

2011-2012 Annual Report

Highlights

- CODL offered 128 regular and new employee orientation workshops during the year, an increase of 56% over the last three years.
- The CODL workshops and webinars — excluding the Management Leadership Program workshops — attracted 1,192 employees.
- Service excellence is the subject of a growing number of workshops.
- CODL certificates are now recognized credentials for job applications.

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Our multi-talented team

To my great delight, CODL has increased its visibility over the years. While this is not due to the size of our team — we are a small team —, the diversity of what we offer to all employees has grown continually to respond to their changing needs. The number of workshops increased by 56% over the last three years, growing from 82 workshops in 2008-2009 to 128 in 2011-2012.

To ensure the relevance of our learning activities, we set up a Training Committee comprised of representatives from the various services and faculties, including Human Resources generalists and administrative officers. Its

members are our eyes and ears and our spokespersons as they liaise with their colleagues.

Our growth is due in part to the partnerships we are developing with various sectors. For example, the modules of our new program, *The Essentials of the Academic Sector*, have been designed with input from experts in the academic sector.

We are also engaging University personnel more by recruiting them as trainers. As well, our small team is multi-talented, with expertise in, among other things, andragogy, counselling, coaching and logistics. In addition to focusing on an excellent student experience, the University's strategic plan, *Destination 2020*, values the individual and collective

development of its staff. CODL is therefore enthusiastically pursuing its efforts to constantly improve the work experience of employees.

Nicole Tremblay, MEd (counselling), CCC, Manager



From left to right: Nathalie Jacob, Milaine Keutchankeu, Line Beaudoin, Marielle Gallant, Annik Cayen, Andrée-Anne Maranda, Nicole Tremblay

CODL's mission

Lead the organization and its members into discovering and achieving their full potential.



uOttawa

Ressources humaines
Human Resources

Learning



CODL uses a variety of formats for its learning activities, such as regular and customized workshops. It also has workshops designed specifically for new University staff and for employees who interface directly with students, as well as workshops that qualify for a certificate. Two years ago CODL began to offer webinars to keep pace with changes in the ways of learning. Mentoring and job shadowing are other forms of learning-by-doing that CODL offers. It also organizes the Management

Leadership Program and coaching activities that are described in the *Leadership* section on page 7.

It may also be noted that, thanks to its in-house training programs, among other factors, in 2012 the University has the honour of ranking among the [National Capital Region's Top Employers](#) for a third consecutive year.

“The simulation exercises and the testimonies shared by the various participants were exceptional.”

Participant, *Emotional Intelligence* workshop

Workshops

CODL's slate of workshops has grown 56% over the last three years. While the number of regular workshops and workshops for new employees increased from 82 to 128, the number of participants went from 804 to 1,073. The workshops covered a very broad range of topics, touching on the themes of self-knowledge, training trainers, communication, interactive

management, and administration.

Some of the workshops introduced in 2011-2012 are:

- Online Language-use Tools
- The Power of Resistance
- The Magic of Facilitated Training
- Introduction to Critical Thinking

The most popular workshops are the emotional intelligence and project management workshops, the info-capsules on French grammar, and the series of English writing workshops, *Write Right!* During the year, various customized group-specific workshops were offered in response to some 40 requests for support in organizational development.



	Regular workshops	Customized workshops	Webinars
Number	101	7	4
Number of participants	831	87	22
Satisfaction rate	98.9%	100%	No data

Certificates

The goal of the certificates is to ensure there is an integrated approach for everything that touches on an employee’s professional development. The certificates also provide several benefits, namely their link with performance management, their being recognized credentials for career advancement, and the fact that employees have flexibility in taking them at their own pace.

