PROSPECTUS FOR CERTIFICATE PROGRAM
IN **LEADING PEOPLE FOR RESULTS**

uOttawa

Organizations succeed because they have effective leadership and a capable, engaged and motivated workforce. The *Certificate Program in Leading People for Results* is an advanced professional development program for public sector senior executives who are leading workforces or who expect to do so as their careers progress. It will provide them with a robust framework to understand how to lead a workforce and the knowledge, know-how and skills needed to lead people for success.
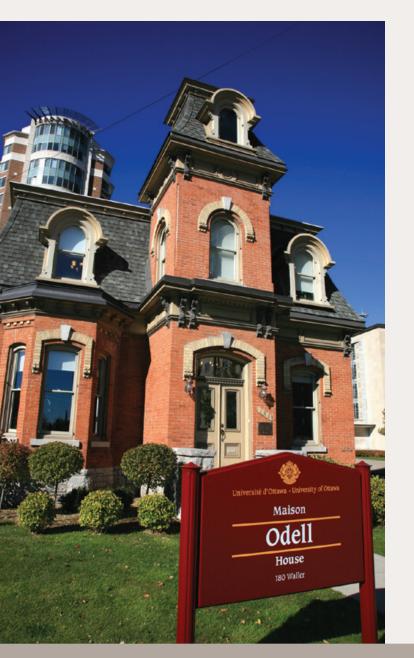
Why this? Why now?

Public service is about solving problems and improving outcomes for Canadians. A large and varied workforce is deployed every day across Canada to achieve these ends. The role of senior leaders is to identify the skills and capacity that are required to attract and retain the necessary talent and to organize and motivate that workforce to deliver the results that governments expect and that Canadians deserve. In recent conversations, some leaders and practitioners have questioned the public service's ability to achieve concrete results on an ongoing basis through the mobilization of its workforce.

Understanding leadership responsibility for the performance of a workforce starts by shifting the conversation on people management from a focus on rules and transactions to one that identifies the workforce as the single most important asset an organization deploys to create value and deliver results for Canadians. In an increasingly complex and challenging world, getting people management right is of the highest importance. A well-performing workforce that delivers on priorities creates credibility and can build confidence and trust in government. Building and sustaining a workforce that can respond nimbly to changing circumstances will both support Canadians and create a valuable comparative advantage.

Because of changing demographics, younger managers will be advancing more quickly and will be asked to assume greater leadership and management responsibilities as the previous generation retires. It is timely to offer these executives development opportunities designed to provide them with the perspective, knowledge, skills and confidence to lead and manage the large and diverse workforce they will need as they transition into their new roles.

This program takes a structured and logical approach to people management, and is designed to meet the needs of three groups: leaders recently appointed to positions who can benefit from a deeper understanding of people management; leaders being prepared for positions with greater responsibilities for people management; and experienced practitioners who welcome the opportunity to build on their experience and further develop their ability to respond to a critical and dynamic professional challenge.

The Learning Architecture

The program aims to build capacity to lead people for success and thus to ensure that the public service workforce creates value for Canadians. That aim will be attained when participants:
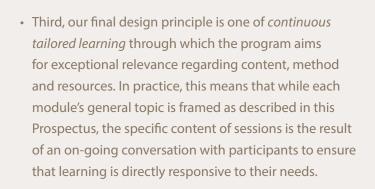
- Understand the philosophy that underpins workforce management.
- Can think strategically about the structure, capacity, and organization of a workforce.
- Can use metrics and analytics to drive decisions about workforce management.
- Understand the role of talent management and supporting HR functions.

- Are better able to manage the performance both of individuals and of the workforce.
- Understand how to lead and manage large-scale change or transformation.
- Have established a network of trusted colleagues to work collaboratively across sectors.

A Flexible Learning Approach

At Odell House, our goal is to develop leadership and management capacity. Three design principles shape the *Certificate Program in Leading People for Results:*

- First, we are driven by the principle of *developing leadership know-how* to address real-world challenges. This means greater weight is placed on practical as opposed to theoretical concerns using learning methods such as reflective space.
- Second, we emphasize the principle of *'practitioner talking to practitioner'.* Our experience has shown this to be an effective way of transferring know-how across a leadership cadre. Participants will interact with senior leaders who have a wealth of experience in leading people for success, and with thought leaders who have developed insights through research in different aspects of workforce management.

