

HR

October/November 2007 www.hrprofessional.org

Professional

THE MAGAZINE FOR CANADIAN HUMAN RESOURCES PROFESSIONALS

Creating dynamic and competitive organizations

Strength in Diversity



The Great Divide

Retaining your multigenerational workforce

Immigrants Work

A viable solution to the skills shortage



Home away
from Home

P
PREMIERE™
EXECUTIVE SUITES

www.premieresuites.com

Extended Stay Accommodations

The most recognized and trusted name
in luxury, furnished accommodations.

C O A S T T O C O A S T

www.premieresuites.com

HODGSON



Barristers & Solicitors

Employment and Labour Law at Hodgson Shields...

We know how to resolve your employment and labour law problems. We have experience, we suggest practical solutions and our clients trust our advice. Our partners are recognized leaders in the profession and are dedicated to providing excellent advice in a timely and cost effective manner.

PARTNERS

| | |
|-------------------|--------------|
| Dan Shields | 416-304-6403 |
| Julie O'Donnell | 416-304-6405 |
| Malcolm MacKillop | 416-304-6417 |

ASSOCIATES

| | |
|-------------------|--------------|
| Laurie Jessome | 416-304-6424 |
| Jeff Percival | 416-304-6412 |
| Shannon Whyley | 416-304-6335 |
| Robert Blair | 416-304-6429 |
| Hendrik Nieuwland | 416-304-6427 |
| David Elman | 416-304-6324 |

**To learn more about us
contact one of our partners or visit our website at
www.hodgsonshields.ca**

HODGSON SHIELDS DESBRISAY O'DONNELL MACKILLOP SQUIRE LLP
48 Yonge Street, 11th Floor, Toronto, Ontario Canada M5E 1G6

ATTEND THE SECOND LARGEST HUMAN RESOURCES CONFERENCE AND TRADE SHOW
IN THE WORLD. BE INSPIRED BY SOME OF THE MOST RENOWNED INTERNATIONAL
BUSINESS THINKERS AND INNOVATIVE HR PRODUCTS AND SERVICES.

SET THE GEARS IN MOTION

INN  VATE '08
EVOLUTION. REVOLUTION.

**HRPAO 2008 ANNUAL CONFERENCE
& TRADE SHOW**

January 30 to February 1, 2008

Metro Toronto Convention Centre, South Building

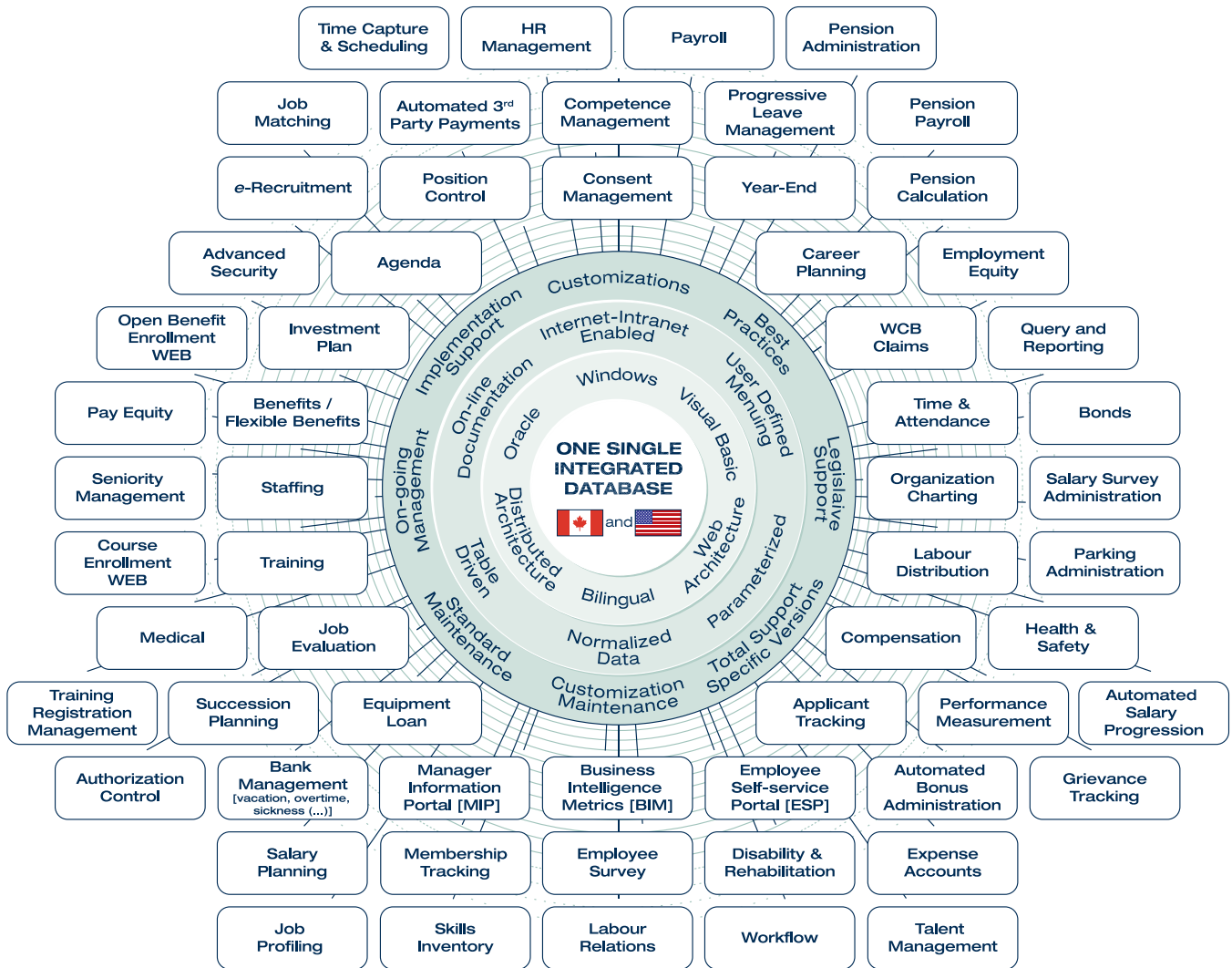
EARLY BIRD DEADLINE:
October 31, 2007

REGISTER TODAY AT:
www.hrpao.org/innovate08early



INTEGRATED SYSTEM

- ▶ Human Resources
- ▶ Payroll
- ▶ Time Capture & Scheduling
- ▶ Pension



THE SOLUTION FOR LARGE CORPORATIONS!

Call Richard Rousseau at (450) 979-4646 www.dlgl.com



Since 1980...
"We do nothing else..."





Speaking
of work...

There are plenty of great jobs,
incredible companies, amazing bosses
and outstanding employees.

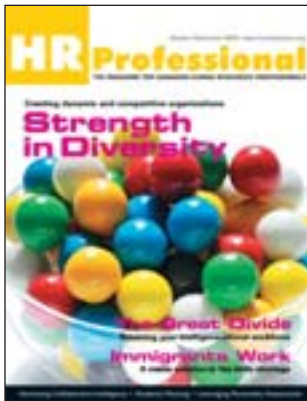
Problem is... they don't always find
each other!

At Randstad our job is making great matches between employers and employees. It's all part of our Job Fit, Boss Fit, Company Fit approach, which was meticulously designed to help us make a great hiring match that is successful in the short term and sustainable in the long term.

To find out more, visit www.randstad.ca today.

 **randstad**
work solutions

C O N T E N T S



Cover design by
Marianna Gajewska

features

- 22 **FEATURE**
THE GREAT DIVIDE
Retaining your multigenerational workforce
By Adwoa K. Buahene and Giselle Kovary
- 33 **FEATURE**
IMMIGRANTS WORK
A viable part of the solution to the skills shortage is waiting on your doorstep, complete with education, experience and ambition. What are you waiting for?
By Claire DeVeale
- 47 **CASE STUDY**
SAVING FACE
Managing social networking sites in the workplace
By Jeff Pekar

departments

- 9 **leadership matters**
- 10 **editor's letter**
- 12 **fast facts**
- 56 **off the shelf**
- 62 **the last word**

columns

- 16 **learning curve**
Human Dynamics
Leveraging personality assessments can help HR fine-tune leadership development, improve workplace culture and increase productivity
- 18 **comp and benefits**
Driving Performance
Is your annual incentive plan in need of a tune-up?
- 40 **about staff**
Getting Clever Together
Harness collaborative intelligence and build a more efficient team
- 42 **communicate it**
Get Ahead
Mastering the art of persuasion can reap big rewards
- 44 **legal speak**
Pandemic Planning
A global epidemic will hit this country in the not-so-distant future.
Will lack of preparation devastate your business?
- 52 **research forum**
Do As I Say, Not As I Do
Study finds alarming work/life harmony practices among HR practitioners
- 54 **how to**
Back to School
Best practices in campus recruitment

BECAUSE YOU ARE COMMITTED TO SUSTAINABLE EMPLOYEE DEVELOPMENT...

At Industrial Alliance, we understand that **recruiting** and **retaining** skilled employees is a **key factor** in competing effectively in today's business world, and therefore an ongoing priority at your company.

That's where we come in. Our group insurance and group pension experts stand poised to present employers with flexible solutions and cutting-edge tools that will allow you to design a comprehensive benefits package aimed at attracting high-calibre personnel to your business and keeping them there.

HALIFAX

QUEBEC

MONTREAL

TORONTO

CALGARY

VANCOUVER

AT INDUSTRIAL ALLIANCE... IT'S ALL ABOUT YOU!

IT'S THE EXECUTION THAT COUNTS

IF YOU LOOK in any bookshop, there is a myriad of books on strategy: what it is, how to write one, the value and benefit of having one. And every expert has an opinion on what makes his or her approach the right one.

In fact, virtually every company spends weeks or even months each year reviewing its long-term goals, reassessing its vision, mission and value statements, and looking at competition and markets. All of this information is amassed, analyzed and methodically put in strategic-planning binders that, in many cases, get filed to gather dust until they are replaced the following year.

Among these organizations, there are many that create excellent plans, but, in reality, it doesn't matter how good a strategic plan is—what counts is how it gets executed. The best strategy in the world has no value if it is left in a cupboard and ignored, or worse, resides at the top of an organization but never makes its way to the front line.

Take the extreme case of Operation Overlord, the D-Day landings in France that led to the end of the Second World War in Europe. This was possibly the biggest and most detailed strategic plan ever conceived and it took years and millions of man-hours to create. Yet Eisenhower, the Supreme Commander for the invasion, recognized that as soon as the first shot was fired, the battle would take its own course and the rest of the plan would be history.

And his prophecy turned out to be true. With hundreds of thousands of personnel involved, there were many times when events did not unfold as intended, but in spite of that the immense plan worked incredibly well. In large part because every individual knew his part in the plan, the overall goal and objectives. There are many accounts where things went awry, but groups were able to adapt and seize success out of potential failure because of the knowledge they had and training they had received.

Think about any organization you deal with regularly—airlines, telecommunications companies, banks—and ask yourself, is the service I get what the senior executives set out to deliver in the strategic plan they spent so much time developing?

Let's take a telecommunications provider we'll call Telco as an example. It is likely that Telco has a strategic goal to sign on more customers and increase revenue per customer by encouraging customers to take every service it offers—cable,

telephone, Internet, cellular, pay-per-view—through hard-to-resist pricing plans and giveaways.

The linchpin to making that strategy work is to make it as simple as possible for customers to add these services. When they call Telco, the service representative needs to know the different product offerings, including how the different services work and the related pricing, inside and out.

Getting all this, efficiently and effectively, to the customer during interface, is often what separates the great companies from the also-rans—it's the execution that counts. An average strategy executed well is of far greater value than a brilliant strategy not executed at all.

WHAT DOES IT TAKE TO PUT A STRATEGY INTO EFFECT?

Start with communication—if the people who are meant to deliver the strategy don't know what it is, the result is going to be predictable. Is the training in place so the service department can offer customers "one-stop shopping"? Can the IT department deliver information to front-line staff, to allow them to answer customer questions in real time? Are there rewards and incentives in place that will drive the behaviour needed to deliver the strategy?

SO WHAT DOES THIS HAVE TO DO WITH HR?

Every single item on this list—whether it's hiring, training, creating the culture, developing reward schemes or organizational design—falls under the human resources area. And if these things don't happen, neither will the strategy.

So when CEOs say that people are their biggest resource, what they mean is that the right people, motivation, training and culture are the differentiation in organizations, and the HR department does—or should—be at the focal point to create the conditions to make it real.



William (Bill) Greenhalgh
CEO, HRPAO



CANADA'S MULTICULTURAL PARADOX

IN THE NEXT 15 years, as the baby boomers retire from the ranks, organizations will be bracing themselves for a talent shortage. Smart organizations have already begun devising strategies and are looking to maximize the resources they have on their proverbial doorstep. Solutions include keeping potential retirees in the workplace, maximizing the engagement among younger generations and utilizing the vast numbers of skilled unemployed and underemployed immigrants residing in this country.

The latest public-awareness campaign by the Toronto Region Immigrant Employment Council (TRIEC) really hits home on the last issue. I'm sure you've seen it; the print ads feature a cashier at a fast-food place with an MBA, a cabdriver has a Ph.D, and one TV commercial features a cleaning woman offering financial advice.



The stats are staggering: six out of 10 immigrants make a downward shift into a career or job when they move here. Forty per cent of immigrants who arrived in the 1990s had a least one university degree, compared to 22 per cent of Canadians. According to the hireimmigrants.ca website, between 1991 and 1996 immigrants accounted for 77 per cent of growth to the labour force, but by 2016 they will account for 100 per cent.

The true irony is that Canada has built its national identity on multiculturalism. You don't join the melting pot when you come to

Canada, your differences and cultural experiences are celebrated—unless of course you expect to work in the field you've been trained in. This paradox is not lost on me. It's sad that it takes a looming talent shortage to embrace policies of inclusion in our workplaces. But something has to change and if it takes a crisis, as it so often does, then so be it.

AN ISSUE OF INCLUSION

I wish we could have covered all aspects of diversity in this issue—and been truly diverse—but unfortunately the subject is far too broad. We've covered ethnic diversity in "Immigrants Work," and generational diversity—a topic I can assure you will be coming up again and again—in "The Great Divide."

What is glaringly absent is something on physical disabilities in the workplace. As of press time, we've been trying to schedule an interview with Ontario's newly appointed lieutenant-governor, broadcaster and author David Onley, about his mandate to improve accessibility across the province, but it's proven tricky because he hasn't officially taken office. I do promise there will be something about this on our website, HRThoughtLeader.com, by the time this issue is in your inbox. And we will cover office accessibility, accommodation and mobility issues in a future issue, as well as gender and sexual diversity.

There is a lot of food for thought, along with practical solutions in these pages. As always I'd love to hear from you, so please e-mail me at mbirchall@hrpao.org. Enjoy!

