

## Course-Based Learning Portfolio

### Competency Worksheet for: COMM 329 – The Practice of Interpersonal Communications

Course learning outcomes	Learning statements	Origin of learning	Supporting documentation
Understand how to improve your interpersonal communication skills by examining how well you communicate with others.	Employ active listening skills (eye contact, arm and leg position, head nods, open questions, etc.) to describe, express, explain, and discuss with clients and colleagues a variety of professional topics such as IT services requirements, business analysis, training, etc., and gauge how well this is working in terms of comprehension of the speaker's message by summarizing and paraphrasing the main threads of the conversation back to the speaker for confirmation as a way to self improve interpersonal communication skills.	Fed Gov – CCSB; Business Analyst, CAIS, 1999-2000	Tab 14 Letter Henri Piquette
		Fed Gov – CCSB; IM/IT Coordinator and Administrator, 2000	
		Fed Gov; Chief, Web and Multimedia Services, 2001-2002	
	Review and analyze past documentation that I have written such as e-mails or instruction manuals and assess the communication item for effectiveness by determining whether the item is clearly written, well structured, uses proper language, is properly organized, has a proper tone and whether it is suited to the audience it is intended for to highlight areas of improvements as a way to self improve interpersonal written communication skills.	Fed Gov – Publishing and XXX Services; Head, Business Analyst, 2002-2006	Tab 16 Letter Kimberly Chambers
		Fed Gov – Publishing and XXX Services; Head, Business Analyst, 2002-2006	Tab 16 Letter Kimberly Chambers
	Review and analyze course evaluation forms to see where there are areas of improvement for verbally delivering information such as speaking to fast, too many gestures, not engaging the	Fed Gov – CCSB; Business Analyst, CAIS, 1999-2000	Tab 14 Letter Henri Piquette
		Fed Gov – Publishing and XXX Services;	Tab 16 Letter Kimberly Chambers

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	<p>audience, too flat a tone of voice, etc., in order to set goals for self improving verbal interpersonal communication skills.</p> <p>Prepare for live speeches by practicing the delivery of the information with a trusted partner that would be able to point out flaws in the delivery such as poorly organized information, lack of knowledge on the subject, poor word choices, negative non-verbal language (shaky voice, sweating, head down, low voice, etc.), in order to develop improvement strategies for verbal interpersonal communication skills.</p> <p>Discuss post-meeting results with a colleague that was present to review areas of potential improvement such as format of the meeting, preparation materials (agenda, presentations, etc.), delivery of information (verbal, non-verbal language), and timing of the meeting (day, time of day, etc.) as a way to develop improvement strategies for verbal interpersonal communication skills.</p> <p>Disseminate documents authored to team members by e-mail for quality assurance and request that readers look for errors, omissions, and items that are not clearly communicated or understood and then review and incorporate their comments as appropriate when they are returned as a way to improve written interpersonal communication skills.</p>	<p>Head, Business Analysis, 2002-2006</p> <p>Allcom Training; Manager, Training Services, 1996-1998</p> <p>Fed Gov; Chief, Web and Multimedia Services, 2001-2002</p> <p>Fed Gov; Chief, Web and Multimedia Services, 2001-2002</p> <p>Fed Gov – Publishing and XXX Services; Head, Business Analysis, 2002-2006</p> <p>Fed Gov – Publishing and XXX Services; Head, Business Analysis, 2002-2006</p>	<p>Tab 13 Letter Sylvia Barker</p> <p>Tab 14 Letter Henri Piquette</p> <p>Tab 14 Letter Henri Piquette</p> <p>Tab 15 Letter Denis Framboise</p> <p>Tab 16 Letter Kimberly Chambers</p> <p>Tab 63 Email Returns and Claims</p>
Describe techniques of effective	Effectively listen to clients' verbal statements of their needs and	Fed Gov – CCSB; Business Analyst,	Tab 14 Letter Henri Piquette

