A Manager's Guide to Learning and Development
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If you are a middle manager, or aspire to become one, this guide is for you.

Your career development belongs to you!

No one is more qualified than you to determine what’s in your best interest in terms of the direction that your career will take. This guide will provide an overview of the Middle Manager Core Competencies and recommend learning opportunities and programs available to you in order to develop your competencies.

What is a Middle Manager?

Middle managers are typically employees who report directly to a senior decision-maker (i.e., Senior Leader in Pay Band 8-12) and may have responsibility for human and financial resources. Typically, middle managers oversee the work of supervisors and/or individual contributors who have direct interface with clients or employees, and are accountable for budgets to deliver programs and/or services.

An enhanced focus on the development of mid-managers and professionals will support succession planning through identifying and accelerating the development of high-performing employees who have the potential for leadership and other critical roles. The Mid-Manager Core Competencies will be emphasized as the standard that managers at the mid-levels should meet. Future and aspiring managers will use the core competencies to plan their learning and development, as well as to prepare for selection processes.

Source: Building Tomorrow’s Public Service Today
Corporate Human Resource Plan 2010 - 2013 New Brunswick Public Service - Part I
Your Learning and Development Plan

A Learning and Development Plan identifies your career goals, areas for development and the associated action plans.

• Since your career encompasses all your work experiences, your career goals could include development in your current role and/or development needed to move into future roles.
• Completing your Learning and Development Plan will help you to identify the knowledge, skills, competencies and abilities you need to successfully achieve your career goals.
• Share your completed Learning and Development Plan with your supervisor to ensure mutual understanding of your goals and plans, and to identify opportunities for development.
• Consult this guide and the Learning Opportunities Calendar to find the right courses and opportunities for you.
What are the Middle Manager Core Competencies?

Core competencies have been identified to provide a common language and understanding of the knowledge, skills, abilities and behaviours expected of current and future middle managers. By focusing on what is key and common to middle manager roles, the core competencies provide a consistent foundation for succession planning, recruitment and selection, performance management and career development.

There are five Middle Manager Core Competencies including:

**Developing Others**
Developing Others involves a genuine intent and passion to foster the long-term learning or professional development of others. Its focus is on the developmental intent and effect rather than on a formal training role.

**Effective Interactive Communication Skills**
Effective Interactive Communication implies the ability to transmit and receive information clearly and communicate effectively to others by considering their points of view in order to respond appropriately. It includes using tact, diplomacy, respect, openness and honesty in all communications as well as the ability to convey ideas and information in a way that brings understanding to the target audience.

**Organizational Commitment**
Organizational Commitment consists of showing a genuine desire to align one’s own behaviour with the values, needs, priorities and goals of the organization. It may appear as putting an organization’s mission before one’s own preferences and forcefully defending its integrity.

**Results Orientation**
Results Orientation is a genuine drive, focus and dedication for working towards obtaining results. It is about knowing what results are important and focusing efforts and/or resources to achieve them, in alignment with the objectives of the team, work unit, branch, department and/or organization. Goal attainment activities are accomplished with a deep understanding of and respect for the values of the Public Service, the people involved, and for using resources in an efficient, effective and ethical manner.

**Team Leadership**
Team Leadership is the ability to step in and take a role as leader of a team or other group. It implies a desire to lead others and to instil in others a passion for their work, the mission and values of the organization, and the importance for acting with integrity, respect, impartiality, service and competence.

To learn more about the Middle Manager Core Competencies, please consult the following link: [http://www2.gnb.ca/4502/content/gnb/en/departments/human_resources/employment/content/applying/competencies.html](http://www2.gnb.ca/4502/content/gnb/en/departments/human_resources/employment/content/applying/competencies.html)
Competency Profiles

Middle manager positions in GNB have competency profiles that include the competencies required to perform successfully in a specific job. The profile includes the five core competencies and may also include thinking competencies such as Analytical Thinking/Judgment, Conceptual Thinking, Creative Thinking or Strategic Thinking which are defined in the following link: http://www2.gnb.ca/4502/content/gnb/en/departments/human_resources/employment/content/applying/competencies.html. Profiles may also include up to five technical competencies which are defined in the following link: http://intranet/pdf/Technical_Dictionary-e.pdf.

