



PREPARE YOURSELF...

# For the Challenges of the Future

ACCREDITATION &  
CERTIFICATION

PROGRAMS FOR TODAY'S PROFESSIONALS

## 2020 Calendar



**INSTITUTE OF PROFESSIONAL MANAGEMENT**

2210-1081 Ambleside Drive, Ottawa, ON, K2B 8C8

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MANAGEMENT TRAINING & DEVELOPMENT

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# PRESIDENT'S MESSAGE



Brian W. Pascal  
RPR, CMP, RPT  
President

## Discover IPM's Training Advantages Today!

The best advantage in these challenging times is to keep one step ahead of the competition. This applies to both organizations and individuals. Everyone needs to be better qualified to take on new and more challenging roles. One way to prepare for this is with a solid training program that provides certification and membership in an established association that focuses on learning and networking. Continuous learning and aggressive networking keeps you fresh, alive and at your best.

IPM, the Institute of Professional Management, has a proven track record of delivering nationally recognized accreditation programs and certificate programs to thousands of professionals across Canada since 1984 in the areas of Recruitment, Training, Management, Assessment and Leadership. IPM is a certified educational body registered with Employment and Social Development Canada (ESDC).

IPM offers three accreditation programs. Our Professional Recruiter program was Canada's first and remains the only accreditation program for corporate recruiters across Canada.

### The Programs

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The Professional Manager program helps managers and supervisors train others in key management skills. The Professional Trainer program shows participants how to assess training needs, develop the material to meet the needs, deliver the content and evaluate the results. IPM also offers two certificate programs: Personal Excellence and Focus Management Series.

### WHAT ARE THE TRAINING ADVANTAGES WITH IPM?

#### Accessibility:

All IPM training programs can be easily accessed by both organizations and individuals, including university students and graduates, to enhance their skills and obtain greater knowledge. Self-study methods include Mixed Media USB Flash Drive or CD-ROM, Text Based USB Flash Drive or CD-ROM and online training. All versions can be completed in your location of choice, be it at home or at work.

#### Affordability:

IPM programs are available at reasonable rates. They are not only tax deductible but they also qualify for provincial job grants and can often be applied to both individuals and their sponsoring organizations.

#### Continuing Education/ Professional Development Credits

IPM's accreditation programs qualify for continuing professional development or education credits with other HR management associations across Canada for eligibility to write Knowledge Exams as well as obtain recertification credits (CPD hours).

#### Group training:

For organizations that have several employees to train, our Mixed Media versions provide an attractive option that allows sharing of the program material at a much lower rate. Best of all, there's no need to travel to a training facility or to take additional time off work.

#### Input and participation from Canada's leading experts:

Our programs include material from the best in labour and employment law, to the best in management and training. IPM also has a myriad of additional resources available to assist today's professional. The Workplace Today™ Journal is Canada's leading journal of workplace issues, plans and strategies.

#### Networking & professional development opportunities:

Our four professional associations have a combined membership of over 2,600 senior human resource and management professionals with active chapters across Canada. Members come together to network and learn at biennial one day conferences and build relationships that strengthen their own opportunities for the future.

Discover the IPM advantage today. Maximize precious training dollars and learn at your own pace in your preferred location using cost-effective options. The prices are competitive, the content is the best there is. You deserve the IPM advantage!!

INSTITUTE OF PROFESSIONAL MANAGEMENT



# ATTAIN THE STATUS AND RECOGNITION YOU DESERVE

**CAN'T GET AWAY?  
ALL IPM PROGRAMS  
ARE SELF-STUDY!**




*IPM has prepared various delivery methods for these self-study programs to enable you to learn at your own pace and in your own time. Here are several ways to take advantage of our programs:*

## Option 1

### Mixed Media Version

Several of our programs are available in Mixed Media format. If you're a visual learner, this option is for you. Along with the USB Flash Drive or CD-ROM, you'll receive a workbook and the final exam needed to complete the programs. Mixed Media versions are available for the Professional Recruiter, Professional Manager and Professional Trainer accreditation programs.

#### Technical requirements:

- a)  Mixed Media USB Flash Drive: Computer running Microsoft Windows or Mac OSX, USB port, and a browser (Chrome / Firefox / Safari / Internet Explorer). No internet connection is required for this version. 
- b) Mixed Media CD-ROM: You will need a computer running Microsoft Windows, CD-ROM drive and a sound card. Mixed Media CD-ROM is not compatible with Mac OSX. 