Two types of certificates are offered: first, the certificates

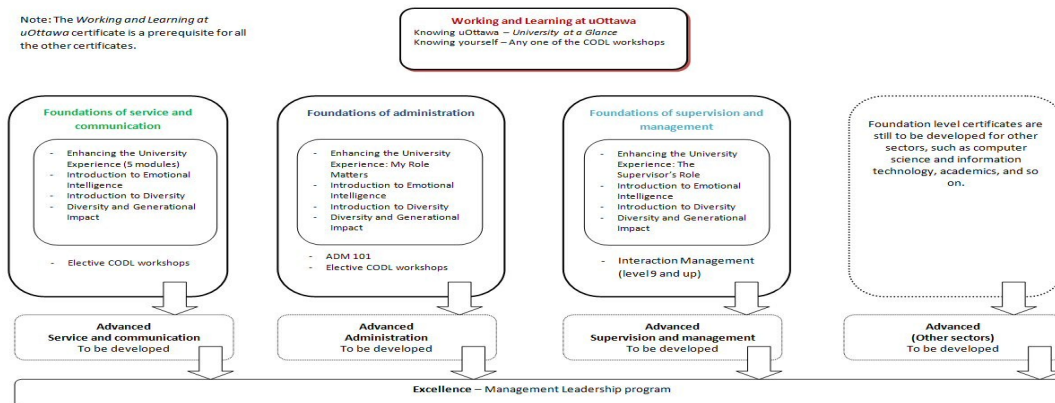
designed by CODL. They cover three areas for now: service and communication, administration, and supervision and management. The approach is three-tiered: Foundational, Advanced and Excellence, the last tier being the Management Leadership Program.

Second, in partnership with the various sectors, CODL develops certificates of competency. Experts in a given sector develop the learning content for the certificate in question. These certificates are

coupled with the foundational certificate that is chosen. In some cases, CODL also credits training taken off campus.

The certificate Working and Learning at uOttawa is required for all the other CODL certificates and for the competency certificates.

CERTIFICATES



(click on the graphic to enlarge it)

Mentoring and internships

A one-year pilot mentoring program was launched in January 2012. Five mentor-mentee teams have been formed thus far. The pairing process involves interviews with interested individuals, and CODL organizes the follow-up and mentoring. A post-program evaluation will be used to identify the requirements for offering mentoring to all employees.

CODL has also recently begun to organize one-day job-shadowing internships. They give employees the opportunity to explore their interest in another position or field of study, or just to broaden their knowledge. Four employees applied for job shadowing in 2011-2012.



New Employee Orientation

The University has several mechanisms for welcoming the individuals who join the ranks of its employees. In 2011-2012, CODL offered nine *University at a Glance* workshops, attended by 110 new employees. This workshop is offered every six weeks. The number of participants has grown by 15% in three years.

Another practical resource for new employees is the [E-Guide](#), which provides an overview of work life on campus. It explains the rights and privileges of

employees and the various services available to them on campus and nearby.

For managers and supervisors, the [New Staff Member Orientation](#) guide lists the tasks to be done before new employees arrive and the steps to be taken to ensure they are warmly welcomed during their first days and weeks.

“The workshop is very well balanced. It gives an excellent overview as there is so much to learn.”

Participant, *University at a Glance* workshop

Mandatory workshops for employees

University at a Glance

Performance Management and Development

One workshop in the Enhancing the University Experience series

Introduction to Financial Resources (RF 101)

Mandatory workshops for managers

University at a Glance

Performance Management and Development

Enhancing the University Experience: The Supervisor's Role

Interaction Management (level 9 and up)

Introduction to Financial Resources (RF 101)



Service Excellence

The CODL team continues to offer the series of mandatory workshops designed to optimize services for students. The modules of the *Enhancing the University Experience* series vary, being designed respectively for front-line employees, employees who do not interface directly with students, and supervisors.

Service excellence is also an important component of the workshop, *The Essentials of the Academic Sector*. Launched as a pilot project in the fall of 2011,

this ten-module training package is offered to new front-line employees in the academic sector. Given the conclusive results with the pilot group, the series will be offered on a regular basis.

The priority given to the student experience resonates with CODL. Its team is firmly committed to broadening the number of workshops focusing on service excellence.



Service culture

CODL is currently helping to define a service culture and a charter promoting service excellence.