- Third, our final design principle is one of *continuous tailored learning* through which the program aims for exceptional relevance regarding content, method and resources. In practice, this means that while each module's general topic is framed as described in this Prospectus, the specific content of sessions is the result of an on-going conversation with participants to ensure that learning is directly responsive to their needs.

What's in it for you: Greater Capability from Increased Proficiency

We believe capability to lead people for results means a demonstrated proficiency in the leadership competencies needed at senior levels to lead and manage a workforce. The program will build proficiency across the areas set out in the Public Service *Key Leadership Competencies* for effective performance at the Assistant Deputy Minister and Director General levels.

Participants can expect to have a series of rich developmental experiences from carefully designed modules and sessions that explore the many aspects of leading people for results. The aim throughout is to help broaden perspectives, elevate points of view, and build and strengthen a leadership repertoire in people management.

The Odell learning experience happens along three strands woven together over a period of about nine months. Participants can expect to learn from seasoned practitioners and knowledgeable thought leaders, from colleagues who have a wealth of diverse experience, and from their own experiences through personal reflection on change and growth in their leadership practice.

Participants can expect to learn in different ways: by absorbing recommended readings, through interaction during sessions at Odell, on a study tour to see best practices in people management, by presenting and discussing their own experiences with colleagues and program staff, and by taking quiet time to reflect on and embed what they have learned.

Participants can expect a positive learning environment that is safe, respectful and fun. We use the *Chatham House Rule* as a starting point for candid, thoughtful and wide-ranging discussions. We ask participants to bring curiosity and energy, to engage, challenge and discuss, and to add value by sharing their insights and experience.

Participation and Coursework

Participants are expected to attend monthly sessions of around two days each and to participate in a three-day study tour during the program.

Participants will be asked to complete three types of coursework.
- First, to prepare two leadership self-assessments using Odell's Leadership Practice Framework with emphasis on people management. One is due at the beginning and another at the end of the program. Confidential

feedback will be provided on each. While challenging to complete, participants in other Odell programs using this approach say it has a significant positive impact on how they see themselves as leaders who have changed during their program.
- Second, to prepare a comprehensive profile of their workforce and update it monthly as they gain insights on people management from each module. A completed Workforce Profile can become a useful tool to support departmental decision-making and provides a direct return on the investment made in the program.
- Third, to prepare and present a case study of a personal experience in people management that is relevant to the content of a module. This typically takes the form of a brief presentation followed by reflective space discussion with colleagues and staff. These case experiences provide a way to share hard-won lessons and allow others to learn from the participant's experience.

The Program at a Glance

The Program is a professional development program and culminates in a Certificate conferred by the University of Ottawa. It does not result in formal academic credits and does not use grading. Program modules are offered bilingually in English and French, with participants and presenters alike working in the official language of their choice.

The program is nine months in duration with monthly modules of two days and a three-day study tour about midway through the program. Following an introductory session to orient participants to Odell's learning environment, the program consists of eight modules, one for each functional activity that adds value to a workforce. Each module focuses on the tools, techniques and challenges that a line manager will need to master in order create and sustain a high-performance workforce Module.

Certificate in Leading People for Results

Module #1: Base Camp: People Management in the Public Service	Module #2: Workforce Profile and Workforce Planning	Module #3: Recruiting, Deploying and Retaining a Workforce	Module #4: Study Tour to Observe Best Practices in People Management	Module #5: Engaging and Developing a Workforce	Module #6: Supporting and Sustaining a Workforce	Module #7: Workforce Change and Transformation	Module #8: Workforce Performance	Module #9: Capstone Event and Graduation

#1: Base Camp: People Management in the Public Service

The Base Camp session provides a refresher on people management and establishes a shared understanding of the legal and policy frameworks, roles, systems and structures used in managing a public-sector workforce. Participants will also focus on responsibility and accountability for people management and discuss activities that add value to a workforce.

Module #2: Workforce Profile and Workforce Planning

This module will show participants how to describe a workforce in terms of demographics, metrics and

behaviours. It aims to build comfort with the use of workforce analytics to build a profile that can be used to establish alignment and coherence between strategic priorities and workforce capabilities and capacity.