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listening, pacing, and attending to a client.	requests related to IT systems and paraphrase their statements back to them and ask some clarification questions in order to properly assess and document requirements for business users.	CAIS, 1999-2000	Tab 14 Letter Henri Piquette
	Effectively listen and closely observe the employees of the web and multimedia team during team meetings; watched body language for signs of stress (sweating, hand rubbing or wringing, ticks, etc.), anxiety, or other negative emotions, facial expressions for anger, sadness, frustration during the course of conversations in order to gauge how the employees were dealing as a newly integrated unit with new positions and management after a departmental reorganization.	Fed Gov; Chief, Web and Multimedia Services, 2001-2002	
	Effectively listen and attentively observe an employee during the course of a conversation on a grave illness while trying to answer questions to myself about the employee such as what she was feeling, what she was experiencing, and how she was dealing with it to try to synthesize her statements and understand the core meaning of her message in order to represent her and assist her in her dealings with corporate HR for long term sick leave.	Fed Gov – Publishing and XXX Services; Head, Business Analysis, 2002-2006	Tab 16 Letter Kimberly Chambers
	Effectively listen during meetings with clients and colleagues using non-verbal listening skills by observing what is seen such as body language, posture, facial expressions, etc., and what is heard	Fed Gov; Chief, Web and Multimedia Services, 2001-2002  Fed Gov – CCSB; Business Analyst,	Tab 14 Letter Henri Piquette

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	<p>such as tone of voice, speed of speech, clarity of words, etc., in order to draw conclusions from the conversations based on both verbal and non-verbal communication.</p> <p>Employ communication pacing techniques during requirements gathering meetings with clients of the CAIS system by trying to match the speaker's tempo and rhythm of speaking as a way to establish rapport so that the client would feel comfortable and at ease to discuss their true needs and put aside negative feelings about using the system.</p> <p>Employ communication pacing techniques such as mirroring the non-verbal communication (e.g., posture, gestures, tone of voice) of clients during the course of introductory meetings to discuss potential work projects as a way to establish rapport and put the client at ease to discuss requirements and needs as fully as possible so that our internal web development team would be considered first as a supplier for the project.</p> <p>Attend to clients by facing clients squarely across meeting tables, maintaining eye contact during conversation, keeping arms and legs uncrossed, leaning forward slightly, and adopting a relaxed posture to establish a trusting relationship with clients in order to elicit and validate requirements for various systems.</p>	<p>CAIS, 1999-2000</p> <p>Fed Gov – Publishing and XXX Services; Head, Business Analysis, 2002-2006</p> <p>Fed Gov – CCSB; Business Analyst, CAIS, 1999-2000</p> <p>Fed Gov; Chief, Web and Multimedia Services, 2001-2002</p> <p>Fed Gov – CCSB; Business Analyst, CAIS, 1999-2000</p> <p>Fed Gov – Publishing and XXX Services; Head, Business Analysis, 2002-2006</p>	<p>Tab 16 Letter Kimberly Chambers</p> <p>Tab 14 Letter Henri Piquette</p> <p>Tab 14 Letter Henri Piquette</p> <p>Tab 14 Letter Henri Piquette</p> <p>Tab 16 Letter Kimberly Chambers</p>
Identify ineffective communication	Actively listen and attend to clients/speakers during meetings,	Fed Gov – CCSB; Business Analyst,	Tab 14 Letter Henri Piquette

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skills that are counterproductive.	training sessions, and presentations by remaining focused on the speaker, taking high level notes, and asking clarification questions as necessary in order to ensure that the message being conveyed is properly understood and that the speaker is not required to repeat himself needlessly.	CAIS, 1999-2000	
		Fed Gov; Chief, Web and Multimedia Services, 2001-2002	
		Fed Gov – Publishing and XXX Services; Head, Business Analysis, 2002-2006	Tab 16 Letter Kimberly Chambers
	Plan and organize meetings, training sessions, presentations and other verbal presentations in a way that presents information to listeners in manageable amounts, avoiding information overload, so that they are able to digest this information, pose questions, and have time to adequately process the message being conveyed.	Fed Gov – CCSB; Business Analyst, CAIS, 1999-2000	Tab 14 Letter Henri Piquette
		Fed Gov; Chief, Web and Multimedia Services, 2001-2002	
		Fed Gov – Publishing and XXX Services; Head, Business Analysis, 2002-2006	Tab 16 Letter Kimberly Chambers
			Tab 64 Performance Management and Feedback Report
	Verbally communicate with colleagues and clients to impart various information on topics such as IT service requirements, business requirements, training needs, etc., taking care to speak at a proper speed so that listeners can properly process the information being imparted and understand and follow the conversation.	Fed Gov – CCSB; Business Analyst, CAIS, 1999-2000	Tab 14 Letter Henri Piquette
		Fed Gov; Chief, Web and Multimedia Services, 2001-2002	
		Fed Gov – Publishing and XXX Services; Head, Business Analysis, 2002-2006	Tab 15 Letter Denis Framboise
			Tab 16 Letter Kimberly Chambers
	Organize meetings, presentations, training sessions, and brainstorming sessions (such as preparing meeting agendas and stating the training goals at the start of a session) so that there is a clear purpose to the communication setting (i.e., what is	Fed Gov – CCSB; Business Analyst, CAIS, 1999-2000	Tab 14 Letter Henri Piquette
		Fed Gov; Chief, Web and Multimedia Services, 2001-2002	

