

COURSE CATALOGUE

Driving Your Company Forward Through Your People

impact **HR**



ABOUT US

impactHR was founded in 2017 as an independent business consulting firm specializing in providing consulting and advisory services in the areas of Strategic Management and Human Resources. We are dedicated to helping organizations navigate complex strategic issues and driving their business forward through their people. We have been in the human resources field for over ten years and have a proven track record of developing and implementing progressive and impactful human resources solutions.

We work with our clients to identify their pain points and deliver high quality solutions that increases the ROI on their people and improves their bottom line. Our approach is straightforward and involves 5 important elements:

1. **Collaboration** - Through collaboration, we identify the client's needs and translate that into solutions that make sense.
2. **Alignment** - Ensure alignment of human resources practices with strategic business goals to optimize talent, performance, and results.
3. **Anticipation** - Anticipation of the long-term needs of the organization and proactively plan how to meet those challenges.
4. **Engagement** - Build a culture where employees live the organization's values.
5. **Maximization** - Enable people to maximize their potential and deliver impactful results.

When your company is not at a headcount level that requires a full-time HR professional or team, our consulting firm offers a valuable solution to enable the company to build its human resources function without yet investing in a full-time salaried employee. A human resources foundation allows you to maximize the value of your human capital and mitigate significant legislative and reputational risk.

You can experience a variety of human capital issues that can result in tens of thousands of additional costs. You might be dealing with high turnover, losing top performers, employees not reaching potential, low morale, and hiring employees who are not the right "fit". These symptoms can typically be caused by the lack of a human resources function or human resources practices that are not properly aligned.

We believe in dedicating the time to listen to the needs of the client to fully understand their biggest challenges and working collaboratively to develop the right solution. We offer dedicated resources and relationship management to ensure the client's human resources function is effective.

INTRODUCTION

impactHR provides a wide variety of learning solutions to elevate the talent level of your organization. Over the years, we've developed many learning modules that have helped the people of an organization excel at their jobs. We tailor our offerings to your exact needs and can focus on building the specific knowledge, skills, and abilities that your organization requires. Whether its developing training to learn a policy or learn a new skill, the results stay the same, the return on investment in your people increases.

Our instructors engage your learners and use several methods to ensure they get the most out of training. We offer a very diverse mix of courses, from in-depth training extending over a full week to lunch 'n learns, or seminars covered in a one-hour session. Our courses can be facilitated as a single learning exercise or part of a broader development program. Listed below is our course offerings:

● Human Resources Policy & Procedure

- Administering Policies Consistently
- Anti-Harassment and Workplace Violence
- Alcohol & Drugs in the Workplace
- Return-to-Work and Disability Management

● Leadership

- Leading Employees
- Building Effective Teams
- Change Management
- Employee Engagement

● Human Resources Management

- Recruitment and Selection
- Interviewing Techniques
- Coaching Employees
- Performance Management
- Succession Planning and Talent Management
- Workplace Investigations
- Terminations

● Management

- Decision Making & Understanding the Big Picture
- Delegating and Directing Work

● Communication

- Effective Communication
- Conflict Resolution
- Facilitating Meetings
- Managing Difficult Conversations

● Training

- On-the-Job Training

● Lean Methodology

- Lean Manufacturing

● Health & Safety

- Managing Health & Safety Incidents

● Strategic Planning

- Strategic Planning and Goal Deployment
- Strategic Workforce Planning
- Strategic Human Resources Management
- Human Resources for Small Business
- Key Performance Indicators (KPI)



● Corporate Compliance

- Business Conduct and Ethics
- Diversity & Inclusion
- Privacy in the Workplace

Our learning solutions are based on your needs and fully customizable, meaning you can pick and choose what makes the most sense for your organization. Whether you choose to enroll your employees in the full curriculum or just a few courses to take care of your urgent learning needs, you may be eligible for a grant from the Canada-Alberta Job Grant Program. More details can be found below.

Canada-Alberta Job Grant Program

Your organization may be eligible to receive funding for our courses under the Canada-Alberta Job Grant Program, which may cover two-thirds of the cost to a maximum of \$10,000 per employee per year.

Course Delivery

All courses are intended to be delivered in-class. The courses are designed in a way to maximize participation, engagement, and discussion for in-class learning.

