



MANAGERS



*Learning*Roadmap



Canada School
of Public Service

École de la fonction
publique du Canada

Canada 



YOUR PARTNER IN LEARNING

The Canada School of Public Service provides learning products and training opportunities to advance Public Service Renewal and enhance your job performance now and in the future.

IF YOU ARE A **MANAGER...**

THIS **LEARNING ROADMAP** IS FOR YOU.

It will guide the creation of your personal learning plan and help you to achieve your learning goals. It outlines required training and professional development courses available from the Canada School of Public Service. This roadmap will get you started on the right path and point you in the right direction throughout your career in the public service.

“Deputy heads will engage their managers and foster their managers’ communities. They will enable managers to better manage people and performance by equipping them with the tools, skills and support they require. Deputy heads will draw on the Canada School of Public Service (CSPS) Learning Roadmap for Managers and align departmental learning activities for managers with CSPS offerings.”

- *2010-2011 Public Service Renewal Action Plan*

MANAGERS

CREATORS AND CARRIERS OF CORPORATE CULTURE

The *2010-2011 Public Service Renewal Action Plan* emphasizes the need to foster efficient, collaborative and innovative workplaces. In light of this and government, public service and organizational priorities, managers play a key role in creating and driving the corporate culture. They communicate and help embed the principles and goals of renewal into the realities of daily work.

The Canada School of Public Service can assist with a variety of classroom and online learning products and services – whether you need to enhance your skills and abilities in your functional specialty by improving your knowledge of policies, legislation and procedures or whether you want to further your career by strengthening your leadership, business and personal-interpersonal abilities.

KEY LEADERSHIP COMPETENCIES

The Public Service of Canada has developed *Key Leadership Competencies* that reflect the skills, abilities and characteristics that all public service employees require in order to meet the challenges of today and tomorrow. **The learning activities found in this roadmap have been mapped against these competencies.**

- **Values and Ethics**
Serving through integrity and respect
- **Strategic Thinking**
Innovating through analysis and ideas
- **Engagement**
Mobilizing people, organizations, partners
- **Management Excellence**
Delivering through action management, people management and financial management

These competencies will help you to identify effective leadership behaviours for managers. They will help focus discussions on performance, learning needs and career plans. For more information on these behaviours, visit: www.tbs-sct.gc.ca.



GETTING STARTED

The Government of Canada's *Policy on Learning, Training and Development* indicates that you are responsible for acquiring and maintaining the knowledge, skills and competencies related to your position and for developing and pursuing a personal learning plan, which may include measures to strengthen your second official language skills.

CHECKLIST TO DEVELOP YOUR PERSONAL LEARNING PLAN

- Assess your current competencies against the Key Leadership Competencies to identify gaps, determine your learning needs and establish career goals;
- Consult the Canada School of Public Service catalogue and select the courses that meet your needs;
- Record these activities in your personal learning plan and determine, with your manager, which courses you can take and when; and
- Register for these learning activities with the Canada School of Public Service.

Online Learning

Campusdirect offers access to hundreds of different learning products in both official languages. These products cover an extensive range of subjects that enable you to deepen your knowledge and improve your skills according to your professional needs and interests. Visit our Web site to create an account to start your e-learning today: www.myschool-monecole.gc.ca.

OFFICIAL LANGUAGE ACQUISITION AND MAINTENANCE

The Canada School of Public Service facilitates timely access to cost-effective, flexible and quality-assured language learning across Canada. It has also developed the [Language Maintenance and Acquisition Cycle \(C248\)](#), a self-directed online learning product that will guide you in the preparation of a language learning plan.



REQUIRED TRAINING FOR MANAGERS

ORIENTATION TO THE PUBLIC SERVICE

The [Orientation to the Public Service \(E131\)](#) program focuses on equipping new public service employees with a foundational understanding of government and the concepts of the values, ethics and responsibilities that they will draw upon throughout their careers in the Public Service of Canada.