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	<p>being discussed, talked about, what the goal of the meeting is) in order to ensure that the listeners are prepared to address certain topics and can relate to the conversation by providing meaningful input.</p> <p>Examine speakers (either myself or others) in order to identify barriers to effective communication in the speaker and listener such as being overly tired and unfocused, distracted, not listening properly (asking for a lot of clarification or lots of questions to items already clearly expressed), interrupting, and over eagerness to make a point and apply mitigation strategies as necessary such as suggesting an alternate meeting time, politely requesting less interruption, restating the goal of the communication, etc., in order to improve and maintain effective communication.</p>	<p>Fed Gov – Publishing and XXX Services; Head, Business Analysis, 2002-2006</p> <p>Fed Gov – CCSB; Business Analyst, CAIS, 1999-2000</p> <p>Fed Gov; Chief, Web and Multimedia Services, 2001-2002</p> <p>Fed Gov – Publishing and XXX Services; Head, Business Analysis, 2002-2006</p>	<p>Tab 15 Letter Denis Framboise</p> <p>Tab 65 Email Points of Discussion</p> <p>Tab 14 Letter Henri Piquette</p> <p>Tab 15 Letter Denis Framboise</p>
Describe how to establish a warm, environmental climate of trust that is conducive to an effective helping session interpersonal exchange between a helper and his or her client.	<p>Identify locations for communication activities such as meetings that will promote comfort and ease by ensuring a meeting place that is comfortable (temperature controlled, adequate seating, etc.) and is free from distraction so that the communication flow is not interrupted by outside distractions (outside noise, other meetings, etc.).</p> <p>Start communication activities with setting the stage for participants by clearly establishing a goal for the meeting, gathering, session, etc., outlining what inputs would be helpful from the participants and</p>	<p>Fed Gov – CCSB; Business Analyst, CAIS, 1999-2000</p> <p>Fed Gov; Chief, Web and Multimedia Services, 2001-2002</p> <p>Fed Gov – Publishing and XXX Services; Head, Business Analysis, 2002-2006</p> <p>Fed Gov – CCSB; Business Analyst, CAIS, 1999-2000</p> <p>Fed Gov; Chief, Web and Multimedia</p>	<p>Tab 14 Letter Henri Piquette</p> <p>Tab 15 Letter Denis Framboise</p> <p>Tab 16 Letter Kimberly Chambers</p> <p>Tab 14 Letter Henri Piquette</p> <p>Tab 15 Letter Denis Framboise</p>