Also in the issue:

Mastering the art of persuasion...page 42

Campus recruiting...page 54

Phil Rosenzweig reveals the truth about company performance...page 57

Meredith Birchall-Spencer

Meredith Birchall-Spencer
Editor

EDITORIAL

Editor-in-chief
Meredith Birchall-Spencer

Art & Design
Marianna Gajewska

Legal Editor
Malcolm MacKillop, Partner

Hodgson Shields DesBrisay O'Donnell
MacKillop Squire LLP

Research Forum Editor
Mary Jo Ducharme

Assistant Professor, Human Resource Mgmt.
York University

Staff Contributors

Claude Balthazard, Annie Hsu, John Johnson, Nova Liu, Jeff Pekar,
Stuart Stark, Sarah Twomey

HRPAO

Chief Executive Officer
William Greenhalgh

Director, Finance and Administration
Gary Monk

Director, Events and Sponsorship
Marta Pawych

Director, Government and External Relations, General Counsel
Stephen Rotstein

Director, Membership and Marketing
Chris Larsen

Director, HR Excellence
Claude Balthazard, PhD

NAYLOR

Publisher
Bob Phillips

Project Manager
Kim Davies

Sales Manager
Derek Kuzina

Editor
Janine Strom

Layout & Design
Robert Mensies

Advertising Art
Elaine Connell

Senior Sales Manager
Steve Urias

Advertising Sales Manager
Wayne Jury

Advertising Sales Representatives
Cheryll Oland, Drew Petrusson,

Gordon Jackson, Norma Walchuk, Sabrina Turton

EDITORIAL ADVISORY BOARD

Angela Aubry
Regional HR Director,
Cintas Canada Ltd.
Monica Beauregard, CHRP
President, Bridgepoint Inc.
Dr. Nick Bontis
Director, Institute for Intellectual
Capital Research Inc.
Robert Canuel, CHRP
VP Human Resources,
Hallmark Canada Inc.
Cheryl Fry, CHRP
Senior Manager, Performance
Excellence, CBC Television
Alex Gallacher, CHRP
Partner, Engage HR Solutions

Mary-Jane Irvine, CHRP
Manager, HR,
The Canadian Kennel Club
Suzanne L. Jaekel, CHRP
Director, HR,
Trudell Medical Marketing Limited
Simone MacIsaac, CHRP
HR Manager,
Turkin Manes Cohen Arbus, LLP
Theresa O'Connell, CHRP
VP, Human Resources,
Redwood Custom Communications Inc.
Mary-Alice Vuicic, CHRP
VP, People Division,
Wal-Mart Canada Corp

HR Professional magazine is published six times per year for the Human Resources Professionals Association of Ontario (HRPAO), 2 Bloor St. West, Suite 1902, Toronto, ON, M4W 3E2, tel. 416-923-2324, toll-free 1-800-387-1311, fax 416-923-7264, e-mail info@hrpao.org, www.hrpao.org, www.hrprofessional.org. HRPAO's vision is to be a global leader in advancing the human resources profession as the essential driver of business strategy and organizational success. As the premier HR association in Canada, HRPAO is internationally recognized and sought out for its knowledge, innovation and leadership. With more than 16,000 members in 28 chapters in Ontario, and other locations around the world, HRPAO connects its membership to an unmatched range of HR information resources, events, professional development, and networking opportunities. HR Professional magazine is published by Naylor (Canada), Inc. 2 Bloor Street West, Suite 2001, Toronto, ON M4W 3E2, Tel. 1-800-665-2456 - Winnipeg or 1-800-461-4828 - Toronto, Fax 1-800-709-5551. www.naylor.com

© 2007 Human Resources Professionals Association of Ontario. All rights reserved. No part of this publication may be reproduced in a retrieval system or transmitted, in any form or by any means, without the prior written consent of HRPAO or a license from Access Copyright. For a license, visit www.accesscopyright.ca or call 1-800-893-5777.

Subscriptions

(Prices include shipping and handling) \$60 per year in Canada; \$70 per year in the United States; \$80 per year in Europe.

\$60 of membership dues are allocated for subscription to HR Professional.

Published articles and advertisements do not necessarily reflect the views of HRPAO.

ISSN 847-9453

HRPAO is proud to be a founding member of the
Canadian Council of Human Resources Associations.

Printed on recyclable paper. Published September 2007/HRP-S0507/6138



CANADIAN PUBLICATIONS
MAIL PRODUCT SALES AGREEMENT #40064978

Postage Paid at Winnipeg

The Lost Wallet Ploy

Everyone knows you can't board an airplane without photo ID and every young person knows they have to present ID to buy liquor or enter a Club. However each week, a disproportionately large number of our client's applicants claim to have recently lost their wallets or some similar misadventure when asked to produce ID during that portion of the background check process.

Unfortunately individuals with shady pasts know that by changing some of their identification particulars, they may have a better chance of slipping past a background check. Of course, this deception is made easier if there is no ID to verify.

BackCheck recommends that a thorough process of ID verification be part of your background check process, and that compromises should not be made. There are always ways to verify identification, even if someone has legitimately lost their wallet. While these steps might not be convenient, making exceptions and handing someone the keys to your business without proper ID verification is very risky – no matter how convincing their story might be.



Dave Dinesen
Founder, President and CEO, BackCheck™

A Complete BackCheck includes the following services. Of course, you never know which inquiry discipline will expose an area of concern.



Criminal Record Checks Screens for candidates with a criminal record.

- Prevents the hiring of unsuitable individuals.
- Fully compliant with PIPEDA and Human Rights legislation.
- *10.7% of Canadians have a criminal record.*



Credit Bureau and Identity Verifications Screens for ID theft, unreliable or irresponsible behaviour patterns.

- Reveals financial pressures which may affect certain employment positions.
- Identification verification: Helps protect against candidates who use stolen identity.
- Reduced success of unscrupulous applicants who attempt to "beat the system" by providing a false name or date of birth during the criminal record check process.
- *22% of candidates have Identity inconsistencies or possibly unsuitable credit for certain positions.*



Reference Interviews Screens for candidates with poor work history.

- Unbiased references: We have never met the candidate. As a result you know that our reference checks will be free from bias and not influenced by the candidate's personality or performance in an interview, nor do we have financial motives or quotas.
- Eliminate telephone tag: Thorough and professional references are completed every time. We never miss a call!
- Demonstrates reasonable due diligence in the event of negligent hiring allegations.
- *17% of candidates have a red flag in this area.*



Employment Verifications Confirms resume, and ensures legitimacy of previous employers.

- Includes: Verifying dates of employment, positions held, and reason for leaving.
- *Industry averages indicate that as many as 30% of candidates make misleading statements on their résumé.*



Education & Credential Verifications Screens for misrepresented or bogus qualifications.

- Direct from the source: BackCheck will verify the highest level of education listed by the candidate directly with the educational institution.
- We leverage our relationships with educational institutions across Canada to obtain thorough and accurate information quickly.
- *10% of candidates have made exaggerated claims on their résumé.*

TECHNOLOGY

MENTORING THE MYSPACE WAY

TO CONNECT THE different generations working within one organization, U.S.-based company Nobscot has created an enhanced version of its mentoring application. While the standard edition of Mentor Scout allows mentors and mentees to fill in profiles and then search for appropriate matches based on the desired qualifications, Mentor Scout 2.0 Talent Networking Edition (www.mentorscout.com) features MySpace-style profiles where employees can keep each other updated on their projects, share favourites (from lunch spots to

books) and touch base on social activities.

The new elements speak to generation Y's need to learn collectively and have instant feedback and recognition. The intent is to increase communication between employers and employees and, ultimately, enhance workplace engagement. "The challenge is to keep a generation Y worker, who currently thinks that a good, long stay at a company is one to two years, connected to the company," says CEO of Nobscot, Beth Carvin. —*Sue Bowness*

NEWS

OVERTIME LAWSUIT

IN JUNE, LAWYERS from two Canadian law firms, Roy Elliott Kim O'Connor LLP and Sack Goldblatt Mitchell LLP, announced a massive unpaid overtime class-action suit against CIBC on behalf of thousands of current and former non-management, front-line employees. Dara Fresco, a teller who has worked in more than a dozen branches during her 10-year tenure with CIBC, is the representative of the class action. A case management judge has been assigned to the file and the certification hearing will take place early next year.

"Employers should obviously familiarize themselves with what the law requires and obey it. It's really no more complicated than that," says lawyer Louis Sokolov of Sack Goldblatt Mitchell LLP. The Canada Labour Code states that federally incorporated businesses may not require or permit non-management employees to work beyond eight hours per day or 40 hours per week without paying overtime. The statement of claim in this lawsuit alleges that class members are assigned heavier workloads than can be completed within their standard working hours.

Sokolov and his legal associates on the case have been contacted by hundreds of people, mostly in the banking industry, via their website www.unpaidovertime.ca, which provides updates and information as the case progresses. —SB

MARKETPLACE

ASSESSING LEADERSHIP

IF YOU'VE EVER made a hire or promotion that turned out to be a mistake, you know how costly it can be to fix. Now a company called MICA Centre for Leadership (www.micaworld.com) is offering leadership assessment programs that will enable employers to test-drive internal leadership candidates to see if they have what it takes to move up in the organization.

"With succession planning being so important now, people are trying to find the best predictors of success," says Catharine Larkin, managing partner of MICA Toronto. "The assessment centre allows employers to see individuals participate in multiple activities to simulate the role the

candidate is being assessed for."

Typically offered to people being considered for promotion, the leadership assessment takes one to two days and features such activities as a formal behavioural interview and role-playing exercises within a hypothetical company.

Most interesting is the activity where candidates are handed an envelope meant to represent their new inbox and are instructed to work



through documents without knowing anything about the firm—a challenge meant to discern how politically savvy and experienced they are. All the scenarios in the assessment are always set outside the candidate's own industry, so that they are unable to rely on their previous experiences.

Reports on the assessment are direct, indicating, for instance, a candidate may be more suitable to move up one level but not two, or should be offered a lateral opportunity instead of a promotion. The company also offers public leadership assessment workshops to allow smaller companies with only one or two candidates to participate. —SB

BETWEEN THE LINES

THE SECRET

by Rhonda Byrne

THE SECRET IS an enormously popular and somewhat controversial book, which asserts that people can attract anything they want simply by thinking positive thoughts.

Byrne purports that the law of attraction is the key to both professional and personal success. According to this law, apparently known by history's greatest thinkers including Plato, Newton and Einstein, we create our own circumstances based on our thoughts; so if we change our thoughts, ergo we can change our lives.

The public chatter on *The Secret* ranges from "enlightening" and "life-changing" to "trite" and "innocuous."

Personally, I found the simple, straightforward conversational style of

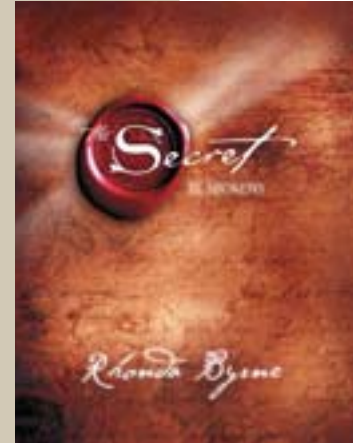
the book an entertaining and insightful read prompting reflection and reminders of lessons learned long ago, yet somehow forgotten in the busy ramble of everyday life.

I recently discussed the book with someone from a radically different career background than myself and we found, page after page, points for debate, learning and discovery. Readers will either agree with the message that anything is possible or be repelled by Byrne's assertion that negative thoughts are alone the cause for such hardships as illness and disaster.

No matter, for me it met the three key criteria of a stimulating read: it forced me to stop and think; it didn't take itself too seriously; and I didn't have to dou-

ble-check to see if it was a textbook or leisure reading. It is, if nothing else, a quick read that puts you on the inside channel of books in the current reading circles. Oh, and for some—the best news—is that it is also available on video! —Yvonne Malcolmson

Yvonne Thevenot is an executive in the financial services industry.



WEBSITE

TALENTTECH.COM

VANCOUVER'S TALENT TECHNOLOGY Corporation, specializing in recruitment technology, recently launched talenttech.com. The site not only provides details on its for-purchase software offerings—HireDesk and Resume Mirror—but also offers extensive industry resources.

Under its knowledge centre, the site features white papers—topics include tips for optimizing your hiring process and best practices for online communication with candidates—case studies, surveys and interview guides as well as recordings of the company's "webinars."

Praj Patel, Talent Technology's executive vice-president, says that the company plans to expand the information centre in several sections, including adding more competency interview guides, which visitors can download as PDF documents. The site currently carries interview guides for three positions—account executive, project manager and software developer—and covers topics like building rapport with the interviewee, how to review a candidate's work history and indicators of success behaviours. —SB

QUOTE

"WE ALL SHOULD KNOW THAT DIVERSITY MAKES FOR A RICH TAPESTRY, AND WE MUST UNDERSTAND THAT ALL THE THREADS OF THE TAPESTRY ARE EQUAL IN VALUE NO MATTER WHAT THEIR COLOUR."

—MAYA ANGELOU, AMERICAN POET

STUDY

TECH-SAVVY WORKERS

IN THE WORKPLACE, it seems mature workers embrace technology more than generation Y, according to the latest World of Work survey by Randstad USA.

The study, which focuses on employee productivity, retention and morale found that while generation Y is reputed to be the most technologically dependant, they are the least likely to use communication tools—computers, faxes, personal digital assistants (PDAs), mobile and land-line phones—in the workplace. The "power-users" proved to be in the oldest segment of the workforce who were well into middle age when the personal computer was introduced, and the youngest of whom were 50 years of age when business discovered the Internet.

According to Genia Spencer, managing director of operations and human resources for

Randstad USA, this mature workforce segment values the freedom to efficiently manage their workload more than younger generations. Their active use of new technology enables a more flexible work schedule with maximum career engagement. Conversely, the study finds that younger generations could be more effective and have more flexibility if they took greater advantage of technology.

What is even more ironic is that the study found that the generations who stand to benefit the most from the job opportunities that will be created by the upcoming wave of retiring boomers, care the least. Half of genX and only 36 per cent of genY employees feel the shortage is a reality compared to 69 per cent of traditionalists and 68 per cent of boomers. —SB

WORLD

TIME OFF FOR WORSHIP

EMPLOYERS AND EMPLOYEES often share in the confusion over paid religious leave. For Christians, two days of religious significance—Good Friday and Christmas Day—are considered statutory holidays and are included in the Ontario Employment Standards Act (2000) and the Canada Labour Code. But those observing non-Christian holidays, such as Rosh Hashanah in the Jewish religion or Vesak in the Buddhist faith, also have the right to observe their own religious beliefs, even though they are not statutory holidays.

The Supreme Court of Canada decided that the employer has the duty to consider and grant the request of religious leave, including paid religious leave, and it must be at least equal to the number of Christian religious days off—which is two. Any additional time off is up to the discretion of the employer.

For more information, see the Ontario Human Rights Commission's document, *Creed and the Accommodation of Religious Observances* (<http://ohrc.on.ca/english/publications/creed-religion-policy.shtml>), or the CCH's *Ultimate HR Manual* (www.cch.ca/business/uhrm/).

COMPANY


OUTSOURCE RECRUITING

RAISING THE BAR for recruitment outsourcing companies, ROSS requires all of its recruitment solutions managers to obtain the Certified Human Resources Professional (CHRP) designation.

Peter Needham, director of organizational development at ROSS, believes this not only signals greater professionalism but also puts companies who are nervous about outsourcing recruitment at ease. "When the client is thinking about whether to outsource or keep recruiting in-house, their big-

gest fear is whether the quality will suffer," says Needham. "The CHRP designation makes fear go away."

Specializing in recruitment process outsourcing (RPO) solutions for small to medium-sized enterprises, ROSS operates using a placement fee—instead of the traditional contingency model of payment used by many outsource recruiters. While the young company currently focuses on the Ontario market, it is looking to expand its services across Canada.—SB



Suddenly, you're an expert on just about everything.

Introducing Knowledge Bank™
The world's foremost HR resource is now available in Canada through HRP AO

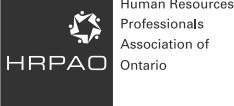
Knowledge Bank is the ultimate online resource for anyone in HR, organizational development, learning and development, and training. Thousands of searchable documents give you thought leadership, models and strategies, best practices and complete training toolkits that you can implement immediately.

Save time on research and program design. Develop innovative HR solutions. Become an expert on any topic you need to know.

Try Knowledge Bank now at www.hrthoughtleader.com/knowledgebank

FREE TRIAL – Get 5 free downloads for a limited time!

BPLS is the North American distributor for Knowledge Bank™, a product from Good Practice UK. HRP AO is a BPLS authorized reseller.



WE GET SO MANY VISITORS WE'RE THINKING OF OPENING A GIFT SHOP.

We are the most visited career site in Canada.
No other career site in Canada gets more hits than us. We get over three million unique visitors every month, and have more than a million current resumés in our database. Post your job where it'll be seen by the most candidates.

Post your job with workopolis.com right now.


workopolis.com

CANADA'S BIGGEST JOB SITE



Human Dynamics

Leveraging personality assessments can help HR fine-tune leadership development, improve workplace culture and increase productivity



By Todd Harris

THE USE OF personality assessments in business continues to grow rapidly. Personality assessments tap into each employee's unique "behavioural DNA," yielding key insights into individual drives, temperaments and motivations (e.g., the reason why I might enjoy analyzing financial statements, while you'd prefer to be out of the office developing relationships with customers). There is a direct connection between how well a person fits his or her job to his or her productivity, and this, ultimately, influences a company's bottom line.

WHY IS PERSONALITY IMPORTANT?

The field of personality is a hot one right now for a number of reasons:

- Personality traits have a direct and substantial impact on job performance. Research suggests that between 20 and 25 per cent of an individual employee's effectiveness on the job is attributable to his or her personality.
- Well-developed personality assessments predict performance effectively across a broad range of jobs, countries and cultures, and just as importantly, they do so in a non-discriminatory way.
- The changing nature of work. In today's increasingly customer-focused, service-based and team-oriented business environment, companies are discovering that the personality attributes of their employees can be key competitive differentiators. In an era of consumer empowerment and fleeting brand loyalty, people truly make a difference. I drive a mile out of my way in the morning to visit my favourite coffee shop because I know I will be greeted warmly and served quickly.

