Program Overview

To provide new and future managers with practical tools, support and resources they need to perform their jobs effectively and confidently. The program addresses the goals and vision of the University’s senior administration’s talent management framework to provide Queen’s specific training for management level staff.

The program is intended to fill a need for entry and mid-level management training. The participants (mentees), as new and future managers, will benefit by establishing professional networks and the acquisition of practical skills. The mentors, as current managers and Foundational Leadership Program (FLP) graduates, will have an opportunity to continue their own learning by applying their leadership skills, supporting the university’s goal of leadership continuity.

The program consists of 7 full-day training sessions for the participants (mentees), offered over a period of 7 months. Session dates start in November 2017 and end in May 2018. (Workshop outlines including dates provided below). In addition, each participant (mentee) will be mentored by a FLP graduate. The mentoring program component will start in October 2017 and continue until the program close in May 2018. The participants (mentees) and mentors will attend a 2-hour orientation to be held October 13. The training component will follow the FLP model and include some of the same core elements, such as the DiSC assessment.

The program is administered by Queen’s Organizational Development & Learning, Human Resources and has a course fee of $500.00 for each participant (mentee). The program fee covers all training materials and program manual. The program manager is Shannon Hill, Learning and Development Specialist, Queen’s Human Resources. There is no cost for mentors.
Learning Outcomes

• Enhance your supervisory skill set
• Learn best practices in management
• Gain a better understanding of your leadership capabilities
• Expand your communication and coaching skills
• Build professional relationships within and outside your department
• Build cross-organizational collaboration

Mentoring Goals

• To provide the participants (mentees) with specific on-the-job reinforcement of the learning points covered in the program
• To increase the immediate back-on-the-job application of the skills and techniques learned in the program
• To provide the mentors with an opportunity to transfer the skills and techniques of mentoring in a very practical manner
• To provide the FLP graduates with an opportunity to transfer the skills and techniques of mentoring and coaching to their roles

Role of the Mentor

• Attend an orientation session as well as 3 one-hour bi-monthly group sessions
• Attend a minimum of one mentoring session with their mentee each month for the 7 month period
• Provide informal feedback throughout the program and formal feedback to program coordinators at the end of the program

Program Attendance and Expectations

Attendance and participation are vital components to the success of the program and are strict requirements. Participants (mentees) have a responsibility to their mentors, the entire cohort and themselves personally and professionally.

It is expected that participants (mentees), with the support of their supervisor, will attend all classroom sessions. In the event of extenuating
circumstances, participants are expected to contact Shannon Hill prior to the session to inform her of their absence.

Mentors, although your time commitment may be less, have a responsibility to their mentees to attend all one-to-one meetings with their mentees as well as the 3 group mentor check-ins.

**Orientation**

On October 13, 2017, orientation sessions will be held to provide the participants (mentees) and the mentors with an overview of the program. This will include format and expectations regarding the mentoring component as well as the training component. The participants (mentees) will be paired up with their mentors after the orientation session and will be expected to connect with their mentor and arrange their first meeting prior to the first training session in November.

**Module One: Managing Self**

*Making the Leap to Management – 9:00 to 4:00 – November 2, 2017*
Participants will gain a better understanding of their leadership capabilities and expand their communication and coaching skills. Utilizing the DiSC Management Profile, each participant will assess their individual leadership style and apply this information to the specific topic as well as incorporate it throughout the program to guide and apply their learning.

*Essential Skills for Managing – 9:00 to 4:00 – December 7, 2017*
Participants will explore the challenges of transitioning to management and learn how to establish and maintain effective relationships. Topics will include team development, collaboration, developing trust, communication and listening, and practical coaching techniques.

**Module Two: Managing Relationships**

*Managing Conflict – 9:00 to 4:00 – January 18, 2018*
This workshop amalgamates the DiSC communication strategies covered in the Everything DiSC Management Profile, with the topics of Emotional Intelligence and Managing Conflict. Topics will include time to reflect, dealing
with our attitudes, causes of conflict, assessing your reactions to conflict, situational conflict management strategy, turning conflict into collaboration, and case work.

**Leading & Managing Through Change – 9:00 to 4:00 – Feb 8, 2018**
Based on the work of Dr. John Kotter, participants will work through the 8-Step Process for Leading Change, utilizing the video “My Iceberg is Melting” and real-life situations to apply the concepts.

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**Module Three: Managing the Organization**

**Best Practices in Managing your HR – 9:00 to 4:00 – March 8, 2018**
Participants will be provided with a high level overview of the Human Resources department structure, current state, future plans, including describing each unit’s roles. Utilizing the talent management framework, specific topics such as recruitment, learning & development, evaluation, and performance management will be expanded on to include tools and techniques on best practices.

**Managing in a Unionized Environment – 9:00 to 4:00 – April 12, 2018**
Participants will be provided with Queen’s specific information regarding their obligations as managers in our current highly unionized environment. Queen’s Labour Relations team will clarify roles and responsibilities, including how to establish and maintain a workplace in which trust and respect are paramount. Case studies will include participant issues and questions.

**Managing in a Diverse Environment – 9:00 to 12:00 – May 10, 2018**
The purpose of this workshop is to create awareness of the various mechanisms by which managers can ensure an inclusive workplace. Best practices in Human Rights, Employment Equity and Accessibility will be explored in an interactive format. The workshop will focus on the requirements of related legislation and their practical application in the workplace, including the intersection with general HR practices. These will include: the Ontario Human Rights Code and Queen’s Human Rights policy; the Employment Equity Act/Federal Contractor’s Program and the Queen’s Employment Equity policy; and the Accessibility for Ontarians with Disabilities Act and Queen’s Accessibility Framework.
**Recruitment Bootcamp – 1:00 to 4:00 – May 10, 2018**

Designed for hiring managers, provides the framework for the acquisition of talent into the University and sets the stage for a proficient, consistent approach to hiring. This program explores the multi-step decision processes that occur when bringing individuals into the University through the three stages of acquiring talent: Recruitment, Interviewing, and Selection. Benefits include: improve your overall employee selection approach, practice behavioural based interviewing techniques, develop skills as an interviewer, learn how to ask competency based questions, avoid interviewer biases and errors and practice the art of note taking.

**Participant (Mentee) Program Orientation**

Friday October 13, 2017  
10:00 a.m. – 12:00 noon  
MacCorry FSLF, B176 Lecture Theatre

**Mentor Sessions**

*Orientation* Friday October 13, 2017  
1:00 – 4:00 p.m.  
MacCorry FSLF, B176 Lecture Theatre

*1st Session* Friday December 8, 2017 – 1:00 to 2:00 p.m.  
MacCorry, FSLF, B176 Seminar Room

*2nd Session* Friday February 16, 2018 – 1:00 to 2:00 p.m.  
MacCorry, FSLF, B176 Seminar Room

*3rd Session* Friday May 18, 2018 – 1:00 to 2:00 p.m.  
MacCorry, FSLF, B176 Seminar Room

**Graduation**

Friday June 15, 2018  
10:00 a.m. to 12:00 noon  
MacCorry FSLF, B176 Lecture Theatre