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	what outcomes can be expected in order to establish an honest and open relationship.	Services, 2001-2002	Tab 16 Letter Kimberly Chambers
		Fed Gov – Publishing and XXX Services; Head, Business Analysis, 2002-2006	
	Practice clear non-verbal body language such as smiling face, open body posture, pleasant tone and speed of voice, maintain eye contact, etc., to set the stage for a meeting in order to establish a pleasant environment for communication to take place and establish a feeling of trust with participants.	Fed Gov – CCSB; Business Analyst, CAIS, 1999-2000	Tab 14 Letter Henri Piquette
		Fed Gov; Chief, Web and Multimedia Services, 2001-2002	
		Fed Gov – Publishing and XXX Services; Head, Business Analysis, 2002-2006	Tab 15 Letter Denis Framboise
	Listen attentively to speakers, repeating back what was said with different words of the same meaning, nodding or gesturing while the speaker is communicating and asking occasional clarification questions as necessary to show interest and active participation in the meeting.	Fed Gov – CCSB; Business Analyst, CAIS, 1999-2000	Tab 16 Letter Kimberly Chambers
		Fed Gov – Publishing and XXX Services; Head, Business Analysis, 2002-2006	Tab 14 Letter Henri Piquette
	Practice honest and real communication behaviours during discussions such as active listening, contributing honest information about myself, and using positive non-verbal cues with clients and colleagues without using facades to cultivate a feeling of trust and establish a positive working environment that is free of suspicion.	Fed Gov – CCSB; Business Analyst, CAIS, 1999-2000	Tab 15 Letter Denis Framboise
	Communicate with colleagues,	Fed Gov; Chief, Web and Multimedia Services, 2001-2002	Tab 14 Letter Henri Piquette
		Fed Gov – Publishing and XXX Services; Head, Business Analysis, 2002-2006	
		Fed Gov – CCSB;	Tab 15 Letter Denis Framboise
			Tab 14 Letter Henri

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	employees and clients in a completely respectful manner (not interrupting, validating their feelings, listening attentively, and keeping emotions at bay) in order to establish a trusting relationship.	Business Analyst, CAIS, 1999-2000  Fed Gov; Chief, Web and Multimedia Services, 2001-2002  Fed Gov – Publishing and XXX Services; Head, Business Analysis, 2002-2006	Piquette  Tab 15 Letter Denis Framboise  Tab 16 Letter Kimberly Chambers
Understand and explain how to motivate clients to explore a specific problem and to discuss experiences, behaviours and feelings with them.	<p>Discuss problem areas that clients have in their business by adopting an attitude of understanding and avoiding “superior” attitudes in order to collaborate to discuss problem areas and potential solutions that the client feels are appropriate.</p> <p>Work with clients to elicit descriptions, feelings and thoughts on problem areas in the business and how this has affected them by posing a series of open ended questions in a manner to draw forth information from the client (they volunteer the information themselves versus having it suggested to them to agree to) in order to successfully explore problems and potential solutions.</p> <p>Work with employees to help them examine problem areas in their work life and areas that need improvement by providing some guidance and leadership toward discussion of the problem areas and posing questions in a manner to steer the employee toward suggesting the solutions for themselves that they feel</p>	<p>Fed Gov – CCSB; Business Analyst, CAIS, 1999-2000  Fed Gov – Publishing and XXX Services; Head, Business Analysis, 2002-2006</p> <p>Fed Gov – CCSB; Business Analyst, CAIS, 1999-2000  Fed Gov – Publishing and XXX Services; Head, Business Analysis, 2002-2006</p> <p>Fed Gov; Chief, Web and Multimedia Services, 2001-2002  Fed Gov – Publishing and XXX Services; Head, Business Analysis, 2002-2006</p>	<p>Tab 14 Letter Henri Piquette</p> <p>Tab 14 Letter Henri Piquette</p> <p>Tab 16 Letter Kimberly Chambers</p> <p>Tab 14 Letter Henri Piquette</p> <p>Tab 16 Letter Kimberly Chambers</p>



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	<p>comfortable with in order to complete performance reviews and establish goals toward improvement where necessary.</p> <p>Practice empathic behaviours toward an employee when they are faced with a sensitive subject such as a complaint about their work from a client by actively listening to their feelings on the subject, gaining an understanding of the situation from the employee's perspective and rephrasing the message back to them while ensuring a non-judgmental attitude and using words and tone to show uncertainty about their feelings (since only they know their true feelings) in order to help employees resolve these issues and move forward in a productive manner.</p>	Fed Gov; Chief, Web and Multimedia Services, 2001-2002	Tab 14 Letter Henri Piquette
<p>Understand how to use these interpersonal communication techniques: Clearly identifying a problem and staying with the problem; staying in Stage I of the Helping Relationship Model; exploring the client's story; identifying when judgments, assumptions and generalizations are made; perception-check; handling emotions; brainstorming; paraphrasing;</p>	<p>Analyze and research problems, either with clients or for myself, by asking questions about the problem such as what is the root cause? What are the effects of the problem? What are the facts about the problem? etc., and avoid getting side tracked from the problem by frequently referring to the defined problem in order to gain an overall view to begin to assess the problem and develop an action plan to address it.</p> <p>Assist employees with problems ranging from personal issues affecting their work to work related issues with other colleagues or clients as part of managing employees in a business environment. This is done by providing an appropriate place for</p>	<p>Fed Gov – CCSB; Business Analyst, CAIS, 1999-2000</p> <p>Fed Gov; Chief, Web and Multimedia Services, 2001-2002</p> <p>Fed Gov – Publishing and XXX Services; Head, Business Analysis, 2002-2006</p> <p>Fed Gov – CCSB; IM/IT Coordinator and Administrator, 2000</p> <p>Fed Gov; Chief, Web and Multimedia Services, 2001-2002</p>	<p>Tab 14 Letter Henri Piquette</p> <p>Tab 14 Letter Henri Piquette</p>

