW** symbol for your convenience. We have also highlighted the category of sessions called Homegrown which we have identified with the symbol **HG**. These sessions are offered by your UofG colleagues who have generously agreed to share their skills with others. If you have a particular skill or knowledge that you think others can benefit from, please contact us to discuss how you can contribute to a Homegrown session.

There are a number of benefits to participating in learning & development programs. Beyond developing your knowledge and skills, you meet and share ideas with other staff from all areas of the university, get time to reflect on the work you do and expand your thinking by engaging in conversations and new activities. Learning can energize you and contribute to a positive work environment.

Don't hesitate to contact us if you have any questions or want help identifying the program that meets your needs. Email us at landd@uoguelph.ca, or call ext. 56800. Follow us on Twitter.
# TABLE OF CONTENTS

Message from Your Learning & Development Team
Aligning Learning and Development to Essential Skills and Knowledge
Registration and Cancellation
Consulting Services

## NEW @ the U – University of Guelph’s New Employee Welcome Program

<table>
<thead>
<tr>
<th>New Days</th>
<th>1</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Creating Connections Series</strong></td>
<td></td>
</tr>
<tr>
<td>No Bull, Just Lunch at the Bullring</td>
<td>2</td>
</tr>
<tr>
<td>Students Serve it Up! Lunch at P.J.’s Restaurant</td>
<td>2</td>
</tr>
<tr>
<td>UofG Historical Walking Tour #1</td>
<td>2</td>
</tr>
<tr>
<td>UofG Historical Walking Tour #2</td>
<td>2</td>
</tr>
</tbody>
</table>

## G.O.A.L.– The University of Guelph’s Performance, Planning, Assessment and Development Program

### For Leaders

| Building and Maintaining Trust: The Foundation for Effective Performance Planning, Assessment & Development | 3 |
| Giving & Receiving Effective Feedback | 4 |
| Setting Goals, Objectives and Expectations | 4 |
| Developing and Coaching Employees | 5 |
| Assessing Performance | 5 |

### For Staff

| What did you say? | 6 |

## Employee Essentials

### Adaptability

| Grow through Change | 7 |

### Client Focus

| Providing Effective Client Service and Communications | 8 |

### Communication

| Introduction to Creating Animated Video | 9 |
| Introduction to Toastmasters | 9 |
| Strategic Social Media Outreach | 9 |
| The Art of Presentation | 10 |
| Writing Effective Emails | 10 |
| Writing with Impact in the Workplace | 11 |

### Personal Management

| Managing Me for Staff | 12 |
| Personal Leadership at Work | 12 |
## TABLE OF CONTENTS

**Online Strength Based Employee Development Program**

- Positive Thinking for Vitality at Work  
- Project Management - a real University of Guelph application  

**Teamwork**

- Managing Conflict at Work  

### Leadership Essentials

- Building Leadership Effectiveness  
- Coaching & Communicating for Performance  
- Enhancing and Advancing Your Leadership Effectiveness: Three-Part Series  
  - Session #1: Five Practices of Exemplary Leadership: Assessment and Action  
  - Session #2: Model the Way: Building a Culture of Feedback  
  - Session #3: Successes and Challenges: Continuing the Journey  
- Managing Me for Leaders  
- Managing Through Change  
- Skillful Conflict Management for Leaders – Part 1  
- Skillful Conflict Management for Leaders – Part 2  
- Conflict Management Clinics for Leaders  

### Management Essentials

- Performance Planning, Assessment and Development (Online)  
- Leadership (Online)  
- Understanding the University Environment (Online)  

### UofG Processes & Technical Training

- Microsoft Online Learning  
- Microsoft Access 2010 – Introduction  
- Microsoft Access 2010 – Intermediate  
- Microsoft Excel 2010 – Introduction  
- Microsoft Excel 2010 – Intermediate  
- Creating & Converting Accessible PDF Fillable Forms  
- Demystify the Procure-to-Pay Process at UofG  
- Gryph Mail Basics  
- Gryph Mail Advanced  
- Introduction to Adobe Photoshop Cs5  
- Privacy & Access to Information 101  
  - Working with Student Records  
  - Working with University Records  
- Travel & Business Expense Reimbursements at the University  
- How to Create Accessible Microsoft Word Documents  
- Introductory Accessibility PDF Creation and Repair
# TABLE OF CONTENTS

## Health and Wellbeing

*Sun Life Financial Seminars*
- Creating your Financial Roadmap
- Investment Planning
- Plan for Healthy a Financial Future
- Plan for Retirement Now

*Personal Safety*
- Learn to be a Safe Cyclist
- Safety & Security for Front-Line Staff

*Wellbeing Friday – by our Partners at Homewood Health*
- Assertiveness: Negotiating Respectful Interpersonal Boundaries
- Beyond Stigma: Increasing Our Understanding of Mental Health in the Workplace
- Building Resilience: Learning to Roll with Life’s Punches
- Building Working Relations
- Communication in Family Life
- Effective Communication in Groups
- Establishing Work-Life Integration
- Forgiveness: The Gift You Give Yourself
- Foundations of Positive Parenting
- Get Real: How to be Authentic
- Handle With Care - Conflict Resolution in the Workplace
- Healthy Sleep Habits
- Helping Your Child Succeed at School
- Managing Your Time and Energy
- Professionalism in the Workplace
- Stress Busters I
- Stress Busters II
- The Emotional Effects of Retirement
- The Fundamentals of Change and Transition
- The Journey to Wellness: One step at a Time

## Programs Offered by Our UofG Partners

*Office of Diversity & Human Rights*
- Go for the Gold - Inclusive Faculty Recruitment and Hiring Practices
- Express, not Oppress! - How to be an ally of inclusive practices
- Accessible Service Provision (AODA)
- Making Education Accessible (AODA)
ALIGNING LEARNING AND DEVELOPMENT TO ESSENTIAL SKILLS AND KNOWLEDGE

The Employee Essentials Competency Dictionary was developed as a resource to support Managers and Employees in identifying the behavioural or non-technical competencies that are required to be successful in their jobs at the University. Competencies are identified based on type of job.

One category of competencies applies to all employees. It is called Employee Essentials. Included are those foundational skills, knowledge and attitudes that are keys to effective performance in all roles. In addition, you will find competencies outlined for Management Essentials and Leadership Essentials.

In this edition of our programs and services guide we have introduced sections of programs and services that align with the Employee and Leadership Essentials categories. We anticipate that will facilitate the identification of a development opportunity that is specific to the need.

Access the Competency Dictionary online.

REGISTRATION and CANCELLATION

Registration for Learning & Development sessions for Fall 2015 and Winter, Spring 2016 is now open. Registration for programs is processed through the online Event Calendar. Simply click through the Calendar to the program or event that interests you.

Click the “Register Now!” link on the program of your choice and enter your central login and password. You can register for as many programs as you like. Please note that priority registration for some programs is given to regular, full-time employees. If you would like to be placed on a waiting list for a program, please email us at landd@uoguelph.ca and we will inform you should a space become available.

Looking for something else?

If you would like to see a new program on our calendar, please send suggestions to us at landd@uoguelph.ca.

Please contact us with any questions or comments at ext. 56800, via e-mail at landd@uoguelph.ca, or visit our website.

*Cancellation Policy: Except where indicated with the program description, we require a minimum of 2 days notice for cancellation to ensure we can give your spot to someone on the waiting list.

CONSULTING SERVICES

In consultation with our Human Resource colleagues, Learning & Development’s Consulting Services can assist managers and leaders with specialized individual and group development needs to support performance.

Our Core Services Include:

- Custom Learning
- Coaching
- Conflict Management (mediation, facilitated conversation, conflict coaching)
- Team Development
- Facilitation
- Strategic Planning
- Performance Planning, Assessment and Development Support
- Supporting Change and Transition
- Surveys and Assessments

For more information on Consulting Services please contact Linda Watt, Director, Learning & Development and Consulting Services at lwatt@uoguelph.ca or ext. 56509.
What is NEW@theU

The University of Guelph aims to provide both a supportive and welcoming environment to its new staff and faculty. We take pride in the talented employees we attract to the University of Guelph and are committed to ensuring they get the best possible start we can give them.

NEW@theU is an initiative by Human Resources focused on helping new employees develop a connection to the University of Guelph’s unique culture and way of doing things. It also provides important information, insight and skills that will help them feel more comfortable and be productive more quickly in their jobs.

NEW@theU complements new employee orientation initiatives which may currently be housed at the departmental level. It begins with a two-day session called NEW Days, and includes a full series of activities and sessions over an employee’s first year, ensuring that those who are “New to the U” feel a part of the University.

See the NEW Days section in this booklet for a more detailed description and a link to registration. See the NEW@theU section of the booklet for a full list of learning and development activities designed specifically for new employees.

