

PROGRAMS

Timing to suit your schedule: one hour to full day

One Stop Shop: Look, Behave, Communicate

PROFESSIONAL IMAGE

Art of the Cocktail: Business Development in the Social Arena

Managing the impression you make and maximizing your 'like-ability' are the keys to making every networking opportunity consistently profitable. First impressions really are important. The way you greet people can set the tone for the entire interaction that follows. If you make a poor initial impression, you may spend the rest of your time overcoming it.

Meet and mingle with your colleagues while you learn from the pros. Brush up on the protocols of introductions, business card exchange, conversation management, and more. Learn the secrets to business development through rapport building.

We start with a 15 minute presentation covering the basics of:

- Emotional connection
- Authentic communication in the social arena
- Approaching groups
- Introductions: yourself and others
- Cocktail etiquette

After this, we'll list the issues that often cause confusion and discomfort for professionals attending social functions on the PowerPoint for participants to consider. Typical issues include, leaving groups, talking with client's spouse, coping with criticism, handling gossip, transitioning to business talk, business card exchange, and many, many more.

Business Professional: Promoting Your Best Self

What to wear? What's the right look? Does this even fit? Is this right for the weather? What you wear, how you look, and how you carry yourself makes a bigger difference than most people realize. Over half of the impression you convey to others is based on appearance. Be sure to convey the appropriate message by presenting your best professional self. The four major image appearance components; hair care, skin care, colour analysis, and wardrobe development are reviewed in depth. Both men and women will learn the "must knows" and the "never do's" in this informative, entertaining, and interactive seminar.

Dining Etiquette: Maintaining a Positive Impression

In this fun and interactive workshop you will be given tips on putting your best foot forward with the non-verbal communication, effective introductions, table small talk, serving yourself at a buffet, dining demeanour and behaviours that will make you confident in any business social situation. You'll learn the differences of attending larger group buffet venues and smaller dining situations.

Conversing with your clients at the dinner table is always an opportunity to create and strengthen the relationship, or to inadvertently weaken it. Understanding the ingredients of good conversation, knowing what to say and when, directing and redirecting the interaction, and being capable when it becomes difficult, are the hallmarks of excellent dining etiquette.

PROGRAMS

Timing to suit your schedule: one hour to full day

One Stop Shop: Look, Behave, Communicate

Etiquette Essentials for the Contemporary Workplace

In today's professional environment, responsibilities often extend beyond the workday into the evening, and beyond the workplace into the social arena. Whether it's client lunches, networking evenings, or business conferences, most professionals find themselves, from time to time, in the "social business arena." However, these occasions sometimes trigger insecurities. Where do we sit at a social event? Who gets introduced to whom? What is the best type of handshake? When and how should I present my business card to international clients? How can I make it clear to my client that I intend to pay for the meal? What spoon do I use for my dessert?

Grace Under Pressure: Professional Protocols

We all need to be aware of how our behaviour is being viewed by others, especially clients. It's no secret that clients and colleagues are using the behaviour they see to form their lasting impressions of you. Feel comfortable in conveying your best self by learning the why, when, where, and how of professional protocols. These "rules" of office behaviour are not restrictive; in fact quite the opposite is true. Knowing what the expectations are, and knowing how to meet them provides a foundation of confidence and composure that enables personal expression without the worry of: "am I doing this right?"

Individual Image: One on One with Your Own Image Consultant

This service is invaluable to anyone, male or female, looking to improve their professional appearance. Credibility, confidence, and being professionally up-to-date are all signaled through appearance. People simply believe what they see. Lynne Mackay will consider your career aspirations and will evaluate your present wardrobe with this in mind. Lynne's guidance on what to stop wearing, and what to start wearing is extensive. Lynne considers everything from hair, make-up, eye wear, jewellery, body type, budget, working conditions, business casual, business professional, etc. to make this time well spent. Past clients have noted that this service ended up saving them money because they made better investment purchases.

Performance Networking: Galvanizing Professional Support

Networking is the set of communication skills required to build relationships, inform others, and learn from and about co-workers and clients. Managing the impression you make and maximizing your 'like-ability' are the keys to making every networking opportunity consistently profitable. First impressions really are important. The way you greet people can set the tone for the entire interaction that follows. If you make a poor initial impression, you may spend the rest of your time overcoming it. In this fun and interactive workshop you will be given tips on putting your best foot forward with the right handshake, effective introductions, and presenting and requesting business cards with confidence. You'll learn the differences of interacting in a large group venue verses the requirements of a more intimate setting. You'll master the principles of impression management by exploring perceptual tendencies, the ins-and-outs of small talk, and the subtleties of office diplomacy.