**Program cost for Mixed Media USB Flash Drive or CD-ROM version:  
\$945 plus GST/HST**

## Option 2

### Text Based Version

The following programs are available on USB Flash Drive or CD-ROM in text based format: Professional Recruiter, Professional Manager, Professional Trainer and Personal Excellence.

#### Technical requirements:

- a)  Text Based USB Flash Drive: Computer running Microsoft Windows or Mac OSX, USB port, and a browser (Chrome / Firefox / Safari / Internet Explorer). No internet connection is required for this version. 
- b) Text Based CD-ROM: You will need a computer running Windows, CD-ROM drive and Internet Explorer version 6 or higher. No internet connection is required for this version. 

**Program cost for Text Based USB Flash Drive or CD-ROM version:  
\$735 plus GST/HST**

### Sharing the Programs

Do you have other colleagues who are interested in taking these programs? **The Mixed Media versions will allow up to nine (9) participants from the same organization to share the programs.**

All they have to do is purchase additional workbooks and exams at the cost of \$89 per person plus GST/HST.

## Option 3

### Online (Text Based)

All of our programs are available online. There is nothing to download – you simply log in to our training website at [www.workplace.ca](http://www.workplace.ca) with your user ID and password. You have 90 days access to the program material online which is sufficient time to complete it.

The following programs are available in online (text based) format: Professional Recruiter, Professional Manager, Professional Trainer, Personal Excellence and Focus Management Series.

#### Technical requirements:

You will need a computer with an Internet connection.



**Program cost for the Online version:  
\$685 plus GST/HST**

### Association Entrance Exams

All programs include the final entrance exam to qualify for the professional designations and join the vibrant associations. More details are included in this booklet.

### Income Tax Deductions

As a certified educational body, IPM can issue receipts for full tuition fees which can be applied towards your income tax.

# THE PROFESSIONAL RECRUITER



*This accreditation program consists of 3 modules. They teach recruiters and hiring managers how to reduce recruitment costs, lower the risk of erroneous hiring decisions and avoid needless litigation. Successful completion of all 3 modules of this program makes you eligible for membership in the Association of Professional Recruiters of Canada, the APCR, with the RPR (Registered Professional Recruiter) designation.*

## Module 1

### Reduce the Cost of Hiring:

#### *Standardize Your Recruitment Practices*

- Acquire the skills to analyze jobs and write comprehensive job and position descriptions
- Learn about internet recruiting, resumé screening and applicant tracking systems
- Improve the power of your recruitment advertising to attract the best applicants
- Discover fast and defensible methods to short-list internal and external resumé and justify who gets the interview
- Find out how exit interviews can validate your recruitment practices through a standard questionnaire
- Learn how to easily prepare recruitment statistics to save time, effort and impact the bottom line
- Maximize your understanding of timelines and basic project management techniques for quick and efficient recruitment campaigns



## Module 2

### Improve Hiring Accuracy:

#### *Lower the Risk of Erroneous Hiring Decisions*

- Discover the deficiencies of the traditional interview
- Acquire the skills to develop effective questioning techniques
- Learn how to develop behavioural interview questions to test for attitudes, values and beliefs
- Find out how to develop interview questions to assess the competencies and skills of the applicant
- Discover the six powerful steps for conducting an objective interview
- Maximize your understanding of when to conduct group interviews and learn how to carry them out without intimidating job applicants
- Acquire the skills to interpret and score applicant responses
- Learn how to document your preference of one applicant over another and defend your selection decisions when challenged



## Module 3

### Avoid Needless Litigation:

#### *Know and Understand Employment Law*

- Learn how to conduct reference checks without fear of libel or slander and identify the impact of privacy laws on the recruitment process
- Acquire the skills to avoid needless lawsuits, contract disputes and union or non-union grievances
- Find out why probationary employees can successfully sue your organization
- Discover the grounds leading to wrongful and constructive dismissals and improve discipline policies
- Profit from an analysis of labour laws and employment standards and learn how to ensure your letters of offer don't violate them
- Find out how to comply with health & safety and workers' compensation legislation
- Maximize your knowledge of human rights, employment equity and equal pay for equal work