NEW Days Dates:

- September 14 & 15, 2015 - Register Online
- October 5 & 6, 2015 - Register Online
- November 2 & 3, 2015 - Register Online
- February 1 & 2, 2016 - Register Online
- March 7 & 8, 2016 - Register Online
- May 2 & 3, 2016 - Register Online
- June 6 & 7, 2016 - Register Online
- September 12 & 13, 2016 - Register Online
- October 3 & 4, 2016 - Register Online
- November 7 & 8, 2016 - Register Online

Cancellation Policy: Please cancel no later than 2 days in advance to ensure we can give your spot to someone on the waiting list.

Sessions run from 8:30am to 4:30pm.

NEW Days

NEW Days are the kick-off to the NEW@theU (New Employee Welcome) program at the University of Guelph. Two days at the beginning of 7 months of the year (excludes January, April, July, August and December) have been dedicated to welcoming and connecting our new employees to the University environment and giving them a positive start.

There will be various activities and representatives from across campus who will share perspectives and important information that will introduce the new employee to university governance, culture, history, facilities and services. Required training elements from A.O.D.A. (Accessibility for Ontarians with Disabilities Act) and EHS (Environmental Health and Safety) will be highlighted.

The program is targeted toward new employees who are permanent, full-time or part-time staff or full-time with an appointment of greater than 6 months. However, any employee that can benefit is welcome to register.

Hiring Managers and HR Admins in units across campus are encouraged to share the registration link with their new hires. Human Resources will include information about NEW@theU and NEW Days in orientation packages.
No Bull, Just Lunch at the Bullring – Seats Limited to 15!
*Creating Connections Series*

The Bullring was built in 1901 and was originally used as a pavilion for the study and judging of horses, cattle, sheep and swine. Since then, the Bullring has been a popular bar/dance club and is now a coffeehouse run by the Central Students Association. Make new connections from other areas of campus or get out of the office with a colleague and join us for a delicious lunch and a fascinating introduction by our Bullring Lunch Hostess and Manager.

Students Serve it Up! Lunch at P.J.’s Restaurant
*Creating Connections Series*

For the 3rd year in a row, P.J’s Restaurant was named one of Canada’s Greenest Restaurants by Leaders in Environmentally Accountable Food Service (LEAF). P.J’s is a student run restaurant in the School of Hospitality and Tourism Management at the University of Guelph. Each day features a brand new menu and theme as created by the student groups running the events.

Support our students’ learning, make new connections and indulge in delicious lunch. Join us at P.J.’s. *Limit of 15 people so register early.*

UofG Historical Walking Tour #1
*Creating Connections Series*

Learn about the rich history of the University of Guelph campus and the significant buildings that bear the names of those who have made invaluable contributions to it. Through the story-telling and humour-infused narration of UofG alumnus, Dr. Bosch, you will hear the human connections of the University’s evolution.

Dr. Bosch completed the Historical Virtual Walking Tour at U of Guelph that is currently [online](#) and includes 30 historical plaques that adorn buildings at the U of Guelph campus.

This is a 2-part tour that can be taken in any order. Group will meet outside Johnston Hall. The walk is not strenuous but will take approximately 1 hour and is outdoors in part. Comfortable footwear is recommended. Dress for weather conditions.

UofG Historical Walking Tour #2
*Creating Connections Series*

See above for description of the Walking Tour and an [online link](#) that will provide you with the names of buildings to be visited. In Part 2 you will visit new buildings and hear more delightful stories. This is the second part of a two-part tour that can be taken in any order.

We will meet outside Johnston Hall. The walk is not strenuous but will take approximately 1 hr. and is outdoors in part. Comfortable footwear is recommended. Dress for weather conditions.
Building and Maintaining Trust: The Foundation for Effective Performance Planning, Assessment and Development

G.O.A.L. for Leaders

Nothing is as essential to leadership as relationships of trust. If you are a leader who is good at building trust, research indicates you are likely to create a positive emotional work climate that can result in a three-fold increase in performance output. Fortunately, building and maintaining trust is a learnable skill.

Program Focus:

In this session Managers will learn about the four elements of building and maintaining trust:

1. Reliability
2. Sincerity
3. Competence
4. Care

Putting these elements into practice will ensure that you have a relationship with your employees that will help you to understand barriers and drivers to performance and will inform decisions to help employees move forward positively toward the desired results.

Instructor: Linda Watt, Director, Learning & Development and Consulting Services, HR, University of Guelph

Date & Location: January 21, 2016
12PM to 1:30PM, University Centre 442

Register Online
Giving & Receiving Effective Feedback

G.O.A.L. for Leaders

This program provides Managers with an opportunity to explore the necessary skills to both give and receive constructive and positive feedback in a way that maintains relationships and increases performance. Feedback opens the door to discussion and problem solving, and it is important to personal growth and development.

Program Focus:

During this session Managers will:

- Identify guidelines for giving feedback
- Demonstrate the ability to use observation versus judgment
- Apply steps to giving constructive feedback
- Apply steps to giving positive feedback
- Identify guidelines for receiving feedback

One of the most difficult aspects of giving constructive feedback is anticipating and responding to the receiver’s response. Participants will engage in an activity to explore how to handle a situation when the receiver gives a difficult response.

Setting Goals, Objectives and Expectations

G.O.A.L. for Leaders

The practices of goal and objective setting and communicating expectations are critical to creating a line of sight between the university, departmental or college objectives and the goals and related efforts of individual employees. These practices also help influence individual behaviour and ultimately improve accountability and performance throughout the organization.

A major benefit of clear and precise objectives comes when a manager sits down for a performance assessment with an employee. With clear objectives, the discussion of past performance is more specific and will leave time to review and revise objectives for the coming period and to discuss development opportunities and career aspirations.

Program Focus:

In this session Managers will learn:

- How to set objectives based on specific steps including: research, decision-making, evaluation, measurement, and realignment
- The importance of, and methods for, involving the employee in the process
- How to determine the level and detail of the objectives to be set based on the requirements of the job
Developing and Coaching Employees

G.O.A.L. for Leaders

Managers can effectively and successfully develop and coach their employees to become better and more consistent performers.

Developing an employee involves improving his or her skills in their current job as well as developing them for future responsibilities and new positions. As Manager, it is your job to develop your staff. Employee development is now a part of G.O.A.L. and is included as a vital component of the performance planning, assessment and development process.

Program Focus:

The session has been designed to provide Managers with:

- Skills and strategies to guide employees through a learning process
- A “coaching moments” model to help employees gain understanding and insight about their actions in a way that supports self-awareness with opportunities to learn and improve

The insight provided in this session will help managers learn how they can effectively impact the learning process and the coaching moments of their teams to make a difference.

Assessing Performance

G.O.A.L. for Leaders

Creating a safe and welcoming environment and providing ample opportunity for an employee to express their perspectives, needs and wants are vital components of a performance assessment meeting.

Being prepared for the assessment meeting is key to a successful outcome. In this session Managers will be introduced to a checklist of the activities to be done and documents to prepare prior to an assessment meeting.

Managers will learn the behaviours, skills and techniques for ensuring that the performance assessment meeting is a productive one.

We will also explore how to prepare mentally and emotionally to respectfully and effectively handle any situation that arises.

Program Focus:

- Pre-assessment activities and documents
- Preparing yourself for the conversation
- Avoiding the halo and horns effect, recency error, the cookie cutter syndrome
- How to handle employee defensiveness, anger and unresponsiveness
- Putting the employee at ease
- Engaging the employee
- Focusing on the performance standards, results and behaviours
- Collaborative problem-solving
- Summarizing and ending on a positive note

Instructor: Linda Watt, Director, Learning & Development and Consulting Services, HR, University of Guelph

Date & Location: March 31, 2016
12PM to 1:30PM, University Centre 442

Register Online

Instructor: Linda Watt, Director, Learning & Development and Consulting Services, HR, University of Guelph

Date & Location: April 21, 2016
12PM to 1:30PM, University Centre 442

Register Online
What did you say?

How to be more comfortable and confident when receiving feedback

G.O.A.L. for Staff

Over the course of your work life, you will be offered feedback many times. In fact, the University of Guelph’s G.O.A.L. performance planning, assessment and development cycle calls for ongoing communication, coaching and feedback between managers and staff. Whether this feedback is provided to celebrate your efforts or to question or prompt change, receiving feedback can often make people uncomfortable.

When we hear positive feedback we can become embarrassed or self-conscious. Critical or unexpected feedback can leave us in shock and anger. Feedback from someone significant to us (i.e., manager, colleague) may be especially difficult to deal with. When this occurs, it’s helpful to have a set of practices or tools you can draw on to help you respond calmly and with confidence.

This session will focus on receiving and responding to feedback at work.