Course Evaluation

All learners will be provided with a post-learning evaluation to assess their comprehensive of course concepts and their ability to apply learnings in their career. Upon successful completion of each course evaluation, the learner will be provided with a completion certificate, noting satisfactory completion of the applicable courses.

ADMINISTERING POLICIES

Course Category **Human Resources Policy & Procedure**

Course Hours **8.0**

Course Fee **\$250/learner**

Minimum Group Size **5 participants**

Course Description

There are many benefits for an organization to establish human resources and business policies. Policies are a mechanism to communicate expectations, they help an organization comply with employment and other relevant legislation, they help build and sustain organizational culture, and provide guidelines for managing situations. However, if policies are not administered consistently across the organization, silos can develop and all your efforts to build a common organizational culture may be undermined. In this course, participants will learn the why and the how for consistent application of policies in their organization.

Learning Outcomes

At the completion of this course, you will have an understanding of:

- The Roles & Responsibilities for human resources and management in administering policies.
- How to apply tools & resources provided by human resources to administer policies consistently.
- How to build flexibility into the language in policies.
- The types of employee engagement and employee relations issues that can arise when policies are not administered consistently.

ANTI-HARASSMENT & WORKPLACE VIOLENCE

Course Category **Human Resources Policy & Procedure**

Course Hours **4.0**

Course Fee **\$150/learner**

Minimum Group Size **4 participants**

Course Description

Everyone has a right to a safe and respectful workplace. Many organizations find it difficult to create and maintain a respectful work environment that is completely free of harassment, bullying, and violence. Harassment, bullying, and violence has a toxic effect on any workplace and poses a significant risk to the organization. In this half-day course, we will cover the following topics related to workplace harassment, bullying, and violence; defining and recognizing behaviours that constitute harassment, bullying, and violence, incident reporting structures, internal investigations processes, responding to incidents, and preventing incidents of retaliation.

Learning Outcomes

At the completion of this course, you will be able to:

- Define workplace harassment, bullying, and violence.
- Define the roles & responsibilities associated with creating a respectful workplace.
- Recognize behaviours, signs & symptoms of workplace harassment, bullying, and violence.
- Create a credible incident reporting structure.
- Setup an internal investigations procedure that promotes fair and objective workplace investigations.

ALCOHOL & DRUGS IN THE WORKPLACE

Course Category **Human Resources Policy & Procedure**

Course Hours **4.0**

Course Fee **\$150/learner**

Minimum Group Size **4 participants**

Course Description

The use of alcohol and drugs adversely affects the ability of a person to work in a safe manner. In some environments, employees work with materials or equipment that can cause significant harm to their self or others. This course focuses on providing the learner with assistance in building an Alcohol and Drug Policy along with the tools to properly manage situations where an employee may be impaired.

The course will include guidance on establishing roles and responsibilities for the employer and employee to ensure a safe workplace, outlining the rules pertaining to alcohol and drug use, outlining sources of education and self-help, communicating the organization's commitment to the accommodation of employees with disabilities, and outlining of proper procedures for alcohol and drug testing.

Learning Outcomes

At the completion of this course, you will have an understanding of:

- The purpose of alcohol and drug policies along with roles and responsibilities associated with maintaining a safe workplace.
- Standard rules pertaining to alcohol and drug use.
- How to manage situations when an employee requires an accommodation.
- The sources of employee education and self-help to ensure employees are directed to the appropriate parties or materials.
- How to detect alcohol and drug usage; knowing and acknowledging the warning signs.
- Proper procedures for carrying out a testing of alcohol & drug usage.

RETURN-TO-WORK & DISABILITY MANAGEMENT

Course Category	Human Resources Policy & Procedure
Course Hours	4.0
Course Fee	\$150/learner
Minimum Group Size	4 participants

Course Description

Many employers are faced with complex situations where employees must be re-integrated into the workplace, sometimes after a lengthy absence or if they require a permanent accommodation. Implementing a Return-to-Work and Disability Management program is a way for employers to promote a safe and efficient rehabilitation process. Employer's face substantial financial and reputational risk when they lack an effective return-to-work and disability management program. This course will help your organization implement the proper policies and procedures to manage employee disabilities and accommodations.

