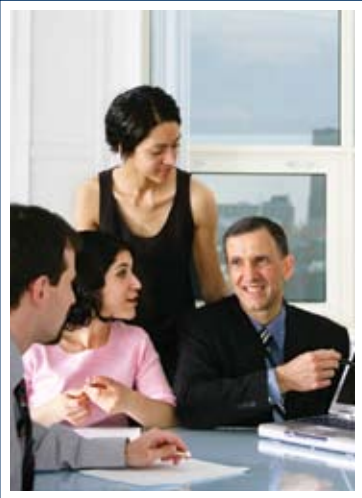


MANAGEMENT SKILLS

Proudly Canadian 

SPRING 2007



ESSENTIAL HALF-DAY PROGRAMS:

- 1 Managing People for First Time Supervisors

- 2 Understanding Employment Law

- 3 Using Discipline Effectively

- 4 Dealing with Workplace Conflict

- 5 Enhancing Employee Performance

- 6 Managing Absenteeism



*Canadian Professional
Management Services Inc.*

Member of:



DATES & LOCATIONS:

Kelowna
Mar 7, 8 & 9

Edmonton
Mar 28, 29 & 30

Saskatoon
Apr 16, 17 & 18

Calgary
Mar 21, 22 & 23

Vancouver
Apr 11, 12 & 13

Regina
Apr 23, 24 & 25

Seats are limited. Register Today! Call: 1-888-452-6422
Register Online: www.cpmsnational.com

1. Managing People for First Time Supervisors

“Using your Supervisory Toolbox is your key to success”



HALF-DAY PROGRAM 9:00am – 12:00pm

Kelowna	Mar 7
Calgary	Mar 21
Edmonton	Mar 28
Vancouver	Apr 11
Saskatoon	Apr 16
Regina	Apr 23

To register or for more info:
1-888-452-6422

As a supervisor, you are the link between your employees and the organization. It is your ‘supervisory’ skills that will either help your employees succeed or fail in their roles. With so much at stake, have you been properly trained?

In this program, you will learn the ‘how-to’s’ of management, learn the best practices according to successful senior executives, and learn what you need to know before you become overwhelmed by employee issues. Once you are placed in a position of authority, how you uphold policies and procedures, set and apply standards, and your ability to communicate and delegate, will all directly influence your employees’ morale, motivation, and performance. Learn how to confidently gain control of your team.

COURSE CONTENT

- ✓ What must you do as a supervisor?
- ✓ Effective Communication Strategies
- ✓ The Supervisory Toolbox – what tools can you rely on?
- ✓ Using motivation to address problematic employees
- ✓ The principles of progressive discipline
- ✓ 5 steps to coaching employees
- ✓ Setting performance goals
- ✓ Determining when to coach or discipline
- ✓ Consistent treatment is not identical treatment
- ✓ Avoiding the top 3 supervisory pitfalls

TAKE OUR SHORT QUIZ

1. What are your supervisory responsibilities by law?
2. What should you do when an employee refuses to follow your instructions?
3. T / F: You should treat everyone that you supervise equally.
4. When is ‘management at fault’ with regards to employee issues?
5. T / F: Participative leadership is only appropriate when your employees are willing to participate.
6. What are aggravating and mitigating factors of discipline?
7. T / F: If two employees are having a conflict, it is best to let them resolve it on their own.
8. In what situation would it be appropriate to coach an employee?
9. T / F: As a supervisor, you must alter your approach depending on the employee; even though this may make you appear inconsistent.
10. T / F: Employees should always be given an opportunity to improve their behaviour.

2. Understanding Employment Law

“What you don’t know may cost you!”



HALF-DAY PROGRAM 1:00pm – 4:00pm

Kelowna	Mar 7
Calgary	Mar 21
Edmonton	Mar 28
Vancouver	Apr 11
Saskatoon	Apr 16
Regina	Apr 23

To register or for more info:
www.cpmnsnational.com

As an employer, there are several laws that govern your fundamental obligations to your employees, and by law you must know these with precision. Ignorance will not protect the employer from their duties or the impending fines if they are found negligent. In fact, employers and directors can be sued and tried in civil and criminal courts.

This program will highlight your key responsibilities under the Employment Standards Act, the Occupational Health & Safety Act, the Human Rights Code and the Labour Code/Trade Union Act. Not only will you learn about your obligations, but did you know that these laws also protect the employer? Learn how to use these acts to help you achieve and maintain control in your workplace.