Program Focus:

- An introduction to the SARAH Model
- Skill Development
- How to respond appropriately in the moment
  - Remaining open minded
  - Asking clarifying questions
  - Suspending judgment
- Learning from Feedback

Instructor: Learning & Development Facilitator, HR, University of Guelph

Date & Location: April 20, 2016
9AM to 12PM, University Centre 442

Register Online
Grow Through Change

Adaptability

As the University environment continues to change, employees are required to change with it. Change usually involves some kind of learning which results in behaviour change and the acquisition of new skills. Grow Through Change introduces employees to the concepts, methods and tools for successful continuous learning at work and throughout their lives.

People are most successful when they are mindful of themselves as learners and thinkers, develop the ability to reflect and create, identify and manage their learning agendas, and discover how to access the most appropriate resources to get what they need. In this program, employees will use the Learning Skills Inventory (LSI) to identify their learning style and learn how to develop and deploy their strengths.

This is the right program for …
Those who are interested in developing their capacity to learn and are open to challenging themselves.

The program consists of two days (four ½-day sessions) in seminars. Over the course of the program you will use the LSI to identify your learning style, learn how to develop and deploy your strengths, establish a specific direction for your life at work, and take action to support change and innovation in the workplace through learning advocacy.

Program Focus:

- Understanding Learning
- The Learning Skills Inventory (LSI) and using it at work
- Learning in Relationship
- Self and Mutual Inquiry
- Taking Action

Instructor: Learning & Development Facilitator, HR, University of Guelph

Fee Policy:
There is no fee to participate in this program. However, a non-attendance fee or a cancellation fee will apply for sessions that are not attended or cancellations received with less than two business days prior to the session.

To register for the complete program you need only register for the first session.

Dates & Location:
September 23, October 7, October 21, November 4, 2015
All sessions run 9:00 AM to 12:00 PM, University Centre 442

Register Online
Providing Effective Client Service and Communications - Fantastic Service Every Time!

Client Focus

We all know really great client service when we see or experience it. It's that special touch that makes us feel like someone cares. It's a smile or follow-up call. It's someone doing something memorable that we didn't expect.

Do you provide client service in your role? Yes! Each and every one of us serves clients, whether we realize it or not. Maybe you provide a service directly to students. Perhaps you're in a position where you serve other staff who in turn provide a service to our student population, staff or faculty. Maybe you work with outside suppliers, researchers, or other organizations that are vital partners with the university.

People who excel at client service delivery possess strong communication and problem solving skills that enable them to build relationships with the people they serve. Striving to provide excellent client service and communication is a key competency for everyone that results in people feeling respected, valued and cared about.

Program Focus:

- State what core and client service means in relation to both internal and external customers.
- Examine how a positive and proactive attitude affects your ability to build relationships and solve client issues effectively.
- Distinguish and differentiate the methods of service: in person, telephone, email.
- Consider the importance of body language and re-phrasing for effective communication and building relationships.
- Practice providing effective solutions for anxious, upset and angry clients through an understanding of the role empathy plays in effective service.
- Adopt positive choices to effectively manage your emotions and stress.
- Apply your transfer of learning by developing a personal action plan to improve client service and communication skills

This program is intended to provide a framework to internal service providers so they can individually improve, assist team members, and ultimately, deliver great service to all types of clients. Any staff member who performs a role in which client service plays a large part would benefit from attending this program.

Instructor: Kate Jones, Partner: Live to Learn

Date & Location: November 25, 2015 1PM to 4:30PM University Centre 442

Register Online

Date & Location: February 10, 2016 1PM to 4:30PM University Centre 103

Register Online
Introduction to Creating Animated Video

Animated videos are a great way to engage your audience, share information and make information more “digestible.” This session will provide instruction on a free animation software called Powtoon that is quick and easy to use. Learn tips and tools to plan and story-board your video, write your script and make your video accessible.

Program Focus:

- List tips and tools for planning and story-boarding your video
- Recognize how to write a script using best practices
- Apply best practices for creating videos
- Use PowToon to create a video with audio
- Apply AODA standards to video creation

This program is for employees who are responsible for communication initiatives and/or manage social media accounts for their departments. Participants should have a high degree of comfort with social media and the Windows environment.

Note: Please bring a set of headphones or earbuds to this session so that you can work with audio components.

Introduction to Town & Gown Toastmasters Guelph

Toastmasters International is a non-profit educational organization that teaches public speaking and leadership skills through a worldwide network of meeting locations. Town & Gown Toastmasters is part of this network. This is a very active club.

This session will include an overview of Toastmasters and the on-campus club, which has been running since 1999. The club member will also provide demonstrations on how you can improve your public speaking skills using the methods established in Toastmasters.

This session will be helpful for anyone looking to learn more about the club and gain tips on improving your public speaking skills.

Strategic Social Media Outreach

Want to learn how to organize your social media outreach so you can get maximum impact? If yes, this session is for you. Learn how to use simple tools like an editorial calendar to plan and organize your content to ensure your posts are relevant and timely. Learn how to use easy strategies to find relevant followers and to engage with them to create a dynamic online community.

This course is intended for novice social media users who already have a Twitter or Instagram account and are looking to enhance their skills.
The Art of Presentation

Communication

The Art of Presentation Workshop is best suited to individuals who are expected to do presentations as part of their work. It is intense and requires active participation.

The workshop will cover the following elements:

1. how to overcome the physical challenges of speaking in front of a group
2. how to improve vocal projection and expression
3. how to create and deliver dynamic content

Writing Effective Emails

Communication

Email is a central part of how we communicate at work, yet we don't often take time to reflect on just what makes a good email message. In this session, we'll talk about how to make your messages clearer and more powerful using simple—yet effective—language, organization, and formatting techniques. Using these strategies, you can improve the likelihood that your recipients will actually read (and respond to!) your emails.

This program is intended to engage participants in discussion and activities that will help them develop and practice key strategies for writing emails.

Program Focus:

1. Understanding readers' expectations
2. Tailoring email messages to readers' expectations
3. Using language and formatting to make information easy to find and understand
4. Ensuring readers respond to your emails—and how to follow up if they don't

Instructor: Arlene Cohen, Public Speaking and Professional Development Coach

Date & Location: January 20, 2016
1PM to 4:30PM, University Centre 442

Register Online

Instructor: Kim Garwood, Manager, Writing Services, Library - Learning & Curriculum Support

Date & Location: November 5, 2015
10AM to 12PM University Centre 442

Register Online
Writing with Impact in the Workplace
Communication

Are you interested in fine-tuning your written communication skills and style? Here is your opportunity to learn to write more effectively and persuasively.

This interactive and intensive writing program is specifically designed for busy staff who write business documents, from email to reports. It will enhance your ability to write clearly using the latest techniques of professional business writing. You will learn and practice the writing strategies required to succeed in today’s fast paced business world.

The program consists of one day in an experiential workshop. Over the course of the day participants are introduced to new tools, practice these tools and receive constructive, business-appropriate and confidential feedback. Learn how to refocus to your readers' needs, organize your thinking to approach every document with clarity from the start. Receive valuable feedback on pre-program and post-program writing samples.

Please bring your own writing samples for self-assessment to the program.

Program Focus:

- Refocus to your readers' needs
- Build relationships with your writing
- Organize your thinking to approach every document with clarity from the start
- Craft and produce effective documents
- Produce professional writing quickly
- Develop a clear writing style suited to your readers' purpose
- Examine sample documents
- Receive confidential feedback on your own writing
- Refine and maintain your corporate Image

This program will teach you how to get the results you want from your writing, to reduce your preparation and writing time and to organize your ideas in a logical manner.

Instructor: Diana Kawarsky, Soft Skills Group Inc.

Date & Location: December 9, 2015
9AM to 4PM, University Center 442

Register Online
Managing Me for Staff
Personal Management

Managing Me is a workload/time management program that helps individuals do more with less, execute on strategic priorities, and stay engaged by raising the bar in how they plan, focus, organize and manage expectations.

Program Focus:
- Doing the Priority Map exercise to manage priorities and move deadlines from the back burner to the front burner more often
- Best practices of prioritizing and planning in a highly reactive environment
- Reducing the distraction of low priority tangents and interruptions
- Making email work
- Organizing tasks, follow-ups and other information to make smart choices, stay in control and prevent things from slipping through the cracks
- Staying engaged and energized through work life balance and self-development.

Personal Leadership at Work: Principles, Attitudes and Practices for Success
Personal Management

Leadership is not a position or title. It is an outlook, a way of looking at the world and ourselves in it. Personal leadership is about taking leadership of ourself – of our experiences, our habits and behaviours, and our interactions with others in our personal and professional lives. Learn more about yourself, enhance your leadership skills and gain insights into the behaviours and actions that are essential to success in the workplace.

The program consists of two days (four ½-day sessions) in experiential workshops and seminars, plus time to complete an online inventory, reflect on the results and participate in an individual coaching session. A follow up session is held two months later to support learning transfer in the workplace. Over the course of the program, you will deepen your understanding of your personal leadership, learn how to “walk the talk” of your values system, and discover your personal path to success in the workplace.