PROGRAMS*Timing to suit your schedule: one hour to full day***One Stop Shop: Look, Behave, Communicate****Professional Image:
The Psychology
of Perception**

A universal perceptual tendency is to “judge a book by its cover”. We form lasting opinions based on what we see. In fact, over half of the impression you convey to others is based on appearance. The look of credibility, composure and professionalism must accompany the message for an audience or client to accept it. You must be believed to be heard, and we believe what we see.

Be sure to send the full message by visually presenting your professional credibility. This seminar is about attaining a professional presence that in all circumstances speaks well of you. Learn how your body language, dress and personal style impact the decisions others make of you and your ideas.

**Professional Presence:
Communicating
Confidence**

To be self-confident in professional and social situations is a feeling of freedom, freedom to be you. To be encumbered by concerns of how you look, how you act, what to say, how to say it, etc. constrains your willingness to get involved, to be creative, to be assertive, ultimately to be yourself. This workshop takes the pressure off by giving you the easy to implement strategies of looking your best, conversing with confidence, and dining with grace. Learn how to network for results, listen to create goodwill, and make introductions with flair. Knowing you’re making the right impression with ease and comfort provides you with the psychological and emotional space to be yourself. This workshop is designed by choosing elements from our other full day workshops to create a customized experience for participants.

PROGRAMS

Timing to suit your schedule: one hour to full day

One Stop Shop: Look, Behave, Communicate

PERFORMANCE COMMUNICATIONS

Art of One Way Communication: From E-mail to Voice Mail

How are you being perceived through email, text messaging or voice mail? Learn the simple to implement skills of organizing a one-way transmission to motivate another to pay full attention to your message. The organisational structure (when to say what) assists tremendously with comprehension and retention of even the most complex of ideas. Impress all with your ability to simplify the complex, get to the heart of the matter, and motivate receivers to want to pay attention.

Attitude: The Power of Choice in Your Life

Take charge of your attitude and take charge of your life with new strategies for beating negativity, eliminating doubts, and setting positive goals. Understand the power of thought, and its impact on prompting emotion. Recognize that thoughts are a choice, and that the right choice leads to better decisions and better outcomes.

Being Effective through Assertive Communication

Are you submissive, aggressive or assertive? Find out where you fit and why assertiveness is the best way to achieve your goals. Learn the words to use, the secrets of body language, and how to interpret other's behaviour to make positive assertiveness a productive force in your life.

Being Your Best: Dealing with Difficult Situations

Interactions at work with colleagues, supervisors, and technicians don't always go as smoothly as we'd like. One's ability to maintain control in difficult to control situations is the hallmark of excellent communication's ability. Learn to communicate via email and telephone to promote cooperation and effectively resolve issues that are deemed difficult. Recognize that conflicts will happen in the workplace, our goal therefore is to be at our best when it's most required of us. Learn to use your voice and rapport building skills to reduce tension, deal with emotion, and make for a more stress free professional life.

To be at our best when we most need to be requires having the confidence and competence at recognizing potential problems and circumventing them before they escalate. Being assertive in clarifying expectations early in the engagement is essential.

This highly regarded course uncovers the often hidden motivations of why we act the way we do, and provides practical, easy to implement, strategies to turn negatives into positives and strengthen interpersonal relationships. We'll explore the typical difficult interactions of your workplace and role play approaches that lead to improved outcomes.

PROGRAMS

Timing to suit your schedule: one hour to full day

Our professional appearance is speaking for us all the time. What is yours saying?

Business Development through Authentic Communication

Learn the simple skills of authentic client communication by knowing how to tap into the autobiographical urge of others. Asking the right questions at the right time builds your emotional foundation with existing, or prospective clients. Learn the skills necessary to overcome the obstacles that hold us back from making the invaluable connections that make us memorable. Give others the opportunity to tell their story and realize that money flows in the direction of biographical knowledge.