Learning Outcomes

At the completion of this course, you will have an understanding of:

- The purpose of a return-to-work and disability management program, along with roles and responsibilities of the employer, HR, Safety, and the employee.
- Various procedures and strategies for managing employee absences and reintegration back into the workplace, including modified work plans and accommodation.
- How to navigate disability claims and how to manage the relationship with 3rd party benefits providers.
- How pay and benefits are impacted and what the best practices are for benefits administration during an absence.
- The requirements under the Duty to Accommodate and the various forms of accommodation.

RECRUITMENT & SELECTION

Course Category	Human Resources Management
Course Hours	40.0
Course Fee	\$500/learner
Minimum Group Size	12 participants

Course Description

This course is intended to provide participants with a broad overview of the recruitment and selection function. The course covers the entire recruitment and selection process, from the elements which form the foundation of recruitment and selection to the tools and methods required for selection of candidates.

This course presents recruitment and selection as an essential component of strategic HR management and emphasizes its role in organizational effectiveness.

The specific topics that this course will include are the internal and external factors that influence recruitment and selection practices, the legislative framework in Canada and how it shapes recruitment and selection, job analysis and competency models, job performance, recruitment sources and attracting job applicants to the organization, applicant screening, applicant testing, interviewing, and decision making.

Learning Outcomes

At the completion of this course, you will be able to:

- Identify and analyze the internal and external factors that affect recruitment and selection.
- Understand the legislative framework in Canada and key terminology and how employer requirements have evolved to protect various groups.
- Identify and utilize the appropriate methods for conducting job analysis to ensure job requirements are legally defensible and optimize performance of an organization.
- Identify target applicant pool and utilize appropriate/effective methods to source and attract candidates.
- Understand the various methods for screening, testing, and interviewing and choose the most appropriate selection method to maximize reliability and validity in the selection process.
- Select the right candidate based on output from decision-making tools and engage candidates in a fair and equitable offer and negotiation process.

INTERVIEWING TECHNIQUES

Course Category	Human Resources Management
Course Hours	8.0
Course Fee	\$250/learner
Minimum Group Size	5 participants

Course Description

Interviewing job candidates as part of the recruitment & selection process is a complex activity. Not only do interviewers have to be diligent in their selection process to ensure they choose the right candidate, but they have to be knowledgeable and current regarding the protected fields of human rights laws.

This course will cover relevant and current topics pertaining to job candidate interviewing, including; legal issues, protected grounds established by human rights laws, types of interview structure, interviewing techniques, and interview scoring.

Learning Outcomes

At the completion of this course, you will be able to:

- Understand the legislative framework in Canada and key terminology and how employer requirements have evolved to protect various groups.
- Understand the various types of interview structures and when and how each type of structure is most effective.
- Design an interview utilizing either behavioural or situational questions that will protect the organization from unwelcomed human rights complaints.
- Implement a candidate selection scoring system that will stand up to court challenges.

COACHING EMPLOYEES

Course Category **Human Resources Management**

Course Hours **8.0**

Course Fee **\$250/learner**

Minimum Group Size **5 participants**

Course Description

Coaching can be defined as the practice of inspiring, energizing, and facilitating learning. From an organizational perspective, coaching is one of the keys to creating a successful organization, as a good system can maximize the value of employee's skills and abilities and optimize performance. A poorly designed system may have irreparable harm by promoting destructive behaviours.

An effective coach will support an employee in obtaining a professional goal by providing guidance. In this course, participants will learn what defines an effective coach, what competencies are required to be an effective coach, how to properly demonstrate key behaviours, and how to establish coaching relationships.

Learning Outcomes

At the completion of this course, you will have an understanding of:

- What coaching is and what it takes to be an effective coach.
- The roles & responsibilities of the coach and coachee.
- The skills, abilities, and attributes of an effective coach.
- The process required to establish a coaching relationship, engaging in coaching conversations, and creating an action plan.



PERFORMANCE MANAGEMENT

Course Category	Human Resources Management
Course Hours	8.0
Course Fee	\$250/learner
Minimum Group Size	5 participants

Course Description

Performance Management is an area of human resources where leaders can particularly struggle and can be uncomfortable for people who do not have a good base of conflict management skills. Having a good foundation in place can do a lot of take the pressure off performance management and performance conversations. In this full-day course, we will explore the concept of performance management and how good leaders will utilize performance management methods and tools to maximize employee and organizational performance.