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<p>providing feedback; practicing self-disclosure; problem solving; making value judgments; goal-setting</p>	<p>discussion when the need arises such as a boardroom or closed office, allowing them to talk freely and tell their perspective of the story, actively listen to them observing both verbal and non-verbal cues, use open questions such as how they are feeling about the situation, what they feel should happen, paraphrasing the core message back to them and helping them to see different perspectives through use of questions that provoke thought such as how they might look at it another way or asking them what the other person might think or feel.</p> <p>Clarify statements made or words used by clients during requirements gathering sessions by posing questions to determine the actual meaning of the statement or word in order to avoid assuming that the word or statement is used in the most common manner and incorrectly documenting a requirement. Alternatively, ensure that all communication to clients is clear and the meaning is explained in order to avoid assumptions that lead to false understanding on the part of the client about the requirements documented.</p> <p>Identify generalizations and judgments being made by listening for key words used during conversation such as “always”, “never”, “most”, “generally”, etc., and further examining the topic by asking questions to gain information facts to support the statement and requesting examples in order to</p>	<p>Fed Gov – Publishing and XXX Services; Head, Business Analysis, 2002-2006</p> <p>Fed Gov – CCSB; Business Analyst, CAIS, 1999-2000</p> <p>Fed Gov – Publishing and XXX Services; Head, Business Analysis, 2002-2006</p> <p>Fed Gov – Publishing and XXX Services; Head, Business Analysis, 2002-2006</p>	<p>Tab 16 Letter Kimberly Chambers</p> <p>Tab 14 Letter Henri Piquette</p>
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	<p>avoid miscommunication and inaccurate information sharing.</p> <p>Communicate with employees about perceived behavior and work ethic by providing a description of the perception, explaining the interpretations made of the perception and requesting clarification on the behaviour in order to address issues within the business environment as part of management activities.</p> <p>Handle emotions during emotionally charged encounters such as a frustrated client who has lost control during a meeting (anger and frustration) by remaining calm, acknowledging the client's feelings and emotions by recounting them and their impact, asking the client whether they wish to talk about their feelings, ask whether the client feels they can continue with the meeting, actively listen to verbal and non-verbal messages, clarify the situation with questions to understand, summarize the issues, and move forward by focusing on remedies to the situation.</p> <p>Demonstrate control over emotions during high stress situations by removing myself from the situation for a break, speaking to colleagues or friends about the situation who are not involved, engage in a self dialogue to gain understanding from the other person's perspective by asking questions and honestly answering, and reminding myself to remain focused on the work and working relationship in order to</p>	<p>Fed Gov – Publishing and XXX Services; Head, Business Analysis, 2002-2006</p> <p>Fed Gov – CCSB; Business Analyst, CAIS, 1999-2000</p> <p>Fed Gov; Chief, Web and Multimedia Services, 2001-2002</p> <p>Fed Gov – Publishing and XXX Services; Head, Business Analysis, 2002-2006</p>	<p>Tab 16 Letter Kimberly Chambers</p> <p>Tab 14 Letter Henri Piquette</p> <p>Tab 14 Letter Henri Piquette</p>
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	<p>progress to a favourable outcome.</p> <p>Organize and facilitate brainstorming sessions during software development projects by reserving a comfortable meeting place in which to hold the session, facilitating the session by setting the stage (stating to the group what the challenge is and goal of the session), writing down ideas generated, keeping the session light-hearted by encouraging laughter and not criticizing any ideas, setting a time limit for the session, and getting all participants to agree on the best ideas (usually a few) to follow up in order to cultivate ideas to determine a solution for business requirements which are particularly challenging.</p> <p>Paraphrase a client's description of requirements after each one is examined and discussed by re-stating the requirement using synonyms and additional key words in order to ensure that proper understanding is achieved and valid requirements are created and carried through to development.</p> <p>Provide feedback in written form on specifications and other documents such as communication items to clients and colleagues by analyzing the document, inserting comments in an obvious manner while selecting words that are non-critical or judgmental and that will be received positively in order to help in the improvement and quality assurance process of project documentation.</p>	<p>Fed Gov – CCSB; Business Analyst, CAIS, 1999-2000</p> <p>Fed Gov – Publishing and XXX Services; Head, Business Analysis, 2002-2006</p> <p>Fed Gov – CCSB; Business Analyst, CAIS, 1999-2000</p> <p>Fed Gov – Publishing and XXX Services; Head, Business Analysis, 2002-2006</p> <p>Fed Gov – Publishing and XXX Services; Head, Business Analysis, 2002-2006</p>	<p>Tab 14 Letter Henri Piquette</p> <p>Tab 14 Letter Henri Piquette</p> <p>Tab 66 Email Client Care Package</p>
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	<p>Provide feedback to employees during annual performance reviews by highlighting positive contributions to the team, pointing out areas for improvement, and talking about future goals while employing positive communication techniques such as relaxed body posture, pleasant facial expressions, and lighthearted atmosphere in order to help employees improve and progress in their careers.</p>	<p>Fed Gov – Publishing and XXX Services; Head, Business Analysis, 2002-2006</p>	<p>Tab 16 Letter Kimberly Chambers</p> <p>Tab 67 Progress Update</p>
	<p>Practice self disclosure with colleagues, friends, family and acquaintances to an appropriate degree by sharing information about my personal life such as what kind of work I do, what my favourite past times are, information about my family, aspirations and goals, and life challenges in order to progress relationships that are meaningful to a deeper level of connection.</p>	<p>Allcom Training; Manager, Training Services, 1996-1998</p> <p>Fed Gov; Chief, Web and Multimedia Services, 2001-2002</p>	<p>Tab 13 Letter Sylvia Barker</p> <p>Tab 14 Letter Henri Piquette</p> <p>Tab 15 Letter Denis Framboise</p>
	<p>Self disclose very personal information regarding anxiety, self esteem and confidence issues as part of therapeutic practice during treatment for these conditions by talking to a qualified and licensed therapist, responding to questions honestly and openly in a safe and private environment, working with the therapist to agree on a course of treatment and practicing self discipline to follow the treatment plan in order to achieve the goal of the therapy which was to learn to effectively deal with these issues in a positive way and move forward with my life and career.</p>	<p>XXX Psychological Services, Dr. XXX</p>	<p>Tab 13 Letter Sylvia Barker</p>