Appreciate the business case for re-awakening curiosity. Use the “six degrees of separation” phenomenon to find common ground and build lasting relationships. Being authentic in your desire to learn about others you meet is at the heart of competitive advantage. Do what your competition is not doing: dare to be authentically curious and watch business development flourish.

Coaching for Peak Performance: Simple Steps to Success

Coaching allows employees to move to higher levels of job responsibility. Learn the crucial roles of appraiser, mentor, teacher, role model, and advocate and how to perform each successfully. Understanding the underpinning of adult education is the start to be an effective coach or facilitator. Set objectives, be clear with expectations, capitalize on learning styles, and provide safe environments for practice. Once you’re comfortable with the development issues of being a coach, now be confident with your delivery. Be aware of barriers to effective communication in order to minimize them. Learn the skills of delivery, and then, as strange as it may sound, try to forget about them. Allow your delivery to happen rather than make it happen.

Communicating Courageously with Staff

Instead of directing your way through interactions that may, “win the battle, but lose the war”, learn to maintain an open and positive climate of supportive communication. Create and maintain your reputation as a fair minded leader who’s not afraid to speak up, and not afraid to listen. Learn the importance of seizing the opportunity to change your mind when given good enough reason to do so. Uncover your often hidden motivations about how you lead in order to build on your strengths and minimize your shortcomings.

Communicating with Clients: Questioning and Listening to Achieve Results

Learn to achieve your conversational goals with clients by asking the right questions and actively listening to the answers. Use closed and open questions strategically to move client conversations in the right direction. Learn to lead by involving people in a way that galvanizes their support in the short and long term. Practice one of the most important skills of career success: empathy. Learn to see agendas from the client’s perspective to enhance your own understanding, to build your credibility (and likeability), and to enhance your persuasive influence.

PROGRAMS

Timing to suit your schedule: one hour to full day

One Stop Shop: Look, Behave, Communicate

Conversation Management: Attaining Goals Protecting Climates

Conversing with your clients at the office, a conference, the golf club, or any other venue is always an opportunity to create and strengthen the relationship, or to inadvertently weaken it. It's the conversations we have that build relationships. Understanding the ingredients of good conversation, knowing what to say and when, directing and redirecting the interaction, and being capable when it becomes difficult, are the hallmarks of excellent conversation management. In this entertaining and interactive session we'll explore a pragmatic model of interpersonal effectiveness. We'll increase our self-awareness, capitalize on the perceptual tendencies of others, and appreciate talk that includes and excludes. We'll delve into the important elements of the conversational process: attitude, attendance and contribution. You'll be given tips on putting your best foot forward, preventing conversational problems, and repairing interactions that do go astray.

Customer Service for Field Service Technicians

Communication is at the heart of an excellent customer experience. The customer's first impression is based on appearance and initial behaviours. We teach professionals the importance and easy to implement strategies to create an outstanding and lasting impression. The initial greeting and small talk at the beginning of a customer interaction paves the way for more productive communication later on.

The next phase of an excellent customer experience is communication that makes customers feel they are important and understood. Again, we teach how to communicate in a way that's effective and supportive no matter what the circumstances. Making sure the customer knows you understand and care creates an open and honest climate which allows for greater clarity, fewer misunderstandings, and enhanced productivity.

Learn to communicate via email and telephone to promote cooperation and effectively resolve issues that are deemed difficult. Recognize that conflicts will happen in the workplace, our goal therefore is to be at our best when it's most required of us. Learn to use your positive attitude and communication skills to reduce tension, deal with emotion, and make for a more stress free professional life.

Customer Service: Making the Most of Interactions

You provide superior customer service when you can identify your customers' wants and then exceed them. But the question is; how do you identify your customers' wants? You do this by watching for, identifying, and maximizing moments of truth. Once you see these windows of opportunity, you look for and analyse your customers' meta-messages - the real messages they are sending. This is done by using such strategic communication techniques as active questioning and kinesic analysis. When you are able to identify, and then exceed your customers' needs and/or wants, you have the tools for building and enhancing solid customer relationships. Inevitably though, some customers can be more challenging than others. We'll also discuss ways to identify potential customer service problems before they turn into conflicts, and identify strategies that can effectively defuse difficult situations.