AUTHORITY DELEGATION TRAINING

Newly appointed managers at all levels can benefit from an overview of the policies and accountabilities governing their activities, roles and responsibilities. The aim of the Authority Delegation Training is to provide leaders with the essentials of human resources, finance, procurement, information management and related fields. Managers new to their level will need to complete:

■ [ESSENTIALS OF MANAGING IN THE PUBLIC SERVICE \(G110\)](#)

For further information on these programs, please contact your departmental Required Training Coordinator or the Canada School of Public Service Client Contact Centre.



You are the catalysts that help to translate goals into reality. You and your teams get the business of government done; you support the staff who deliver results for Canadians, and your connection between senior managers and employees transforms strategic direction into action.

— Wayne G. Wouters for the National Managers' Community Forum, March 2010



RECOMMENDED LEARNING


MANAGEMENT DEVELOPMENT

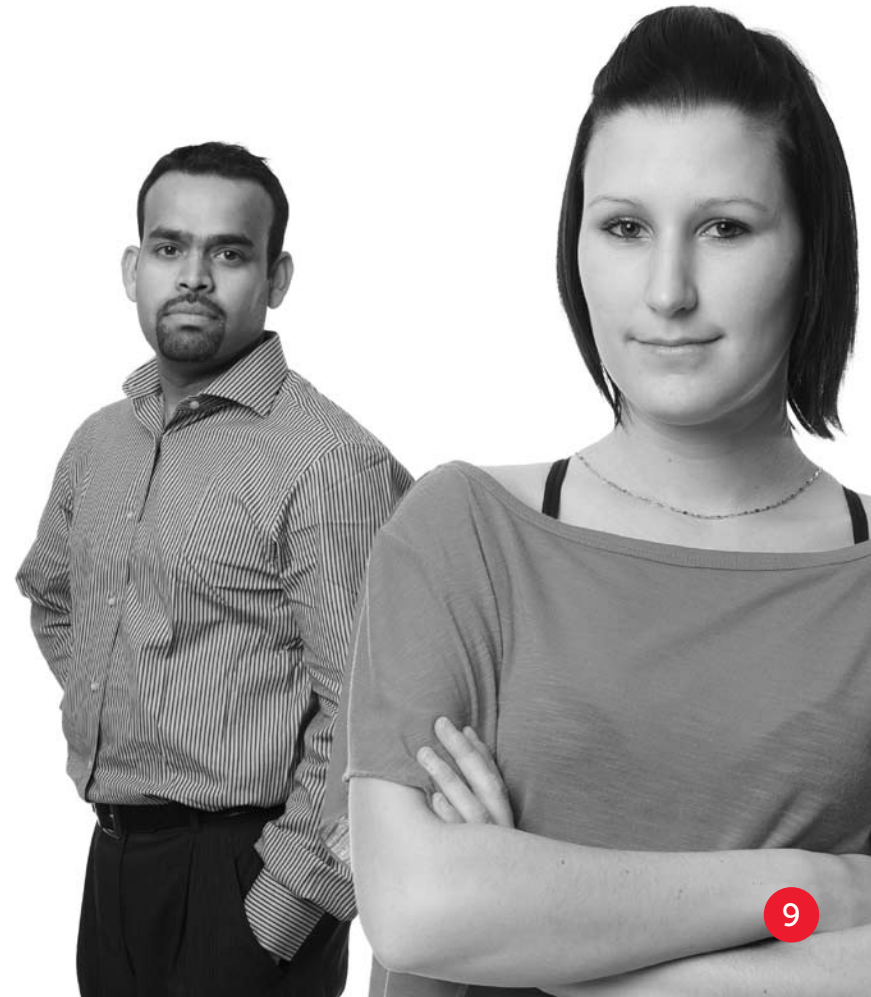
As a manager in the public service, you are expected to demonstrate behaviours that draw from the Key Leadership Competencies. The following management development courses are recommended to **support your personal learning and development.**

- [Effective Decision Making \(T904\)](#)
- [Integrated Planning in the Public Service: An Overview \(T188\)](#)
- [Introduction to Risk Management \(C210\)](#)
- [Linking Program Resources to Results \(T191\)](#)
- [Managing Human Performance \(G215\)*](#)
- [Managing Public Funds \(G243\)](#)
- [Staffing: A Resourcing Tool for Managers \(P901\)](#)