Module #3: Recruiting, Deploying and Retaining a Workforce

The focus of this module is to understand the practical challenges in recruiting and deploying the right people and on how best to attract scientific, professional and managerial talent, including using social media. The conversation then shifts to a discussion of the tools and techniques used to deploy talent through staffing activities so that capabilities are available where and when needed. A closing section looks at the challenges of retaining talent.

Module #4: Study Tour to Observe Best Practices in People Management

The program includes a three-day study tour within Canada organized as an action-learning event. Participants will consider best practices in people management in the public, para-public and private sectors, and then experience them first hand by visiting best-in-class organizations and learning from their senior leadership how they lead and manage people for success.

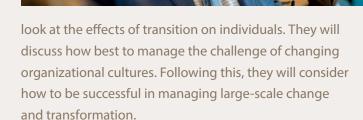### Module #5: Engaging and Developing a Workforce

This module begins with a discussion of the challenges of engaging people so that individual employees are empowered and focused on adding value to their jobs through effective performance. This conversation leads to a discussion of how to develop capacity and capability in a workforce. Participants will learn about the connections between behavioural competencies, performance, workforce capabilities and how to evaluate a strategic priority to identify the behaviours needed to achieve it. A closing session will address the challenge of working with organizational cultures as a key element of organizational development.

Module #6: Supporting and Sustaining a Workforce

In this module, participants will examine how workforce climates and organizational cultures influence performance. A discussion of how to assess workplace climates will include consideration of mental health and other challenges in the workplace, how to identify factors that cause toxic workplaces and how to assume accountability for creating a healthy workplace. This session will also explore how compensation affects performance and include a discussion of the principles, structures and processes used to manage relationships with unions and bargaining agents.

Module #7: Workforce Change and Transformation

This module deals with the challenges of managing change, transition and transformation in public organizations so that they continue to meet expectations for performance. Participants will consider the characteristics of incremental, discontinuous and step-change in the public sector and

look at the effects of transition on individuals. They will discuss how best to manage the challenge of changing organizational cultures. Following this, they will consider how to be successful in managing large-scale change and transformation.

Module #8: Workforce Performance

In the final module of the program, participants are expected to submit a completed Workforce Profile of their own workforce. During the session, participants will integrate what they have learned about performance and develop an overarching perspective on how best to develop, lead and manage a well-performing workforce. The program finishes with a discussion with senior leaders on priorities to improve people management in the public service.

Module #9: Capstone Event and Graduation

In the final module of the program, participants will be invited to share what they have learned through the completion of their Workforce Profiles and, building on the eight previous modules, to articulate an overarching perspective of how best to develop, lead and manage a well-performing workforce. The program finishes with a celebratory event at which, accompanied by their sponsors, they will have the opportunity to take stock of the progress they have made and to reflect on what it means for them in the context of their own organizations.

NOMINATIONS TO THE PROGRAM

Odell House accepts nominations from departments and agencies. Prospective participants should normally meet the following criteria:

- Currently occupy an executive leadership role in a public or para-public organization;
- Have a desire to assume greater leadership responsibility in people management functions;
- Be recommended by the relevant Deputy Minister, Assistant Deputy Minister or CEO/ Vice-President equivalent; and
- Be willing to commit to complete the program assignments, attend the sessions, and participate actively.

The cost for the Program is $10,500 + HST. Sponsoring organizations also need to cover participants' travel and accommodation costs for the study tour. The Program fee of $10,500 is payable in one ($10,500) or two ($5,250 each) installments by the end of April of the relevant year.

Nominations should include:

- a letter explaining the applicant's reasons for wishing to participate in the program;
- a reference letter from a colleague or former boss on how participation would benefit the nominee;
- a letter of support from the relevant Deputy Minister, Assistant Deputy Minister or CEO/ Vice-President equivalent where appropriate; and
- a current curriculum vitae.

Nominees will be interviewed by the Program Director to ensure they are fully aware of expectations and commitments.

Nominations should be sent to:

Odell House Team
Centre on Public Management and Policy
University of Ottawa
Odell House, 180 Waller Street South
Ottawa, Ontario K1N 9B9
cgpp-cpmp@uOttawa.ca
Telephone: 613-796-6100

Questions regarding the program may be directed to:

Gerry Thom
Program Director
Email: gthom@uOttawa.ca

Susan Gregson
Program Director
Email: sgregson@uOttawa.ca