USING PERSONALITY DATA THROUGHOUT THE EMPLOYEE LIFE CYCLE

There are many milestones across an employee's career with a company, and personality assessments can play a useful role at each one. Many leading companies are maximizing their return on investment by using these familiar instruments in new and creative ways:


- **Recruiting:** Personality assessments can be used to define the key behavioural characteristics required for a job, and to craft targeted recruiting messages and strategies to attract key talent.
- **Ramping up:** With the insights yielded by personality assessments, new employees can be brought up to speed more quickly and comfortably, making the on-boarding process smoother.
- **Coaching:** Managers can use the data yielded by personality assessments to tailor their coaching strategies

for their direct reports, leveraging each employee's unique strengths.

- **Leadership development:** Personality assessments are increasingly being incorporated into leadership development programs at all organizational levels, from front-line supervisors to middle management to the executive suite.
- **Team effectiveness:** Team structure, communication, role-clarity, decision-making and performance appraisal can all be improved via the use of personality assessments.
- **Culture and strategy change:** Many companies are in transition—moving into a new phase or market, or merging with another company—and are experiencing a cultural shift that now places a premium on speed and risk-taking. Personality assessments can be used to identify people who would more naturally thrive in that culture and be able to coach other employees during the time of change.

WHAT TO LOOK FOR

Ask these seven questions when evaluating personality assessments:

1. What is the assessment designed to measure and accomplish, and how will it benefit the organization?
2. Does the assessment come with an accompanying job analysis tool that allows for the thorough identification of a job's requirements?
3. Is the assessment free of bias with respect to the respondent's age, sex or ethnic group?
4. Is the assessment reliable? Are people's scores on it consistent and repeatable over time?
5. Is the assessment valid? Does it effectively predict important workplace behaviours that drive metrics such as sales, customer satisfaction and turnover?
6. Is documentation supporting questions 3, 4 and 5 available in the form of a technical manual or equivalent document, and is research on these areas ongoing?
7. What are the key implementation issues such as cost, time it takes to complete the assessment, data security, scalability across the organization, ongoing support from the vendor (the degree to which the vendor understands your business challenges) and degree of client self-sufficiency/knowledge transfer? 

Todd Harris, Ph.D (tharris@piworldwide.com), is the director of research for PI Worldwide, an international management consulting organization based in Wellesley Hills, Mass., with offices throughout Canada.



RELOCATED

THOUSANDS OF MILES AWAY,
IT'S AS IF THEY NEVER MOVED.

SEAMLESS TRANSITIONS WWW.RLRS.COM


ROYAL LEPAGE

Relocation Services

Driving Performance

Is your annual incentive plan in need of a tune-up?



By Dave Neilly

ANNUAL INCENTIVE OR bonus programs exist in most organizations, yet they are often the subject of employee criticism and cynicism, tweaking by compensation professionals and hand-wringing by senior executives and board members who want the annual bonus to motivate the organization to higher levels of performance. A client once said to me, “We spend thousands of person-hours and millions of dollars de-motivating more than 50 per cent of our staff.”

Organizational frustration is understandable. Here are a few telltale signs that your plan is not fulfilling its promise:

- There is a broad entitlement mentality regarding the annual bonus payout
- You cannot articulate strategic goals for the bonus program
- There is very little differentiation of bonus payments between employees at the same general pay level
- There is a high frequency of “unfair payouts” (too high or too low) to individuals and groups
- You believe that cancelling the bonus program and rolling the funds into base pay would not significantly affect corporate performance (and would save you a lot of time)

Annual incentive plans succeed or fail based on three critical factors:

1. Articulation of strategic objectives for the program
2. Alignment of program design with company strategic objectives
3. Execution of the program

Your bonus program’s success is only as good as the degree to which its design rests upon a solid foundation of strategic goals, and that hinges on whether your management team implements the program with consistency and persistence.

STRATEGIC PROGRAM OBJECTIVES

Here are some questions you should address in developing strategic objectives:

1. In what proportion do you want to emphasize company performance, local team performance or individual excellence through the program?
2. How much differentiation do you want in your bonus payouts?
3. Will you design your salary/bonus mix to follow market norms or “make a statement” with a pay mix different from the market?
4. Do you believe that every employee should have the opportunity to earn a bonus even if the company is not successful, or is there a level below which nobody will earn a bonus, no matter how well they performed?
5. How will the bonus program be funded?

6. Should the bonus program apply to all employees, or only those positions having a significant impact on corporate performance?
7. Should there be different bonus programs to suit the needs of different departments within the company, or will there be a one-size-fits-all program?

FIVE KEY PROGRAM DESIGN ELEMENTS

1. **Bonus targets and base/bonus mix.** Usually defined as the percentage of base salary paid to an employee if on-target performance is achieved. Start by benchmarking your workforce against competitive norms using compensation surveys, and let your strategic goals ultimately guide your decision.
2. **The bonus formula.** This determines how your bonus pool will be created and allocated based on company, team and individual performance.
3. **Payout curves.** Once you have designed the bonus formula you must now design the relationship between performance and payout for company, team and individual performance factors.
4. **Modelling for extreme conditions.** The bonus formula usually takes several iterations to get right. The more scenarios you use to test the model and the more people you review it with, the more confidence you will have that the formula will align with your strategic program goals.
5. **Performance management program alignment.** Your performance management program should support the annual incentive program by being consistent with your annual incentive program cycle, by connecting individual goals with your corporate goals and by making clear to employees what “above and beyond” performance looks like.

BONUS PROGRAM IMPLEMENTATION

Finally, you must execute the program, which involves communication, training, goal setting, ongoing feedback, performance assessment, bonus allocation to individuals and bonus distribution.

There is no easy way or one single formula that will provide the perfect annual incentive plan for your company. But there is a series of steps to follow that will make a dramatic difference to the impact of your compensation programs. If you believe your company’s incentive plan is running a little rough, now is the time for a tune-up. 🔄

David Neilly (david.neilly@peoplecomp.ca) is the managing director of PeopleCOMP, a full-service human resources consulting firm specializing in employee compensation and performance management.

HRPAO Member Savings Program

Done.

- 
- ✓ post latest job
 - ✓ book a flight
 - ✓ ship files
 - ✓ send flowers
 - ✓ rent a car
 - ✓ renew mortgage
 - ✓ join health club
 - ✓ complete software training
 - ✓ order office supplies

To Do.

Have a look at these new programs from:



lenovo™

save up to **30%**



4 unique packages with savings of up to \$1476

PLUS!

Discounts and updated programs from Microsoft, 4imprint, BelAirTravel, UPS, Equifax, GoToMyPC, GoToMeeting, FTD, D&B, Workopolis.com, STAPLES Business Depot, Mortgage Intelligence, Vonage and Premier Fitness.

Trouble attracting and retaining staff? Give your staff more with

WorkPerks™



... a new cost-effective solution Canada's Top Employers are using to help attract and retain talent. Through a private turn-key website, your staff can access real employee discounts and special offers on purchases for home, work and play.

Give more WorkPerks™ now!

www.venngo.com/hrpao

Available at www.hrpao.org/membersavings

HRPAO One-Day Conferences

Invest one day and energize your career.

HR Law Conference

Indispensable knowledge. HR's first defence.

October 4, 2007

Metro Toronto Convention Centre, North Building

Three Superior Court Justices, 19 employment lawyers and an open forum makes this *the* only HR Law Conference you need to attend this year!

Emergency Preparedness Conference

Be prepared. Deliver results.

November 15, 2007

The Westin Harbour Castle Hotel

Attend this conference to leverage HR's critical role in preparedness. The first 200 registrants will receive a copy of *Life Interrupted: Your Guide to Understanding People in Crisis* by Laurie M. Martin.

Career and Diversity Forum

Presented by HRPAO and G-Force

November 22, 2007

Metro Toronto Convention Centre, North Building

Studies show that Canada faces an estimated labour shortage of 2.75 million workers over the next 20 years. Learn how to meet this challenge through untapped diversity resources.

Register today by visiting
www.hrpao.org/fallodc.

Attendees who have acquired their CHRP™ designation will receive 10 recertification points for each One-Day Conference.



Shaping Organizational Excellence

Human Resources Professionals
Association of Ontario

Tel: 416.923.2324
Toll free: 1.800.387.1311

Fax: 416.646.1708
E-mail: info@hrpao.org

www.hrpao.org
www.HRThoughtLeader.com

Manage Retention with Affordable, Meaningful Data.

ExitCheck™

www.exitcheck.net | Phone: 1.877.308.4663 | info@exitcheck.net



Know why your best people are leaving.

ExitCheck is Canada's exit interview service and technology leader.

For a typical company, an annual ExitCheck program costs less than replacing one good employee.

Flexible data gathering and delivery:



Professional 3rd party
HR Interviewers



Online delivery of
interviews and results



Fully customized
according to your
needs



The Professional Manager

Full Accreditation Program on Multimedia CD-ROM

This program covers a set of key management skills. The goal is to help you manage the workload, communicate more effectively and use resources wisely. Successful completion of all 12 Modules of this program makes you eligible for membership in the Canadian Management Professional's Association, CMPA, with the CMP (*Canadian Management Professional*) designation.

This new multi-media deluxe package includes three (3) CD-ROMS, participant workbook and exam.

HRPAO Members! Special offer until October 30, 2007 ... **SAVE \$200**

\$745 Regular \$945

Details at www.workplace.ca/HRPAO.html

ipm

Institute of Professional Management

2210-1081 Ambleside Drive, Ottawa, Ontario, K2B8C8 Tel: (613) 721-5957 Fax: (613) 721-5850 Toll Free: 1-888-441-0000

The Great

Retaining your multigenerational workforce

By Adwoa K. Buahene and Giselle Kovary

ORGANIZATIONS AREN'T GOING to keep people forever; long-term corporate loyalty is virtually dead.

However, this doesn't mean that retention strategies are pointless. The goal of the next wave of retention strategies is to create highly engaged employees that stay *longer*, not forever.

Though some critics claim that today's employees are fickle, that's not necessarily true. They will stay if they know that they are valued by the organization. This value is more than an emotional feeling, it's a rational calculation based on what organizations do for them through organizational people practices. Each generational cohort (traditionalist, baby boomer, genX and genY) will evaluate and calculate the value of people programs or practices differently. Because of the differing generational values, expectations and behaviours, people strategies can no longer be one-size-fits-all. They must be tailored to the operational environment, the strategic business goals and the characteristics of all employee groups.

Federal Express Canada Ltd. is a relatively young company (20 years) that has many seasoned, long-term employees (average age of 40 years). FedEx's goal is to retain and engage the experienced generation, while evolving as an organization that attracts and retains the best from younger generations. It knows that the tactics and environment that motivates experienced employees are not necessarily the same for younger employees and provides a menu of integrated people strategies to engage all employees.

These integrated people strategies must be executed with discipline by every leader and

manager. It's the everyday implementation of people practices that positively influences how all four generations calculate the value of staying with an organization. To successfully design and execute the programs and practices that engage a multigenerational workforce, two fundamental conditions must be met:

1. The strategies, programs and practices must be holistic and integrated, yet flexible enough to respond to the values, behaviours and expectations of each generational cohort.
2. The strategies, programs and practices must be executed by demonstrating three characteristics—transparency, responsiveness and partnering.

The characteristics of transparency, responsiveness and partnering serve as the framework by which organizations demonstrate the desire to create a win-win employment relationship. At a minimum, retention strategies should include the following programs and practices:

1. Total rewards programs
2. Employee brand promises
3. Development practices including learning and development and mentoring

TOTAL REWARD PROGRAMS

Employees today view themselves as investors. They invest their knowledge, skills and experience in organizations. The return demanded on that investment is more than just a paycheck. Generational cohorts calculate their return on investment based on different criteria. GenX and genY employees evaluate their investment portfolio more frequently than baby boomers or traditionalists. The younger cohorts assess whether or not their

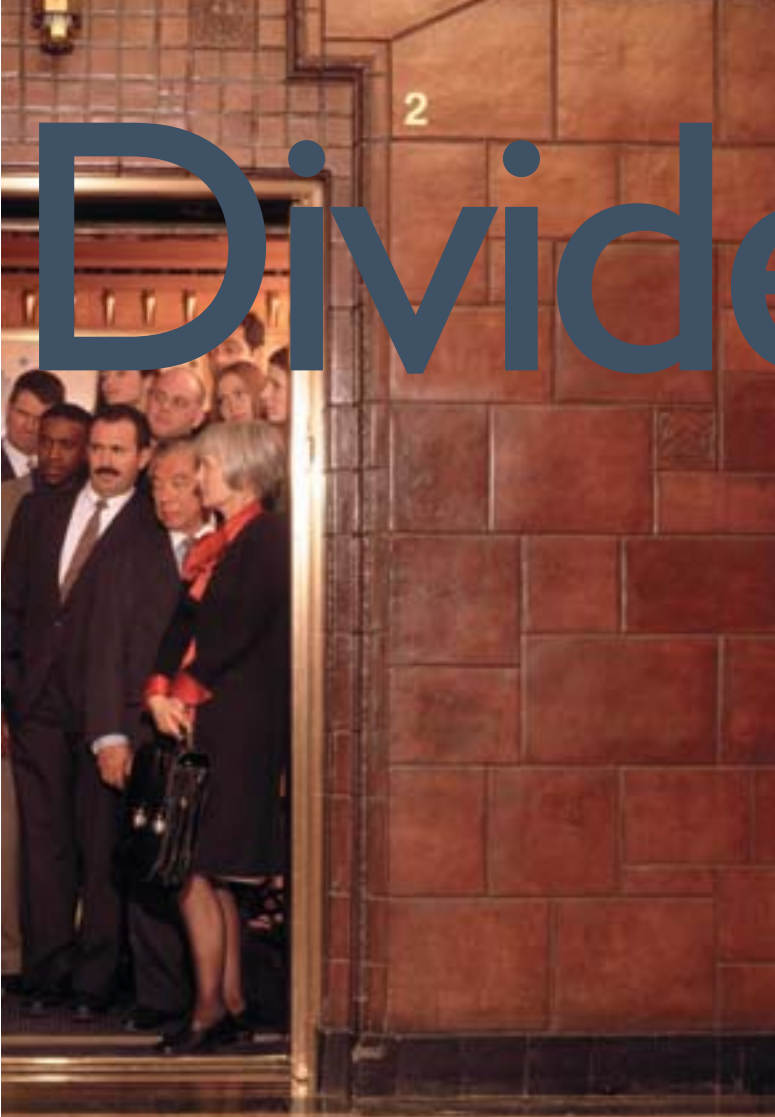


investment is growing on a quarterly, if not monthly basis. Additionally, in geographic areas with hot labour markets, employees can insist on a higher rate of return more quickly than in areas where there is less demand.

Total rewards programs (TRPs) are one mechanism by which organizations demonstrate value to employees and, concurrently, by which employees evaluate their return on investment. TRPs are designed to create a working environment that makes an organization the all-around most attractive place to stay and build a career for target employee groups. In their most robust form, TRPs include both financial (tangible) and non-financial (intangible) rewards.

From compensation surveys and market research, many organizations have a good understanding of the tangible, financial rewards employees expect, including pay, bonuses and benefits. The struggle remains with identifying the intangible aspects including recognition, skill development, career development and quality of work/life. A successful total rewards program

Divide



The Four Generations

| | Traditionalists 1922-1945 | Baby boomers 1946-1964 | GenXers 1965-1980 | GenYs 1981-2000 |
|---|---|---|---|--|
| Attitudes, Values and Expectations | <ul style="list-style-type: none"> ❖ Loyalty ❖ Respect for authority ❖ Dedication ❖ Sacrifice ❖ Conformity ❖ Honour ❖ Privacy ❖ Stability ❖ Economic conservatism | <ul style="list-style-type: none"> ❖ Optimism ❖ Involvement ❖ Team-oriented ❖ Personal growth and gratification ❖ Youthfulness ❖ Equality ❖ Career-focused | <ul style="list-style-type: none"> ❖ Independence ❖ Self-reliance ❖ Pragmatism ❖ Skepticism ❖ Informality ❖ Balance | <ul style="list-style-type: none"> ❖ Confidence ❖ Diversity ❖ Civic duty ❖ Optimism ❖ Immediate access to information and services |
| Key Characteristics | <ul style="list-style-type: none"> ❖ Compliant ❖ Stable ❖ Detail-oriented ❖ Hard-working ❖ Dedicated ❖ Fiscally frugal ❖ Trustworthy ❖ Risk-averse ❖ Long-term focused | <ul style="list-style-type: none"> ❖ Driven to succeed ❖ Team player ❖ Relationship-focused ❖ Eager to add value ❖ Politically savvy in the workplace ❖ Competitive | <ul style="list-style-type: none"> ❖ Techno-literate ❖ Flexible and adaptable ❖ Creative ❖ Entrepreneurial ❖ Multi-tasker ❖ Results-driven ❖ Individualistic | <ul style="list-style-type: none"> ❖ Techno-savvy ❖ Collective action ❖ Expressive and tolerant of differences ❖ Eager to accept challenges ❖ Innovative and creative |

Finally, an Innovative, Practical Solution for Analyzing your Incident Data



Record Keeper for Form 7 database software helps in every aspect of collecting, managing and reporting on lost time and no-time lost incidents, enabling you to make better decisions based on accurate information.