Learning Outcomes

At the completion of this course, you will have an understanding of:

- What steps are involved in establishing a culture of accountability.
- What types of tools and methods can be used to manage the performance of an employee.
 - ◊ How to approach a performance management conversation and ensure all parties understand and acknowledge expectations.
- What are the components of a performance management program and how to properly design a system that supports organizational goals.

SUCCESSION PLANNING & TALENT MANAGEMENT

Course Category **Human Resources Management**

Course Hours **8.0**

Course Fee **\$250/learner**

Minimum Group Size **5 participants**

Course Description

Succession Planning is a critical function for any business. A solid succession planning program can enable a company to increase its level of organizational capability, minimize risk of business disruption, and increase the motivation and engagement of employees. When we think of succession planning, it cannot only be about the executive level. Company's who enjoy sustainable success are those that proactively plan for leadership transitions and develop and retain its best people. This course will cover important topics pertaining to succession planning, such as the steps to creating a succession plan, identifying leadership competencies important to your organization, conducting talent assessments, and creating development plans.

Learning Outcomes

At the completion of this course, you will have an understanding of:

- Why succession planning is critical for a business.
- How to identify the key steps to succession planning.
- How to properly assess leadership potential and competencies.
- How to generate and implement effective people development solutions

WORKPLACE INVESTIGATIONS

Course Category	Human Resources Management
Course Hours	16.0
Course Fee	\$300/learner
Minimum Group Size	8 participants

Course Description

Workplace investigations can be extremely difficult and complex, and if not handled properly, lead to extremely negative consequences for an organization.

This course will teach the basics of investigations in order to maintain credibility, respect, and protect against risk. Specific topics include the consequences of inadequate investigations, how to plan for and execute an investigation, analyzing data from an investigation, summarizing findings and making sound recommendations, and writing thorough and detailed investigation reports.

Learning Outcomes

At the completion of this course, you will have an understanding of:

- The when, the why, and the how of investigations.
- The steps involved in planning and executing a workplace investigation, from receiving a complaint through the interviewing of the complainants and respondents.
- How to make sense of the data, analyze your findings, and come to reasonable conclusions.
- How to write a detailed and concise report that will protect your credibility.

EMPLOYEE TERMINATIONS

Course Category	Human Resources Management
Course Hours	8.0
Course Fee	\$250/learner
Minimum Group Size	5 participants

Course Description

Employee terminations are one of the most difficult and high-risk areas in human resources. If handled the wrong way, an organization can be left exposed to expensive lawsuits. Where organizations typically get in trouble is when an employee is terminated for cause, when “cause” hasn’t been properly established.

Particular care should be taken to ensure that the organization has grounds for the termination and that it is handled with respect. This course covers the various types of terminations, writing termination letters, formulating a reasonable severance package that may minimize legal exposure, handling the termination process and termination discussions, and minimizing security threats.

Learning Outcomes

At the completion of this course, you will be able to:

- Distinguish between the various types of terminations, such as “with cause” and “without cause” and know when to properly classify terminations as such.
- Write a termination letter that will clearly communicate the decision and relevant exit tasks.
- Determine a severance package that will satisfy the legislative requirements for the organization and also minimize risk of lawsuits.
- Conduct a termination meeting that is completed in a respectful manner and that protects the safety of all parties.

LEADING EMPLOYEES

Course Category **Leadership**
 Course Hours **4.0**
 Course Fee **\$150/learner**
 Minimum Group Size **4 participants**

Course Description

In this half-day course, we will explore leadership from philosophical and theoretical perspectives. This is a broad overview and introduction to the characteristics, skills, and abilities of effective leaders. Included as topics are the components of leadership, the competencies that are required, influencing others, and growing and evolving as a leader. As part of the discussion, related topics will include: coaching, communication, team building, motivation, and conflict management.

Learning Outcomes

At the completion of this course, you will have an understanding of:

- The role that leaders play in an organization and how they can lead an organization to succeed.
- The attributes and characteristics of effective leaders.
- How a leader can influence and engage others.

BUILDING EFFECTIVE TEAMS

Course Category **Leadership**
 Course Hours **4.0**
 Course Fee **\$150/learner**
 Minimum Group Size **4 participants**

Course Description

Team Building goes beyond attending an event together or participating in a group activity. Real team building is about learning about each other, understanding what makes each other tick, and collaborating to establish shared goals based on mutual interests. Team success occurs when the team is committed to shared goals and collaboration, embraces the ideas and perspectives of others, and resolves conflict in a respectful and constructive manner.