Program Focus:
- The impact of our behaviour and actions on self and others
- Maintaining discipline, achieving goals
- “Walking the talk” of personal leadership
- Empowering self, mastering fear
- Understanding and valuing the differences in others

Instructor: Doug Heidebrecht, Sun Mountain Self Management

Date and Location: November 13, 2015, 9AM to 12 PM, University Centre 442

Register Online

Instructor: Learning & Development Facilitator, HR, University of Guelph

Fee Policy: There is a fee of $100 to participate in this program. This fee covers the completion of an online emotional intelligence inventory. To register for the complete program you need only register for the first session. You will be prompted to enter your department’s 26-digit coding.

Cancellation Policy: Due to the costs associated with delivering this program we ask that you cancel at least 2 weeks prior to the first session. Failure to do so may result in a cancellation penalty of $100 that will be charged to your department.

Dates & Location: February 24, March 9, March 23, April 6, 2016
All sessions run 9:00 AM to 12:00 PM, University Centre 442

Follow-up session: June 1, 2016 9:30AM to 12PM

Register Online
Online Strength Based Employee Development Program

Personal Management

Research indicates that only 17% of employees use all of their strengths on the job. We know that working on your strengths increases well-being, resilience, engagement and productivity. And that's why we want to offer you the opportunity to participate in an eight-week online course that will help you to:

- Understand how to identify your strengths and weaknesses
- Develop strategies on how to maximize your strengths and manage your weaknesses
- Learn the importance of habit in creating a strength based approach to work

Through an interactive online learning environment participants will learn and grow together. The group will meet once a week starting Tuesday, May 3rd, 2016 from 10-11am for 8 weeks. Each session will be one hour in length. Meghan Kirwin will be the facilitator guiding the process.

Each session will involve discussions on key learning and application of the learning to your work. The Virtual Learning Environment is an interactive learning experience allowing you to see and engage with other participants during the live sessions. Participants will need access to a computer, quiet space and phone for each session.

Positive Thinking for Vitality at Work

Personal Management

The focus of this session is to explore the science of happiness. The session is grounded in a highly practical and scientifically based approach to understanding happiness.

Through a research based approach, Meghan will define happiness and identify some strategies you can apply at work and life to boost your happiness and overall vitality. During the session we will also explore character strength and finding flow in your work and life.

Instructor: Meghan Kirwin, The Kirwin Group

Cancellation Policy: Due to the costs associated with delivering this program we ask that you cancel at least 2 weeks in advance. Failure to do so may result in a cancellation penalty of $50 that will be charged to your department.

Date & Location: May 3, 2016
Online Course
Register Online
Project Management - a real University of Guelph application

Personal Management

Do you think that you somewhat understand the principles of good project management, but want to better understand how to apply it to your job within the university?

Instructor Kent Hoeg will draw from his experience at Computing and Communications Services (CCS), where they have taken industry standard Project Management practices and adopted them to their environment. This session will show you how you can do the same.

Whether it be managing a project team of ten or, more often, a project team of one (yourself) - come learn how and when you and your team may benefit from using a project management framework.

Program Focus:
This session is focused on adopting a project management framework to your work at the University and will include the processes you can use from project initiation to project closing.

Note that this session is not intended to teach the formality of project management principles, but to give you ideas on how to practically execute on projects within your environment.

Managing Conflict at Work
Teamwork

Conflict is a naturally occurring part of working with others; different people have different ideas, values, beliefs and viewpoints and occasionally that can lead to disagreement between colleagues. Avoiding or ineffectively managing conflict can lead to low morale and energy and can potentially impact your health and well-being.

Skillfully managing yourself during conflict can ensure you contribute to a workplace that encourages people to express their differences, challenge ideas respectfully and promotes a dynamic environment that is collaborative, innovative and adaptable to change.

This one-day program combines the introduction of concepts, tools and skill development with interactive activities and opportunities to collaborate with University colleagues. Priority registration will be awarded to regular full-time employees.

In Managing Conflict at Work, participants will be introduced to concepts and strategies for assessing and understanding conflict as well as a foundation for managing it.

Program Focus:

- Gain insight into your own and others' attitudes, values, preferences and conflict coping mechanisms
- Identify underlying causes of a conflict situation to understand the factors that create and fuel the conflict
- Develop specific communication techniques and approaches to promote understanding in conflict and build your capacity to resolve disputes successful resolution.
Building Leadership Effectiveness (BLE) encourages leaders to develop practices that transform values into action, vision into realities, obstacles into innovations, and risks into rewards. Participants will be introduced to the five practices of exemplary leadership: modeling the way, inspiring a shared vision, challenging the process, enabling others to act, and encouraging the heart.

This is the right program for a leader within the University of Guelph that has been in the position for at least 9 months; is currently in a leadership role / managing or supervising others; is willing to participate in a 360 degree feedback process.

This program requires manager sponsorship. The maximum number of participants for this program is 24. To maximize the learning experience we aim to build a learning cohort of similar positional status that has diversity of gender, departments, years of service, etc.

Program Requirements:
The program requires your participation in a two-day workshop (consecutive days) which will consist of a combination of concept presentations, group discussion and activities, multi-media, and personal reflection and planning.

As part of the pre-program, you will participate in a confidential online assessment process, Kouzes and Posner’s Leadership Practices Inventory (LPI). This assessment tool will provide 360° feedback on your current leadership practice. The program facilitator will share the results of the assessment with you at a half-hour confidential meeting prior to the commencement of the workshop.

Application and Selection Process:
Leaders interested in BLE indicate it by applying for the program through the Learning & Development registration system. They are strongly encouraged to have a conversation with their manager about their interest in the program prior to signing up. As part of the online application process, leaders will be asked to provide their manager's name. The managers of leaders selected to participate in an upcoming cohort will be sent an email requesting their sponsorship. Once that has been received leaders who have been selected for the upcoming cohort will be notified of the next steps.

Leaders who registered interest but were not selected for the upcoming cohort need to indicate interest for the next offering.

Instructor: Jane Parkinson, Jane Parkinson & Associates Ltd.

Cancellation Policy
In order to participate in this program, you must meet the program criteria and have approval from your Manager. Due to the high demand and financial commitment required for this program, a cancellation penalty of $150 will be applied for anyone that cancels their registration after their LPI assignment (approximately 4 weeks before the workshop).

Dates & Location: June 2 & 3, 2016, 9AM to 4PM, Arboretum Centre

Register Online
Coaching & Communicating for Performance

Coaching & Communicating for Performance is a highly interactive program that provides supervisors and managers the opportunity to build skills that will enable them to share expectations and set objectives for employees, provide constructive feedback, more effectively engage in learning conversations and coaching opportunities.

This program is for individuals in a management or supervisory position and consists of four one-day workshops and learning project work in small groups. Prior to the first session, participants will complete the confidential online Strengths Deployment Inventory. Between sessions 1 and 2, participants will have a private, confidential debrief of their results and coaching meeting with a facilitator.

**Session 1 – Understanding Yourself, Understanding Others**

According to a 2007 issue of the Harvard Business Review, self-awareness is the most important capability for leaders to develop. Knowing your internal states, preferences, resources, and intuitions allows you to plan actions and develop proactive behaviour. When you understand yourself you are more likely to understand others.

Focus of this session:
- The rationale for performance planning, assessment and development at the University of Guelph
- Recognizing one’s emotions and their effects
- Knowing one’s strengths and limitations
- Recognizing one’s assumptions and judgments

**Session 2 – Building and Maintaining Relationships**

A leader’s job is to accomplish objectives for the organization through others. The quality and impact of work is dependent upon effective relationships and the extent to which s/he can influence, persuade, inspire and guide.

Focus of this session:
- Understanding motivation, values, and behaviour
- Understanding, appreciating and working with diversity
- Creating a climate of trust, commitment and respect

Instructors:
**Session 1 & 2** Jackie Lauer, Axletree Consulting Inc.

**Session 3 & 4** Meghan Kirwin, Kirwin Group

**Dates & Location:**
February 25, March 10, March 24, and April 7, 2016

All sessions run 9AM to 4PM in UC 442, except March 10 in UC 103

To register for the complete program you need only register for the first session.

[Register Online]

**Cancellation Policy:** Due to the costs associated with delivering this program we ask that you cancel at least 2 weeks in advance. Failure to do so may result in a cancellation penalty of $50 that will be charged to your department.
Session 3 – Communicating with Clarity

Excellent communication skills are essential for good performance management. If a leader is able to express their ideas clearly, the employees will know what is asked of them. Communication is used in the entire performance planning, assessment and development cycle, from setting and sharing expectations to providing feedback and recognizing employees for their successful achievements. It is critical, therefore, to establish a good connection and to communicate with clarity.

Focus of this session:
- Connecting with the other’s perspective
- Reaching agreement and shared understanding through conversation
- Providing brain-friendly feedback
- Choosing your communication approach based on your intentions

Session 4 – Coaching

Coaching is most effectively used as a learning and development tool, where learning is more than a problem-solving exercise or detecting and correcting errors, and focuses instead on the beliefs, assumptions, values and operating frameworks that govern action.