COURSE CONTENT

- ✓ Understanding the Employment Standards Act and your obligations
- ✓ The Human Rights Code – do you comply?
- ✓ What are the employer’s rights and obligations in the Occupational Health and Safety Act?
- ✓ Using ‘variances’ to help you manage
- ✓ The prohibitive grounds of discrimination
- ✓ Privacy versus anonymity in a sexual harassment complaint investigation
- ✓ Managing workplace refusals
- ✓ The Labour Code/Trade Union Act – who does this apply to?
- ✓ The Employment Contract
- ✓ What function does the Employment Standards Tribunal provide?

TAKE OUR SHORT QUIZ

1. T / F: Employment standards only apply to non-union employees.
2. What ‘must’ you do when an employee refuses to work for safety reasons?
3. What is a bona fide job requirement?
4. What is the difference between the Employment Standards Act and the Labour Code/Trade Union Act?
5. T / F: You have to accommodate every disabled employee.
6. What is systemic discrimination?
7. T / F: Supervisors who have harassed an employee can be temporarily demoted.
8. What must every employment contract include?
9. T / F: Employers do not generally appeal WCB claims in fear of employee retribution.
10. T / F: You can’t be accused of discrimination if there are no negative outcomes.

WHAT OUR CLIENTS SAY ABOUT US:

Great facilitator – **Pacific Blue Cross**

Great class! – **Greater Vancouver Regional District**

Very knowledgeable ... Good elicitation of problem-solving through case discussions – **University of Northern BC**

Fabulous - interesting and informative – **Canadian Coast Guard**

Very engaging and informative – **BC Housing Mgmt Commission**

Excellent presentation. Useful information which can be used by all who supervise others – **Abbotsford Police Department**

A PARTIAL LIST OF OUR CLIENTS:

Minister of Public Safety & Solicitor General, Minolta Business Equipment, The Law Society of Alberta, The Salvation Army Langley Ministries, The Vitamin Shop, Thrifty Foods, Tim Horton, Tolko Industries Ltd., Tourism BC, Tourism Sun Peaks, Trader Classified Media, United Oil and Gas Consulting Ltd., Blue Cross, Borden Ladner Gervais LLP, Boston Pizza, Brinks Canada, Burnaby Fire Fighters Local 323, Calgary Herald, Canada Mortgage and Housing Corp., Canada Post, Canada Revenue Agency, Canadian Auto Workers, Canadian Blood Services, Canadian Coast Guard, Canadian Diabetes Association, United Way, University of Victoria, UPS, and more ...

3. Using Discipline Effectively

“Do it right the first time”



Progressive discipline, if used appropriately, is an effective management tool. For most employees, a disciplinary warning and the potential consequences of further misconduct will act as a deterrent, and result in immediate and improved performance and behavioural change.

For other employees who continue to challenge authority, this first warning can be used to build a history of poor performance. By using progressive discipline, management can respond to an employee's repeated misconduct with a more severe form of discipline. For chronic poor performers, management can now effectively terminate employment for 'just cause.' Learn how progressive discipline is the **TOOL** to use to deter, correct or when necessary, terminate employment.

COURSE CONTENT

- ✓ Principles of progressive discipline
- ✓ How to prove poor performance
- ✓ Discipline versus coaching – deciding when to use each
- ✓ Mitigating and aggravating factors
- ✓ Effective use of the disciplinary process checklist
- ✓ Identifying 'management is at fault' issues
- ✓ What is the culminating incident?
- ✓ Determining the harm of the infraction
- ✓ What are disciplinary themes?
- ✓ Learning how to determine the correct level of discipline

TAKE OUR SHORT QUIZ

1. Why is documentation important?
2. T / F: The employee's age ought not to be considered in disciplinary issues.
3. What are some ways that an employee's conduct can harm the organization?
4. T / F: You need a witness in disciplinary situations.
5. T / F: Performance issues are more difficult to prove than behavioural issues.
6. List some of the negative effects of an undisciplined workforce.
7. T / F: An employee's history of poor performance is an aggravating factor.
8. Why should employees be disciplined for the theme and not the act?
9. T / F: A culminating incident is the straw that breaks the camel's back.
10. What are some circumstances where termination is the only appropriate action?