The focus of this course will be for participants to learn the basics of building effective teams for success, creating a team environment, and establishing a culture of team accountability.

Learning Outcomes

At the completion of this course, you will have an understanding of:

- The elements and characteristics of productive and successful teams.
- How to determine personal styles and how they impact team effectiveness.
- How to appreciate team diversity and identify and leverage the strengths of others.
- Approaches to resolving conflict in a constructive and respectful manner.



CHANGE MANAGEMENT

Course Category **Leadership**
 Course Hours **8.0**
 Course Fee **\$250/learner**
 Minimum Group Size **5 participants**

Course Description

Mastering change takes time and effort, and it is an art form that is rarely accomplished to the level of success that was intended. Many change efforts fail for various reasons, whether it is not having a clear vision, communicating effectively, or engaging the right stakeholders.

This full-day course will challenge participants to identify where change comes from, how they can respond to a changing workplace and changes in their industry, identify and demonstrate competencies that are required to lead successful change, and implementing a change utilizing proven frameworks.

Learning Outcomes

At the completion of this course, you will have an understanding of:

- The importance of organizational change.
- Where change comes from and how to manage through it.
- How a formal change model can be utilized for the implementation of a change effort.
- How to deal with those who combat and are resistant to change.

EMPLOYEE ENGAGEMENT

Course Category **Leadership**
 Course Hours **2.0**
 Course Fee **\$100/learner**
 Minimum Group Size **3 participants**

Course Description

How do you define employee engagement? How do you recognize engagement issues and diagnose what is negatively impacting employee engagement? In this course, we will discuss the recipe for building employee engagement and how an organization can leverage engagement for success. We will also review some tools and methods that can be used to identify engagement issues and diagnose the root-cause. The primary goal of this course is for participants to recognize how they can build an organization where employees stay, have their say, and go above & beyond.

Learning Outcomes

At the completion of this course, you will have an understanding of:

- The components of employee engagement and what constitutes positive levels of employee engagement.
- How an organization can motivate employees to stay with the organization, voice their opinions in a constructive manner, and go above & beyond the call of duty.
- The tools and methods that can be used to diagnose the root-cause of employee engagement issues and how to implement plans to address these issues.

DECISION MAKING & UNDERSTANDING THE BIG PICTURE

Course Category **Management**
 Course Hours **1.0**
 Course Fee **\$50/learner**
 Minimum Group Size **3 participants**

Course Description

In its most basic sense, decision making is about the thought process of selecting a logical choice from available options. How and why do some of us struggle with making decisions then? We must be able to sift through and sort through sometimes a mountain of information, somehow make informed decisions, and involve the right people in executing the required actions. This course focuses on providing participants with a framework and the tools to make effective decisions.

Learning Outcomes

At the completion of this course, you will be able to:

- Utilize a framework for decision making, that will consider all relevant information, identify alternatives, and select an appropriate course of action.



DELEGATION & DIRECTING WORK

Course Category **Management**
 Course Hours **1.0**
 Course Fee **\$40/learner**
 Minimum Group Size **3 participants**

Course Description

Many times, as managers, we are faced with a dilemma where we have to complete an important task, but you guessed it, we don't have time to do it! In a management role, it's common for us just to take the reigns and deliver, because we know we can get the job done. However, if you are working a limitless amount of overtime and excluding your team, the long-term result can be burnout and you can alienate your team because they perceive a lack of trust. Sometimes, delegation can go a long way and be a much more effective approach in getting work done. This course will help participants understand what can be achieved through delegation and how you determine what can and cannot be delegated.

Learning Outcomes

At the completion of this course, you will be able to:

- Utilize a framework for proper delegation, that will help you define the task, deploy the appropriate person to complete the task, and monitor progress.

EFFECTIVE COMMUNICATION

Course Category **Communication**
 Course Hours **4.0**
 Course Fee **\$150/learner**
 Minimum Group Size **4 participants**

Course Description

Communication is the art of creating and sharing ideas, the process of speaking and listening, and involves context and perception. Every interaction with another person determines how you are perceived and is an opportunity to develop trust and exert positive influence. Whether presenting one-to-one or to an audience of one thousand, communicating effectively is one of the most powerful skills in your leadership toolbox. Key topics included in this course include an overview of the communication process, body language, constructing your message, and active listening.