For more information on competency profiles, please consult your human resources representative.
Using your Guide

The following identifies learning opportunities and programs that are available to further develop your Middle Manager Core Competencies.

This guide will point you in the right direction by identifying actions you may take to work towards the achievement of your career goals.

For some courses, you can obtain detailed course information, course dates and register through the following link: http://www.gnb.ca/00163/learning/index-e.asp under learning opportunities. You can also search the course calendar by topic and by competency addressed.

The courses and opportunities available are grouped by the following themes:

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Orientation and Awareness

Aboriginal Awareness This session will provide a better understanding of Aboriginal people in New Brunswick, and provide participants with information and strategies useful for meetings and interactions within a working context.

Online
• Behavioural Event Interviewing Toolkit
• GNB Knowledge Transfer Guide
• Protection of Personal Information

Attendance at Work This is an empowering workshop for understanding, assessing and managing absenteeism. The price for absent employees is fiscally, productively and morally high. This workshop provides the knowledge and skills for promoting a healthy environment and consistent quality customer service.

Competency Profile Training In this Competency Profile Development training session, the participants are introduced to GNB’s behavioural and technical competency dictionaries and are provided with all the information required for developing competency profiles.

BEI Interview Training The Behavioural Event Interview workshop learning objectives are twofold: mastering GNB’s behavioural competencies and interviewing process used to assess these competencies. In the first half of this interactive 3-day training session, participants develop an in-depth understanding of the competencies and their levels. The second half of the course focuses on the interview technique used to assess these competencies.

Staffing Workshop Participants will gain knowledge and understanding of the Civil Service staffing process and will have the opportunity to develop related skills.
Labour Relations Workshop
The purpose of this one-day workshop is to enhance the knowledge of human resource officers and line managers in Parts I, II and III of the NB Public Service so that they can respond more effectively to labour relations issues. Participants will gain an essential understanding of the legislative framework, collective bargaining process, grievance and adjudication procedures, as well as a viewpoint on labour relations from the Employer and a large public sector Union.

Job Evaluation Training
Position Classification/Reclassification – Participants will gain the knowledge and understanding of why and how positions are classified within government departments and through practical exercises will have the opportunity to develop related skills.

Machinery and Process of Government
This workshop is designed to help public servants better understand how government works. You will learn firsthand from the Deputy Heads responsible, the roles of the central agencies, the Legislative Assembly, the Cabinet and its committees.

Gain insight of your own leadership behaviours through the Middle Manager 360 Assessment Survey.
If you are a middle manager (pay bands 5, 6 or 7) who desires feedback on competencies relevant to your current role and position, you should use the Middle Manager 360 Assessment Survey. You can also use this survey if you are an aspiring middle manager.
Business Writing & Presentation Skills
This unique two-day workshop will provide participants with the knowledge and skills required to analyze, organize and present information to others – in writing and orally.

Effective Presentations
The ability to present and speak with more impact can be achieved by anyone! This workshop is designed to help you build your confidence in a supportive and constructive learning environment.

Conducting Effective Meetings
This one-day workshop has been designed for people who are responsible for organizing and leading meetings. In addition to considering the work required to prepare for and conduct meetings, participants will learn how to generate discussions and manage participation during a meeting. Special attention will be directed to common meeting problems.

Tools for ensuring the effectiveness of meetings including templates for agendas, action reports and minutes of meetings will be shared with participants.

Insights
Insights can offer highly interactive, dynamic and positive team sessions that can address the following items:

• How can you help individuals understand themselves better?
• How can you help your people understand how their behaviour can impact those around them?
• Interpersonal dynamics may be stifling your team’s performance. How can you remove this blocker and create more effective relationships and better results?

Contact Mario Leblanc at mario.leblanc@gnb.ca at the Office of Human Resources for information on accredited service providers.