The goal is to have all employees—not just the front-line employees—be mindful of the quality of their service. A service culture also exists among colleagues. Colleague-to-colleague services have repercussions on the student experience and help to sustain

a harmonious, enjoyable work climate.

During the year, CODL consulted students, managers and front-line employees on the University's service culture. The findings of these consultations will be used to consolidate the service aspect of the workshops next year.

“Now more than ever, it's important to focus on service offered by the University, both to students and between colleagues.”

Caroline Roy-Egner, Associate Vice-President
Human Resources

Standards revisited

During the 2011-2012 year, CODL assisted in reviewing the quality standards for student services and inter-colleague services. These standards cover telephone contacts, in-person contacts, and communicating by email.

The standards include many examples to facilitate their application in various situations. They describe the proper etiquette for emails and conversations. The core of this

approach is the notion that employees are the solution. The goal is to preserve, even improve, the prevailing welcoming culture at the University.



Career Management



Employees have to take ownership of their professional development. For this reason, CODL provides employees with a variety of means to help them manage their career.

CODL's [Career Development](#) website has links to the *Career Planning Guide* and *My Professional Portfolio*. It also provides details on the University's current programs for helping employees resume their studies or embark on another activity of their choice.

45 employees benefited from the Career Development Fund during 2011-2012.

Financial support

CODL manages two financial support mechanisms for assisting employees who want to broaden their knowledge or acquire new work experience. Through the Career Development Fund, \$22,190 helped 45 individuals in 2011-2012 by offsetting the cost of ad hoc training or of a program of studies.

Several employees chose to study in the fields of

administration, languages and coaching. By way of comparison, in 2008-2009, 43 people received \$19,636 in funding. The budget for 2011-2012 was therefore 13% larger than what it was three years ago.

In addition, six employees took a refresher leave from their regular positions while still receiving some or all of their regular salary. With these

leaves they had up to eight months for their projects. Supported projects are varied and may include for example completing a program of coaching studies or earning a university diploma.

Career tests and counselling

CODL offers career guidance and professional development services as well as individualized counselling. During the year, 72 employees took advantage of these services. They can range from a complete package for charting a new career course or for exploring other avenues, to one-time help with preparing for an interview or getting advice on drafting one's resumé.

Some employees elect to go it alone by taking the various [aptitude tests](#) CODL provides through its online [Career Planning Guide](#). While these are not formal psychometric tests, these questionnaires can offer insights and food for thought. Some tests have been developed by Service Canada, and others, by private organizations.



Leadership

In 2011-2012, nineteen modules of the Management Leadership Program were completed by 198 registered managers. The module topics covered, among other things, coaching, time management and political acumen.

This program is currently being revised, especially in light of the objectives set out in the University's strategic plan, *Destination 2020*. The overarching goal of the new program, which will be launched next year, will be to

integrate the ever increasing diversity of learning formats. Ultimately, program participants will be even better equipped to deal with both current and future organizational issues.

Transformational leadership will be the core of the revised program, as it goes further and deeper than participatory management. In 2011-2012, eight of the 19 modules of the Management Leadership Program addressed transformational leadership.

CODL has, it may be noted, signed a partnership agreement with the Centre for Continuing Education and the Transformational Learning Institute.



Coaching

CODL offers two types of coaching services: individual and group coaching. During the year, 22 managers took advantage of the individualized coaching provided through the Management Leadership Program. CODL can also support employees by suggesting the services of experts from its coaching roster on an as-needed basis. For employees who prefer a group approach, the first coaching circle saw the light of

day in 2011-2012 by way of a pilot project. Led by CODL's coaching specialist, the group of managers met at regular intervals. Their objective was to explore different perspectives for handling very real situations without defaulting to one-size-fits-all solutions. The project is being assessed to determine whether or not it will be pursued.