HALF-DAY PROGRAM

9:00am – 12:00pm

Kelowna	Mar 8
Calgary	Mar 22
Edmonton	Mar 29
Vancouver	Apr 12
Saskatoon	Apr 17
Regina	Apr 24

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1-888-452-6422

4. Dealing with Workplace Conflict

“It really can be a WIN-WIN situation for everyone!”



Poor morale, loss of productivity, staff turnover and possible litigation are only some of the negative outcomes associated with unmanaged workplace conflict. However, the traditional and common method of resolving disputes results in placing blame while labeling one disputant as the **WINNER** and the other as the **LOSER**. This assignment of who's right and who's wrong leads to a further fracture of the relationship thus causing long term negative feelings, lack of cooperation, resentment towards the other employee, and possibly even anger against the manager who took the other 'side.' How can you resolve a workplace conflict and still maintain your neutrality? There must be a better way!

With this program, you will learn effective techniques to settle disputes and conflict by using 'Alternative Dispute Resolution.' Alternative Dispute Resolution is a more sophisticated method of resolving disputes where all parties agree to a solution. Turn today's disagreements into tomorrow's positive working relationships.

COURSE CONTENT

- ✓ Using Power and Interest to resolve disputes
- ✓ Setting up a conflict resolution process – do you really need one?
- ✓ Dealing with conflict – the 5 things you need to know
- ✓ Understanding the different types of disputes
- ✓ Interest Based Resolution – what is it?
- ✓ How to prepare your employees for this process
- ✓ Alternative Dispute Resolution in an unionized environment – does it work?
- ✓ Diagnosing the dispute and interests of the parties involved
- ✓ Determining if ADR is appropriate
- ✓ How to develop your process

TAKE OUR SHORT QUIZ

1. Can you discipline employees who are waging war against each other?
2. When should you involve a third party to resolve a dispute?
3. T / F: ADR is not appropriate if there were no witnesses to the event.
4. What is the difference between a mediated or arbitrated settlement?
5. What do you do when an employee refuses to talk to you?
6. T / F: ADR is most effective with long term employees in similar positions.
7. T / F: A poisoned work environment is typical of most organizational cultures.
8. What must all parties agree to in order for ADR to be effective?
9. T / F: Management should empower employees to resolve their own disputes.
10. When should you NOT use the ADR approach?

HALF-DAY PROGRAM

1:00pm – 4:00pm

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Saskatoon	Apr 17
Regina	Apr 24

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www.cpmnsnational.com

WHAT OUR CLIENTS SAY ABOUT US:

Thought-provoking information about legal issues, and other critical areas to consider – *City of Calgary*

Straight forward ... good examples – *CTV*

Very knowledgeable – *Medicine Hat Catholic Board of Education*

Excellent speaker – *YWCA of Calgary*

Facilitator was engaging and knowledgeable – *Cdn. Blood Services*

Charismatic presenter with extensive industry experience – *National Research Council*

A PARTIAL LIST OF OUR CLIENTS:

Department of the Attorney General, Kwantlen University College, Labatt Breweries, Langara Faculty Association, Langford Fire Rescue, Law Society of Alberta, Ledcor Industries Ltd., Grant MacEwan College, Gray Line of Vancouver, Greater Edmonton Foundation of Housing, GVRD, Lee Valley Tools, Legal Aid Alberta, Lions Society of BC, Merrick Architecture, BC Ferry Corporation, BC Pharmacy Association, BC Public School Employers Association, Metro Central YMCA, Millar Western Forest Products, Minolta Business Equipment, Coast Paper, Coastal Community Credit Union, Mount Allison University, Mount Sinai Hospital, Nak'azdli Band and more ...

5. Enhancing Employee Performance

“If you can’t identify it, you can’t measure it; if you can’t measure it, you can’t improve it”



An organization’s viability is directly related to the performance of its employees. A well managed organization has an effective performance management system that aligns individual employee performance goals with the organization’s mission and vision. A comprehensive performance management system will link an employee’s performance to compensation, promotion opportunities, training and development, and discipline.

In this program, learn how to identify good performers from poor performers. Learn why it is important to develop standards of performance and individual performance objectives. More importantly, learn how to communicate these objectives while still creating motivation and commitment. Build a meaningful system by creating defensible performance criterion!