### DELIVERY METHODS AND COSTS FOR THE COMPLETE PROGRAM:

**Mixed Media** USB Flash Drive version or Mixed Media CD-ROM version: \$945 plus GST/HST, **Text Based** USB Flash Drive or Text Based CD-ROM version: \$735 plus GST/HST, **Online** version: \$685 plus GST/HST

# THE PROFESSIONAL MANAGER



*This accreditation program consists of 3 modules covering 12 topics that deliver a set of key management skills. The objective is to manage the workload, communicate more effectively and use resources wisely. Successful completion of all 3 modules of this program makes you eligible for membership in the Canadian Management Professionals Association, CMPA, with the **CMP** (Canadian Management Professional) designation.*

## Module 1

### Set Performance Standards

#### *Develop Job Descriptions*

- Learn how to write a position profile to capture all details of the job
- Identify all the components that make up a position profile
- Find out how to describe the key tasks, responsibilities and competencies

#### *Improve Hiring Accuracy*

- Create a résumé-screening system to get to your short-list quickly
- Discover how to use the position description to develop powerful interview questions
- Learn the 6-step process to conduct the interview and maintain consistency

#### *Set Measurable Objectives*

- Use the job description to turn key responsibilities into quantifiable results
- Measure the end results by applying the 4 performance standards
- Set measurable objectives for your department and learn to delegate

#### *Conduct Job Appraisals*

- Identify the 5 roles of a team leader that contribute to the process
- Learn to use a detailed performance tool that will result in fair evaluations
- Know the 7-step appraisal process that guides discussion and turns the process into a positive exercise

## Module 2

### Increase Productivity

#### *Control the Workload*

- Learn to use timelines and milestones to track and control projects
- Understand how to involve, through input and delegation, each team member
- Acquire the team leader skills to control many projects and ways to keep track

#### *Build a Winning Team*

- Discover tips to building a team and the prerequisites to building success
- Learn how to set rules for team behaviour, problem solving and decision making
- Find out how to deal with ineffective team members and revitalize old ones

#### *Law for Managers*

- Discover a method to conduct reference checks within legislation guidelines
- Understand the legal relationship between the team leader and staff
- Learn how to deal with dismissals and other legal issues

#### *Finance for Managers*

- Learn accounting methods that will help you understand budget setting
- Discover how to calculate your department's budget and set controls
- Set up monitoring systems to compare actuals to forecasts and eliminate surprises

## Module 3

### Deliver The Message

#### *Build Interpersonal Skills*

- Learn to utilize the 3-step crediting process to reinforce positive behaviour
- Listen actively to identify the real issues using clarification and confirmation
- Correct negative behaviour through the 7-step constructive criticism process

#### *Write Power Messages*

- Learn how to identify a potential reader's needs to tailor your message
- Develop the best format and establish the language level required for the greatest impact
- Review the do's and don'ts of revising and proofing to build credibility

#### *Lead Effective Meetings*

- Decide if a meeting is really required and if so, learn to set an agenda
- Understand meeting protocol and how to avoid pointless discussions
- Learn how to create action plans that involve the participants

#### *Give Power Presentations*

- Discover the methods to keep your audience attentive and alert
- Learn how to set the agenda and decide which materials support your points
- Find out how to involve your audience in the subject through the effective use of room set-up and audiovisual aids

### DELIVERY METHODS AND COSTS FOR THE COMPLETE PROGRAM:

**Mixed Media** USB Flash Drive version or Mixed Media CD-ROM version: \$945 plus GST/HST, **Text Based** USB Flash Drive or Text Based CD-ROM version: \$735 plus GST/HST, **Online** version: \$685 plus GST/HST

# THE PROFESSIONAL TRAINER



*This accreditation program consists of 3 modules. It teaches participants how to assess the need for training, develop the material, deliver the content and evaluate the results. Successful completion of all 3 modules of this program makes you eligible for membership in the Canadian Professional Trainers Association, the CPTA, with the **RPT** (Registered Professional Trainer) designation.*

## Module 1

### Conduct a Training Needs Analysis:

#### *Identify the Deviations From Expected Performance*

- Learn how to assess the need for training through deviations from expected performance standards
- Identify the basic building blocks of effective training programs
- Master all aspects of your role as the trainer to get the information you need to assess training requirements
- Spot the telltale signs that more training may NOT solve your problem
- Conduct a comprehensive analysis of the training problem and clearly define the ultimate goal
- Identify and overcome organizational barriers to learning
- Acquire the skills to fix current "broken" training programs
- Discover when training will bring unwarranted interruptions to employee productivity