Learning Outcomes

At the completion of this course, you will have an understanding of:

- The concept of effective communication and the full process for communicating with others.
- Non-verbal cues and what your own body language is saying to others.
- The construct of a message that is being sent between sender and receiver.
- The process of active listening and how you can ensure you are really paying attention to others when they speak.



CONFLICT RESOLUTION

Course Category **Communication**
 Course Hours **4.0**
 Course Fee **\$150/learner**
 Minimum Group Size **4 participants**

Course Description

Employers nowadays have a very diverse workforce and requires its employees to work together with others from a variety of backgrounds. Individual differences exist among every employee. There are so many potential differences among the workforce and these differences can also be a source of conflict in the workplace. Conflict can be an issue at any level of the organization and can be peer to peer or between manager and subordinate. When individual differences drive conflict, people may create “stories” about the other party in the conflict. The purpose of this course is to review a number of techniques that can be used to resolve conflict and ensure we do not let “stories” fracture working relationships.

Learning Outcomes

At the completion of this course, you will have an understanding of:

- Why conflict occurs and how to recognize the early signs of conflict.
- How to diagnose the root-cause of conflict.
- How to resolve conflict through open dialogue and creating a mutual understanding.
- The techniques used to build respect with others as opposed to managing conflict through fear and intimidation.

FACILITATING MEETINGS

Course Category **Communication**
 Course Hours **1.0**
 Course Fee **\$50/learner**
 Minimum Group Size **3 participants**

Course Description

Did you ever lose control of a meeting and wonder what went wrong? Run down the rabbit hole without an ending in sight? Facilitating an effective meeting takes skill and the ability to focus, encourage, and support the thoughts, opinions, and values of others; all while ensuring a quality discussion. During this Lunch 'N Learn course on Facilitating Meetings, we will review the process for planning a meeting, discuss the role of the facilitator and participants, explore the structure of an efficient meeting, and review the steps for closing a meeting as well as assigning action items.

Learning Outcomes

At the completion of this course, you will have an understanding of:

- How to plan an efficient meeting that optimizes the meeting time to meet the meeting objectives.
- The role of the facilitator and participant and how meetings are kept on track.
- How to generate and facilitate effective and collaborative discussion during a meeting.
- The process for establishing action items and how to ensure deliverables are met.

MANAGING DIFFICULT CONVERSATIONS

Course Category **Communication**
 Course Hours **4.0**
 Course Fee **\$150/learner**
 Minimum Group Size **4 participants**

Course Description

This course is the 2nd portion of Conflict Resolution and participants should take “Conflict Resolution” as a pre-requisite. In this course, we build on the topic of conflict resolution by discussing the process for approaching difficult conversations. As part of this half-day course, we will narrow in on how to identify the root-cause of a conflict and how to prepare for a difficult conversation by mapping out the objective and desired outcome of the conversation, overcoming assumptions, and creating a safe place for conflict to be resolved.

Learning Outcomes

At the completion of this course, you will have an understanding of:

- The timing of when a difficult conversation must take place.
- A framework that can be used to navigate difficult conversations to resolve conflict.
- How to overcome personal differences and find a mutual understanding.

ON-THE-JOB-TRAINING

Course Category	Training
Course Hours	8.0
Course Fee	\$250/learner
Minimum Group Size	5 participants

Course Description

This course consists of two (2) modules, with the first portion focusing on establishing the foundations and structure for training programs, and the second portion focusing on techniques and proven methods for on-the-job-training. Key course topics for Module 1 include process mapping and work instructions, training evaluation and documentation, capturing employee versatility, and training profiles. Key course topics for Module 2 include the phases of on-the-job training, the role of the trainer, personal learning styles, and listening and communication.

Learning Outcomes

At the completion of this course, you will have an understanding of:

- How to properly create, revise, and communicate a work instruction.
- How evaluate a trainee and document competency levels.
- The process for visualizing versatility levels and planning for training activities,
- Your ability to train others.
- Techniques and tools used for conducting on-the-job training.

LEAN MANUFACTURING TECHNIQUES

Course Category **Lean Methodology**
 Course Hours **40.0**
 Course Fee **\$500/learner**
 Minimum Group Size **12 participants**

Course Description

Lean is defined as an operational excellence strategy that enables companies to continuously eliminate waste while having a positive impact on the quality of work life. This course will teach the basic fundamentals of Lean, including; continuous improvement, the many types and forms of waste, the 5S methodology, standardized work, continuous flow, and the PDCA (Plan-Do-Check-Act) cycle.