Convert volumes of paper documents into searchable database files. Electronically prepare and save Form 7's (Employer's Report of Injury/Disease) for submission to the WSIB. This program also allows you to search your injury records and create charts and reports listing incidents by occupation, summarizes incident types and causes.

This easy to use application ensures a minimal learning curve. Record Keeper for Form 7 is a Microsoft Access database application, which allows you to save and report on thousands of records.



ESAO
The EDUCATION
SAFETY ASSOCIATION
of ONTARIO

esao@esao.on.ca
www.esao.on.ca

416-250-8005
Toll-free: 1-877-732-3726

Canada's foremost national monthly publication

Dedicated

to Disability Management
and the Return-To-Work Process.



Each month,
Back To Work gives you:

- Updates on national and regional RTW issues
- Changing legislation and WCB regulations
- Successful strategies and Practical how-to's
- Expert medical and legal advice
- Case studies
- Useful contacts
- And much *more!*

Available in
Convenient
E-mail
Format!

Back To Work delivers the details you won't find in newspapers, on the internet or in other newsletters!

BACK TO WORK

TO SUBSCRIBE:

Call 416-442-2122 or 1-800-668-2374
and quote code: HRPAD7

Hosting an Event?

Not sure about your alcohol liabilities?

When you need to know the facts about responsible alcohol service, visit www.smartserve.ca and learn how to become proactive and reduce your risk.

**SMART
SERVE**



ONTARIO



Because it's the SMART thing to do!

1-877-620-6082

includes the right mix of these programs, and ensures they are executed consistently across the organization.

Total rewards programs need to be customized to an organization's operational environment and targeted to the groups of employees who make the organization successful. From a generational perspective, programs need to tap into the motivations and expectations of each generational cohort. Surveying or conducting focus groups with employees helps to determine the programs that each employee group values and cares about most.

Agrium is a Calgary-based global producer and marketer of agricultural nutrients, industrial products and specialty fertilizers. Its people practices are created in collaboration with employees. Agrium added an additional eight flex days (two per quarter) for all employees in response to feedback from younger employees during exit interviews. These additional days, over and above regular vacation, allow employees the flexibility to take time off when needed based on their schedule. In addition, telecommuting is now a reality for many Agrium employees, allowing all employee groups greater opportunity for a work/life balance.

Once an organization has determined what its employees care about, then managers must be supported to execute the programs. For example, if learning and development opportunities are positioned as one of the advantages of working at the organization, then budget constraints or continuously busy schedules that don't allow for attendance at training aren't accept-

able reasons to not deliver on the deal. Managers demonstrate transparency by constantly informing employees of all the total rewards programs that are available; they demonstrate responsiveness by asking employees what components they most value; and they demonstrate partnering by finding the time and resources for employees to take full advantage of them.

DELIVERING ON EMPLOYEE BRAND PROMISES

The combination of a total rewards program, plus the statement of corporate values, equals an employee brand promise (EBP). Most organizations have value statements that exist to guide both organizational and individual behaviour. These values create the formal and informal codes of conduct that all employees, at all levels, are expected to demonstrate each day. However, they also act as a checklist for how employees expect to be treated by the organization. For example, if an organization commits itself to providing great value to external customers, then how is the organization demonstrating great value internally to its employees?

FedEx, for example, focuses on rewarding behaviours and attitudes that support both the customers and the employees. FedEx demonstrates transparency by cascading the business strategy right down to each employee's performance objectives—there is a clear line of sight between organizational goals and individual goals. Suggestions from town hall meetings are responded to and development opportunities are robust and varied,

Transparency means an organization and its leaders are open, honest and forthcoming with information. Their motives and intentions are obvious. A transparent organization shares information with all levels within the organization and highlights how individual roles, responsibilities and/or accountabilities are affected.

Responsiveness requires that an organization actively listen to its employee groups and be committed to taking action in a timely manner. A responsive organization communicates what it can and cannot do to meet employee expectations and proactively manages expectations.

Partnering means an organization recognizes that employees are equal partners and investors in the organization. It seeks a win-win relationship with its employee groups. An organization that partners with employees has leaders and managers who view themselves as part of the team, not outside of it.

allowing employees to grow in their desired professional direction.

Since the reality of a brand is based on perception, senior leaders need to constantly communicate and reinforce the organization's EBP. From a generational perspective, execution on promises is increasingly important to retaining younger employees. GenX and genY have a need for speed. This means that they won't give managers or organizations a long time to deliver





Put the power of the group to work for you.

As a group plan sponsor, you can reward your employees by giving them access to special rates on their auto and home insurance, plus fantastic features and benefits — at no cost to you.

Let a leading Canadian-owned group insurance provider help you attract top performers and win their loyalty with exceptional products and award-winning service.

Call us today at 1-800-880-6588 or visit us online at www.directprotectgroup.com

Group Auto* and Home

DirectProtect Group
from The Co-operators Group

 **the co-operators**
A Better Place For You™

*Auto insurance not available in MB, SK and BC.

HAYS
Specialist Recruitment

THE RIGHT PEOPLE

SPECIALISTS IN FINDING THE RIGHT PEOPLE FOR THE RIGHT ROLES

As a global leader in specialist recruitment, Hays has the in-depth expertise—and local, national and international networks – to make connections between the right candidates, the right opportunities and the right employers. We serve industries such as:

- Accounting & Finance
- Executive
- Manufacturing & Logistics
- Construction & Property
- Human Resources
- Office Support
- Energy
- Information Technology
- Sales & Marketing

Every year, we place thousands of people in temporary and permanent roles at thousands of employers. Each placement is made possible by our specialist consultants, who build enduring relationships with clients and candidates alike.

Find the right people for your organization today—visit www.hays.ca or call your local Hays office by calling 866-420-HAYS (4297).

Specialist Recruitment hays.ca
Calgary Edmonton Kitchener Mississauga North York
Ottawa Toronto Vancouver

Hard To Find Good Staff?

Professionalism & Outstanding Staffing

- Administrative
- Accounting
- Call Centre
- Financial Institutions
- Sales/Customer Service
- Light and Heavy Industrial
- Warehouse Workers
- Cafeterias
- Medical



 **Hunt Personnel**

Since 1967

www.hunt.ca

Owner Operated & Corporate Offices Across Canada

Downtown Mississauga Markham, N.E. Toronto Hamilton
416-860-0016 905-273-3221 416-492-8500 905-540-4868

| Generational Emphasis Within Total Rewards | |
|---|--|
| Traditionalist | Promotions, incentives and stocks, health benefits (life/disability), pension, stability, formal recognition, community involvement |
| Baby boomer | Promotions, high-visibility projects, brand reputation, external company representation, support around work/life issues, personal learning and development, secondments, on-site facilities, industry recognition |
| GenX | Training and development, challenging tasks/stretch assignments, independent work environment, project variety, work/life balance, two-way communication and coaching, flexible work arrangements, variable pay |
| GenY | Corporate citizenship, meaningfulness of work/projects, manager feedback, casual work environment, daily work/life balance, access to senior leaders, mentoring, social activities, customer interaction, community involvement, flex-time |

on their EBPs. The younger cohorts won't necessarily jump ship when elements of the EBP can't be delivered, but they do expect transparent, frequent, two-way communication on the changing scope of the EBP. Additionally, they expect an organization to be responsive by asking employees how the EBP can be delivered effectively. The very act of involvement demonstrates that an organization values its employees by partnering with them to create a win-win relationship.

Agrium's senior leadership is involved in communicating the organization's brand promise and modelling desired behaviours. The people component of the business is central to the organization's success and is discussed at each month's senior leadership meeting. The attraction, development

and management of employees is an ongoing process that influences, supports and impacts business decisions.

Energy distribution giant Enbridge is another believer in promoting employer/employee partnerships. It demonstrates the principle of partnership by collaborating with leaders in their development of specific leadership competencies, their understanding of employee engagement, development and retention practices, and ensuring managers have the resources and tools necessary to be effective people leaders. Being a manager means supporting an employees' performance in their current role and their development for career advancement. This tripartite partnership between the organization, leaders and individual employees reinforces Enbridge's strategy of creating a sustainable organization.

INCREASING THE VALUE OF DEVELOPMENT PRACTICES

More and more, organizations acknowledge the critical role learning and development programs play in retaining employees and driving engagement. For baby boomers and traditionalists, learning and development serves as a mechanism to re-engage them in the organization, by tapping into their expertise and expanding their skills.

For many employees at FedEx, the demands of physical labour may become challenging over time. In response to this, FedEx created the position of field instructor. Through working with the younger employees, the mature employee's knowledge can be transferred to the next generation. For experienced employees, their



IT'S NOT JUST AN ATTRACTION... IT'S TORONTO'S ULTIMATE MEETING VENUE.

VENTURE TO A NEW LEVEL

MEETING ROOMS

1,100 square feet of state of the art MEETING ROOMS adjacent to the MAPLE LEAF CINEMA. Complete with fully flexible layouts.

Combine with the spectacular HORIZONS CAFÉ or 360 RESTAURANT, one of Toronto's finest.

Call now to book your next corporate event.

CN TOWER
CANADA'S WONDER OF THE WORLD


301 Front Street West
Toronto, Ontario Canada
T: 416-601-4718


LA TOUR CN
NOTRE MERVEILLE DU MONDE

E: sales@cntower.ca
www.cntower.ca

Canada

UNIQUE AND VERSATILE VENUES | SPECTACULAR VIEWS | AWARD-WINNING AMBIENCE | CUSTOM MENUS | EXTENSIVE WINE LIST



FAMILY  LAW
CENTRE

Divorce Survival Strategies

"It is estimated that approx. 40% of your employees will be going through separation or divorce at one time or another. During this time they can lose up to 30% of their productive man hours worrying and doing things that are not necessarily in their best interests. The Family Law Centre helps organizations keep their employees at the optimum level of reaching their objectives thereby decreasing their stress and increasing their productivity. Call the Family Law Centre and let us show you how to help your employees through one of the most difficult times of their lives."

toll free
www.flcdivorce.com 1-866-459-4529

We Practise At the CUTTING EDGE

You are a human resources professional.
You have an important matter which requires representation you will be confident with.

Kuretzky Vassos LLP is widely recognized as one of Canada's leading employment and labour law boutiques. We practise at the cutting edge assisting a wide spectrum of clients ranging from major corporate employers through to individual plaintiffs. Our practice includes employment contracts, wrongful dismissal, collective bargaining, labour board applications, arbitrations, adjudications, employment standards, health & safety, human rights and ADR.

To discuss what we can do for you, call Kuretzky Vassos LLP at (416) 865-0504.

KURETZKY VASSOS LLP

Suite 1404, Yonge Richmond Centre
151 Yonge Street, Toronto, Ontario M5C 2W7
Telephone (416) 865-0504 Facsimile (416) 865-9567
www.kuretzkyvassos.com

careers take on a new valuable meaning within the organization.

For genX and genY, learning and development programs influence how long they stay with an organization. GenX is constantly focused on gaining and maintaining marketable skills. If they cannot learn new marketable skills through informal or formal learning supported by the organization, then they will look elsewhere. GenY

FedEx's goal is to retain and engage the experienced generation, while evolving as an organization that attracts and retains the best from younger generations.

sees the opportunity to learn as a right, not a privilege. They expect an organization to provide them with growth opportunities. Learning doesn't mean just formal classroom training; it includes job shadowing, peer mentoring, action learning and stretch assignments.

Learning and development programs can be stand-alone activities, but ideally, they support the organization's career-pathing and succession planning processes. They provide employees with opportunities to improve performance in their current role and develop competencies required for future career growth (lateral or vertical). Historically, learning and development programs focused on developing skill sets that the organization deemed most important. Today, the types of learning and development experiences offered need to be both employee and employer driven. A true form of partnering

is created by arriving at a mutually beneficial learning plan.

Enbridge invests in its talent management through an integrated set of programs and practices that are developed and expanded on an ongoing basis. Employee growth is actively facilitated through formal learning, in-role development, coaching, formal

stretch assignments and learning through mentoring relationships, such as their participation in the Undergraduate Mentorship Program at the Haskayne School of Business at the University of Calgary. These initiatives include being mentored as well as mentoring others.

Again, the responsibility to execute learning and development strategies lies with managers. Managers need to be equipped with the process and the skills to conduct transparent developmental conversations with employees and communicate the full range of options that are available. Communication is a two-way street. As responsive managers, they must also actively

SAMPLE SURVEY QUESTIONS TO EVALUATE ORGANIZATIONAL ENGAGEMENT TRANSPARENCY, RESPONSIVENESS AND PARTNERING

TRANSPARENCY

- Do you communicate the uniqueness of your total rewards program in your recruitment and retention messages?
- Are all HR strategies/programs linked to your employee brand promise?
- Are learning and development programs/initiatives linked to career paths?

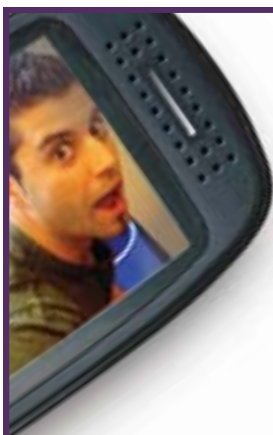
RESPONSIVENESS

- Do you know what components of your total rewards program your employee groups value most?
- Do employees have an evaluation mechanism to judge whether or not the organization is living up to its employee brand promise?
- Can employees select learning and development experiences that align with their career goals (if outside of current role)?

PARTNERING

- Can employees negotiate/re negotiate their total rewards package?
- Do managers and employees discuss how to live your employee brand promise in their day-to-day actions?
- Do managers co-participate in learning activities?

While these questions are based on a yes/no response, a Likert scale may provide richer data, depending on the size and complexity of your organization. Be sure to analyze data along demographic lines as well.



What happens when you're not there?

Introducing HR eSource™ – essential HR tools for non-HR managers

With all your corporate responsibilities, you can't be on the front lines every minute. But your front line managers are facing HR issues every day. Give them the tools they need to apply HR best practices. A complete online or CD-ROM toolkit to help them recruit, retain and develop their employees.

Find out about HR eSource™ – the premier HR-Basics e-learning solution developed by HRP AO and the Government of Canada.

Contact Chris Larsen, Director, Business Development and Membership, 416-923-2324 ext. 338, clarsen@hrpao.org, or visit www.HReSource.ca



solicit employees' learning desires. If an employee in the operations department wishes to move into marketing, then the manager needs to know how to open doors to make that happen. The potential retention power for organizations is to tap into the employees' motivations, and identify ways to use employees' new skills within the organization. Even if the organization doesn't have an immediate need for those new skills, it's smart for managers to support all learning paths.

Home Depot Canada offers associates—whether full time, part time, hourly or

salaried—with a tuition reimbursement program where it reimburses 50 per cent of the cost of any courses, books and registration directed toward completion of a degree or diploma to a maximum of \$5,000 a year.

From a generational perspective, it's important to consider how the organization supports the development of all four cohorts. For baby boomers and traditionalists, organizations need to reconsider providing development opportunities later in their career. Many baby boomers want to work past eligibility for retirement, but only in roles that interest them. If organizations tap

into those interests and help develop them, the experienced generations will be more inclined to continue working. Also, programs that have been historically reserved for young emerging leaders, like an MBA, should be considered as valuable for retaining experienced employees as well. If an employee starts an advanced degree program at 50 years old and graduates by 55 years old, the organization has the opportunity for a productive employee for at least another 10 years. The younger generations, in particular genY, will have numerous careers. So while working in one position/field they may be educating themselves through night courses or weekend programs to prepare for their next career. In general, the critical piece to development and retention is to focus on the value employees place on their personal growth. This leads to retention because employees remain engaged and committed to the organization because they feel supported in their career development.

There is no silver bullet to employee retention. Previous mechanisms used to retain traditionalists and baby boomers, such as pension plans, long-term bonus incentives, stock plans and options, no longer guarantee that employees will stay, unless all employees value these people practices. Many employees today are looking for a mixed return on their investment in an organization, comprised of short-, medium- and long-term returns. This is especially true of genX and genY employees. If organizations only focus on creating people practices that appeal to medium- and long-term employee investors, they will have challenges in retaining short-term employees. People practices need to be integrated and varied in their design in order to appeal to all four generations of investors. From there, the key to success lies in the disciplined execution of all programs by managers, guided by the characteristics of transparency, responsiveness and partnering. Organizations that provide employees with a high rate of return on investment that is easily calculated will have the greatest success in retention. ♻️

Adwoa K. Buahene and Giselle Kovary are the authors of *Loyalty Unplugged: How to Get, Keep & Grow All Four Generations* and co-founders of n-gen People Performance Inc. (www.ngenperformance.com), a performance consulting company that provides performance solutions layering on a generational perspective.