## Module 2

### Design an Effective Training Program:

#### *Eliminate the Possibility of Resistance to Change*

- Learn who are your top sources of information and learn to ask the right questions
- Build open and successful partnerships with managers and prospective trainees
- Acquire the skills to produce effective course materials
- Find the best sources for the course content you need
- Learn how to weigh the options between off-the-shelf products and home-grown solutions
- Understand adult learning styles and group dynamics for the most effective training plan
- Accurately estimate costs and benefits to maximize your program's return on investment
- Select the most effective training methods



## Module 3

### Deliver and Evaluate Training:

#### *Get the Message Across and Track Results*

- Maximize the return on investment of training to your organization
- Understand your audience and tailor your delivery to their needs
- Guarantee useful feedback from participants and managers
- Learn strategies to maximize retention of learning
- Evaluate the effectiveness of your program's design, content and usability
- Master the use of presentation aids and what to use where and when
- Master powerful presentation skills
- Measure the effect of your program back on the job – is it consistent with your organization's goals?
- Test for the transfer of skills – has the trainees' behaviour on the job changed?



### DELIVERY METHODS AND COSTS FOR THE COMPLETE PROGRAM:

**Mixed Media** USB Flash Drive version or Mixed Media CD-ROM version: \$945 plus GST/HST, **Text Based** USB Flash Drive or Text Based CD-ROM version: \$735 plus GST/HST, **Online** version: \$685 plus GST/HST

# Program Completion Information FAQ's

**Q** | *How can you order the programs?*

**A** | You can order and pay directly online on the secure website at **www.workplace.ca**, (click on Training). You can also complete the order form on Page 15 of this book and remit with payment to IPM. Payment Options: VISA, MasterCard, company cheque, money order or bank draft. You must add the GST or HST where applicable.

*NOTE: For all Text-Based and Mixed Media versions and workbook orders, a flat fee for shipping and handling of \$20 plus GST/HST must be added to the program cost.*

**Q** | *What is the difference between the different methods of study?*

**A** | **Online version:** This version contains the core material to complete the program. Participants have only 90 days from date of purchase to access the program material online and the same 90 day time limit to complete the program, including writing the final self-study exam. This version cannot be printed. The online version is for personal use only and cannot be shared. There are no extensions given for extra time to access or complete the program.

**Text Based USB Flash Drive or Text Based CD-ROM:** This version contains the core material to complete the program on USB Flash Drive or CD-ROM which is yours to keep, so you will continue to have access to program material. Participants have one year from date of purchase to complete the program, including writing the final self-study exam. The Text Based versions are for personal use only and cannot be shared.

**Mixed Media USB Flash Drive or Mixed Media CD-ROM:** This version contains more information than the online or Text Based versions and is the preferred, most popular method

of study. It also allows sharing with up to nine (9) other participants from the same organization. The initial kit contains the USB Flash Drive or CD-ROMs, one workbook and exam. Participants have one year from date of purchase to complete the program, including writing the self-study exam. The additional participants (maximum of 9) must purchase their own workbook and exam at the cost of \$89 plus GST/HST and would share the Mixed Media USB Flash Drive or CD-ROMs. The additional participants can order workbooks and exams as required and have one year from their date of purchase to complete the program.

**Q** | *Are there any prerequisites required before taking any of IPM's programs?*

**A** | There are no education or work experience prerequisites required for any of the programs. Most participants have completed post-secondary education. Also, there are no work experience or education credits given in lieu of taking the accreditation and certificate programs. Participants must purchase and complete the respective program prior to taking the final exam.

**Q** | *How long does it take to process the order?*

**A** | Orders are normally processed within five business days of receipt of payment with order form. Materials are shipped Canada Post, Expedited Post.

**Q** | *Are program orders cancellable or refundable once I've placed the order?*

**A** | Program orders are non-cancellable and non-refundable once you have

placed your orders. All the information pertaining to the programs, content, versions, pricing and completion details is available on our website. Once you place your order, there are no refunds or cancellations permitted.