PROGRAMS

Timing to suit your schedule: one hour to full day

One Stop Shop: Look, Behave, Communicate

Difficult Clients: Thriving in Difficult Situations

Client negotiations can sometimes leave us feeling frustrated when we feel the client is being unreasonable. Our responses in these situations will have an impact on the present negotiations, engagement with the file, future business, and so on. Dealing with difficult clients requires that we be at our best under pressure. To engage clients with tact, diplomacy, skill, and compassion are the hallmarks of learned communication competence.

Our responses to these clients must be based on professional integrity and assertive communication while still maintaining a supportive communication climate.

We need to explore the underpinnings of unreasonable requests and behaviours in order to understand them and move ahead with supportive professionalism.

Diversity in Canadian Business: Emotional Intelligence at Work

Canada is becoming the most diverse country in the world. Meeting customer needs and providing quality service for this changing customer base is the biggest challenge facing the Canadian Service Industry. Customers who feel employees are indifferent to their needs will simply go elsewhere. Organizations that understand these new customers will be able to strategically align products and service communication to build strong relationships while cultivating customer loyalty and repeat business. The key to this is in our ability to adapt our sales communication to the comfort level and expectations of different cultures, different ages, different sexes, and different personalities. This workshop provides participants with the insights and practice required to make every customer interaction a personal and professional triumph.

Emotional Intelligence: "Most Predictive Trait of Success"

Join us for an illuminating program to view with new eyes the essentials of intercultural communication. Find out what the Harvard Business Review cited as the single most significant skill leading to career success. Leave with a new appreciation for generational differences and how we can thrive by tapping into our strengths.

Employee Engagement: Inspiring Performance

An employee who resides in the top quartile of the employee engagement continuum is three times more likely to succeed than in the bottom quartile. Of publicly traded companies, more engaged organizations outperformed competitors by almost 20%. Employee engagement is one of the most significant determinants of profitability within a company's control.

Based on the overwhelming research of the U.S. Gallup organization, this program uncovers the mind-set, and the easy to implement skills that lead to higher employee engagement.

We no longer live in a world where the paternalistic relationship between employee and employer exists. The company can no longer offer the traditional motivators of money, promotion, and job security- these are simply too scarce to go around. The new reality must engage through an implicit contract of mutuality where employees learn and grow, and have the confidence to take care of themselves even if the company can't. The skills of validation, information, and participation are the underpinnings of the engagement premise that work satisfies human needs.

PROGRAMS

Timing to suit your schedule: one hour to full day

One Stop Shop: Look, Behave, Communicate

The relatively simple, and as a result consistently underestimated, power of: expectations, resources, opportunities, recognition, encouragement, purpose, progress, etc. have a (to put it mildly) profound impact on customer service, resignations, accidents, productivity, sick days, creativity, sales, and productivity.

Join us as we explore the practical strategies of engaging employees to their potential. Learn to spot the root causes of performance gaps and implement the appropriate interventions. Empower your employees by hearing their voices in a new light. Appreciate the power of a healthy, supportive communication climate in promoting growth and performance.

Getting Past the Gatekeeper: "The Doctor Will See You Now."

Gaining consistent access to your physicians requires a lot of skill, knowledge, and persistence for a pharmaceutical sales rep. And the first step in this process is cultivating a relationship with the doctor's gatekeeper. Learning what works and what doesn't from the gatekeeper's perspective is the cornerstone to building alliances with these front line professionals. This program is designed to highlight the do's and don'ts of accessing doctors from the perspective of those who make these daily decisions.

Learn the attitude and behaviours seen conducive to access and learn to avoid the ones that unwittingly limit access. Garner a perspective that informs your successful behaviours and see for yourself the difference the little things can make. We'll explore areas that may affirm your successful interaction choices; may shed light on some you know you should be doing but aren't; and, we bring to awareness some interaction behaviours so far untried.

This interactive program uses the results of gatekeeper interviews in five key areas of visiting the office. We explore the actions and dialogue of good and bad performance, but very importantly we uncover the hidden sub-text of the interactions. The importance of the attitude, the unspoken, and the thoughts of the key individuals involved informs the emotions and the ultimate behaviours of both the rep and the gatekeeper. Typically reps feel their interactions with gatekeepers are in keeping with the rules of civility and professional conduct, and yet some succeed more than do others. To find out why some succeed more with gatekeepers, find out what the thought process is and what really motivates gatekeepers to be generous rather than protective.