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	<p>Provide assistance to employees to self disclose issues of a personal nature that are impacting their work by providing a safe and private place to talk, gently asking clarification questions, self disclosing some of my own personal information to foster a feeling of mutual trust and sharing and leading the conversation through suggestion in order to help them in devising a positive way to overcome these issues and move forward.</p>	<p>Fed Gov – Publishing and XXX Services; Head, Business Analysis, 2002-2006</p>	<p>Tab 16 Letter Kimberly Chambers</p>
	<p>Work with colleagues, employees, family and friends to effectively solve problems by asking and answering questions about the problem to gather information, brainstorming about possible solutions or alternatives to address it and deciding on the best approach to solve or overcome it in order to successfully solve problems as part of progressing the career and personal lives of these people.</p>	<p>Allcom Training; Manager, Training Services, 1996-1998</p>	<p>Tab 13 Letter Sylvia Barker</p>
	<p>Make value judgments during the drafting of requirements or business cases such as which solution for a requirement to pursue further, which sources to approach for information, or which suppliers to include in a business case by reviewing information at hand, doing research to gather additional information and sometimes consulting with colleagues.</p>	<p>Fed Gov – Publishing and XXX Services; Head, Business Analysis, 2002-2006</p> <p>Police Services: Business Analyst, 2006-Present</p>	<p>Tab 15 Letter Denis Framboise</p>
	<p>Establish career goals with managers and supervisors by participating in annual reviews and actively identifying goals which are</p>	<p>Fed Gov; Chief, Web and Multimedia Services, 2001-2002</p>	<p>Tab 14 Letter Henri Piquette</p>