**Q** | *What is the average time for completion for each program?*

**A** |

|                          |             |
|--------------------------|-------------|
| Professional Recruiter:  | 18–20 hours |
| Professional Manager:    | 30–36 hours |
| Professional Trainer:    | 18–20 hours |
| Personal Excellence:     | 18–20 hours |
| Focus Management Series: | 20–24 hours |

**Q** | *What other material is required to complete the programs?*

**A** | Our programs are designed to provide participants with hands-on practical knowledge that can be applied immediately in their workplace in a timely and cost-effective manner. The programs contain the necessary information to complete the program. However, most participants appreciate additional material to help them better understand the information given. For the accreditation programs, we recommend that you join your respective association as an Associate Member when you purchase the program. As an Associate member, you have access to Workplace Today™, Canada's leading online journal of workplace issues, plans and strategies and the Workplace Library, which contain thousands of articles on the vast range of topics included in the programs. You would have to join the association when you submit your final exam. As an Associate Member, you have the advantage of the added bibliography and can then submit your final exam when done, provided you are a member in good standing.

continued...

# Program Completion Information FAQ's

Upon successful completion, you are upgraded from associate member to full member status at no additional charge.

**Q** | *Is there a deadline to complete the programs?*

**A** | The Mixed Media and the Text Based USB Flash Drive and CD-ROM versions of all programs allow you one year from date of purchase to complete the program and submit final documents as stipulated below. The online versions allow only ninety days from date of purchase to complete.

**Q** | *How do you write the exam?*

**A** | Each program contains an open book exam for which hard copy responses (saved as Word document) are required in concise, note or bullet form. After you have completed the exam, you mail (via Canada Post) the exam responses, membership application to the respective association and first year's membership fees (\$175 plus GST/HST) to IPM to become eligible for your professional designation plus the host of other member benefits listed on the IPM Associations Membership page.

For the Personal Excellence and Focus Management Series programs, you would mail (via Canada Post) your exam responses typed in concise, note or bullet form to IPM to become eligible for the completion certificate.

**Q** | *What is the pass grade for the exams?*

**A** | As all exams are open book for these self-study versions, the minimum grade to pass is 75%.

**Q** | *How do you order materials for colleagues who wish to share the Mixed Media versions of the programs?*

**A** | The Mixed Media USB Flash Drive and CD-ROM versions of the Professional Recruiter, Professional Manager and Professional Trainer programs allow sharing with up to nine (9) additional participants from the same organization. All they have to do is order additional workbooks and exams at the cost of \$89 per person plus GST/HST. There is no deadline to order the additional workbooks, but use is limited to nine additional participants.

*NOTE: For those participants purchasing extra workbooks at a later date, they have one year from their date of purchase to complete the program. All Text Based and online versions of IPM's programs are intended exclusively for individual use – no sharing is permitted.*

**Q** | *How long does it take to get results after candidates have submitted exams along with membership applications and fees?*

**A** | Exams are reviewed within two weeks of receipt. Upon successful completion (pass), membership applications will be processed. Candidates will then be notified by email. Certificates will be sent accordingly. NOTE: As the professional designations are the intellectual property of IPM Associations, you must renew your membership annually to maintain the professional designations and other member benefits.

**Q** | *If you want to take more than one program and join more than one association, is there a discount on membership fees?*

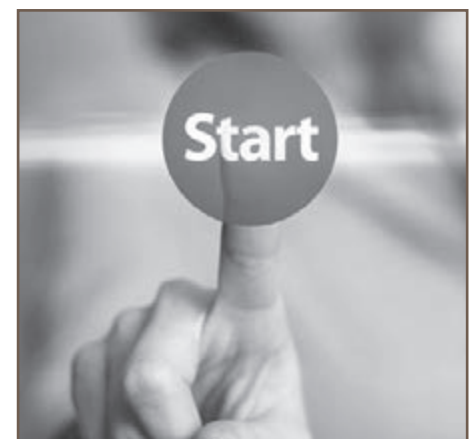
**A** | IPM offers blended membership discounted fees for those who have completed more than one program. The fees for first designation/association membership are \$175 per year. You would only pay \$50 more per additional designation for the current membership term (plus GST/HST).

**Q** | *Are the programs tax deductible?*

**A** | Tuition fees for all the programs are tax deductible. You must send an email with your complete contact information to [info@workplace.ca](mailto:info@workplace.ca) to request your tax tuition receipt in February or March for the preceding year. Your receipt will then be issued and mailed accordingly.

**Q** | *Once you become a member, what do you have to do to maintain the designation?*

**A** | To maintain the designations, all you have to do is renew your membership annually and on time. You do not have to take additional courses. You cannot use the professional designation or state that you have successfully completed the program without being a member in good current standing in the respective Associations. Renewal invoices are emailed 6 weeks prior to renewal date.