Industrial Relations Centre



next generation HR



Lead change

Mold culture

Build strategy

Cultivate partnerships

Redesign departments

Discover leaders

Discover yourself

Are **you** ready to move from transactions to **transformations**?

To learn more about Canada's only comprehensive suite of programs designed to build organizational effectiveness, go to:

www.IndustrialRelationsCentre.com

Atlas...Your Employee Relocation Expert



This is the puppy...
that just keeps **growing**.



Because
more Canadian families
choose to relocate with the
quality services of Atlas than
with any other company.

integrity | quality | solutions

***For a Free Copy of Atlas' 2007
Corporate Relocation Survey Results***

Call: Carol Davis 1-800-267-3783

Email: cdavis@atlasvanlines.ca

www.atlasvanlines.ca

Long Distance

Cross Border to/from USA

International



95,000 gift ideas. One card for all of them.

Take the guessing out of gift giving. The Canadian Tire Gift Card Program is perfect for rewarding employees or saying thank you to valued clients. Our Gift Cards are accepted at more than 450 stores, 400 service centres and 250 gas bars across the country. And they can be used on everything from candle holders to power tools. Gift Cards are available in values of \$10, \$25, \$50 and \$100, and we offer volume discounts on multiple card purchases. Best of all, they never expire. So it's the convenient way to get everyone what they want, with a program that's easy to manage.

To get started, call 1-800-529-7092 or visit ctgiftcard.com



Immigrants Work

A viable part of the solution to the skills shortage is waiting on your doorstep, complete with education, experience and ambition. What are you waiting for?

By Claire DeVeale

W

HILE MOST EXECUTIVES are acknowledging the looming skills shortage, many, as of yet, have not seen any impact on their business and have not begun to plan for it. But be forewarned, by 2011, 100 per cent of net labour market growth will come from immigrationⁱ and the first wave of baby boomers—a group that comprises about one-third of the total Canadian population—is slated to reach age 65 in five short years.ⁱⁱ

But there is a viable way to help address this potential labour shortage. There are scores of economic immigrants in this country who come with post-secondary education—61 per cent—and, often, several years of international work experience. Here we focus on immigrants in non-regulated professions.

Although Canadian business has a positive attitude toward immigration, hiring immigrants is consistently ranked lower than other priorities when employers address future labour market needs.ⁱⁱⁱ

While there are opportunities that come with hiring newcomers, there are also challenges—some real, some perceived—which can be a turnoff for companies, especially



Imagezoo/Getty

those that do not boast large human resources departments. It is important to know the facts, recognize the opportunities and know what resources are available to support companies that hire skilled immigrants.

MANAGING OTHER CULTURES

Some companies, like i³DVR International Inc., which designs, manufactures and supplies digital video technologies for the security industry, rely on skilled immigrants to grow their business and spur innovation. In its Scarborough head office, skilled immigrants make up 50 per cent of i³DVR's 70-member staff. In fact, i³DVR's entire research and development department—which is

more than 20 per cent of i³DVR's entire workforce—is made up of skilled immigrants. Even more impressive is the fact that the R&D department boasts an

80 per cent retention rate.

Nada Miskovic came to Canada from Serbia in 2003 with five years of IT experience in both the public and private sectors. Initially she started at i³DVR as a part-time software programmer-engineer, but within a short time she worked her way up to more senior roles. She is currently the assistant manager of research and development in the head office in Scarborough, and leader of the integration group, which is based in Vietnam.

At first, heading the integration team was a challenge for Miskovic and her direct reports, but Miskovic's experience navigating a new language and culture has made her much more accepting of and in tune with

Looking for
qualified
candidates?



JOIN's recruitment specialists offer free pre-screening and access to hundreds of skilled candidates so you can find the right employee for your business.

Contact us today!

hire-
ABILITY

416-241-5646
www.joininfo.ca

feature

Top 15 Non-Regulated Occupations of Immigrants to Canada, 2005

STATS FROM CITIZENSHIP AND IMMIGRATION CANADA

OCCUPATION

Computer programmers and related occupations

Post-secondary teaching and research assistants

Sales, marketing and advertising managers

Professional occupations in business services and management

Financial and investment analysts

Chemists

Technical sales specialists, wholesale trade

Economic development officers and marketing researchers

Financial managers

University professors

Information systems analysts and consultants

Biologists and related scientists

Secretaries (except legal and medical)

Administrative officers

Banking, credit and other investment managers

WHEW!

HR Manager's typical response after we found a skilled receptionist, fast.

Try us and see why 9 out of 10 of our clients and candidates would recommend OfficeTeam to colleagues. We are committed to filling your job immediately. Contact the leader in specialized administrative staffing today.

1.800.804.8367
officeteam.com

OFFICETEAM[®]
Specialized Administrative Staffing

© 2007 OfficeTeam. A Robert Half Company. 0606-3008

different communication styles. Grace Baba, administration and HR manager at i3DVR, credits Miskovic's background as a big contributor to her success. "She doesn't interpret things literally and she can get to the heart of what people really want to say because she's experienced it herself. They feel like she knows where they are coming from," says Baba.

DIFFERENT EXPERIENCES, FRESH APPROACHES

Workers with international experience bring with them new approaches and ways of doing things. A stickler for detail, Miskovic ensures that each new project is properly scrutinized before proceeding and she isn't afraid of challenging the R&D manager—

also the president of the company—if she feels the project is jumping ahead of where it should be. “Back home we analyzed a project more in depth before starting it. Sometimes here, people want to move too quickly,” she says.

Having lived and worked in several countries, Henry Lukenge has a wealth of international experience. Lukenge is the accounting manager for Hays Specialist Recruitment, a company with locations across Canada and more than 100 employees in the Greater Toronto Area. Born in Uganda, Lukenge grew up in the U.K., where he obtained his ACCA designation (an international accounting certification administered by the Association of Chartered Certified Accountants). Prior to emigrating to Canada in 2006, he worked in Kenya, the Bahamas and Luxemburg for six years.

Lukenge’s experience—working his way up through a number of small companies, and specifically having staffing industry know-how—was the big reason he was

and standards, he would need ample time to ramp up his knowledge, particularly in accounts payable, which can be demanding for someone without familiarity of Canada’s different provincial tax systems.

So far, Lukenge has made a significant contribution to Hays, establishing and implementing new processes and formalizing procedures to speed up month-end closes. He has filled an important gap within the team, having taken ownership over key areas. Significantly, he feels there is a lot of room to grow within Hays, which translates into his commitment to the company. An investment by the company in the short term will pay off in terms of employee retention in the long term.

ENSURING PROSPERITY

Hiring diverse staff, particularly at the management level, is a great way to build cross-cultural competencies into an organization. Working with new cultures is not just a possibility in the future; it is a fact in today’s global economy. Organizations that build

Challenges vs. Opportunities

WORK EXPERIENCE/CREDENTIALS

Challenge: Ignoring resumé featuring overseas education or international work experience from immigrants because it’s too difficult to verify.

Opportunity: Go the distance to confirm information because a strong track record of performance in another country will likely be repeated in Canada. Credential assessment service providers such as World Education Services (WES) will verify foreign experience.

COMMUNICATION

Challenge: Avoiding a candidate with a strong accent or one who is not completely up to speed on industry terms.

Opportunity: Employees who can communicate effectively in more than one language have a business edge within changing local and growing international markets. There are also many services available (some free, some fee-for-service) that can help immigrants with their business communication skills.

CULTURE

Challenge: Assuming that skilled immigrants lack an understanding of Canadian business norms.

Opportunity: A diversity of cultural perspectives brings new solutions to old problems.

hired at Hays. His designation in accounting will allow him to pursue Canadian equivalency, which means he can compete with Canadians of similar skills. The final factor was Lukenge’s personality. The finance director believed Lukenge would be a great fit with the other personalities on the team.

But the move was not without its challenges. Because Lukenge’s experience was based on international business practices

those competencies slowly and early, ensuring a more open and dynamic workplace, will succeed, where ones that don’t will be left behind.

Ross Jorge worked for the advertising and marketing agency McCann Erickson in India (MacLaren McCann in North America), where understanding different marketing approaches for different cultures was essential. “India is so diverse, you have to understand multiculturalism. People coming from

 **Psychometrics**



START USING THE WORLD'S MOST POPULAR PERSONALITY ASSESSMENT.

Get Qualified



2007 DATES

Step I Qualification Workshop

| | |
|----------------|----------------|
| Calgary | October 22-25 |
| Toronto | November 19-22 |

Space is limited.

REGISTER TODAY

1.800.661.5158 x227
www.psychometrics.com

MBTI® Professional Development CONFERENCE

Calgary AB October 18-19

REGISTER NOW AT
www.psychometrics.com/conference

MBTI & Myers-Briggs Type Indicator are registered trademarks of the Myers-Briggs Type Indicator Trust in the United States and other countries.

200 more reasons to think about health and safety.



The Ministry of Labour has 200 new health and safety inspectors.

Their job includes unannounced workplace inspections. Is your workplace ready?

OHSA compliance reduces workplace injuries and WSIB costs. It also decreases the

chance that a surprise inspection will result in the immediate lock-down of your equipment.

It's time to get serious about health and safety. How many more reasons do you need?

Main 416.603.0700
24 Hour 416.420.0738
www.sherrardkuzz.com



feature

Britain, other European countries and the Middle East all have various ways they understand and respond to brands," says Jorge.

From India, Jorge moved to another international agency in Dubai, where he managed such brands as Land Rover and Jaguar. But even with his great track record, Jorge found that breaking into the marketing industry in Canada was tough. Agencies can be reluctant to hire someone without Canadian industry experience. As well, they look for strong soft skills, which are sometimes an

Resources

JOB-READY SKILLED IMMIGRANTS:

Settlement.org

Find a range of services including listings of community agencies across Ontario that have pre-employment programs for immigrants, which usually include language screening and training in the Canadian workplace.

ONLINE JOBSEEKER DATABASE:

SkillsInternational.ca

A free, web-enabled, searchable database of skilled immigrant job-seekers in Ontario.

HIRE AN INTERN:

Careerbridge.ca

Career Bridge is an internship program, run by the Career Edge Organization, designed to meet the dilemma of "No Canadian experience, no job; no job, no Canadian experience." Internships can be four, six or nine months and all candidates are prescreened.

UNDERSTAND INTERNATIONAL CREDENTIALS:

Wes.org/ca

World Education Services (WES) determines the Canadian equivalency of educational credentials obtained from any country in the world and attests to the authenticity of each certificate, diploma or degree.

MENTORING:

TheMentoringPartnership.com

Mentoring skilled immigrants gives employees cross-cultural competencies and leadership and coaching experience. Mentors are asked to commit to 24 hours of time during a four-month period and are matched up with a newcomer who shares the same profession.

All financial temporaries are not created equal.

Accountemps hires only the most highly skilled financial professionals, experts who will hit the ground running to augment your permanent workforce. So call us at one of our 350 offices worldwide today. And see why Accountemps equals less training and more productivity for you.



Accountemps®

A Robert Half Company

1.800.803.8367
accountemps.com

© 2007 Accountemps. 0305-1003

area of development for newcomers without experience in the Canadian context.

It took several months, but Jorge now works for Partners and Edell, a small Toronto-based advertising agency with 16 employees. "The importance of better understanding—or at least being sensitive to—other cultures is changing but is still underrated in this industry," says Dennis Edell, president of Partners and Edell.

In marketing, teamwork is integral. Some employers are reluctant to hire someone who might not fit in with the team. Jorge knew that wouldn't be a real barrier. Says Jorge, "I have worked on much more diverse teams. It's about learning what others do and what I should be doing."

To assimilate, Jorge made a real effort to uncover and understand the nuances in the local market. "Many of the staff and clients liked that I knew how to make small talk," says Jorge. "Sometimes there is a perception that immigrants don't integrate enough, don't know popular culture."


In a knowledge-driven economy, bringing diversity to the table only increases the opportunity for advancement. All companies must strive for innovation, otherwise they will lose out to the competition—and staying competitive means hiring from the skilled immigrant talent pool. Whether it's bringing a new lens to a project, managing and building a team of people from different cultures or understanding a multicultural audience, companies who leverage the education, experience and skills of immigrants will find them prepared for what the labour market brings in the next 15 years. ♻️

Claire DeVeale (cdeveale@triec.ca) is communications coordinator at hireimmigrants.ca and Toronto Region Immigrant Employment Council.

¹ Conference Board of Canada, *Making a Visible Difference: The Contribution of Visible Minorities to Canadian Economic Growth*, April 2004, p. 3.

² Conference Board of Canada, *The Skills Factor in Productivity and Competitiveness: How Canada's Sector Councils are Helping Address the Skills and Labour Needs of Employers*, 2005, p. 8.

³ The Public Policy Forum, *Bringing Employers Into the Immigration Debate: The Public Policy Implications of the Survey Finding*, November 2004, p.8.



Your retirees are trying to make all the pieces fit

Help them find the post employment benefits they need with PlanDirect

- ✓ Fix your retiree obligation costs
- ✓ Transfer time spent on retiree administration
- ✓ Consider a voluntary employer cost sharing arrangement

PlanDirect™ specializes in individual health and dental insurance solutions!

For more information visit www.plandirect.com

**Contact us today
Toll Free: 1-800-565-4066**

PlanDirect™

- ✓ Covers pre-existing medical conditions
- ✓ Premiums do not incur sales tax
- ✓ Has no waiting periods and no lifetime maximums

Plans insured by the Great-West Life Assurance Company

PlanDirect Insurance
211 Consumers Road, Suite 200
Toronto, Ontario M2J 4G8

Phone: 416-490-0072
Fax: 416-499-0656
Email: questions@plandirect.com


Increase attendance at your workplace

Don't Hire Another *Safety Speaker* Until You've Listened To This Free Recorded Message

Call 1-800-251-3095 to hear this important message now!

www.safety-speaker.com





**Navigate.
Accelerate.
Lead.**

HRPAO Fall Programs 2007

Set your course for HR thought leadership.

- *Seminars to enrich your HR skill set*
- *Thought-provoking One-Day Conferences:
HR Law and Emergency Preparedness*
- *Academic Programs to provide educational foundations*
- *Routes to attain and maintain the Certified Human Resources Professional (CHRP™) designation*

For a full listing of programs and to register, visit www.hrpao.org/fallprograms
Earn up to 10 recertification points for each full-day of professional development.



Shaping Organizational Excellence

Human Resources Professionals
Association of Ontario

Tel: 416-923-2324
Toll-free: 1-800-387-1311

Fax: 416-923-7264
E-mail: info@hrpao.org

www.hrpao.org
www.HRThoughtLeader.com



**YOU KNOW WHERE
YOU'RE GOING.**

**OUR GROUP INSURANCE
AND RETIREMENT EXPERTS
CAN HELP YOU GET THERE.**

Desjardins & Co.

Group insurance and retirement experts providing the support and guidance you need... across Canada.

You have projects and plans for your organization, and you need good people to bring them to life. Our specialists can help. Discover our complete range of group insurance and retirement solutions. Desjardins Financial Security has the benefits package you need to set your business apart. Because when you want to attract the best and the brightest, only the best tools will do.

desjardinsfinancialsecurity.com/co



Money working for people

Life, health, retirement

Getting Clever Together

Harness collaborative intelligence and build a more efficient team



By Stephen James Joyce

THROUGHOUT HISTORY, HUMANS have pulled off amazing feats as a result of our ability to build upon our collective efforts. As a species, when we co-ordinate and play to our higher purpose, we are pretty amazing. The launching of the Hubble telescope is a testament to what we can achieve when we pull together. Never has this collaborative intelligence—the process of harnessing the intelligence and energy of networks of people—been more important or more challenged by the environment we live in.

The co-operative potential within corporations and teams is huge; tapping into their collaborative intelligence becomes a game everyone needs to play. Highly successful organizations are those with the most effective teams—this is no accident. Building on this is crucial to organizational success.