Learning and development needs to involve those activities that change attitudes or provide skills and knowledge necessary for the achievement of current or planned goals and objectives.

Focus of this session:
- Understanding the coaching process
- Listening, observing, discerning, modeling, delivering (feedback, questions, statements, challenges and ideas)
Enhancing and Advancing Your Leadership Effectiveness:
Three-Part Series

Enhancing and Advancing Your Leadership Effectiveness is a three-part series open to all leaders at the University of Guelph. This is an opportunity for you to move forward your leadership skills and competencies so that you build and maintain a positive work environment needed to impact the performance of your team as well as the engagement and retention of individuals. The process involves action learning with an application to a current leadership challenge. You will have ample opportunity to exchange ideas with colleagues, share knowledge and gain peer support for your on-going leadership learning and development.

We invite experienced University leaders to make a presentation in two of the sessions to share their invaluable experience and knowledge as leaders at the University of Guelph.

You are encouraged to enroll in all three sessions. Alternatively, you may participate in one or two sessions only.

Session 1: Five Practices of Exemplary Leadership: Assessment and Action

This session is intended to strengthen your capacity to utilize the five practices of exemplary leadership as researched by B. Posner and J. Kouzes and measured in the Leadership Practices Inventory (LPI). If you participated in the University of Guelph’s current program “Building Leadership Effectiveness” then you will have an opportunity to complete a second 360 degree leadership practices inventory (LPI).

- Understand your LPI results and develop a personal action plan to strengthen the five best leadership practices.
- Explore the themes of “significance, relationships, aspirations and courage” as presented in A Leader’s Legacy (J. Kouzes and B. Posner 2006).

Session 2: Model the Way: Building a Culture of Feedback

Guest Presentation

Giving and receiving thoughtful feedback is fundamental to the development of your personal leadership capacities and necessary for improving individual, team and organizational performance.

- Explore benefits and challenges associated with giving and receiving feedback.
- Identify positive steps to build a culture of feedback within your unit/department.
Session 3: Successes and Challenges: Continuing the Journey

Guest Presentation

According to authors J. Kouzes and B. Posner, the “best leaders are the best learners”. Learning always involves successes and failures and it is through reflection, deliberate practice, feedback, and focussed learning activities that we are able to improve our leadership effectiveness.

- Explore how to build consensus around shared vision and a common set of values within the broader context of the University's mission.
- Reflect on your leadership successes and challenges and identify ways to maintain your focus on making a difference as a leader.

Managing Me for Leaders

Managing Me for Leaders is a workload/time management program that helps managers and leaders do more with less, execute on strategic priorities, and stay engaged by raising the bar in how they plan, focus, organize and manage expectations.

Program Focus:

- The 8 Key Principles of Execution and how to apply them to your priorities
- Specific, practical best practices to carve out time for key strategic priorities (projects, leadership activities, development, etc.)
- How the Priority Map tool can be used to gain clarity, adjust for change, maintain focus and gauge capacity
- Reducing the distraction of low priority tangents and interruptions
- Making email work
- Organizing tasks, follow-ups and other information to make smart choices, stay in control and prevent things from slipping through the cracks
- Staying engaged and energized through work life balance and self-development

Instructor: Jane Parkinson, Jane Parkinson & Associates Ltd
Date and Location: March 10, 2016, 1PM to 4PM, University Centre 442
Register Online

Instructor: Doug Heidebrecht, Sun Mountain Self Management
Date and Location: November 27, 2015, 9AM to 12:30PM, University Centre 442
Register Online
Managing Through Change

When introducing change in the workplace, managers are likely to encounter employees that have difficulty with that change. The level of our discomfort and how we handle it varies, as does the effectiveness of the change strategies being used.

There are a number of things that need to be taken into consideration to help people accept and overcome the challenge of change. This session aims to equip managers with the knowledge, skills and effective mindset to manage through change.

Program Focus:

- Describe the nature and concept of the change process and its components
- Explore the importance of anticipating and managing change
- Describe the necessary actions in preparing people/organizations for change
- Identify strategy in facilitating change
- Identify barriers to change and recognize solutions
- Describe steps for creating communication and basic risk management plans in change management
- Establish the importance of celebrating successes to improve people’s confidence towards change

Instructor: Linda Watt, Director, Learning & Development and Consulting Services, HR, University of Guelph

Date and Location: March 2, 2016, 9:00 AM to 4:00PM, UC 442

Register Online
Skillful Conflict Management for Leaders: Part 2

Leveraging the learning from Part 1, this program further develops the skills and confidence of leaders to act in the role of conflict coach or “internal neutral” helping to facilitate a resolution to a dispute or conflict.

This program is for individuals in a management or supervisory position who have previously completed Part 1. It is a one-day session that combines the introduction of new concepts, tools and skill development with interactive activities and opportunities to collaborate with university colleagues.

In Skillful Conflict Management for Leaders: Part 2 leaders will learn and practice techniques for coaching others toward resolution of their conflict and mediating between parties in conflict or who have a dispute that needs resolving.

Program Focus:

- Differentiating Interests from Issues, Rights and Power
- Addressing issues of Trust and Fairness
- Working effectively in the role of “Manager as Mediator”
- Working effectively in the role of “Manager as Conflict Coach”

Conflict Management Clinics for Leaders

As a practical follow up to the Skillful Conflict Management for Leaders Program, these four clinics have been designed to provide you with a safe and supportive environment to practice your conflict management skills.

Bring your personal conflict scenarios to the session and work through them with the help of your colleagues and Coaching from Linda Watt (Linda has an advanced certificate in Conflict Management and Mediation from Conrad Grebel University College, UW.)

Program Focus

- Practice constructive responses to conflict
- Further develop language and communication skills in order to interact and address conflictual situations more effectively
- Develop confidence in your ability to assess the conflict situation using the tools that were shared in the previous sessions
Performance Planning, Assessment and Development (Online)

This course introduces managers to the essential knowledge, skills, values, behaviours and practices associated with performance planning, assessment and development of staff at the University of Guelph. Generating Ongoing Achievement and Learning (G.O.A.L.) is the University of Guelph’s tailored program for performance planning, assessment and development.

Good performance planning, assessment and development supports the creation and maintenance of a work environment in which people are enabled to perform to the best of their abilities on work that is aligned to unit, departmental, and university objectives.

This course runs for 10 weeks. The course involves eight weeks of online learning accessed through CourseLink. Participants can expect to spend a maximum of 1 to 2 hours per week to complete readings, writings, online interactions, and activities or assignments. An introductory in-class session will be held to provide an opportunity to meet your colleagues and gain an overview of the course requirements. One full day in-class session will be held to further develop your skills and to network with your colleagues. You will then have two weeks to complete and submit a self-directed learning project that is directly applicable to your work.

Participating in this course will provide an opportunity to:

- Enhance your understanding of the G.O.A.L. cycle and performance planning, assessment and development processes at U of G
Support your understanding of the core skills, values and behaviours associated with performance planning, assessment and development
- Recognize the practices that contribute to effective relationship building and maintenance
- Practice clear, supportive communication and feedback
- Demonstrate your knowledge of the coaching process
- Develop your skills to conduct a coaching conversation

The modules included in this course are:
- Module 01: Introduction to Performance Planning, Assessment and Development
- Module 02: The G.O.A.L. Cycle
- Module 03: Relationship Building and Maintenance
- Module 04: Continuous Communication and Support
- Module 05: Coaching

Leadership (Online)

Organizations require both leadership and management skill sets to ensure their effectiveness and sustainability. In an increasingly fast paced world, leadership is needed and from more and more people, regardless of their position in the hierarchy. The idea that a few people at the highest level of the organization can provide all the leadership needed is an outdated one. Therefore, the University is committed to investing in developing leadership at all levels. This Leadership course, as part of Management Essentials, is one step in your leadership learning journey.

The modules included in this course are:
- Module 01: Introduction to Leadership
- Module 02: Self-Awareness and Self-Management
- Module 03: Building and Maintaining Relationships
- Module 04: Leading through Change

Understanding the University Environment (Online)

This course introduces you to the unique environment that is the university. Universities are complex organizations with a unique set of features and characteristics that contribute to the culture and need to be understood to help you work within it successfully. Each university is also differentiated from others based on its vision, priorities, unique strengths, student demographics and many more elements. Through the five modules included in this course you will learn about the University of Guelph environment as well as the university environment in Canada.

The objectives are:
- Develop an awareness of the current landscape of the post-secondary sector in Ontario
- Understand what differentiates University of Guelph from other universities in Canada
- Learn about the governance structure at the University and the pathway for key decisions
Gain insight into how universities are funded and the challenges they face regarding funding, and how the University of Guelph spends its money.

Develop awareness of issues and priorities specific to the University of Guelph.