COURSE CONTENT

- ✓ Subjective and Objective Data Collection
- ✓ Establishing Performance Criteria
- ✓ Identifying critical incidents
- ✓ Building a ‘File of Accomplishment’
- ✓ How to quantify behavioural criteria
- ✓ Building a performance plan
- ✓ How to communicate performance objectives in an empowering manner
- ✓ Linking employee goals with organizational goals
- ✓ Performance Standards – do you have them?
- ✓ Learn why performance management is an on-going process and not a single event

TAKE OUR SHORT QUIZ

1. T / F: All performance criteria can be measured.
2. List all the ways that management can link employee performance to organizational goals.
3. T / F: The sandwich approach is an effective approach to provide feedback.
4. How can you motivate an employee who is already a star?
5. Why can performance appraisals be easily challenged and difficult to defend?
6. How many topics should be discussed during a single performance meeting?
7. T / F: You should meet poor performers more often than good performers.
8. Why should you keep your employees thinking about performance?
9. What can you do if your employee does not participate in a performance meeting?
10. T / F: Good performers do not require performance appraisals.

HALF-DAY PROGRAM

9:00am – 12:00pm

Kelowna	Mar 9
Calgary	Mar 23
Edmonton	Mar 30
Vancouver	Apr 13
Saskatoon	Apr 18
Regina	Apr 25

To register or for more info:
1-888-452-6422

WHAT OUR CLIENTS SAY ABOUT US:

Great to have an interactive approach – *Ministry of Finance*
Presented in an interactive manner to help make learning easier
– *Vancouver Convention Centre*
Great ... – *RCMP*

Excellent, very informative ... lots to think about ...
– *University of British Columbia*
Truly an interesting, worthwhile program
– *Edmonton Public Library*

6. Managing Absenteeism

“Learn strategies to combat excessive absenteeism!”



Absenteeism CAN BE managed in your organization but how you approach this issue will determine the long-term effectiveness of your program. Thoughtful employers understand that employees will occasionally be absent from work. However, when the circumstances surrounding the absence are questionable, or when the absences become patterned or excessive, then management needs to take action.

A good absenteeism program builds a step by step process to address each absence when it occurs. Learn the difference between culpable and non-culpable absenteeism and more importantly how to address each type of absence. Learn how to use the ‘Doctrine of Frustration’ with employees who have a long history of unrelated medical illnesses. For other employees who are absent from work for culpable reasons, learn how discipline can be applied. Absenteeism can be managed, let us show you how!

COURSE CONTENT

- ✓ The Do’s and Don’ts of a good absenteeism program
- ✓ Building a defensible program
- ✓ Building a program that addresses both culpable and non-culpable absenteeism
- ✓ Doctor’s notes – what can you do about ‘Dr. Automatic’?
- ✓ Considerations regarding Non-culpable absenteeism
- ✓ When can you apply the principles of progressive discipline?
- ✓ What constitutes an absence – WCB? LTD?
- ✓ What is the ‘Doctrine of Frustration’?
- ✓ Learn strategies for reducing ‘patterned’ absenteeism
- ✓ How physicians can help you reduce absenteeism

TAKE OUR SHORT QUIZ

1. T / F: There is nothing you can do if an employee has a doctor’s note.
2. Can you legally terminate an employee for excessive absenteeism?
3. Can you ask for more medical information?
4. T / F: You have a duty to accommodate all of your employees.
5. When should you start an employee medical file?
6. Can you include wcb absences in your employee’s overall absenteeism rate?
7. T / F: You can challenge a doctor’s note.
8. Can you discipline an employee for excessive absenteeism?
9. T / F: You must treat all employees consistently regarding absenteeism.
10. T / F: Management must understand that some employees are more prone to frequent but unrelated illnesses; and therefore, there is nothing that can be done.