10 WAYS TO HARNESS COLLABORATIVE INTELLIGENCE

1. Establish a “higher calling” or common purpose for the team. This brings context to the significance of the team’s existence. Providing a service to society is the simplest way an organization can isolate a higher calling. The higher calling is reflective of the culture and intentions of the organization as a whole and therefore is core to what the organization is “for” and how it plans to achieve its goals.
2. Establish a reward system for innovation and creativity. Ensure that rewards are equally available for ideas that don’t work as for those that do. The focus should be on the level of innovation, even those that don’t result in “success” in a conventional sense.
3. Use all of the experience within the team. Think of the years of life experience represented in a room of 15 people with an average age of 35. That’s more than 500 years of wisdom.
4. Recognize the importance of shared assumptions. Teams will continue to run the same old routines for a long time without anyone noticing if assumptions go unchecked and unchallenged. If the same old is getting you and your team the results you need, that’s great. If not, maybe it is time to lift the hood and have a peep into what’s driving your team’s behaviour.
5. Encourage team members to find out about each other’s roles. The more they know about other perspectives, the more likely they will be able to empathize with them when the going gets tough. It also helps us understand what other team members’ needs and motivations are.
6. Set intentions. Just as a team’s attention is important, so too is its intention. Intentions have an eerie way of manifesting into reality. Intention directs attention. Having the team form a positive intention around an objective is one of the best ways of doing this.
7. Celebrate successes. Celebration reinforces a team and emphasizes the importance of reaching desired objectives. The rituals observed in different cultures, such as Ramadan and graduations, are a testament to how important this is. Making celebration an integral part of the life of a team or organization helps the individual feel more deeply connected to it.
8. Invest resources in learning. Continuous improvement is only possible when individuals and the teams they belong to are learning new things. By publicly demonstrating support for the learning process, leaders model the importance of building learning organizations. Creating “learning teams” is one of the core strategies employed by organizations that are highly adaptive and responsive to change.
9. Provide opportunities for sharing ideas during the project-planning phase. When everyone has taken an active part in the planning process, buy-in and commitment to the project is much simpler.
10. Balance top-down with bottom-up processing. Directives and guidance from the top must be balanced with feedback and “street-level” information. One of the reasons baboons are faster learners than chimps is that they congregate in larger numbers and are quicker at sharing large amounts of information. Most organizations would benefit by facilitating more bottom-up processing.

Managers and leaders are realizing that more efficient collaboration is the key to their teams being more effective. Helping teams tap into greater levels of collaborative intelligence at work promises many things, the least of which is making it possible for us to enjoy our work more. ♻️

Stephen James Joyce (www.zenergydpd.com) is a professional speaker, business consultant and author of *Teaching an Anthill to Fetch: Developing Collaborative Intelligence @ Work*.

GROUP HOME and AUTO INSURANCE

**(Preferred group rates)[†]
+ exceptional service** =  **Meloche Monnex**
Insurance for professionals and alumni

The logical solution

ESPECIALLY for members of the Human Resources Professionals Association of Ontario.

With TD Meloche Monnex, Canada's leader in group[†] home and auto insurance, it all adds up to **exceptional value**. We offer home and auto insurance **EXCLUSIVELY** to members of professional and alumni associations like you. You receive **high-quality insurance products** at **preferred group rates** combined with **exceptional service** throughout the entire sales, service and claims process.



TO ENJOY **preferred group rates**
and **exceptional care**:

1 888 589 5656 or
TDMelocheMonnex.com/hrpao

Insurance program presented in partnership with:



*Shaping
Organizational
Excellence*



Meloche Monnex

Insurance for professionals and alumni

An affinity for service

[†]Group auto insurance rates are not applicable in Prince Edward Island. Due to provincial legislation, our auto insurance program is not offered in British Columbia, Manitoba or Saskatchewan. The TD Meloche Monnex home and auto insurance program is underwritten by Security National Insurance Company and distributed by Meloche Monnex Insurance and Financial Services Inc. in Quebec and by Meloche Monnex Financial Services Inc. in other provinces and territories.

Getting Ahead

Mastering the art of persuasion can reap big rewards



By Greg Schinkel

HR PROFESSIONALS ARE always looking for an edge that can improve their effectiveness in implementing more positive and productive employee relations strategies in their organizations. Learning the advanced communication skills of influence and persuasion can help you win organizational support, increase your credibility and potentially bolster your career.

CONSCIOUS AND SUBCONSCIOUS MIND

Most people like to think that their rational, conscious minds are in control of their behaviours. The reality is the subconscious and emotional mind are really in control and we are frequently operating on autopilot, or in trances, throughout the day. As you drove to work this morning, you likely remember getting in your car and arriving at work with little recollection of what happened in between.

This is because our subconscious memorizes behaviours that are repetitive, which become habits, to free the conscious mind to tackle more difficult decisions and problem-solving.

UNDERSTANDING PERSUASION

We naturally resist ideas from outside, and readily buy into ideas that come from inside our own minds. The secret to persuasion and influence is to get the other person to think it is really their idea to take the action you desire.

Rapport is the easiest method to build trust and open up a person for persuasion and influence. When you examine two people in a state of good rapport, you will usually notice that their physiology begins to match—their body language, breathing and blinking rate will begin to synchronize.

Take notice of the people with whom you have good rapport and then contrast that with individuals with whom you feel more distant and disconnected. Chances are the latter exhibit different body language and communication styles from your own.

If you want to have a greater relationship with someone, begin to match and mirror their body language. At first, this can be difficult to keep track of while trying to carry on a conversation, but with practice, these skills can become automatic. It is best to integrate these skills slowly, one at a time. For example, practice matching and mirroring those people with whom you want to have a stronger relationship for a few days or weeks. Then turn your focus on the tempo and tonality of your speech, ensuring that your key messages are delivered confidently. ♻️

Greg Schinkel (www.LeadershipWizard.com) is a leadership expert, author, speaker, coach and trainer. His company, Unique Training & Development Inc., is located in London, Ont.

Mirror Image

Learn to watch for these communication keys:

BODY LANGUAGE

Act as if you are a mirror image of the other person. Rest easy knowing that the subconscious notices matching behaviours, even if there is a delay of a minute or two. The subconscious also notices subtleties, so there is no need to exaggerate.

TEMPO

There are three primary processing styles used in communication: kinesthetic, auditory and visual. The **kinesthetic** person speaks at a slower pace and prefers to have time to mull over information before making a decision. The **auditory** processor speaks at a medium tempo and prefers to discuss information—talking and listening in order to process information. The **visual** processor talks very quickly and uses their arms because they think in pictures. To become more effective with each different style, adapt your tempo and speak at the same pace as the person with whom you want a stronger connection.

STONE

The tonality of your voice can either convey certainty and confidence in what you recommend or it can create doubt in the mind of the listener. Using a deeper tonality is more soothing and exudes confidence to the listener. More confident speakers will use a down inflection at the end of their sentence, which is interpreted at a subconscious level as a command. It is important to avoid using an up inflection at the end of a sentence or statement unless you are asking a question—otherwise it's interpreted as insecurity.

Health and Safety Certification Solutions

Step up to Health & Safety with the Ontario Service Safety Alliance

Certification Training is a critical part of preventing workplace illness and injury.

Help your workplace:

- Avoid the distress and financial costs that illness and accidents cause
- Meet legislated requirements
- Make employees healthier and safer through quality training



OSSA Certification Part I Solutions - Instructor-led classroom training, self-paced video & print products and Online Certification through e-learning with SafeLearn™

New!

OSSA Certification Part II Solutions - Instructor-led classroom training and self-paced training

- Slip, Trip & Fall Hazard Training
- Ergonomics Hazard Training
- Lock-out & Tag-out Hazard Training
- Equipment Hazard Training
- Fire Hazard Training
- Chemical Hazard Training
- Driving Hazard Training
- Material Handling Hazard Training



Tel: 1-888-478-6772

www.ossa.com

Pandemic Planning

A global epidemic will hit this country in the not-so-distant future. Will lack of preparation devastate your business?



By Jamie Knight

IMAGINE 40 PER CENT of your workplace is absent due to illness. Imagine another 20 per cent is absent on emergency leave to care for a sick or dying relative. Imagine the curtailment of essential services, like transportation and telecommunications. These are the very real threats of a pandemic.

No organization can fully prepare for a flu pandemic. We do not know when it will come, how big it will be, or the effectiveness of the public health response in terms of prevention and treatment. At this point, we cannot even identify the virus, although the H5N1 strain of avian flu is currently the leading candidate.

What we do know is that pandemics occur with some regularity. Unlike the annual onslaught of flu season, a pandemic is the result of a runaway virus that creates serious illness and death that mounts into the millions on a worldwide scale. Although death is the most dramatic result, the real damage for workplaces would be caused by significant absenteeism and distraction due to illness, family-care and general anxiety.

PLANNING IS ESSENTIAL

Most serious observers feel a pandemic is inevitable and will strike sooner than later. Go to websites for the World Health Organization, Health Canada or Health and Safety Ontario and you will see the seriousness of the threat. The message is consistent: although the pandemic may be unavoidable, preparation by individual organizations and society should significantly reduce the impact and accelerate our capacity to rebound faster and better.

Employers have a legal duty and a moral obligation to get ready. Health and safety law expects that employers will take all reasonable steps to protect their employees. In the event of a pandemic, there will be many other legal issues, including leave entitlement, privacy rights, return-to-work issues and insurability. The central role of employers in modern society demands that they act as positive agents for preparation, information sharing between organizations and ongoing communication with employees.

The essential steps that workplaces should take right now to deal with this threat are:

- Establish an ethic of infection control in your workplace, to be reinforced during the annual influenza season

- Establish contingency systems to maintain delivery of essential goods and services
- Establish mechanisms to allow workers to provide services from home
- Establish partnerships with others (suppliers, customers, even competitors) to provide mutual support and maintenance of essential services

OBLIGATIONS

Human resources professionals have two primary obligations. First, convince your organizations that pandemic planning is necessary and urgent. Pandemic planning is an effective exercise for any organization even if pandemic fear proves to be overstated. There are obvious benefits to be achieved from stripping an organization to its core objectives, identifying key personnel, considering alternative methods of delivering services and products and organization-wide cross-training.

Second, HR professionals should be active members and leaders of the pandemic planning team. Strategy development and the operational implementation of macro-policies that have a direct and varied impact on employees is where you can truly shine.

As with any significant area of policy development, such as safety, harassment and privacy, you need to involve both senior leadership and operations to convince them of the importance of devoting time and resources to preparation right now. Just like other policies, you need to renew, refresh and retrain on an ongoing basis.

You will find that many organizations are already well underway in taking the practical steps to deal with this threat. This includes the creation of a pandemic preparation committee, development of a policy, internal communication and training with a focus on proper hygiene, especially hand-washing, the promotion of good health and proper medical care, and the accumulation of protective gear and medicines, including Tamiflu. ♻️

Jamie Knight (jknight@filion.on.ca) is a partner in the Toronto office of Filion Wakely Thorup Angeletti LLP. He is a frequent speaker on the legal and human resources response to a potential pandemic, and co-author of the *CLV Special Report—Public Health in the Workplace*, 2nd Edition (Thomson Carswell, 2007).

Dunsmore Law

All matters related to employment

Professional Corporation

Ross Dunsmore
Peigi Ross
Janine Lalonde
Fernando Garcia

Phone 416-364-7515
Fax 416-364-9761
www.dunsmorelaw.com

Perspective patronale en droit de l'emploi et relations de travail
Labour and Employment Law for Employers

Emond Harnden SRL LLP

**A forward-thinking approach
to labour law**

A sensitivity to human resources

- employment contracts
- workplace policies
- wrongful dismissal
- employment standards
- labour arbitration
- collective bargaining
- labour board proceedings
- human rights
- pay equity
- occupational health and safety
- workplace safety and insurance
- privacy compliance

**Glebe Chambers
707 Bank Street
Ottawa, Ontario
K1S 3V1**

Telephone: (613) 563-7660
Facsimile: (613) 563-8001

www.emondharnden.com

Services dans les deux langues officielles

**if it's outside your
scope, it's probably
within ours**



kellyservices.com

As the staffing industry leader, Kelly Services® offers six decades of knowledge and experience to address your every HR need. Our expertise, stability, and global resources will let you focus on what matters most—your core business.

Kelly's outsourcing and consulting services are ready to work for you.

Recruitment Process Outsourcing – HRfirst®

Business Process Outsourcing – Kelly Management Services®

Contingent Workforce Outsourcing – Kelly Vendor Management Solutions®

Consulting – Kelly HR Consulting®

Visit us today at kellyservices.com.

KELLY®

Committed to Employment Equity © 2007 Kelly Services (Canada), Ltd. S0579

WITH THE RIGHT MOVES,
EVERYONE IS PLACED PERFECTLY.



Big or small, managing a company's human capital is a complex, ever-changing puzzle. When you think ahead and make the right decisions, even the most difficult problem can be solved. Only Knightsbridge challenges convention through a holistic, multi-disciplined



approach, creating complete people solutions that manage risk and strengthen organizations.

Thinking moves *ahead*

talent attraction ♦ organizational & leadership development ♦ career management & transition ♦ assessment & coaching

knightsbridge.ca

Saving Face

Managing social networking sites in the workplace



By Jeff Pekar

CALLSAURUS INC. IS an Ontario-based third-party inbound call-centre solutions provider with 800 employees in three locations. The call attendants, often college students or recent graduates, take in calls related to a variety of products from dozens of companies that have outsourced their toll-free customer service responsibilities to Callsaurus.

Although productivity is highly monitored (e.g., number of calls answered per hour, per cent of issues resolved with the first attendant) there are often slow times when calls aren't coming in. In such instances, it is common for Callsaurus employees to surf the web, sometimes to get competitive information or to take online training; other times to catch up on personal business, such as e-mail and bill payments.

The company's current electronic communications policy allows for reasonable personal use of company equipment (phone, fax, e-mail and Internet) as long as it does not interfere with customer service, productivity or corporate security. Employees are not able to download programs or applications unless they have permission from the director of IT. Certain websites, such as gambling, pornography and gaming, are blocked by the company.



Our case studies are fictional representations of common HR dilemmas, to which HR experts offer solutions.

casestudy

But more and more employees are accessing social networking sites, such as YouTube, Facebook and MySpace during office hours. The VP of operations, Dino Astrodon, is aware that several organizations, such as the City of Toronto, Toronto Dominion Bank and the Ontario government, have blocked access to these sites. To determine whether Callsaurus should do the same, he convened a meeting of the company's directors. Here is a sample of their comments:

Sales director: "We must not block access to the Internet. Our employees use it to research competitive offerings and also

to go to technical sites to get more information. I'm thinking about launching a social networking strategy that would encourage our employees to access blogs, Facebook and other sites, so that we can add to discussion forums, see what people are saying about our services and respond accordingly."

Product support director: "Maybe we should post stuff on YouTube to show how to use some of our products? That might cut down on our length of calls and make us more efficient."

HR director: "There's a lot of information about us online right now. Social



networking is all about employment branding. If we are draconian in our policies, it will get out in the blogosphere and become impossible to attract the young, tech-savvy employees we need. Of course, I want more productivity, but I don't want morale to suffer by imposing a no-Internet policy."

Director of call-centre operations: "Our productivity is suffering. We have employees who abuse the system. Some are addicted to Facebook and MySpace. They make personal calls, look for old classmates and, in one case, divulge company secrets online. We deal with these on a case-by-case basis, but it is time-consuming and frustrating. I think only managers and above should have access to social networking."

Corporate security director: "Spending time on non-work-related sites is the same as stealing from the company. Whether it is pencils or time, stealing is stealing. Also, I don't want our company secrets out there for everyone to know. We don't even publicize our call-centre locations because we don't want disgruntled customers showing up at our doors!"

Director of teleworking operations: "With today's telecommunication technology, we have more and more people working from home and on flex-time, often using their personal computer for work purposes. Surely, we can't stop them from accessing 'inappropriate' sites...can we?"

Director of IT: "I'm concerned about bandwidth. Downloads and increased Internet activity slow down our network. Also, it takes up our time to administer all the requests we get to download programs and add-ons. There's no way around it if we want to protect against a virus."

Director of finance: "If we need to get more servers to accommodate all the increased Internet activity, it's not coming out of my budget!"



Rage. Blame. Resentment.

Overcome them all with Mediation by Creative Outcomes.

Workplace disputes happen every day, and occasionally they unravel to become flared tempers, pointed accusations – even lawsuits. Avoid the courtroom cost and pain with professional mediation services or mediation training from one of Canada's most experienced dispute resolution professionals.

Call Sarah Gayer, CHRP at Creative Outcomes 416-656-7524 or learn more about mediation in the workplace with articles and podcasts at www.creativeoutcomes.ca.