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	<p>achievable and possible within the work environment such as particular training to take, skill sets to improve or work on or projects to participate in, in order to improve and progress in a positive manner in my career.</p> <p>Identify and establish personal goals for myself such as getting married, having a family, finishing university, learning to fly fish, etc., by thinking about and selecting goals and aspirations for the coming year or two, writing these down on paper, and periodically reviewing these goals to see what I have achieved and adjusting and adding or removing goals as necessary as part of self motivation to improve and achieve greater satisfaction and happiness in my life.</p>	<p>Fed Gov – Publishing and XXX Services; Head, Business Analysis, 2002-2006</p> <p>Personal life</p>	<p>Tab 16 Letter Kimberly Chambers</p> <p>Tab 46 Performance Management and Feedback Report</p> <p>Tab 68 Goals</p>
<p>Understand how to use the seven skills practiced by effective communicators: Basic empathic responses; open probes; summarizations; advanced empathic response; immediacy; challenges; nonverbal behaviours and actively listening to the client's nonverbal behaviours.</p>	<p>Practice empathic responses during discussions with employees, friends and family regarding personal issues by attentively listening to what they are saying, responding with a brief paraphrase of what they said, and tentatively identifying their underlying feelings on a given situation or problem in order to help them overcome their problem and move forward in a positive way.</p> <p>Practice the use of open probes and challenges with employees, friends and family by asking questions that are phrased with words such as “what”, “how”, “why”, “show me” or “tell me”, etc., in order to lead the person to think more deeply and speak freely while uncovering more information about the discussion topic and progress to a</p>	<p>Allcom Training; Manager, Training Services, 1996-1998</p> <p>Personal life</p> <p>Fed Gov – CCSB; Business Analyst, CAIS, 1999-2000</p> <p>Fed Gov; Chief, Web and Multimedia Services, 2001-2002</p> <p>Fed Gov – Publishing and XXX Services;</p>	<p>Tab 13 Letter Sylvia Barker</p> <p>Tab 14 Letter Henri Piquette</p>

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	deeper understanding of a given situation.	Head, Business Analysis, 2002-2006	
	Provide summaries to management on meetings related to software development projects and general weekly activities by covering only pertinent facts and points, ensuring key concepts are linked as required to make sense, and that the information is kept relatively short in order to provide management with timely and relevant information needed for their work activities.	Fed Gov – CCSB; Business Analyst, CAIS, 1999-2000	Tab 14 Letter Henri Piquette  Tab 69 Email Status Report
	Summarize conversations with employees and colleagues during meetings such as requirements review by restating the goal of the requirement discussed, the main points supporting the requirement, and the conclusions for addressing the requirement in order to confirm that the information has been properly communicated and understood and to highlight any action items that need to be completed.	Fed Gov – Publishing and XXX Services; Head, Business Analysis, 2002-2006	Tab 16 Letter Kimberly Chambers  Tab 70 Email Legacy Applications Assessment
	Practice immediacy behaviour with colleagues, employees, management, friends and family during the course of conversations on a variety of topics from personal issues, assistance with work activities, updates about a project, etc., by providing the speaker full and complete attention (actively listening), using body gestures such as head nods to show involvement, and maintaining positive non-verbal cues such as smiling, open arms, etc. in order to ensure	Fed Gov – CCSB; Business Analyst, CAIS, 1999-2000  Fed Gov – Publishing and XXX Services; Head, Business Analysis, 2002-2006	Tab 14 Letter Henri Piquette  Tab 71 Email Retailers Agreement
		Personal life  Fed Gov – Publishing and XXX Services; Head, Business Analysis, 2002-2006	Tab 13 Letter Sylvia Barker