Learning Outcomes

At the completion of this course, you will have an understanding of:

- How to support an organization's lean initiatives.
- Proper organization of workspaces.
- Lean terminology and methodologies.
- Efficient workflows and how they contribute to productivity improvements.
- Challenging the status quo and getting efficient results.

MANAGING HEALTH & SAFETY INCIDENTS

Course Category **Health & Safety**
 Course Hours **8.0**
 Course Fee **\$250/learner**
 Minimum Group Size **5 participants**

Course Description

The purpose of this full-day workshop is to familiarize participants with the process and requirements for dealing with any workplace near miss or occupational injury/illness. The key topics discussed will include incident response requirements, incident investigations, employee and management responsibilities, risk analysis, and legislative reporting requirements.

Learning Outcomes

At the completion of this course, you will have an understanding of:

- The required steps to be taken in response to a workplace incident, along with the timing of each step.
- The purpose and methodology of a workplace investigation in relation to workplace safety incidents.
- The roles and responsibilities of employees and management in managing a workplace incident.
- How to diagnose the root-cause of an incident along with the process for analyzing risk for reoccurrence.
- The process for internally reporting workplace incidents and the legislative requirements for reporting a workplace to WCB.

STRATEGIC PLANNING & GOAL DEPLOYMENT

Course Category	Strategic Planning
Course Hours	8.0
Course Fee	\$250/learner
Minimum Group Size	5 participants

Course Description

Establishing long-term business goals and formulating a path to reach those goals can be an arduous task for business owners. More often than not, even when goals are established, the steps to realize those goals are not exactly clear. During this full-day course, you'll learn how to formulate strategic level goals that are tied to your vision, mission, values, and that are based on a proper analysis of your internal/external competitive environment.

Learning Outcomes

At the completion of this course, you will be able to:

- Formulate a corporate vision, mission, and core values.
- Analyze the internal and external environment in which your company competes.
- Understand your company's competitive edge and position.
- Set strategic level goals that are properly deployed throughout your organization.
- Establish a goal deployment program that promotes alignment across your entire organization.

STRATEGIC WORKFORCE PLANNING

Course Category	Strategic Planning
Course Hours	40.0
Course Fee	\$500/learner
Minimum Group Size	12 participants

Course Description

This course provides participants with an overview of key concepts in Human Resources and Workforce Planning. Organizational strategies require different human resource management policies and practices. This course is designed to help your company plan and make decisions about the allocation of resources for the effective management of people. Topics include strategic planning, mergers and acquisitions, downsizing and restructuring, performance management, and succession planning.

Learning Outcomes

At the completion of this course, you will be able to:

- Analyze the external and internal business drivers impacting HR planning and HR service delivery.
- Accurately forecast HR demand and supply based on environmental and organizational analysis.
- Develop organizational succession plans and mentoring programs.
- Implement a model of change to facilitate organizational change.



STRATEGIC HUMAN RESOURCES MANAGEMENT

Course Category	Strategic Planning
Course Hours	40.0
Course Fee	\$500/learner
Minimum Group Size	12 participants

Course Description

Human Resources is a constantly evolving and complex field. This course not only provides participants with an overall introduction to the field of human resources management, but an understanding of how human resources and business strategies are linked together. During this course, participants will learn how to align strategy, people, performance, and culture. Topics include strategic HR management, change management, organizational effectiveness, hiring, employee engagement, employee relations, compensation and benefits, succession planning, and training & development.

Learning Outcomes

At the completion of this course, you will be able to:

- Develop and articulate a human resources strategy.
- Lead cultural changes that lead to improved employee relations and organizational performance.
- Maximize the efficiency of the human resources function by leveraging technological resources.
- Align the human resources function with corporate strategy for maximum impact on organizational performance.
- Anticipate long-term needs of your organization and proactively plan how to meet those challenges.