Online
- Official Languages - Language of Service
- Official Languages - Language of Work
Respectful Workplace This one-day workshop will review the essential components of the provincial respectful workplace policy. The policy addresses the shared responsibility for dealing with respectful conduct; however, the law recognizes that managers and supervisors are held to a higher legal standard. This one-day workshop will guide you with the use of real examples, delivered with humorous and practical strategies. You will appreciate and understand that at times the line may be a bit fuzzy or grey. When does banter cross the line? What do Human Rights mean? Are you dealing with hyper or super sensitivity? Who is the reasonable person in the respectful workplace and how can you create and maintain this environment and have a productive, balanced and engaged work group or unit?

Second Language Training Under the Official Languages Act, the Government of New Brunswick is committed to actively offering and providing quality services to the public in both official languages.

Athène Memramcook is the primary provider of second language training to Part I of the public service. Requests for language training must be sent to the language training coordinator of your department.

Writing Short Texts and Briefing Notes Written communication within an organization is a challenge. This workshop will provide writing tips, recommend effective writing methods, refresh your ability to communicate with clarity using proper vocabulary, punctuation, and grammar, and use today’s technology effectively and professionally. After this session you will be able to write briefing notes and speaking points using the Department’s templates successfully.
Leadership

Assertive Supervision & Delegation This interactive and practical one day workshop is both for newly appointed supervisors, as well as experienced supervisors who want to reinforce their vital skills in dealing with the challenges of today’s workplace.

Building Leadership Capacity (formally Working With Others) Offers targeted learning to improve your leadership and management skills and increase your effectiveness in dealing with people—both inside your organization and out. This is a highly interactive program that uses group discussion, simulations and detailed feedback to supplement the facilitator’s presentations.

Conflict Resolution In the event of a conflict, the situation must be handled in a positive and productive manner. During this workshop, the differences between assertive, aggressive and passive behaviours are explained, as well as their potential for positive or negative effect during a conflict. Practical tools and strategies for conflict resolution are described, including techniques for effective negotiation and mediation, as well as the win-win approach to conflict resolution.

Coaching Leaders Coaching and team development is a key Government of New Brunswick executive leadership competency. It helps leaders and managers address issues of recruitment, employee development, and the retention of the right employees in their organizations. Providing managers and leaders with skills to coach, nurture and develop future managers and leaders is critical for the renewal of the New Brunswick Public Service.

Leading and Coaching Individuals and Teams This two-day workshop is designed for supervisors who have some experience with basic supervisory responsibilities and who would like to improve their ability to lead and coach individuals and teams.

Through exercises, activities and discussions, participants will explore the knowledge and skills they need to create a motivational environment for individuals and teams.
Performance Management
There is a lot more to managing personnel performance than simply doing an annual review. It means a method of measuring performance according to both the employee’s expectations and those of the employer. This workshop deals with the importance of establishing realistic expectations and concrete performance measurements, along with the associated ongoing services necessary for both the individual and the team to succeed.

Project Management
Project management focuses on organizing resources (human, financial and technical) to effectively complete a series of activities within a given time frame. Much of the work of government involves people working in teams on projects. Skillful project leaders and teams must be able to achieve project objectives through effective planning and full participation of all team members, within financial guidelines.

Public Service Management Program
The Public Service Management Program provides customized training to emerging and existing managers in the entire New Brunswick Public Service.

This program, offered in both official languages, is the result of an educational partnership between the Office of Human Resources, University of New Brunswick’s College of Extended Learning, and the Éducation permanente, Université de Moncton. Each partner is committed to building a highly educated labour force supported by a culture of lifelong learning.
As a program participant you will be required to be away from the office for 24 days of face-to-face instruction. You will be expected to complete one online module, which is equivalent to 2 days of instruction. In addition to the on-site and online modules, you will be required to complete pre-readings, assignments, and research activities, which will take a few hours of your time each week, on average.

Supporting departments will be committed to mentoring their employees and provide encouragement for them to complete the program. Program sponsors are encouraged to meet with their sponsored employees regularly to discuss their progress and how they are applying what they have learned to their individual departments.

Additional information can be found through the following link: http://www2.gnb.ca/content/gnb/en/departments/human_resources/career_development/content/management_program.html

Stepping into Supervision This two-day workshop is designed for people who would like to acquire the skills and confidence they need to assume supervisory or team leadership responsibilities.