* To equip managers with the knowledge and skills they need to better manage people and performance in today's public service, the Canada School of Public Service has designed the [Performance Management for Managers](#) curriculum. It outlines learning opportunities on the topic of **managing human performance**, such as:

- [Coaching Practices on Providing Effective Feedback \(L122\)](#)
- [Dealing with Employee Performance Issues \(G132\)](#)
- [Giving Feedback \(C334E\)](#) 
- [Introduction to Personal Learning Plans \(C230E\)](#) 
- [Managing Employee Performance: An Interactive Expert Panel Discussion \(G130\)](#)
- [The Log Book: Managing Performance, Developing and Retaining Talent \(B144\)](#)
- [Writing Performance Agreements for Managers \(G133\)](#)

 Online course



RECOMMENDED LEARNING

LEADERSHIP COURSES

- [Coaching for Effective Leadership \(D101\)](#)
- [Diversity: Vision and Action \(G114\)](#)
- [Leadership: Reflection and Action \(G305\)](#)
- [Leading for Results: Exploring Servant Leadership \(G306\)](#)
- [Leading Strategically: Shaping the Future of a Modernized Public Service \(P113\)](#)

If you work in the field of science and technology, we recommend you take the course [Leading Scientific Teams \(G100\)](#).

LEADERSHIP PROGRAMS

As a strategic partner in developing the next generation of leaders, the Canada School of Public Service also offers comprehensive leadership development programs.

- [Direxion](#): for experienced managers and aspiring executives
- [ileadership](#): for aspiring managers and employees new to management

ADDITIONAL LEARNING OPPORTUNITIES

The Canada School of Public Service offers additional learning opportunities to round out your knowledge as a manager, including:

- [How Ottawa Works \(G203\)](#)
- [Information Management: Environment and Vision in the Government of Canada \(I110\)](#)
- [Introduction to Public Policy Development \(T718\)](#)
- [Managing Grants and Contributions \(F405\)](#)
- [Project Management \(R901\)](#)
- [Values and Ethics in Public Sector Governance \(D102\)](#)

OTHER SERVICES

■ [STRATEGIC CHANGE ADVISORY SERVICES AND 360 DEGREE FEEDBACK TOOL](#)

The Canada School of Public Service responds to the learning needs of intact management teams and provides integrated solutions to develop the potential of individuals and harness the power of teams. The 360 degree feedback tool can help determine group strengths, key success factors, blind spots and unrecognized strengths.

■ [DESIGN AND ADAPTED DEPARTMENTAL LEARNING PROGRAMS](#)

The Canada School of Public Service provides “just-in-time” organizational learning solutions and support to departments as they build capacity, develop strategic priorities and manage risk and change. 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 the Client Contact Centre.

IT'S YOUR FUTURE!

The Canada School of Public Service offers you other tools and practical approaches to enhance your skills and core competencies as a manager. It gives you access to flexible learning approaches that go beyond the classroom to accommodate a wide range of learning styles in a variety of settings such as: armchair discussions, events, forums, workshops and seminars.

For more information, please consult the Canada School of Public Service's catalogue or visit the Web site:

www.myschool-monecole.gc.ca

CONTACT US

If you have any questions about the Canada School of Public Service, its products or services, please contact our Client Contact Centre:

Telephone (toll-free)	1-866-703-9598
Telephone (NCR)	819-953-5400
TTY (teletype)	819-934-6194
Fax (toll-free)	1-866-944-0454
Fax (NCR)	819-953-7953
E-mail	info@cspcs-efpc.gc.ca

To reach the Canada School of Public Service in your region:

Alberta	780-495-8232
British Columbia	604-666-2183
Manitoba	204-983-2635
New Brunswick	506-851-6775
Newfoundland and Labrador	709-772-3736
Northwest Territories	867-669-2449
Nova Scotia	902-426-6232
Nunavut	780-495-8232
Ontario	416-954-3048
Prince Edward Island	902-566-8230
Quebec	514-496-6401
Saskatchewan	306-780-8290
Yukon	867-393-6810