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	<p>conversations progress in a positive manner with mutual respect and understanding.</p> <p>Practice nonverbal behaviours such as maintaining eye contact, keeping a respectful distance (personal space), maintaining a pleasant facial expression (smiling or neutral), keeping an open body stance (uncrossed arms, legs, open hands), and keeping an even pace and moderate tone of voice with colleagues, employees and management during the course of interactions such as group meetings, informal dialogue or lunch gatherings in order to foster comfortable and meaningful communication with other individuals.</p> <p>Actively listen to a client's, a colleague's and an employee's non-verbal language such as body postures (upright or slouched, crossed arms or open, facing away), facial expressions (frowning, smiling, tense), body gestures (hand movements or positioning, head nods), tone (flat, happy, sad) and pitch of voice (high, low), speed of speech (fast, slow, inconsistent), and eye contact (avoiding, making, darting) in order to assist in the total comprehension of the speaker's message and underlying emotion.</p>	<p>Allcom Training; Manager, Training Services, 1996-1998</p> <p>Fed Gov; Chief, Web and Multimedia Services, 2001-2002</p> <p>Fed Gov – CCSB; Business Analyst, CAIS, 1999-2000</p> <p>Fed Gov – Publishing and XXX Services; Head, Business Analysis, 2002-2006</p> <p>Allcom Training; Manager, Training Services, 1996-1998</p> <p>Fed Gov; Chief, Web and Multimedia Services, 2001-2002</p> <p>Fed Gov – CCSB; Business Analyst, CAIS, 1999-2000</p> <p>Fed Gov – Publishing and XXX Services; Head, Business Analysis, 2002-2006</p>	<p>Tab 13 Letter Sylvia Barker</p> <p>Tab 14 Letter Henri Piquette</p> <p>Tab 16 Letter Kimberly Chambers</p> <p>Tab 13 Letter Sylvia Barker</p> <p>Tab 14 Letter Henri Piquette</p> <p>Tab 16 Letter Kimberly Chambers</p>
Utilize all the skills either in actual interview sessions or in transcript analysis.	Interview potential candidates for temporary help positions by posing open questions and actively listening to verbal and non-verbal responses in order to evaluate the	<p>Fed Gov; Chief, Web and Multimedia Services, 2001-2002</p> <p>Fed Gov – Publishing</p>	<p>Tab 14 Letter Henri Piquette</p> <p>Tab 16 Letter</p>

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	<p>candidate's responses and behaviour as part of the overall assessment for the job position.</p> <p>Apply summarization skills while interviewing potential candidates for contract positions for software development projects to paraphrase back to them their answers to questions asked during the course of the interview as part of ensuring comprehension of their stated knowledge on a given topic.</p> <p>Practice non-verbal communication skills such as open body posture, pleasing facial expressions, and active listening techniques (head nods, eye contact) while providing a relaxed atmosphere such as a closed room, comfortably heated/cooled, etc., during the course of interviews for positions within the federal government in order to ensure that the candidates feel comfortable and are at ease while they complete their interview.</p> <p>Employ communication skills while interviewing potential candidates for contract or permanent positions by asking challenge questions in a manner designed to provoke careful thought and consideration so that a detailed and meaningful response is given that will provide substantial proof of knowledge on a given subject related to the job activities (e.g., Tell me how you would approach the analysis for functionality for an on line pay cart?).</p> <p>Provide immediacy in interview</p>	<p>and XXX Services; Head, Business Analysis, 2002-2006</p> <p>Fed Gov; Chief, Web and Multimedia Services, 2001-2002</p> <p>Fed Gov – Publishing and XXX Services; Head, Business Analysis, 2002-2006</p> <p>Fed Gov – CCSB; IM/IT Coordinator and Administrator, 2000</p> <p>Fed Gov; Chief, Web and Multimedia Services, 2001-2002</p> <p>Fed Gov – Publishing</p>	<p>Kimberly Chambers</p> <p>Tab 14 Letter Henri Piquette</p> <p>Tab 16 Letter Kimberly Chambers</p> <p>Tab 14 Letter Henri Piquette</p> <p>Tab 16 Letter</p>
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## Course-Based Learning Portfolio

	situations by ensuring a focused attitude on the speaker, maintaining eye contact, nodding head to acknowledge responses, posing open questions to elicit more details on a given subject, and maintaining a relaxed and open body posture in order to foster comfort and trust with the speaker and ensure a positive interview experience.	and XXX Services; Head, Business Analysis, 2002-2006	Kimberly Chambers
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