The modules included in this course are:

- The University Environment in Canada
- University of Guelph Overview
- Organizational Structure and Governance
- Funding
- Key Issues and Moving Forward
Learning & Development in Human Resources is delighted to provide University of Guelph employees access to Microsoft E-Learning Courses at Microsoft.com. These online courses are available exclusively to staff and faculty of the University of Guelph through the University’s site license agreement with Microsoft.

Microsoft E-Learning Courses are designed for maximum skills-transfer in minimal time, providing accurate, relevant, and engaging learning on Microsoft technologies.

A whole new kind of learning: It goes where you go.

**Microsoft Access 2010 – Introduction**

Microsoft Office Access 2010 is used for tracking and reporting information. This introductory session focuses on designing a database using the Relational Database model, and on implementing the design in Microsoft Access. Participants will discover how the Relational Database model prevents the common pitfalls present in other software applications often used to manage data.

Participants will follow the Relational Database Design Process to identify the purpose of their database; determine the fields needed to hold their data; create a Database in Access; create Tables to store data, and make Relationships between Tables; enter data directly into Tables; and create Queries to provide views of the data.

This program is for employees who want to develop a custom database to store and manage information.

Participants should have strong familiarity with the Windows environment.

**Microsoft Access 2010 – Intermediate**

Microsoft Office Access 2010 is used for tracking and reporting information. Take the data in your database to the next level! Now it’s time to build a user interface to the Tables and Queries that were created in the first workshop, to facilitate data entry and reporting processes.

Participants will explore techniques on building Forms that are useful and easy to use, Reports that summarize information, and Macros that automate common tasks. The goal is to create a professional and polished “database application” – all without any programming.

This program is for employees who want to develop a custom database to store and manage information.

Participants should have completed the introductory session and/or be using Access in their work environment.

**How to access:**
Please email Learning & Development landd@uoguelph.ca for the user guide and the access code to these MS E-Learning Courses.

**Instructor:** John Rutledge, Resolutions Computer Consulting

**Fee Policy:** There is a $100 fee per participant for this program. You will be prompted to enter your department’s 26-digit code when registering. The full registration fee will be charged for sessions that are not attended or cancellations received with less than five business days notice prior to the session when we are not able to fill your spot.

**Date & Location:** February 23, 2016, 1PM to 4PM, Library 034

RegisterOnline

**Instructor:** John Rutledge, Resolutions Computer Consulting

**Fee Policy:** There is a $100 fee per participant for this program. You will be prompted to enter your department’s 26-digit code when registering. The full registration fee will be charged for sessions that are not attended or cancellations received with less than five business days notice prior to the session when we are not able to fill your spot.

**Date & Location:** March 8, 2016, 1PM to 4PM, Library 034

RegisterOnline
Microsoft Excel 2010 - Introduction

Microsoft Office Excel 2010 is used to create and format spreadsheets, and analyze and share information.

This hands-on seminar will introduce employees to the flexibility and the features of Microsoft Excel.

Program Focus:

- Introduction to the Office 2010 Ribbon
- The application's workbooks and worksheets
- Working with columns and rows
- Data entry, navigation and formatting
- Creating formulas and functions
- Importing data from other sources
- Creating charts

This program is for employees who are new to Excel and who are interested in learning more about its use. Participants should have strong familiarity with the Windows environment.

Instructor: John Rutledge, Resolutions Computer Consulting

Fee Policy: There is a $100 fee per participant for this program. You will be prompted to enter your department's 26-digit code when registering. The full registration fee will be charged for sessions that are not attended or cancellations received with less than five business days notice prior to the session when we are not able to fill your spot.

Date & Location: November 17, 2015, 1PM to 4PM, Location TBD

Register Online

Microsoft Excel 2010 – Intermediate

Microsoft Office Excel 2010 is used to create and format spreadsheets, and analyze and share information.

This hands-on seminar will expand on the topics covered in the introductory session.

Program Focus:

- Advanced formula construction (using Range Names, IF function, VLOOKUP)
- PivotTable Report (create and manipulate PivotTables)
- Protection and display options (using comments, hiding rows or columns, protecting worksheets and workbooks)
- Introduction to macros (recording and running macros)

This program is for employees who have completed the Introduction to Excel session and/or are using Excel in their work environment.

Instructor: John Rutledge, Resolutions Computer Consulting

Fee Policy: There is a $100 fee per participant for this program. You will be prompted to enter your department's 26 digit code when registering. The full registration fee will be charged for sessions that are not attended or cancellations received with less than five business days notice prior to the session when we are not able to fill your spot.

Date & Location: November 24, 2015, 1PM to 4PM, Location TBD

Register Online
Creating & Converting to Accessible PDF Fillable Forms

This program is intended to provide general instructions on creating PDF fillable forms and converting Word doc forms into an accessible PDF fillable form. You should have a general understanding of Microsoft Word and Adobe Acrobat before taking this session.

Program Focus:

- Importing Word-created forms into Acrobat, and making fields fillable
- Creating a new form in Acrobat, and making future edits to the form
- Organizing a form to be AODA complaint using proper reading order and text alternatives

Instructor: John Rutledge, Resolutions Computer Consulting

Fee Policy: There is a $100 fee per participant for this program. You will be prompted to enter your department's 26 digit code when registering. The full registration fee will be charged for sessions that are not attended or cancellations received with less than five business days notice prior to the session when we are not able to fill your spot.

Date & Location: February 3, 2016, 1PM to 4PM, Library 034

Register Online

Demystify the Procure-to-Pay Process at UofG

In this session, participants will navigate the Procure-to-Pay transaction cycle, review the relevant policies and procedures, explore the available options and understand the key components that lead to efficient purchases and successful purchasing projects.

Get the answers to questions like:

- When do I need to issue a High Value Purchase Order?
- How do I order items under SMCs?
- Do I need to do a RFP for the project?
- How do I get an invoice paid?

This is the right program for: Project managers, department finance managers, finance administration staff, and any other university employees who are involved in the Procure-to-Pay process. It is also beneficial for those who have been working in the Procure-to-Pay area for some time and would like to refresh their knowledge.

Program Focus:

- Factors to consider when planning for a procurement
- Different approaches to find the right suppliers for your project
- Get the appropriate approvals for your procurement
- Ways to place orders and establish contracts
- How to get invoices paid

Instructors: Lisa Li, Manager, Purchasing Services
Christine Chartier, Manager, Payment Services

Date & Location:
November 19, 2015, 9AM to 12PM, UC 442
Register Online
February 4, 2016, 9AM to 12PM, UC 442
Register Online
Gryph Mail Basics

Gryph Mail is the University of Guelph's email and calendaring system. During this hands-on session you will be introduced to the basics of email, calendaring and address book from a functional and workflow perspective.

This hands-on program is for employees wanting to discover the many features of the Gryph Mail and Calendaring System.

Program Focus:

- Working with your email
- Organizing your email
- Setting preferences
- Using the address book
- Working with your calendar
- Inviting people and resources to join you

Gryph Mail Advanced

Gryph Mail is the University of Guelph's email and calendaring system. During this hands-on session you will be introduced to the basics of email, calendaring and address book from a functional and workflow perspective.

This program is for employees wanting to enhance their skills to take full advantage of the Gryph Mail and Calendaring System.

Program Focus:

- Creating Mail Filters
- Sharing your Address Book, Calendar and Mail folders
- Advanced Search options
- Delegating your Calendar
- Working with Documents in Gryph Mail
- Managing your Briefcase
- Tips & Tricks

Instructor: John Rutledge, Resolutions Computer Consulting

Dates & Locations:

October 13, 2015, 1PM to 4PM, Location TBD

Register Online

January 12, 2016, 1PM to 4PM, Library 034

Register Online

Instructor: John Rutledge, Resolutions Computer Consulting

Dates & Locations:

October 20, 2015, 1PM to 4PM, Location TBD

Register Online

January 26, 2016, 1PM to 4PM, Library 034

Register Online
Introduction to Adobe Photoshop CS5

Photoshop is a powerful application for correcting, manipulating and exporting digital images for use in teaching materials, webpages and presentations.

Participants in this hands-on workshop will learn the basic steps of correcting images from camera or scanner and become familiarized with Photoshop's most useful tools and pallets (with an emphasis on layers). Techniques for overall adjustments, selecting and adjusting parts of images will be explored.

Attendees are also introduced to the vast possibilities of digital manipulation through combining images, applying filters and adding text.

Privacy & Access to Information 101: Working with Student Records

This session will provide an overview of access to information and privacy legislation relevant to the University of Guelph, with specific emphasis on Ontario's Freedom of Information and Protection of Privacy Act (FIPPA). Attendees will learn about recent developments in access to information and privacy law and how it affects the work we do, and the records we keep.

Program Focus:

The session offers recommendations for best practices in handling a variety of record types, and will emphasize particular considerations for those handling student records and other types of personal information.