# IPM ASSOCIATIONS

## Stay on Top of your Field and Industry

JOIN A STRONG AND VIBRANT NETWORKING ASSOCIATION!

Some may argue that the value of credentials to employers, that of continuous learning and belonging to a professional association, is questionable. They admit that the credentials and activities are “nice” but aren’t required for a vast majority of jobs. Individuals do not become professionals because they have taken a program. Individuals become professionals because of their lifetime dedication and commitment to higher standards, ideals, honourable values and continuous self-improvement.

IPM recognizes the need of practitioners involved in Recruitment, Management, Training and Assessment for a professional framework within which to carry out their roles. As an educational body registered with ESDC, IPM provides the content, structure, accreditation and designations required to establish this framework.

IPM Associations were founded to establish standards and practices for their respective areas of specialization and to provide members with the tools to practice at the highest professional levels. Their objectives include developing and maintaining the standards of the profession through accreditation programs and updates, enhancing the status of the profession through rules of practice and a code of ethical behaviour, pooling the resources of members by circulating news, statistics and knowledge and promote interests of members by circulating information about the profession to the general community.

IPM’s four professional associations include The Association of Professional Recruiters of Canada, the Canadian Management Professionals Association, the Canadian Professional Trainers Association and the Canadian Association of Assessment Specialists. The Associations have a combined membership of over 2,600 senior human resource and management professionals with active local and regional chapters across Canada.

Two types of memberships are available to all Associations:

Full members have completed their respective accreditation programs, successfully completed the entrance exam and are eligible for their professional designation by joining the association.

Associate members are consultants, service providers or suppliers to the HR and management sectors or those who have not yet completed the full accreditation program.

### Membership Benefits include:

- Complimentary subscription to IPM Associations Members Quarterly Newsletters in Print and Online, featuring a wealth of fresh information from Canada’s leading experts on a wide range of workplace issues as well as keeping members abreast of current issues and events.
- Complimentary online subscription to Workplace Today™ Online, Canada’s premiere workplace journal. With a retail value of \$119, you get well-researched legal information, detailed case studies on timely issues and concise reporting on today’s labour trends from the best in the business.
- Complimentary access to the Workplace Library, a comprehensive collection of online articles and features for today’s managers and supervisors.
- Quick access to timely information with an excellent search engine all in one place at [www.workplace.ca](http://www.workplace.ca).
- Professional development and networking opportunities at chapter events across Canada
- Members’ special discounts on IPM programs and services.

Membership fees: \$175 per year plus GST/HST. You can join online at [www.workplace.ca](http://www.workplace.ca) or fill out the membership application at the back of this booklet.



Association of Professional Recruiters of Canada



Canadian Professional Trainers Association



Canadian Association of Assessment Specialists



Canadian Management Professionals Association



BOOKMARK  
[WWW.WORKPLACE.CA](http://WWW.WORKPLACE.CA)

For the most up to date information on IPM events across Canada, IPM’s training programs, membership news and workplace resources. Register early for IPM Events – space is limited and events sell out quickly!



**IPM's** Associations hold Biennial One Day Conferences in the spring in major centres across Canada. Each event attracts between 60 and 150 participants which include association members, subscribers to Workplace Today™ as well as corporate guests.

You'll obtain valuable information and personalized answers from recognized industry experts on a vast range of workplace issues. You'll network with peers from across town or across the country and obtain important contacts that will help you grow in your profession. You'll become the star in your organization by bringing the latest legal, employment and management tips to share with your colleagues and directors.

What topics are offered? IPM works with Regional Directors and their boards across the country to provide the most up-to-date information delivered by Canada's top experts in a vast range of topics. You'll acquire information on today's critical issues in employment and labour law, recruitment, financial management, workplace investigations, leadership and other key areas such as employee retention and morale, the multi-generational workforce, conflict in the workplace, communication and other management skills, to name a few.

IPM offers regional conferences at most affordable rates starting as low as \$179 for the full day conference to include breakfast, lunch, two coffee breaks, four sessions and all handout

materials. As an added bonus, when you register three participants on the same form, you can bring a fourth participant to the event free of charge. Register early and take advantage of early bird discounts. Space is limited and these events sell out quickly.

IPM is continually expanding their list of national experts including the top labour and employment lawyers, leading financial experts, management consultants and specialists in new fields of interest.