HUMAN RESOURCES FOR SMALL BUSINESS

Course Category	Strategic Planning
Course Hours	4.0
Course Fee	\$150/learner
Minimum Group Size	14 participants

Course Description

When you start a business, there isn't really a playbook that explains how to implement the human resources function or how to mitigate risk to your business. It is a common myth that the human resources function is not required in a business until it grows beyond 50 employees. While a small business may not require a full-time HR professional immediately, there are certainly several HR practices that can be implemented to mitigate risk for a small business. This course addresses common and recent HR challenges involving navigating changes to employment standards and occupational health & safety, dealing with the legalization of cannabis, and the risks associated with operating a business without having policies, employment contracts, or contractor agreements in place.

Learning Outcomes

At the completion of this course, you will have an understanding of:

- The importance of Job Descriptions and Job Postings in setting job expectations and attracting top talent to your organization.
- The Protected grounds established by human rights laws.
- How employment agreements and subcontractor agreements should be structured.
- The types of human resources policies that will mitigate risk to your business.
- The risks associated with alcohol & drug testing and how to properly administer.

KEY PERFORMANCE INDICATORS

Course Category	Strategic Planning
Course Hours	1.0
Course Fee	\$50/learner
Minimum Group Size	3 participants

Course Description

As a business sets its strategy in motion, how can it measure success? Sometimes it is difficult for a business to identify the most meaningful and useful indicators of success. Key Performance Indicators (KPIs) are an integral part of the strategic planning process, as KPIs provide feedback to a business in how effective their strategies are in realizing their broader strategic goals. This Lunch 'N Learn is designed to provide business leaders with an introduction to the fundamentals of performance management, and how they can design a KPI system that will provide them with meaningful and useful data.

Learning Outcomes

At the completion of this course, you will be able to:

- Identify data and information that is useful to your company.
- Formulate a structure for tracking organizational performance.
- Process for accurately collecting, analyzing, summarizing, and visualizing data.
- Communicate complex data and Key Performance Indicators (KPIs) to various stakeholders.

BUSINESS CONDUCT & ETHICS

Course Category **Corporate Compliance**
 Course Hours **2.0**
 Course Fee **\$100/learner**
 Minimum Group Size **3 participants**

Course Description

In today's changing world, businesses need to be not only aware of the various ethical and legal challenges they're facing, but also have a structure in place to manage these challenges. Many businesses also struggle when faced with a situation when an employee's actions violate their Code of Conduct or ethical expectations. This course provides an overview of the various ethical dilemmas facing businesses today and provides participants with the tools to create an ethical organization.

Learning Outcomes

At the completion of this course, you will be able to:

- Understand the types of ethical dilemma's that employees may face.
- Recognize unethical behaviours and proper actions to take in response.
- Create a policy and procedure to govern business conduct of employees.
- Develop a process for reporting of unethical behaviour.



DIVERSITY AND INCLUSION

Course Category	Corporate Compliance
Course Hours	4.0
Course Fee	\$150/learner
Minimum Group Size	4 participants

Course Description

Diversity & Inclusion is a big area of risk for any business. If the proper steps are not taken to create a diverse and inclusive workplace, a business may be left vulnerable, with high exposure to unwelcomed outcomes such as low employee engagement, damage to brand and reputation, and costly lawsuits. In this half-day course, we'll cover topics such as the meaning of diversity & inclusion, establishing roles and responsibilities for all levels of management and employees, and creating diversity awareness at an organization.

Learning Outcomes

At the completion of this course, you will be able to:

- Define Diversity & Inclusion how it relates to the work environment.
- Articulate the behaviours that are required in your organization to create a diverse and inclusive workplace.
- Increase awareness of diversity & inclusion to positively impact employee engagement.
- Develop policies and structure in your organization that increase diversity awareness and inclusion.

PRIVACY IN THE WORKPLACE

Course Category	Corporate Compliance
Course Hours	2.0
Course Fee	\$100/learner
Minimum Group Size	3 participants

Course Description

Privacy is fundamental to all individuals and is a legislated right. An organization is required to ensure they have proper internal controls in place and proper safeguards and mechanisms that will protect the privacy of its employees, customers, and other stakeholders in which personal and confidential information is collected. This course will cover topics such as privacy roles & responsibilities, privacy definitions and principles, and privacy breaches.

Learning Outcomes

At the completion of this course, you will have an understanding of:

- Privacy legislative requirements in Canada
- The roles and responsibilities for managing private and confidential information.
- Privacy definitions and privacy principles.
- Types of safeguards and controls that will protect private and confidential information.
- What constitutes a breach in privacy and how to effectively manage a breach.



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