Privacy & Access to Information 101: Working with University Records

This session will provide an overview of access to information and privacy legislation relevant to the University of Guelph, with specific emphasis on Ontario's Freedom of Information and Protection of Privacy Act (FIPPA). Attendees will learn about recent developments in access to information and privacy law and how it affects the work we do, and the records we keep.

Program Focus:

The session offers recommendations for best practices in handling a variety of record types, and will emphasize particular considerations for those handling various types of personal information.
Travel & Business Expense Reimbursements at the University

Faculty and staff must occasionally travel for the University. When they do, there are certain protocols and procedures to follow to ensure that they are properly reimbursed for legitimate expenses.

- Topics covered during this hands-on session will include:
  - An overview of the principles of Travel and Business Expenses Reimbursement
  - An overview of the Travel Policy & Procedure
  - The use of the online Travel Form
  - Some helpful tips on completing a travel expense claim

Attendees will get the most out of the training if they visit the University Travel page. Please take 20 minutes to watch the Tutorial – Travel and ECS and then come to the session with your questions. If you are not already an Expense Claim System (ECS) user, please log on to ECS web based system by using your Central Login and Password to complete the self-registration process. ECS can be accessed through the University Travel page.

How to Create Accessible Microsoft Word Documents

It is important to know how to create accessible documents in order to meet the requirements of provincial accessibility legislation and to support students and staff with perceptual disabilities. This introductory, hands-on session will teach attendees how to use the tools built into Microsoft Word for Windows to make more accessible DOCX documents and repair existing ones.

Session Focus:

Topics covered in this session will include:
- Defining document accessibility
- How users of assistive technology are affected by the structure of a document
- Best practices for creating accessible documents
- Using built-in accessibility tools in Microsoft Office - and being aware of their limitations

After completing this course you will be able to:
- Apply and modify heading styles in your document
- Add alternative text to images, objects and tables
- Structure data tables for easy navigation
- Create accessible hyperlinks
- Use alternatives to common formatting practices that are not accessible.
- Convert your document into an accessible PDF

Instructors: Gabi Matteis and Charin Rivet, Revenue Control, Financial Services

Dates & Locations: October 14, 2015, 10M to 12PM, Location TBD

Register Online

February 3, 2016, 10AM to 12PM, Location: Library 034

Register Online

Instructor: Athol Gow, Manager, Library Accessibility Services

Date & Location:
Feb. 24, 2016, 1PM to 2:30PM
Location: Library 034

Register Online

April. 6, 2016, 1PM to 2:30PM
Location: Library 034

Register Online
NEW Introductory Accessible PDF Creation and Repair

Knowing how to create accessible documents and repair existing ones is essential to meeting the requirements of provincial AODA legislation and to supporting students and staff with perceptual disabilities. While it is easy to create an accessible PDF document from a properly formatted original (e.g., Microsoft Word), this introductory workshop will teach attendees how to add accessibility features to the PDF using Adobe Acrobat Professional when the original source document is not available.

Session Focus:

- Topics covered in this session will include:
  - Adobe Acrobat Pro: the basics
  - Understanding the Adobe Accessibility Checker
  - Making a scanned document accessible
  - Making an existing PDF accessible

After completing this course you will be able to:

- Scan paper documents to PDF and automatically recognize text using Optical Character Recognition (OCR)
- Validate accessible PDF documents and check for possible accessibility issues
- Make PDF documents more accessible by adding content tags and verifying the reading order
- Add alternative text descriptions for non-text elements
- Determine when a document can be repaired or should be re-created.
Sun Life Financial Seminars

These programs are for those who want to control their expenses and learn the principles of sound money management. You may register for a single session or the complete series.

Creating your Financial Roadmap
Having a goal without a plan is like embarking on a journey without a map. Creating a financial roadmap is the first step to ensuring you are on the right path in reaching your financial goals. And, at different life stages, your roadmap will need to evolve to meet your changing needs. Attend the 'Creating your Financial Roadmap' seminar. This session will help you understand:

- How to build a financial roadmap
- What common money management mistakes people make
- What tools are available to build a solid financial plan
- How to save for your child's education
- Ways to minimize taxes
- The importance of protecting what's important with a will

Investment Planning
Knowing how to take control of your money and build your personal wealth are the keys to achieving lifetime financial security. To help you get a new perspective on your finances and start on your road to a bright financial future, we're offering a seminar which can provide you with information, tips and relevant content on financial and investment planning. The 'Investment Planning' seminar will give you tips and advice about:

- GICs, RRSPs, mutual funds, and education savings plans
- Risk and return
- Investment options
- Protecting and maximizing your investments
- Meeting your short and long-term financial needs

Plan for Healthy Financial Future
Mortgage, food, utilities, transportation, child care, medical expenses... The list of monthly bills continues to grow and the costs add up quickly. What would you do if you suddenly became sick and were unable to work? Attend the 'Planning for a Healthy Financial Future' seminar to learn how to protect what's important to you and maintain your financial obligations during a health crisis, so you can focus on getting better. This seminar will explain:

- Financial considerations while in good health
- Covering costs of long term care
- Health care coverage in Canada
- The financial impact of suffering from a disability or critical illness
- Considerations for coverage beyond your group plan
- How to protect yourself financially

Plan for Retirement Now
When you think about your retirement, what do you see? Do you have a plan to get there? The 'Plan for Retirement Now' seminar can help you get started on the path to achieving the retirement you want by proving valuable information and tips. This seminar covers:

- Your financial retirement needs and different sources of retirement income to help you meet them
- The benefits of RRSPs, TFSAs and spousal contributions in achieving your goals
- Protecting your retirement funds
- How to stay on track to reaching your retirement goals

Instructor:
Kevin Bewick, Certified Financial Planner, Workplace Solutions, Sun Life Financial

March 15, 2016
Register Online

March 22, 2016
Register Online

March 29, 2016
Register Online

April 5, 2016
Register Online

All sessions run
12PM to 1:30PM
in Alexander Hall 168
Learn to be a Safe Cyclist: A Green Commuter’s Dream

Participants will gain confidence and knowledge of cycling safely and enjoyably on the road; it is oriented toward recreational and practical cycling. This abbreviated version of the CAN-BIKE cycling safety program provides a nationally standardized set of courses that can be taught through a variety of organizations who are interested in education, safety and health. Come prepared for in class and on bike training.

The on-bike portion of the course consists of parking lot exercises and approximately 3-4 km of on road cycling

**Equipment required:**
- A bicycle in good working condition with a bell or horn and a lock
- An approved bicycle helmet (CSA, Snell, ASTM or ANSI)
- Rain gear and/or sunscreen are recommended

This program is for employees who commute to work or ride a bicycle in vehicular traffic. Biking to work allows you to save time, get your workout in, cut down on the stress of traffic, and so much more!

Safety and Security for Front Line Staff

Front line staff members are normally the first contact for clients and/or visitors. Learn how difficult situations can be dealt with effectively while maintaining a safe and secure environment. Participants will gain confidence and knowledge of safety and security within the workplace.

Please bring a pen and notebook with you to this workshop. Come prepared for in class training.

This program is for all front line staff members dealing with staff, students, and visitors.

**Instructors:** Special Constable, Steve Forbes, Campus Community Police & CAN-BIKE Instructor & Special Constable

**Date & Location:** May 10, 2016, 9AM to 4PM, Alexander Hall 168

[Register Online]
Wellness Friday Lunch Sessions by our Partners at Homewood Health

These one-hour employee wellness sessions provide participants with general knowledge about personal health and well-being strategies, and direct them to additional available resources. All sessions are designed to provide participants with support by the use of discussions in order to maximize the impact of the wellness session.

**Assertiveness: Negotiating Respectful Interpersonal Boundaries**

At work and at home, we need to negotiate our own needs with those of others. We have to select between competing priorities and manage overlapping roles. When we set boundaries assertively, while consulting with key stakeholders before making decisions, we create cooperative relationships. This session outlines how to consciously set time, task and role boundaries in order to create successful relationships with ourselves and others.

**Beyond Stigma: Increasing Our Understanding of Mental Health in the Workplace**

In today's society, there still remains a lack of awareness and even sometimes bias related to mental health problems. This wellness session will allow participants to enhance their understanding of the personal and environmental factors that can have an impact on mental health, as well as the most appropriate prevention and intervention strategies available.

**Building Resilience: Learning to Roll with Life’s Punches**

Resilience training is the journey towards knowledge and mastery of the body, heart, mind, and spirit. This session will help you break negative thought patterns and find healthier ways of thinking and behaving, by drawing on a series of effective practical strategies in the areas of looking after your physical health, respecting your mental/emotional health and building a strong social network.

**Building Working Relations**

Every time we interact with someone, we have an opportunity to build or damage the relationship we have with them. Improving the quality of relationships in the workplace can enhance productivity and reduce conflict. This session invites participants to be aware of three key “tools” we can use to build relationships, reflect on how to use these tools effectively, and develop strategies to address relationship challenges.