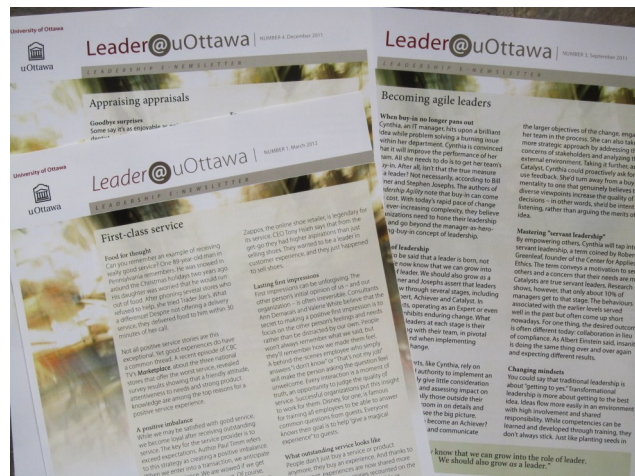
“Transformational leadership changes our way of managing. We’re no longer in the world of ‘or’ but in the world of ‘and’, as in win-win.”

Participant, Transformational Leadership module

Leader@uOttawa newsletter

The Leader@uOttawa e-newsletter was launched in 2009. Three issues were published in 2011-2012, covering the topics of service, performance appraisal and leadership agility. Intended mainly for managers, to equip them for their leadership roles, the [Leader@uOttawa](#) e-newsletter is available to all on the CODL website. Over the years, several leadership issues have been addressed, including change management,

intergenerational diversity and influence at work. All the previous issues are available on the same site.



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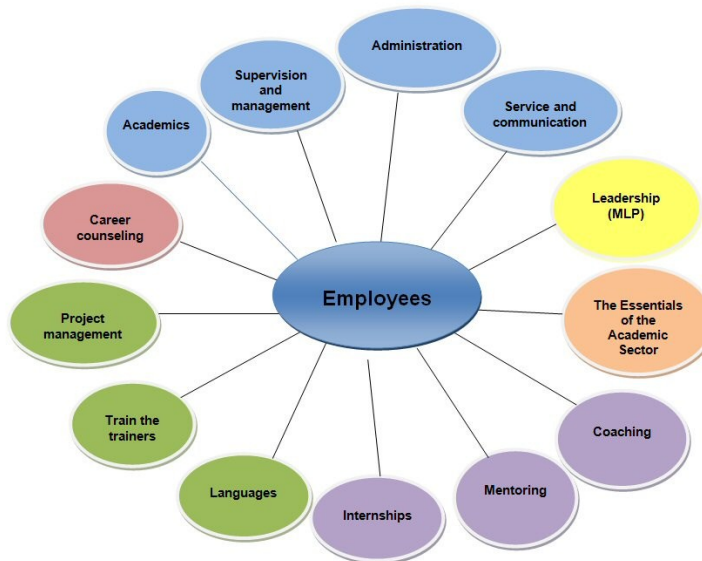
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Looking Ahead



CODL expects the 2012-2013 year to be a feverish one. The team will maintain its momentum and develop an integrated approach for its professional development activities.

The review of the Management Leadership Program will be completed and the team will be able to prepare the way for releasing its update.

CODL will also continue to develop its certificate programs. Certificates are a key element in the new approach for performance management, as all employees can use them as a springboard for professional development and as credentials when applying for a position.

In keeping with the priority given to the student experience in the University's strategic plan, *Destination 2020*, the

status of *The Essentials of the Academic Sector* training program will change from pilot project to regularly offered workshop. Refresher courses will be used to update the knowledge of experienced front-line employees.

CODL also has the latest trend, e-learning, in its sights. The team has plans to study its potential use for service delivery.

CODL plans to review its offer of career management services in order to come up with an integrated model that aligns with the new view of performance management. In fact, training in performance management will be offered throughout the year by CODL.

Another goal will be to acquaint employees with the improved access to their training records. In accessing

their file they can fine-tune their professional development objectives, especially since these objectives are now an integral part of performance management.

Lastly, mentoring and job shadowing will gather momentum as CODL will be recruiting participants during the year.

In short, another eventful year is beginning for the CODL team.

Excel, serve, shine

CODL

Centre for Organizational Development and Learning