



## Human Resources & Employee Development Workshops and Consulting Services

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*Enabling Effective Community and Workplace Learning and Leadership*

## WORKPLACE EFFECTIVENESS SERIES

List of courses related to Workplace series

- Becoming an Effective “on the job” Competency Assessor
- DACUM Facilitations
- Embracing Workplace Diversity
- Essential Change-Ability
- Fostering an Ethical Culture in the Workplace

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### ***Becoming an Effective “on the job” Competency***

#### ***Assessor***

*(DD & CMW)*

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The purpose of completing an on-the-job competency assessment is to validate that incumbents in a given job role possess the knowledge, skills and behaviours needed to be successful. This information is used to mitigate risk (such as financial, regulatory or workplace safety) or to identify any existing skill gaps for individual development plans, learning programs etc.

Many organizations have identified the competencies required for the jobs or positions in their companies. However, very few organizations have an established framework or staff with the required skill set needed for completing competency assessments. Of those conducting assessments some organizations are doing so in an unstructured and informal manner. Structured and formalized on the job competency assessments play an integral role in managing safety, productivity, and performance.

This 2 day workshop will provide assessors with practical knowledge, skills, and attitudes to effectively conduct assessments that are reliable, valid, and fair. Participants will engage in highly interactive activities that will allow the facilitator to act the role of an assessor. This will allow for an authentic learning experience for the assessors or potential assessors. The assessment examples

used in this workshop will range from soft skills (e.g. customer service) to technical assessment (trades). Each participant will leave the workshop with customizable templates ranging from a framework for designing an on-the-job assessment program to evaluation templates.

#### **LEARNING OUTCOMES**

*You will ...*

- *Discuss the purpose of on the job assessments*
- *Discuss competency assessment as an integral component of training*
- *Discuss the influence increased regulatory requirements have on the ability of organizations to demonstrate competencies*
- *Discuss the importance of structured informal learning on the success of a competency-based program*
- *Discuss the influence of culture, organizational structure, and operational policies on the job assessment activities*
- *Discuss the pros and cons of using different methods of measuring competency (e.g., observation, simulations, and written.)*
- *Discuss the importance of reliability, validity, and fairness of assessments*
- *Develop measureable standards upon which assessment is based*
- *Define the role of an assessor*
- *Demonstrate the skills of an effective assessor*
- *Compare your personal attributes to those of an effective assessor; leadership, open minded, sound judgment, objectivity, ethical, diplomatic, observant, decisive, tenacious, and self-reliant*
- *Discuss the similarities and differences between an external and internal assessor*
- *Discuss the steps required to implement a successful competency program*
- *Document the results of an assessment in a neutral and factual manner*
- *Provide feedback in a positive and constructive manner*
- *Review aggregated assessment results and offer recommendation*

#### **COMPETENCY AREAS**

*Communication, Impact & Influence; Leadership skills*

**DURATION:** 2 Days

## DACUM Facilitation

*A job analysis tool* <sup>(CMW)</sup>

DACUM job profiles and task analyses provide a comprehensive body of information about a given job in a relatively short period of time. This information can be used to provide the basis for job-specific, competency-based learning programs, support job re-design efforts, provide a basis for performance management and support job classification processes.

### LEARNING OUTCOMES

You will ...

- *Plan a DACUM workshop*
- *Explain the DACUM process and philosophy*
- *Describe appropriate applications for DACUM*
- *Define DACUM terms*
- *Practice DACUM Facilitation techniques*

### COMPETENCY AREAS

*Communication, Impact & Influence; Leadership skills; Results Orientation*

**DURATION:** 3 Days

## Embracing Workplace Diversity

<sup>(CMW)</sup>

In the past ten years, the workforce has changed dramatically. More than ever, a workplace is a diverse collection of individuals proud of their age or generation, gender, sexual orientation, religion, ethnic background, and all the other components that make an individual unique. These diverse backgrounds allow for different perspectives which when embraced, give organizations a competitive advantage. Rather than focus on the challenges, this workshop comes from a positive side emphasizing the benefits of harnessing diversity.