Astrodon left the meeting with more questions than answers. He knows Callsaurus needs to modify its Internet policy, but he's not sure how to reflect the various directors' objectives (or even if he needs to consider everyone's comments in his decision).

expert commentary

TRUST EMPLOYEES TO DO THE RIGHT THING



LAURA CORNACCHIA

CALLSAURUS INC. IS in a situation where a decision needs to be made on how to deal with social networking sites in the workplace. In a society where the Internet has become a major part of people's lives, companies such as Callsaurus must implement a policy to regulate social networking in a way that is fair to both the company and its employees. Many people rely on websites such as MySpace, Facebook or MSN Messenger to keep in contact with friends, family and acquaintances. People also do their banking, shopping and vacation planning on the Internet. It has become a part of everyday life. To restrict access to certain websites in the workplace would be unacceptable to many people, especially to the young, Internet-savvy generation Callsaurus Inc. hopes to target in its recruitment efforts.

Callsaurus Inc. should implement a policy that finds middle ground between the employer's needs and the employee's freedom that clearly states what is acceptable and what is unacceptable regarding personal usage of the Internet. Employees should have access to social networking sites but only during specific time frames for a limited period of time each day—during the lunch hour, for example. This would be a cost-effective way of dealing with the abuse. Periodic monitoring would still be required to make sure the policy is not being abused and, while there would be costs of having IT monitor the Internet activity, the time restrictions should cut back on the amount of policing necessary.

If the Internet policy is still being abused by the company's employees, then

action should be taken and monitoring increased. Employees who abuse this privilege should be spoken to on an individual basis and dealt with according to the company's disciplinary action policy. The Internet policy should be continually evaluated and revised if necessary.

Callsaurus wants to recruit young, Internet-savvy people; therefore, blocking websites or totally restricting access would not benefit the company in the long run. By showing employees that Callsaurus Inc. trusts them enough to allow them to access social networking websites, it increases their

morale and overall respect for the company. If social networking sites are going to be used for business purposes, as the recommendation of the sales director suggests, it should be organized by management. This will assist in the regulation process and will restrict employees from using excuses to justify their Internet activity for personal usage.

The directors all have different viewpoints on the policy. Some directors feel that employees should not have access to these websites. Other directors feel that the social networking sites should be used to promote the company, while others are concerned

Relaxation achieved.

EXCLUSIVE SUMMER OFFER:
Stay 60 nights or more & receive weekly massages & personal training sessions.*

Achieve ultimate relaxation at the **SoHo Metropolitan** – the fully-furnished, ultra-luxury, extended stay residences that have become Toronto's premier enclave. With 24/7 hotel services, world-class fitness centre & celebrated Senses Restaurant & Bar, your time away is time fabulously spent.

 **SOHO METROPOLITAN HOTEL • RESIDENCES**

metropolitan.com/soho 416.979.4492

*Call for details. Subject to availability. Minimum rate applies.

casestudy

about costing, budgeting and virus protection. Restricting certain websites seems somewhat juvenile; therefore, monitoring user activity would be reasonable. It allows employees to continue to enjoy the Internet; however, because personal time on the Internet is limited, productivity will not be affected. A monitoring process and up-to-date virus protection is the most reasonable solution to this social networking site issue.

All employees should be aware that their Internet activity is being monitored and if they do not adhere to the policy, disciplinary actions will be taken.

There will never be a definite consensus among all employees. Allowing everyone access to the Internet for a limited time per day is somewhat of a compromise for both employees and the company. It shows that Callsaurus recognizes and accepts social networking sites, but it also demonstrates Callsaurus's dedication to run an efficient and successful company and strives to achieve the best productivity levels possible.



This new policy will stir up some conversation among employees. Generally, any change in a company will be spoken about among the workforce and there will always be those resistant to change. But as long as the lines of communication are open and the purpose of the policy is clear, the change will be seen as positive by most employees.

Laura Cornacchia (lcornacchia@eswcanada.com) is an HR generalist at ESW Canada Inc., and is currently pursuing a CHRP designation.

Need counsel you can count on?

From wrongful dismissal claims and employment contracts to labour arbitrations and representation before tribunals – our labour and employment lawyers provide advice and representation on a broad spectrum of labour and employment law matters.

We are knowledgeable and experienced lawyers providing timely, practical and cost-effective solutions.

For more information, please contact:
Eldon Bennett
T 416.865.7704
E ebennett@airdberlis.com

AIRD & BERLIS LLP
Barristers and Solicitors

BCE Place, 181 Bay Street, Suite 1800, Box 754 Toronto, ON M5J 2T9
T 416.863.1500 F 416.863.1515 W www.airdberlis.com

A COHESIVE AND CONSISTENT MESSAGE



LINDA CLARK

THIS IS A VERY complex issue that many businesses face right now. The challenges include getting buy-in support from leaders with varying interests, making and communicating adjustments to the policy, future recruitment and retention opportunities and inhibitors, not to mention company morale.

The support of the managers and executives is dependant on the success or failure of this project. Astrodon, the VP of operations, has sought out the leadership team to determine if social media and additional Internet sites should be blocked. The response of the directors demonstrates the dissension among leadership regarding access to the Internet and the issues related to their own areas.

Callsaurus's Internet policy is insufficient to deal with the use of programs and inappropriate sites. An addition to the company's current policy that states clearly that the company will be reviewing blocked sites frequently to deal with the use of inappropriate content would signal a change to employees.

Morale will be affected depending on the communication used to articulate this

Management Certificate Program Human Resources Management

Professional Programs
Carleton University
Sprott
School
of Business

The Sprott Management Certificate Program in Human Resources is a unique, innovative and result-driven program designed for those considering a career in human resources. This program enables the human resources practitioner to graduate in less than one year of part time studies.

Join the list of graduates who are making a significant difference by contributing Human Resources expertise to their organizations.

For information and registration, please visit:
www.carleton.ca/ppd or contact us at 613-520-3488



message. Focus groups or town halls explaining objectives and consequences of abuse, financial challenges, and recruitment and retention issues would be helpful and create buy-in from employees. This helps to educate and creates a self-monitoring process within the workplace. The current policy rules should be rearticulated to employees and the message that employees who allow personal Internet use to affect their customer service and productivity will face discipline.

In terms of employment branding, allowing employees the freedom to look after personal issues in downtimes sends a message of trust. Employee morale will improve as the company demonstrates its confidence in its employees. This will appeal to the demographic that Callsaurus is targeting. Referrals and networking are the most successful ways to recruit and retain staff. Allowing access to the sites will give the company's employment branding a boost for the present staff and in turn promote their referrals. Allowing visits to YouTube, Facebook and other popular sites in the workplace could be viewed as positive in the marketplace.

Productivity should be monitored by the measurements and tools the company has in place. If there is an individual not reaching their objectives, they need to be approached and coached on a one-on-one basis. If personal usage on the computer is excessive and productivity is low, a performance improvement plan needs to be instituted. Individual approaches are usually boosts to surrounding staff because they know that the person is not working as hard as them.

The costs of additional programs are controlled by the director of IT and the director of finance. In today's environment of ever-increasing viruses and security risks, the level of security has to keep up with the challenges of the marketplace. Having access to popular programs might increase the risk of security but these risks exist through all forms of Internet communication. The firewall must be constantly improved to sustain effectiveness.

Communication is a key issue in the workplace regarding whatever is changing. One of the communication tools that companies have put in place is an annual code of conduct, which addresses many of these issues including the policy around personal computer use and is signed off annually by all staff. This allows for a common

understanding of the practice in a company. Changes could be highlighted in a campaign on e-mail, intranet or posters.

Callsaurus's leadership has conflicting views and these need to be massaged to ensure cohesiveness. The VP of operations should research both the practises in the workplace and marketplace. Each director should be approached and an individual discussion should take place around their concerns and how they could be dealt with. Many of the concerns raised by the directors are common issues not necessarily exclusive to the blocking of socially popular

websites. Once these bigger picture issues are heard and discussed and the marketplace research communicated, an adjustment in policy or practice should be agreed upon and supported by all leaders. At the next board meeting, the VP of operations should present the final recommendation based on feedback from the leaders and research. Then the policy should be communicated to staff. ♻️

Linda Clark, CHRP (lclark@knightsbridge.ca), has more than 20 years of experience in human resources and is currently a partner with Knightsbridge Interim Management.

Employment law gets complicated.

The employment contract has been signed, but your new senior manager is stuck at the border and can't get across.

Employment law doesn't stop at the border. At Fraser Milner Casgrain LLP, we're as knowledgeable in immigration law as in employment contracts. We don't just take instructions, we think ahead about your complete legal needs. And if they include immigration, or specialized pensions or tax advice — we provide those services too.

Fraser Milner Casgrain LLP.
When you need us, we're there.

In Ontario, contact:

Toronto

| | | | |
|--------------------|----------------|-----------------|----------------|
| Michael Horan | (416) 367-6773 | Anneli LeGault | (416) 863-4450 |
| Kristin Taylor | (416) 863-4612 | Lisa Goodfellow | (416) 863-4726 |
| Curtis McDonnell | (416) 862-3460 | Adrian Miedema | (416) 863-4678 |
| Blair W. McCreadie | (416) 863-4532 | Naomi Horrox | (416) 863-4493 |
| Christina Hall | (416) 862-3429 | | |

Ottawa

| | | | |
|-------------------|----------------|----------------|----------------|
| Catherine Coulter | (613) 783-9660 | Sheri Farahani | (613) 783-9621 |
|-------------------|----------------|----------------|----------------|



FRASER MILNER CASGRAIN LLP

www.fmc-law.com

MONTRÉAL • OTTAWA • TORONTO • EDMONTON • CALGARY • VANCOUVER • NEW YORK

Do As I Say, Not As I Do

Study finds alarming work/life harmony practices among HR practitioners



By Carolin Rekar
Munro

SAVVY ORGANIZATIONS RECOGNIZE employee health and wellness as catalysts for enhanced employee performance, productivity and retention, in addition to decreased medical claims, absenteeism and workplace injuries. As human resources practitioners, we play an integral role in championing the business case for work/life balance and fostering cultures that live the values. We avidly experiment with ingredients to perfect the recipe for wellness, the gateway to healthy lifestyles for our employees; but do we practise what we preach as a profession?

HOW HEALTHY ARE WE?

I conducted a research study between January and April 2007, examining the wellness practices of HR practitioners with data collected from 376 online surveys and 43 interviews. HR professionals' response average, when asked to describe their overall personal wellness on a Likert scale, was 5.4 (10 being outstanding)—with five per cent having fully integrated work/life balance. Of those five per cent, 62 per cent were motivated to make lifestyle shifts following a health crisis. HR practitioners also reported that their health management is submerged by duelling personal and professional obligations, with 39 per cent experiencing symptoms of burnout.

The research found that prevailing stressors include work overload compounded by daily interruptions; strenuous work hours and a frenetic work pace; struggles to retain knowledge currency; role conflict attributed to incompatible demands from multiple sources; and eroding interpersonal work relationships.

BUSINESS IMPLICATIONS OF CURRENT WELLNESS PRACTICES

Chronic hours, fatiguing workloads and shrinking deadlines characterize the emergent HR culture, which works at cross-purposes to corporate values, philosophies and practices that advocate wellness. Given the altruistic nature of HR's role, personal health management takes a back seat to the dizzying pace in which it fulfils its professional mandate.

If health management is the essence of strategic advantage in organizations, there are parallel strategic implications for human resources. Success and longevity as strategic business partners hinges on HR's health management practices. Contributing a full complement of skills, talents and knowledge to the strategic mandate comes from a place of "peak performance" rooted in personal wellness. Only when grounded in wellness does HR have the stamina to fully operationalize its evolving roles as internal consultant and facilitator of change.

RESTORING WORK/LIFE HARMONY

Reclaiming work/life harmony reaches beyond provisions for secondary health management interventions—EAPs, fitness regimes and stress management events—which target stress after it has taken root. Focus should be on detecting root cause culprits of work/life discord lurking in our work environments, specifically on probing into our HR departments and combing every facet of functionality to identify and eradicate—or at least control—forces sustaining work/life dissonance.

Primary interventions may alleviate operational burdens, liberating HR practitioners to reposition themselves in the strategic arena. Specifically, it may relinquish time for the evaluative phase of project management; testing the merits of HR initiatives, and ultimately, putting measurement and evaluation on the radar as compulsory to the work that's done. HR's compass must be fixed on delivering ROI data to justify program costs and benefits.

Key Findings

- 39% feel burnt out
- 5% fully commit to work/life balance
- 67% of management works in excess of 60 hours a week
- 39% said they accomplish only 50% of daily objectives.
- 19% have no support system
- 48% non-management and 70% management did not take all of their 2006 vacation days
- 71% experience stress resulting from technology
- 55% spent at least half of their day in e-communication

The research findings expose the tentative nature of wellness management practices in HR and petition us to set in motion the process by which we restore wellness. There needs to be a dialogue between colleagues to de-stigmatize attitudes and behaviours toward wellness, and HR must advocate success and professional survival as contingent upon health management. A culture of wellness is the hallmark of personal and professional excellence.

Visit www.HRThoughtLeader.com for the complete results and analysis. ♻️

Dr. Carolin Rekar Munro, CHRP, CTD (Carolin.Rekar-Munro@durhamcollege.ca), is a consultant, professor and co-ordinator of human resources at Durham College and associate professor at Central Michigan University.

ADVANCED PROGRAM IN HUMAN RESOURCES MANAGEMENT

Graduates of the Program:

- Become experts in HR best practices
- Have the skills to measure and improve the contribution HR makes to the organization
- Are able to support cross-functional collaboration across business areas
- Achieve all points required to recertify the CHRP designation

The program is for people with a minimum of 8-10 years of professional experience, at least 3 of which have been at the managerial level.

TORONTO 2008 OFFERING

Module I : March 24-28, 2008

Module II : May 12-16, 2008

Module III: June 23-27, 2008

Module IV: September 8-12, 2008

OTTAWA 2008 OFFERING

Module I : April 28-May 2, 2008

Module II : June 16-20, 2008

Module III: September 22-26, 2008

Module IV: November 17-21, 2008

FOR INFORMATION OR TO APPLY, CONTACT:

E-mail: execed@rotman.utoronto.ca

Web site: www.rotmanexecutive.com/humanresources

Telephone: 416.978.4441



Rotman



Joseph L. Rotman School of Management
University of Toronto



ACTUAL CERIDIAN EMPLOYEES

A Talent for Talent Acquisition.

Leave the resumes, interviews, and background checks to us. Not only can we find the right people for your company, but we can also find them fast. And you can carry on with your work, as usual.

HR - it's the passion of everyone at Ceridian

A trusted partner to over 40,000 Canadian customers, Ceridian is proud to be recognized for our commitment to clients and for our dedication to providing a nurturing work environment.

Call 1-877-CERIDIAN (1-877-237-4342) and ask to speak to one of our Talent Specialists. Or visit our website at www.ceridian.ca.



Ceridian and the Ceridian wordmark are registered trademarks of Ceridian Corporation.
© Copyright 2007 Ceridian Canada Ltd. All rights reserved.

Back to School

Best practices in campus recruitment

By Mohan Doss

STUDENTS GRADUATING FROM a university or college program are all provided similar education and training and are groomed at about the same level. So, it stands to reason that campus recruiting for entry-level positions from that pool must be easy, right? Ask a campus recruiter how easy it is and you'll receive the opposite answer. That's because the top one or two candidates are just that—one or two. Effectively competing with all the other big organizations, and going after the best students, needs a lot of strategic marketing, careful recruitment planning and execution.

THE COOL FACTOR

Employer branding communicates your Employee Value Proposition (EVP)—the totality of your organizational culture, values, attitudes and management-employee relationships. But to a student, these complex factors can be summarized into one thing—cool. Most students simply want to work for a cool company, one that demonstrates a variety of attractive qualities such as diversity, ingenuity, an appealing mission and/or a vivid presence in the media. It is important for HR to be introspective and identify the combination of factors that are most attractive to students and promote it on campuses.

While wine and cheese events are fashionable and career fairs are popular, there are other low-cost, high-efficiency ways of campus outreach such as targeting student associations and diversity club events where organizations can extract a lot of brand promotion mileage. Organizing business case or tech competitions through these associations not only improve an organization's brand but also help identify outstanding talent. Another effective way of reaching a targeted group of students is through employer info sessions, where representatives from an organization can present information about the company and its career opportunities to an invited group. These sessions also offer the opportunity for recruiters to spend some quality one-on-one time with specific students.

JOB BRANDING

While employer branding on campus helps a student figure out who they should work for, job branding helps the student answer, "What would I do there?" One of many successful ways of promoting your job brand is through offering a co-op or internship program. This helps students sample the jobs that are available within your organization.

Even though not all students from a targeted educational program may get the opportunity to participate, employers can successfully create brand ambassadors for their companies on campus. With the growing power of today's peer group influence, this is one job branding opportunity that no organization can afford to miss.