*Some of our featured presenters include:*



**Dan Palayew**

LL.B.  
Borden Ladner Gervais  
LLP



**Kyle MacIsaac**

LL.B.  
Mathews Dinsdale  
& Clark LLP



**Ruben Goulart**

LL.B.  
Bernardi Human  
Resource Law LLP



**Duncan Marsden**

LL.B.  
Borden Ladner  
Gervais LLP



**Colin R. Fetter**

LL.B.  
Brownlee LLP



**Paula Morand**

CSP  
Keynote Speaker,  
Leadership Expert



**Charmaine Hammond**

MBA  
President, Hammond  
International Inc.



**Tom Ross**

LL.B.  
McLennan Ross LLP

# THE ONLINE MANAGEMENT ENCYCLOPEDIA



*This online collection of step-by-step How-To's brings together all aspects of recruiting, hiring, managing, disciplining and terminating human resources. The Management Encyclopedia also includes a wealth of relevant articles to further enhance the skill-based online solutions to everyday problems of managing employees and managing the workload. The Encyclopedia is unique in Canada and available only through IPM.*

## What is it?

IPM's Management Encyclopedia is Canada's first and only online management reference tool. It provides step-by-step *How To's* for routine management tasks.

## How do I use it?

Need to conduct a performance review and don't remember how to do it? No problem. Just click on the topic and you will see the necessary steps. You will also see a series of in-depth related articles.

## Why do I need it?

Put the power of these skill-based *How To's* directly into the hands of your managers and supervisors when needed. If your training budget is tight, this is the way to go.

## Will content be updated?

Yes. Updates and new material will be added at regular intervals ensuring the Encyclopedia remains the top research tool available anywhere.

## How much will it cost and can I see a preview?

The Encyclopedia is online now. Both corporate and individual subscriptions are available. A preview of the Management Encyclopedia is available. Take a moment and find out for yourself how the Management Encyclopedia works and the value it brings to your employees.

Go to: [www.workplace.ca](http://www.workplace.ca)

## Here's A Partial Listing

The Management Encyclopedia will show you how to:

- Prepare a job description
- Screen and shortlist resumé's
- Prepare a recruitment plan
- Develop interview questions
- Score the interview
- Conduct the interview
- Conduct reference checks
- Orient new hires
- Deal with probationary employees
- Set job objectives
- Conduct a performance appraisal
- Control the workload
- Discipline employees
- Resolve conflict
- Control absenteeism
- Manage and control budgets

... and so much more!

## Delivery Methods — Online

IPM's Online Management Encyclopedia is sold by subscription only to individuals and corporations. An internet connection is required. Upon receipt of payment, you will receive a user ID and a password by email.



### Subscription fees: (12 Months)

Corporate Bulk Subscription \$595  
Individual Subscription \$495

(All subscriptions add GST/HST)

### IPM's Association Members & Workplace Today® Subscribers:

Corporate Bulk Subscription \$545  
Individual Subscription \$445

(All subscriptions add GST/HST)

Check out the free preview of IPM's Online Management Encyclopedia at [www.workplace.ca](http://www.workplace.ca)

# PERSONAL EXCELLENCE



*This certificate program consists of 3 modules that cover a key set of time management and consulting skills. The objective is to help you avoid procrastination, manage your time more effectively and acquire the skills to be a work expert leading to your ability to act as an internal consultant to your peers, bosses and subordinates.*

## Module 1

### Stop Procrastination

#### *Move towards action*

Procrastination is no laughing matter for those caught in its clutches. Everyone procrastinates, but for some, repeated decisions to delay action eventually lead to major problems, including missed deadlines, sub-standard work and low morale. That's bad news for both individuals and the organizations they work for. Even a mild case of procrastination can rob you of a substantial amount of happiness and fulfillment.

## Module 2

### Manage Your Time

#### *Get things done efficiently*

Time management is not a quick fix — it's something you need to integrate with your whole approach to life. It isn't about doing more in less time, but about making the right choices about what to do. You can't "save" time. There will always be 24 hours in a day. Your choice is about how to use those hours. Time is a tool to be used, rather than an enemy to be defeated.

## Module 3

### Become a Work Expert

#### *Act as an internal consultant*

Roles of professionals inside organizations have changed dramatically. Gone are the days when a professional simply did one thing in isolation, leaving other aspects to people who specialized in those fields. These changes can leave you unsure as to what is expected of you. What's expected (and what could revitalize your career) is to integrate yourself into all aspects of the organization's needs.