### LEARNING OUTCOMES

You will ...

- *Define diversity and related terms*
- *Discuss the benefits of managing diversity in the workplace*
  - *Gain competitive advantage*
  - *Increase productivity*
  - *Increase social responsibility*
  - *Create a healthy work environment*
- *Discuss the major factors influencing diversity initiatives in the workplace; organizational culture and employee values*
- *Complete a self-awareness inventory to identify possible areas for improvement.*
- *Discuss generation gaps as a component of diversity*
- *Discuss the four cornerstones of diversity: knowledge, acceptance, understanding, behavior*
- *Use politically correct language such as the STOP technique*
- *Discuss ways of creating a culture of inclusiveness*

### COMPETENCY AREAS

*Communication, Organizational Effectiveness, Impact & Influence*

**DURATION:** 1 Day

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## **Essential Change-Ability**

### **Change Management <sup>(CMW)</sup>**

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Change, as the adage goes, is one of the constants in life. We experience change in our professional and personal lives in a variety of ways, whether we are relocating to a new city, involved in a corporate merger, re-branding or reorganization, impacted by changes to leadership, significant system or process changes or working through a son or daughter leaving home to attend university. Having capabilities to readily work through life changes by reframing resistance to it creates possibilities for minimizing the anxiety and discomfort frequently associated with significant change. Imagine being able to approach change from a position of strength and sense of control.

This one-day workshop will help you recognize your own change management style and provides you with some new tools to use to work through it more effectively. You will be asked to work through case studies, focused primarily on typical workplace changes, to help you recognize your particular change-related reactions and tendencies and then reframe your perspectives by implementing new change-ability skills.

### **LEARNING OUTCOMES**

*You will ...*

- *List the typical workplace changes faced in today's business climate*
- *Identify your natural tendencies when faced with an imminent and significant change*
- *Reflect on whether or not your initial reactions are appropriately proportionate with a given change*
- *Identify ways to approach change from practical and un-emotional points of view*
- *Reframe your perspectives on a given change so stress is reduced and your focus centers on positive aspects*
- *Analyze typical workplace changes for any anticipated difficulties so you can proactively plan how you will work through any challenges associated with the change*

- *Recognize that your reactions to change are primarily behavioral and that you can regain complete control over your responses*
- *Recognize there are opportunities for growth in any new life experience you may encounter*

### **COMPETENCY AREAS**

*Communication, Impact & Influence, Results Orientation, Leadership skills*

**DURATION:** 1 Day

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## ***Fostering an Ethical Culture in the Workplace***

(CMW)

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Ethics can be viewed in many dimensions and through many filters. Fostering an Ethical Culture in Your Workplace provides opportunities for you to examine your perceptions and enhance your ability to recognize ethical implications in situations. This workshop will help you define your ethical framework to make solving those ethical dilemmas easier. We'll look at some tools that can be used when faced with an ethical decision. And, we'll look at some techniques you can use so you don't get stuck in an ethical quandary. Best of all, the workshop is highly interactive. We'll look at a lot of case studies so that you can practice making decisions in a safe environment; engage in small and large group discussion; have opportunities for self-reflection and sharing of ideas; as well as time to practice application of various concepts using sample scenarios.

### **LEARNING OUTCOMES**

*You will ...*

- *Explain the difference between ethics and morals; as well as the value of ethics*
- *Explore Kohlberg's six stages of moral development*
- *Identify some of your values and moral principles*
- *Use philosophical approaches to ethical decisions*
- *Discern ways to improve ethics in your office and start developing an office code of ethics*
- *Identify ways to avoid ethical dilemmas*
- *Use tools to help you make better decisions*
- *Deal with common ethical dilemmas that arise with organizational policy, co-workers, clients and supervisors*

### **COMPETENCY AREAS**

*Personal self awareness, Decision Making, Problem Solving; Communication, Accountability, Influencing Others, Office Ethics Acumen*

**DURATION:** 1 Day