Individual Performance Skills Counseling

How satisfied are you with all the micro-skills that make up executive leadership? Are you sometimes unsure if you are presenting yourself as clearly and professionally as possible? According to the Harvard Business Review the "ability to communicate" is the single most important requirement for corporate advancement. This unique one-on-one approach allows you to increase your communication confidence by focusing on specific skill development. Through investigative questioning, self-assessment tools, observation, and video recordings, we will create an inventory of your executive skills. Following the assessment you will receive a detailed written report with recommendations for further skill development. Individual coaching in specific skill areas may then be arranged.

PROGRAMS

Timing to suit your schedule: one hour to full day

One Stop Shop: Look, Behave, Communicate

Listening: The Emotional Power of Being Good

Learn how to expand your listening capabilities and become a more effective communicator. Listening is a learned skill that typically has been ignored as such; consequently, it's our worst communication skill. Learn to take in greater amounts of information, hear what's not being said, and build relationships in this powerful session.

Presentations: Develop and Deliver like a Pro

Do your presentations have the impact you intend? Are you unsure what information should be included in, or omitted from, your presentations? Does your delivery grab and hold your audience's attention? Do your words motivate audiences to action? Your executive image can be either built or undermined by your presentation abilities. This highly successful workshop will enhance your presentation skills and give you the insights you need to project a confident executive image in any speaking circumstance. We'll cover everything you need to know to deliver any presentation with clarity, persuasiveness, and confidence. This course is designed for professionals with an emphasis on organizing your thoughts and data for maximum impact, developing visuals to enhance your message, and projecting competence through body language and voice.

Professional Integrity: Achieving Favourable Outcomes

Client negotiations can sometimes leave us feeling frustrated when we feel the client is being unreasonable. Our responses in these situations will have an impact on the present negotiations, engagement with the file, future business, and so on. Dealing with difficult clients requires that we be at our best under pressure. To engage clients with tact, diplomacy, skill, and compassion are the hallmarks of learned communication competence.

Our responses to these clients must be based on professional integrity and assertive communication while still maintaining a supportive communication climate.

We need to explore the underpinnings of unreasonable requests and behaviours in order to understand them and move ahead with supportive professionalism.

Social Styles: Relational Communi- cation Skills for Professionals

This highly successful seminar brings participants to new insights about themselves, their colleagues, and their customers. Learn to assess the interpersonal style of others, and learn how to maximize your communication approach to enhance effectiveness and persuasiveness.

PROGRAMS

Timing to suit your schedule: one hour to full day

One Stop Shop: Look, Behave, Communicate

Team Deployment: Get it Done

This course allows team members to be more engaged with other teams and other members by learning more about what others do and how we impact one another. The course is a facilitated sharing session where we learn about:

1. what we do
2. how we do it, and
3. how can we do better

We explore roles and responsibilities of individuals and divisions; the principles that guide the organization; behavioural competencies required to succeed; best practices; and problems and solutions. This program is designed to engage individuals in their work and the work of others. The research is compelling. According to the Gallup organization's research: an employee who resides in the top quartile of the employee engagement continuum is three times more likely to succeed than in the bottom quartile.

Join us for an enlightening session that promises individual and team accomplishment in an atmosphere of sharing.

The New Supervisor: Leadership Skills

Professional communication is the cornerstone to supervisory success. This workshop, designed for Managers, focuses on the essential communication skills to be effective. We'll explore, and practice, the skills of listening with intent, sending messages with clarity and persuasiveness, and supervising for success. Through small group interaction, self- diagnosis, case studies and skill practice, participants will learn the practical communications skills relevant to their workplace reality. Participants will learn to communicate more effectively with all levels of the company's hierarchy: supervisors, peers, and subordinates.

Woman Winning in the Old Boys' Club

Appreciating gender communication differences, and separating gender stereotypes from reality is an important step to feeling comfortable in traditionally male, or female, dominated networking situations. Managing the impression you make and maximizing your 'like-ability' are the keys to making every networking opportunity consistently profitable regardless of gender disparities. Appreciate how gender stereotypes and misconceptions can limit our ability to professionally connect with others. Learn to maximize our gender particular strengths to enhance our professional interactions in and out of the office.

Workplace Climate: Office Diplomacy at Work

Unlike the weather, we control the communication climate in which we work. It's up to us to decide if it's going to be positive and confirming or negative and pessimistic.