### *What you'll learn:*

- Discover the reasons why you procrastinate and how to overcome them
- Identify the psychology of procrastination and learn what to do about it
- Maximize your understanding of the bad procrastination habits you may not even be aware of
- Learn practical solutions that can yield immediate results and get you moving
- Discover long-term strategies that will keep procrastination at bay in years to come
- Discover why traditional time management techniques left you feeling like a robot and what to do about it
- Learn how to use classic time management techniques as tools rather than allowing them to run your life
- Find out why the most urgent thing on your **To Do** list may not be the best thing to work on first
- Discover how to integrate your values and goals into your work and daily activities
- Acquire the skills that can get things done faster
- Discover how to put your professional expertise to better use than ever before
- Learn how to increase your job satisfaction while maximizing your value to your organization
- Find out how to gain more respect from your co-workers and expand your sphere of influence
- Learn how to rethink and expand your role and maximize your personal effectiveness
- Acquire the skills to turn yourself into an internal consultant and profit from the experience

### DELIVERY METHODS AND COSTS FOR THE COMPLETE PROGRAM:

Text Based USB Flash Drive or Text Based CD-ROM versions: \$735 plus GST/HST

Online Version: \$685 plus GST/HST

# FOCUS MANAGEMENT SERIES



*This management series consists of six individual skill courses designed to show your organization how to make your workplace operate more efficiently. Successful completion of all six courses qualifies you for the Focus Management Series certificate.*

## Maximize your negotiation skills

*Get what you need through win-win solutions*

Most employees want to participate in decisions which affect them but few will readily accept decisions forced on them by others. To get the job done and maintain harmony, negotiation is the key. Managers, supervisors and team leaders negotiate on a daily basis. Setting objectives with employees, conducting performance appraisals, negotiating requests for pay and the negotiations which take place when new processes or procedures are implemented all require negotiation skills.

## Promote positive employee relations

*Attract and retain talent in a non-union environment*

Employee relations/communications programs must continually be reviewed and updated when conditions change within the organization and when business situations warrant them. Once an organization has a team of good employees, keeping them in today's volatile job market means that they have to have other "attractions" than salary and benefits. When attempting to attract new employees, it is extremely important to have employee relations programs which promote your "culture".

## Improve your problem solving

*Create work team solutions for getting the job done*

Problem solving skills are not just confined to how a responsibility or task is completed. Problem solving also means settling differences of opinion on how to implement new processes and procedures whether the infrastructure is present or not. Managers, supervisors and team leaders must find a method for working constructively with their teams to overcome the many obstacles that routinely affect the outcome of departmental objectives.

## Excel in customer service

*Develop a culture where the customer is king*

To some organizations, customer service means providing the customer with whatever it takes to satisfy their requests immediately. However, without a uniform process, this approach is usually very costly to the organization. Employees tend to respond in a "reactionary" manner and incur higher operational costs to provide even an acceptable level of customer service. Customers tend to take advantage of this approach whenever possible and this is a prime example of "crisis management".

## Control employee absenteeism

*Create an attendance oriented culture*

The Conference Board of Canada reported in 2011 that the average full time Canadian worker was absent for 9.3 days per year. Civil servants missed 12.9 days compared to 8.2 days in the private sector. This cost the Canadian economy an estimated \$16.6 billion or 2.4% of the gross annual payroll. Employee stress levels are at an all time high. Most employers don't track absenteeism. Only 46% of employers admitted to tracking absences and their cause. Look at programs that can be used to create an attendance oriented culture.

## Develop and implement policies

*Provide guidelines for dealing with any issue*

A policy is a statement of how an organization intends to deal with an issue. It is a predetermined guideline providing a specific course of action for dealing with prescribed circumstances. Policies should be developed to go hand in hand with the organization's goals, objectives, business interests and future business directions. Many businesses operate without formal written policies. Having no policies means employees see this as an opportunity for favouritism or discrimination and managers may, in fact, take advantage of this power.

### DELIVERY METHODS AND COSTS FOR THE COMPLETE PROGRAM:

This program is only available in an online version. All program material and exams are provided online. Cost for the complete series of six courses: \$795 plus GST/HST | Cost per individual course: \$175 plus GST/HST





# Go For It!



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