HALF-DAY PROGRAM

1:00pm – 4:00pm

Kelowna	Mar 9
Calgary	Mar 23
Edmonton	Mar 30
Vancouver	Apr 13
Saskatoon	Apr 18
Regina	Apr 25

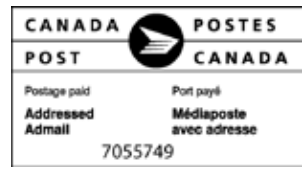
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www.cpmnsnational.com

A PARTIAL LIST OF OUR CLIENTS:

College of Physicians and Surgeons, Colliers International, Restwell Mattress Company, Luther Court Society, River Oaks Golf Club, Rogers Sugar Ltd., Community Social Services Employers’ Association, Cormode & Dickson Construction, Crosby Property Management Ltd., London Drugs Limited, Medical Society of NS, Daimler Chrysler, Dalhousie University, CTV, Deloitte & Touche, Mercer Human Resource Consulting, Delta Firefighters Association, CUPE, Department of Tourism, Global Television Network, Madill Equipment Canada, Malaspina University College, Edmonton Petroleum Club, Edmonton Public Library, Maple Leaf Poultry, The Calgary Airport Authority and more ...



PO Box 48202 Bentall Centre
Vancouver, BC V7X 1N8



1-888-452-6422

ENROLLMENT FORM

1-888-452-6422

CITY	PROGRAMS					
	1 Managing People for 1st Time Supervisors 9:00 am - 12:00 pm	2 Understanding Employment Law 1:00 pm - 4:00 pm	3 Using Discipline Effectively 9:00 am - 12:00 pm	4 Dealing with Workplace Conflict 1:00 pm - 4:00 pm	5 Enhancing Employee Performance 9:00 am - 12:00 pm	6 Managing Absenteeism 1:00 pm - 4:00 pm
KELOWNA	Mar. 7	Mar. 7	Mar. 8	Mar. 8	Mar. 9	Mar. 9
CALGARY	Mar. 21	Mar. 21	Mar. 22	Mar. 22	Mar. 23	Mar. 23
EDMONTON	Mar. 28	Mar. 28	Mar. 29	Mar. 29	Mar. 30	Mar. 30
VANCOUVER	Apr. 11	Apr. 11	Apr. 12	Apr. 12	Apr. 13	Apr. 13
SASKATOON	Apr. 16	Apr. 16	Apr. 17	Apr. 17	Apr. 18	Apr. 18
REGINA	Apr. 23	Apr. 23	Apr. 24	Apr. 24	Apr. 25	Apr. 25

STEP 1. REGISTRANTS

Name _____ Title _____ All 1 2 3
 4 5 6

Name _____ Title _____ All 1 2 3
 4 5 6

Name _____ Title _____ All 1 2 3
 4 5 6

Name _____ Title _____ All 1 2 3
 4 5 6

Name _____ Title _____ All 1 2 3
 4 5 6

Name of Organization _____

Mailing Address _____
_____ Postal Code _____

Telephone _____ Fax _____

Email for Confirmation _____

STEP 2. SELECT LOCATION

- Kelowna - Coast Capri
1171 Harvey Avenue
(250) 860-6060
- Calgary - The Westin
320 4th Avenue SW
(403) 266-1611
- Edmonton - The Westin
10135 100th Street
(780) 426-3636
- Vancouver - Marriott Pinnacle
1128 West Hastings Street
(604) 684-1128
- Saskatoon - Sheraton Cavalier
612 Spadina Crescent East
(306) 652-6770
- Regina - Hotel SK Radisson Plaza
2125 Victoria Avenue
(306) 757-4474

STEP 3. PAYMENT INFORMATION

SAVE \$240 Save \$240.00! Register for 6 or more seats at \$119.00 per seat plus GST (Total \$126.14)
Save \$60.00! Register for 3 or more seats at \$139.00 per seat plus GST (Total \$147.34)
\$159.00 per seat per half-day program plus GST (Total \$168.54)

Invoice my organization Purchase order number _____

Visa MC Amex Cheque enclosed is payable to CPMS Inc.

Card Number _____ Expiry Date _____

Cardholder's Name _____

Signature _____

STEP 4. REGISTER

Online: www.cpmsnational.com By Mail: CPMS Inc.
Toll Free: 1-888-452-6422 PO Box 48202
By Tel: (604) 688-2641 Vancouver, BC
By Fax: (604) 688-2642 V7X 1N8
By Email: registrations@cpmsnational.com

PROGRAM INFORMATION

- + Registration begins 30 mins before program
- + Take home materials provided for future reference
- + Guaranteed course satisfaction
- + Small interactive sessions
- + Simulation of real workplace situations



Certificates will be presented upon completion of each program

Cancellation Policy: Payment will be reimbursed if cancellation is received within a minimum of 10 working days prior to the program. A credit note will be issued for all other cancellations. Substitutions can be made at any time.