Through exercises, activities and discussions, participants will explore the knowledge and skills they need to work with others in a leadership role including communicating effectively, encouraging teamwork and resolving problems.

Strategies for Dealing with Problem Employees This workshop will provide skills needed to take firm action with problem employees in ways that show respect for the individual.
Experiential Learning Programs

Emerging Leaders (coming Soon)

This new pilot program will focus on self-assessment to gauge competencies and growth potential to accelerate leadership development of high-performing, high-potential candidates in the Middle Manager cadre (Pay Bands 5-7 and equivalents). Participants must be nominated by their Departments to participate in this accelerated program. The Emerging Leaders program is an intensive 6 month program divided into 4 phases: Self-Leadership, Team Leadership, Organizational Leadership and Post-Program Follow-through and Goal Setting. The content of the program will be delivered through in-class lectures, case studies, group work and individual exercises, experiential learning through individual and/or team project assignment, mentoring and networking. Participants and their sponsors will work with coaches to create customized development plans that leverage their strengths and address areas that require improvement or additional experience to help position them for future opportunities.

Pre-requisites for this course: Public Service Management Program or equivalent, Building Leadership Capacity (formerly Working with Others), participating in a 360 Assessment and familiarity with both the GNB Executive and Middle Manager competencies.
Experiential Learning Programs (continued)

Executive Dialogues

Keep abreast of current leadership topics and network with your colleagues. On a quarterly basis, middle managers and senior leaders, Pay Band 6 and equivalent and above, are invited to Executive Dialogue sessions on current leadership topics. The sessions are a great opportunity for networking and collaborative learning.

Developmental opportunities through Talent Management

The Talent Management Programs facilitate mobility within departments and across the public service. The Departmental Program provides employees in Pay Band 5 to 7 and equivalents with developmental assignments so they are ready to take on increased responsibilities as opportunities arise.

All employees in Pay Band 5 to 7 are required to complete their Career Management Module (CMM) in order to be considered for mobility opportunities.
Personal Development

Career Planning Workbook (coming soon)

The Career Planning Workbook is intended to provide you with a resource to support you in managing and developing your career. It includes a number of exercises that are aimed at stimulating ideas that will help you to determine your career development goals, as well as to establish a clear plan to help you successfully achieve them!

Career Counseling

The Employee Family Assistance Program provides a variety of confidential career counseling and planning services.

Retirement and Financial Planning

There are also a variety of personal development courses available such as retirement planning and financial planning. Please consult the learning opportunities calendar: [http://www.gnb.ca/00163/learning/index-e.asp](http://www.gnb.ca/00163/learning/index-e.asp) under learning opportunities to learn more.
The i-Learn Knowledge Centre offers just in time training where you can learn at a time that is convenient for you. I-Learn contains online courses available any time from any computer with Internet access. The following modules are now available:

- Behavioural Event Interviewing Tool Kit
- GNB Knowledge Transfer Guide
- Official Languages - Language of Service
- Official Languages - Language of Work
- Performance Management
- Protecting Personal Information

You can access the i-Learn Knowledge Centre through the following link: https://secure.accreon.com/hrh_gnb_iLearn/logon/chooseLanguage.aspx

**Looking for more?**

As your partner in learning, the Office of Human Resources can also arrange for “just-in-time” organizational learning solutions. As such, it has the unique ability to customize its learning products and services to the specific needs of each department and agency. For more information on these customized services, please contact Mario LeBlanc at mario.leblanc@gnb.ca

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**Employee**
- Is Management for Me? New
- Stepping Into Supervision

**Middle Manager**
- 360 MM Assessment New
- PSMP
- Departmental Talent Management Program
- Building Leadership Capacity
- Emerging Leaders (coming soon)
- Strategies for Dealing with Problem Employees

**Executive**
- Coaching Leaders
- Strategic Thinking
- Corporate Talent Management Program
- 360 Executive Assessment
- Senior Leaders Study Tour
- ADM Network
- Queens/Banff