**Communication in Family Life**

This session describes some fundamental aspects of communication that apply to interactions within families. Participants will review communication strategies and skills that allow for healthy and open communication to enhance the quality of their relationships.

**Effective Communication in Groups**

Successful work groups are comprised of individuals who know how to communicate effectively with multiple stakeholders in a variety of settings and circumstances. This session reviews the key skills that enhance our ability to work well with others by providing information about speaking confidently and assertively, creating a supportive communication climate, and listening effectively and asking clear questions.

**Establishing Work-Life Integration**

Many of us feel overwhelmed by competing work and family demands. This session helps participants identify their key work-life stressors, clarify their values and develop skills and strategies to effectively prioritize their time and energy.
Forgiveness: the Gift You Give Yourself
It can be difficult or near impossible to forgive someone who has hurt or wronged us. Holding on to these resentments can have negative effects on our health, our well-being, and our ability to experience joy and happiness. This session explores what it means to forgive, how we can move from a place of anger to a place of peace, and how this process can free us from our past hurts. Forgiveness is not something that we do for others; it is a gift that we give ourselves.

Foundations of Positive Parenting
This practical and interactive session provides participants with the principles and tools of positive parenting focused on children's skills in social development and well-being. Participants will also get an opportunity to review and discuss strategies for bringing positive parenting into the home.

Get Real: How to Be Authentic
Research shows that being authentic and having a healthy self-esteem are keys to a happy, healthy, more meaningful existence. “Just be yourself” sounds easy, but can be surprisingly hard to do. Tips on how to develop positive self-esteem and keys to living authentically will help you learn how to become more present and consciously aware of the choices you make in your life.

Handle With Care — Conflict Resolution in the Workplace
Conflicts stem from many different sources. Understanding when, and how, to apply a variety of different conflict resolution strategies can prevent unnecessary hardship. This session reviews strategies to defuse anger and conflict so that difficult situations in the workplace can be resolved respectfully.

Healthy Sleep Habits
We all feel so much better after a good night's sleep. Our thoughts are clearer, our reactions faster and our emotions are less fragile. This session introduces participants to the effects of sleep deprivation and reviews some key strategies for what you can do to promote healthy sleeping habits.

Helping Your Child Succeed at School
Every parent wants their child to be happy and successful at school. Many working parents struggle with knowing how to support their children with school-related activities. This session invites participants to seek a partnership between each child, the school and themselves as parents. This partnership creates positive structure at home to support their children's experience at school and looks for ways to reward effort rather than outcomes.

Managing Your Time and Energy
Time is a precious resource. Once it is used up, we can never get it back. We've all heard the phrase “time = money” and certainly in a business setting this is the case. As humans, we require balance in our work lives so that we meet both our job requirements and personal needs. How do we manage our time at work so that we are satisfied and successful? This session will explore the answer to this question.

Instructor: Adrienne Crowder
Date: April 15, 2016
Register Online

Instructor: Lisa Bellon
Date: February 12, 2016
Register Online

Instructor: Lisa Bellon
Date: October 2, 2015
Register Online

Instructor: Lisa Bellon
Date: October 23, 2015
Register Online

Instructor: Lisa Bellon
Date: April 29, 2016
Register Online

Instructor: Lisa Bellon
Date: February 19, 2016
Register Online

Instructor: Adrienne Crowder
Date: February 26, 2016
Register Online
Professionalism in the Workplace
People form judgments about you in the workplace based on your behaviour, attitude, speech, and appearance. The impressions you communicate to others—positive or negative—can help you get ahead professionally, or can slow down your career progress and even sometimes create conflict in the workplace. This session will give participants an understanding of the importance of professional behaviour in the workplace and what it involves.

Stress Busters I
When stressors overwhelm us, we need effective techniques to bring us back to equilibrium. This session explores all aspects of the stress response, focusing on practical tips and tools to bring us to optimal stress levels, thereby helping us to maximize our energy and performance.

Stress Busters II: Mini-Retreat Solutions
Today's life is fast paced with less time just to de-stress. Greater pressure is being put on all of us to do more. The result is that many of us have lost the ability to sit still and simply be with ourselves. This session will explore your personal stress triggers and review some practical, easy techniques to make brief relaxation moments a natural part of your everyday life.

The Emotional Effects of Retirement
For most people, approaching retirement is a time of excitement, but also apprehension. With a little advance planning, the retirement years can be everything you had hoped for and more. This half-day workshop will prepare you for the emotional effects of retirement by providing you with tools to help plan for a successful, healthy transition. Participants will get an opportunity to create their own personal vision and to discuss different scenarios using case examples.

The Fundamentals of Change and Transition
Change is a fact of life, but letting go of the familiar can be challenging. When we understand the need for change, and are resourced to manage it, we transition with greater ease. Participants in this session explore strategies, frameworks, self-care tools, and resources to navigate the change.

The Journey to Wellness: One Step at a Time
Many of us use the beginning of a new year to renew our commitment to living a healthier lifestyle, but how often are these resolutions kept? This session examines what wellness means and provides simple steps to help participants set their own health goals and keep them on track for achieving their personal definitions of wellness.

Instructor: Lisa Bellon
Date: November 6, 2015
Register Online

Instructor: Adrienne Crowder
Date: November 20, 2015
Register Online

Instructor: Adrienne Crowder
Date: December 4, 2015
Register Online

Instructor: Lisa Bellon
Date: May 20, 2016
Register Online

Instructor: Lisa Bellon
Date: March 4, 2016
Register Online

Instructor: Adrienne Crowder
Date: January 15, 2016
Register Online
Office of Diversity & Human Rights
We do custom design based on needs

Go for the Gold
Inclusive Faculty Recruitment and Hiring Practices

The University of Guelph has a reputation for excellence in teaching and that is due to the unique expertise and personal aspirations of our faculty. Come and learn strategies for excellence in Faculty recruitment that helps us maintain the academic reputation Guelph has earned as one of the top comprehensive universities in Canada. In this interactive session, you will learn how to recognize exceptional faculty through effective, fair and equitable recruitment.

Learning Objectives:
- Apply guidelines and procedures to ensure fair and welcoming hiring practices
- Use a step-by-step process that achieves equitable representation in employment
- Recognize permissible and non-permissible questions at interviews
- Identify the legal framework and its implications for recruitment and hiring

Who should attend: All Faculty Search Committee Members

Express, not Oppress!
How to be an ally of inclusive practices

Have you ever been the victim of excessive or unjust use of power by others? Through self-reflection, small group activity and large group discussion, this interactive session will introduce you to the basic principles of anti-racism and anti-oppression. Learn how oppression occurs and can exist in society and on our campus. Mental models will be explored as one cause of inequality and legislative requirements will be identified as a response to inequities. You will be challenged to consider the ways you can address oppression and be an ally for people who are marginalized.

Learning Objectives:
- Identify how social identities impact interactions with others
- Learn the five faces of oppression
- Utilize an anti-oppression lens/frame
- Adopt strategies to address oppression and become allies for inclusion

Who should attend: All employees

Registration for the following courses:
Please contact Sonja Christopherson, Human Rights Advisor, Office of Diversity and Human Rights (DHR), University of Guelph,
Ph: 519.824.4120 x 56025
email: sonjac@uoguelph.ca
Accessible Service Provision (AODA)

In 2005 the Accessibility for Ontarians with Disabilities Act (AODA) became law. The central purpose of the Act is to change the manner in which we address accessibility for persons with disabilities in Ontario. The government intends to pass five regulations and this eLearning module (accessed through Courselink) is the first of those regulations.

*Please note—you are required to submit a Record of Completion to your department as an indication that you have successfully completed this module

**Learning Objectives:**
- Raise awareness of the roles that each of us must play in AODA
- Learn strategies to make our culture more accessible to persons with disabilities
- Recognize barriers for persons with disabilities in existing services and how to apply strategies to access those services
- Gain information and examples for easy application to situations
- Meet compliance requirements of AODA

**Who should complete:** All University faculty and staff members, contractors, volunteers and others who interact with people who wish to obtain, use or benefit from goods or services provided by the University

Making Education Accessible (AODA)

In 2005 the Accessibility for Ontarians with Disabilities Act (AODA) became law. This eLearning module (accessed through Courselink) is the second in a series of five regulations and is intended to provide educators with accessibility awareness training related to accessible program or course delivery and instruction. The goal is to provide accessible education so that students with disabilities are included in learning environments.

**Learning Objectives:**
- Learn the difference between accommodation and universal design
- Apply strategies to meet the needs of students with disabilities in learning environments
- Provide an overview of the legislative and policy framework
- Explore the concepts of Universal Instructional Design (UID) and Universal Design for Learning (UDL)
- Develop approaches for fostering an accessible teaching and learning environment
- Know where to access resources to support efforts

**Who should complete:** Anyone who has a teaching role at the University including Full time and Part time Faculty, Sessional instructors, Teaching Assistants