Join us for an enlightening look at the control we have over our workplace environment.

- Delve into the psychology of our workplace behaviours and its influence on others.
- Understand the importance of creating a supportive workplace climate.
- Use language that fosters supportiveness rather than defensiveness.
- Listen as a tool to build goodwill.

We can't control the weather, but we can create a workplace climate which respects privacy, fosters cohesion, and enhances professionalism.

PROGRAMS

Timing to suit your schedule: one hour to full day

One Stop Shop: Look, Behave, Communicate

Workplace Writing Made Easy: Organization and Clarity

Anyone who works at a desk knows the importance of good writing skills. This course is just what you need to write clear, concise business letters, memos, emails and reports. Professionally relevant activities and basic do's and don'ts will have you writing like a pro as you discover the secrets to well-written sentences and learn how to quickly organize your thoughts.

Too much writing and too little time is the recurring challenge of the busy professional. Learning how to focus your main message and bring it to your readers' immediate attention are the keys to fast and effective business writing.

PROGRAMS

Timing to suit your schedule: one hour to full day

One Stop Shop: Look, Behave, Communicate



Lynne Mackay

Lynne Mackay specializes in the delivery of individual consultations, keynotes, workshops and conferences that enhance a company's human resource credibility. These include personal image, performance communications, networking, and business etiquette/professional behavior programs. Lynne has travelled extensively in her 27 years of working with many Fortune 500 companies across North America. She has a 30 year background in personal appearance and image development and has counseled top executives in many well-known corporations. Her in-house seminars are dynamic and effective, providing valuable practical insights that can be applied by all who attend.

Commissioned Publications:

- The Power of Your Image Canadian, Dental Association Publication
- The Professional Image of the Technician, Association of Field Service Management International
- First Impressions, Canadian Bankers Association
- Image: Your Competitive Edge, Canadian Professional Sales Association
- Guidelines on Appearance and It's Impact on Service, Bell Canada
- Image for Professional Women (interactive CD)
- We Dress For Business, Bombardier Inc.

"Your presentation was dynamic and informative and was well received by all members in attendance that evening."

**President of the Ottawa and District
Scotiabankers Association**

"Extremely practical information presented in an exceptionally professional manner."

Pfizer Canada

"The seminar was presented extremely well and specific to our group's requirements."

Ontario Power Generation

"The most useful professional three hours I've ever spent. I've left the session with new insight and effective strategies to deal with all my clients."

Astra Zeneca

"Material was relevant and easy to understand. The presenter was extremely knowledgeable and very entertaining."

Federal Government, HRDC

PROGRAMS

Timing to suit your schedule: one hour to full day

One Stop Shop: Look, Behave, Communicate



Paul Byrne

Mr. Paul Byrne is a senior partner and trainer with Mackay Byrne Group; he is also a professor of communications skills in Ottawa, Ontario. As a professor, he's been formally recognized for outstanding achievements in teaching and curriculum design. Corporate clients have been consistently rewarded with his ability to translate academic theory and psychological research into practical communication techniques for the workplace. His training design and delivery skills have been applauded by clients coast to coast.

His personal belief is that enhanced communication competence is a result of a heightened self-awareness, an appreciation of benefits (personal and organizational), and knowledge of easy to understand communication techniques and strategies. To this end, he consistently creates an environment that is psychologically safe, highly participatory, and above all, professionally relevant.

Paul has been facilitating personal communication skills training for over fourteen years.

He has,

- A Masters Degree in Adult Education.
- Authored, and co-authored, numerous books and publications related to Performance Communication Skills in the workplace.
- Designed curriculum for the Province on Ontario.
- Enhanced the communication presence and competence of thousands of individuals nationwide.
- Developed and delivered Strategic Communication Skills training workshops for many Fortune 500 companies.

Paul is also an Ottawa based English Professor specializing in communication skills for the workplace.

"Extremely practical information presented in an exceptionally professional manner."

Pfizer Canada

"The seminar was presented extremely well and specific to our group's requirements."

Ontario Power Generation

"The most useful professional three hours I've ever spent. I've left the session with new insight and effective strategies to deal with all my clients."

Astra Zeneca

"Material was relevant and easy to understand. The presenter was extremely knowledgeable and very entertaining."

Federal Government, HRDC