It is also important to recognize that students may approach co-op and entry-level positions with some skepticism, fearful that they will be doing tedious rather than career-stream work. Providing students with information tying the position to the overall goals of the organization, and illustrating the importance of the work they would be doing, effectively promotes an organization's job brand.

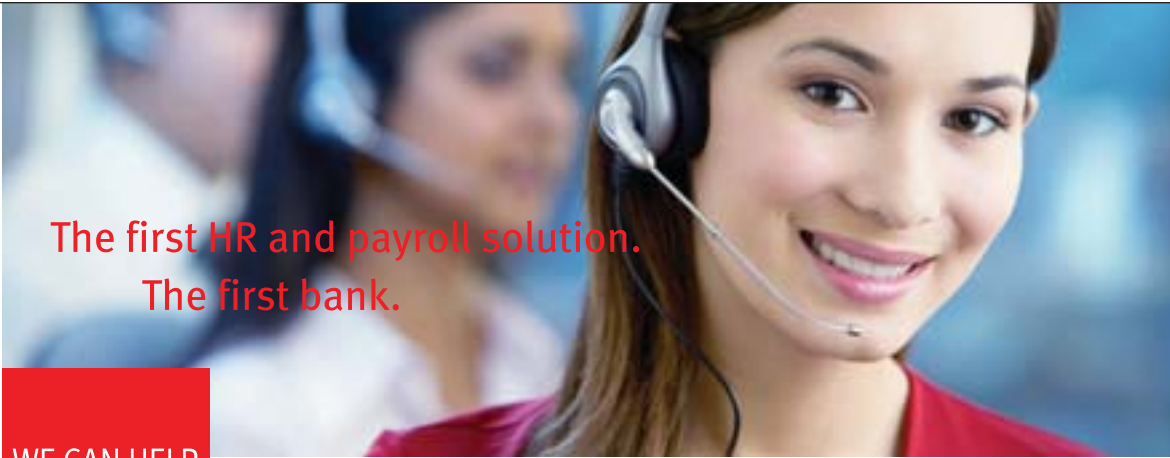
RECRUITMENT AND SELECTION

Job postings are an important way to attract candidates to your jobs. While most organizations articulate the duties, responsibilities and qualifications of a position, they rarely address the most basic question applicants tend to ask: "What's in it for me?" Solid information about the value of the work experience both in terms of the student's ongoing study and as a viable stepping stone to a successful career should help attract more and better candidates.

The students' experiences at an interview and how they perceive the company has a major impact on who they decide to go with. I have seen many students who had a great impression of an organization change their minds after an interview. Students usually interview with multiple employers over a short, fixed period of time, which gives them the opportunity to rate and rank them accordingly. So, it is very important for organizations to ensure all candidates have a positive interviewing experience, regardless of fit.

Other ways of selection could include developing an on-campus student development program. This would identify outstanding student talent in the early years of their education and recruit them into a group that can be monitored throughout their academic progress, supported with beyond-the-classroom learning and training opportunities or, in short, moulded to an organization's desired fit and then hired for respective positions when they graduate. ♻️

Mohan Doss (mohan@campuslogix.com) is the president of Campus Logix, a campus recruitment process outsourcing and consulting firm.



The first HR and payroll solution.
The first bank.

WE CAN HELP

Introducing the Nethris Internet Suite

The first Canadian Web-based solution which integrates on a single database:

- Payroll processing;
- Time and Attendance management;
- Human Resources management;
- and a Self-service application for both managers and employees.



Learn how we can help you improve your productivity.
1-800-361-8688, extension 0721 www.nbc.ca/payroll



WHERE SERVICE COMES FIRST

CGI is the sole provider of the payroll processing solutions and services. These solutions, services and customer service are the property of CGI. The National Bank of Canada acts solely as a distributor. Nethris™ is a trademark of CGI Payroll Services Centre Inc. used under license.



Renew now and get
plugged into a network
of HR professionals.



Shaping Organizational Excellence

Human Resources Professionals
Association of Ontario

Tel: 416.923.2324
Toll free: 1.800.387.1311

Fax: 416.923.7264
E-mail: info@hrpao.org

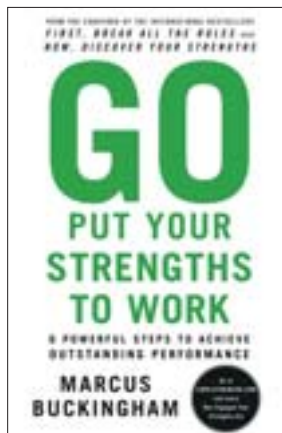
www.hrpao.org/membership
www.HRThoughtLeader.com

Book Reviews

GO PUT YOUR STRENGTHS TO WORK

BY MARCUS BUCKINGHAM

FREE PRESS, 2007



Ask HR professionals about their biggest daily challenge and they will likely say employee engagement. Many self-help HR books provide tools to keep employees motivated but are usually written for the manager, offering only a one-sided solution.

Marcus Buckingham's new book, *Go Put Your Strengths to Work*, approaches this issue from the employee side. He aims to empower readers to identify and apply their natural strengths to their daily work, the goal being higher productivity and personal satisfaction.

The book includes a link to simplystrengths.com (and an access code), which features a short online quiz to assess a reader's strength quotient. This value is rated out of 100. A result of 50 or less is an indication that the reader is not optimizing his or her strengths at work. Once this benchmark is established, Buckingham encourages the reader to make a list of daily tasks to better identify strengths and weaknesses, so the reader can eliminate or delegate the tasks at

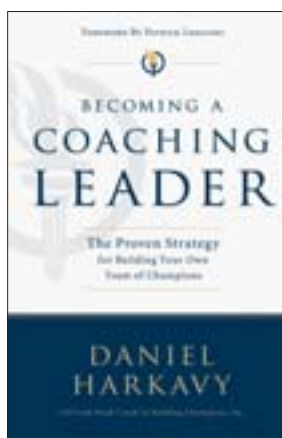
which they don't excel. Questionnaires in the book help the reader identify and apply core competencies. Each chapter also includes a corresponding online video.

This is an easy-to-understand how-to manual to improve productivity. The goals outlined in *Go Put Your Strengths to Work* are realistic and obtainable, making this a useful resource for anyone's career toolkit, regardless of whether they're on the way up or just looking to improve. —Sarah Twomey

BECOMING A COACHING LEADER: THE PROVEN STRATEGY FOR BUILDING YOUR OWN TEAM OF CHAMPIONS

BY DANIEL HARKAVY

THOMAS NELSON, 2007



As founder, CEO and head coach of Building Champions Inc., Daniel Harkavy feels coaching others is the best way for a good leader to become a great one. Coaching leaders commit to people development and help their direct reports grow professionally and personally. In *Becoming a Coaching Leader*, Harkavy brings in his own story and other real-life executive coaching cases to show readers why coaching makes a unique leadership proposition.

Harkavy identifies eight core competencies of a coaching leader: discernment, conviction, accountability, systems, communication, self-discipline, vision and leadership. He also walks readers through his proven coaching strategy, the Core Four Success Puzzle—a personal development strategy, which includes advice on how to build a life plan, business vision, business plan and manage priorities. Once you've created your own core four, you can guide employees through the same procedure and obtain a greater level of success as a team.

One caveat: coaching leaders only work well in a coaching culture. And while this book does not elaborate on how to build a coaching culture, it is a practical how-to manual on becoming a better leader of people. Readers who are not quite that senior in their careers will also benefit from learning the business planning and priority management techniques. —Nova Liu

Interview



Finding a specific formula for business success is today's Holy Grail. Many books—like *Good to Great* and *Built to Last*—claim to have the answers. Author Phil Rosenzweig, professor at the International Institute for Management Development in Lausanne, Switzerland, argues that the foundation of those books, and most of what we read about company performance in popular media, is based on flawed data and, therefore, is dangerously misleading.

In his new book, *The Halo Effect...and the Eight Other Business Delusions That Deceive Managers*, Rosenzweig reveals how we fool ourselves into believing a good story and suggests how we can get to the truth about company performance and leadership.

HRP: What is the halo effect?

PR: It's a concept in psychology that speaks to the way a general impression shapes specific judgments we make. For example, if we know a company is doing well—sales are up, profits are up—we assume they must have a great strategy, a brilliant leader, a strong culture and so forth. When the company falters—revenues fall and profits are wiped out—we tend to make the opposite assumptions—the leader is weak and the strategy faulty. Now, sometimes the company really does change in those ways, but usually it's the observer making attributions about the company based on company performance.

HRP: What are the business implications?

PR: How we misunderstand the drivers of company performance, and many of the things that we commonly believe shape company performance, are actually reflections of company performance. The people who try to explain performance gather lots of data but unfortunately the data is flawed. Often the material out there saying what leads to success is really a reflection of success.

Right now one of the biggest halos out there is about Google. I don't blame Google for this—they get written about with great praise, inves-

tors have bid the stock price way up. The press talks up Google's great corporate culture—it has games and free food. It has this motto that says, "Do no evil."

As long as the company is doing well we say, "Gee, Google treats its people well and that must be driving its success." Well, eventually the company's performance will falter for lots of reasons including competition, imitation, regulation, and when that happens, we're going to say, "Google was really inefficient with all that free food, it was way too indulgent and that motto was naive."

HRP: What do you say to critics who assert that the halo effect is all about perspective? Isn't an employee's perception their reality?

PR: Certainly there is an element of self-fulfilling prophecy but you need to be careful about whether you're measuring something objectively or you are telling a good story in the hopes of changing their perceptions and, ultimately, their behaviour. It's great to be positive but you shouldn't confuse that with rigorous analysis. I have issues with things that present themselves as data-driven and really aren't more than a good story.

HRP: Is there still value in these good stories if they continue to inspire?

PR: Absolutely, but you have to be careful because they are not what they say they are. They are not a clear analysis of why some companies succeed and others fail.

What's totally missing from Jim Collins's field of vision in *Good to Great* is that companies must make choices about strategy to be different from their rivals, and making those choices has risks. Collins doesn't want to talk about risks and uncertainty. These stories are reassuring and they make you feel positive, but it comes at the expense of thinking clearly about strategic choice, which is fundamentally uncertain. That approach is misleading.

HRP: Why are we quick to believe these theories?

PR: I think people like to believe what's comfortable and inspiring. Professors, teachers and journalists haven't done a good enough job of teaching people to think critically about what is put in front of them. We tell them what they want to hear and leave them asking for more. Why do people write these kinds of books? Because they are big sellers and the cycle goes on.

HRP: What compelled you to blow the whistle on this?

PR: A few years ago I had what I like to call my *Network* moment where the movie's title character, Howard Beale, says, "I'm mad as hell and I'm not gonna take it anymore!" I was seeing colleagues of mine, people with good training, say things that simply weren't true and smart managers were lapping it up. My *Network* moment led me to collect examples and explain what's really going on here and push against the tide.

HRP: What's the difference between absolute and relative performance?

PR: After the halo effect, this issue is one of most important in the book. All these ideas about formulas for success are based on a notion that business success is something you can achieve as an absolute. But in a competitive market economy, it is more relative



FIRSTAdvantage

Canadian Employer Solutions

First Advantage Employer Services. Our knowledge and focused approach to providing employment screening, recruiting solutions and more to leading Canadian businesses is what makes us the leader. With an experienced management team and offices in Canada, First Advantage delivers the solutions to help you make smarter hiring decisions every day. To find out more, visit us at www.FADV.ca, email sales@fadv.ca, or call **800.833.7511**

FIRST ADVANTAGE'S CANADIAN SERVICES:

- > Recruiting Solutions
- > Hiring Management Systems
- > Automated Skills and Behavioral Assessments
- > Criminal Records
- > Professional References
- > Education Verifications
- > Employment Verifications
- > Credit Checks
- > Driver Record Searches
- > International Background Checks
- > Exit Interviews

offtheshelf

than absolute. In order to do things better than your rivals, you have to do things differently than your rivals and take chances, which opens you up to risk of failure. The job of the manager is to carefully and appropriately gather information that will raise their chances of success but never imagine that they are going to achieve success.

HRP: One of the delusions you mention in the book is the delusion of rigorous research. Why are well-known studies like the Evergreen Project not reliable?

PR: The book about this management practice study is called *What Really Works* and it purported that this was *the* formula for business success. If you do x, you will achieve high performance. This can't be achieved, however, if all the data you gather is tinted by the halo effect. The data gathered in Evergreen were not independent of performance; in fact, it was influenced by performance. If you look at their results, the authors have not remotely shown what really leads to high performance. What they have shown is that companies that are high performers or low performers tend to be described in different ways. It's backward in terms of what we can learn by causality and effect.

HRP: Does the delusion of lasting success mean that all companies are doomed to fail? Aren't there some that have done well year after year?

PR: All companies are doomed to fail eventually. The business world is about rise and fall: best performers will regress to industry means over several years because business is about competition and rivals will copy what works. It happens to everyone—Wal-Mart and Microsoft. Organizations need to ask themselves, How can we be successful *now*? Companies that are successful in the long term probably got that way by stringing together a number of short-term

KROLL

**Need a strategic advantage?
Make your move - and reduce your hiring risk.**

Let Kroll, the worldwide leader in pre-employment and background screening, help you identify top performers, reduce the risk of bad hires, and avoid making negligent hiring decisions.

- HR and Education Verification
- Criminal Record and Credit Checks
- Driver Record Abstracts
- Professional References
- Employment Exit Interviews

It's your move...

Canadian, U.S., and International offices to serve you.

For more information, contact our Business Development Team
416 956 5000 888 956 5000
www.kroll.com

**"Brand New Name, Same Great Service"
Your Reliable Staffing Partner**



The Bagg Group
STAFFING SOLUTIONS

Toronto, Markham, Mississauga 416-863-1800/www.bagg.com

Niche staffing organization specializing in the placement of Middle to Executive level Human Resources Professionals in contract, project and full-time positions:

| | | |
|----------|-------------------------|---------------------------|
| CHRP/MBA | HR Manager/Director/VP | HR Generalists |
| CCP/CEBS | Compensation/Benefits | Employee/Labour Relations |
| CRSP/CPA | Health & Safety/Payroll | Recruitment |

Vikki Mungre,
5050 Dufferin Street, Suite #236
Toronto, ON M3H 5T5
www.humanresourcesoncall.ca
tel: 416-663-7709 x 222
fax: 416-663-7982
resumes@humanresourcesoncall.ca



"...because so much depends on qualified people..."

successes. If you try and be a long-term success, you may overlook things you need to be a success right now.

HRP: How can we relate this to our own workplaces?

PR: Try not to let your judgments about your own company be overwhelmed by whether the performance right now is good or not good. Try to think about the components of the organization on their own merit. Take customer orientation, for example. Be careful not to think that because the company is doing well, it must be customer-oriented and any company that is not doing well has forgotten about its customer. There are ways to measure customer orientation that are very rigorous: how frequently do you contact customers about their satisfaction? How much of compensation is related to meeting customer-related targets?

HRP: How can we learn to discern between reliable indicators of company success and those that aren't?

PR: There are a lot of very good studies out there but they don't usually become bestsellers. Unfortunately, what we've never learned and will never learn is that there is no quick fix for high performance, but through reliable metric execution, we can better evaluate what works and what doesn't. Company X, for example, sells widgets and is interested in the speed of the bill-to-order process. This can be measured accurately. This information allows Company X to evaluate how effective they are at execution. What isn't useful is going to an employee at Company X and asking, "How good are you at execution?" Because employees will say, "Pretty good, because the company is doing well." Don't ask for evaluations that are shaped by the overall measure of high performance. Measure what you are trying to measure directly. Instead of asking employees if they have a strong culture, you might observe behaviours to see the way in which employees do or do not conform to certain values. All of those things are ways to measure something that are truly independent of performance.

Employee satisfaction is also tricky because people who are at successful companies will tend to say they are satisfied. This has huge implications for what managers should do. Better research shows that if you do what it takes for the company to be successful, people feel good when they play on a winning team and they have more confidence in the future. That's how you are going to make your employees happy.

—Meredith Birchall-Spencer



The Canadian niche job board network.

3 EASY STEPS!

| | | |
|------------------|----------------|----------------|
| Choose 01 | Post 02 | Done 03 |
|------------------|----------------|----------------|

Post your job **in minutes** on the **most appropriate job board** in regard of the profile you are seeking!

A unique login for different job boards and different job boards with **the same job posting bundle!**

| | |
|--|---|
|  | Human Resources |
|  | Finance Accounting |
|  | Accounting & Bookkeeping |
|  | Sales |
|  | Computer Science |
|  | Retail |
|  | Engineering |
|  | Administrative Support |
|  | Call Centers & Customer Services |
|  | Project Management |
|  | Business Analysis |
|  | Legal |
|  | Paralegal |

1 - 888 - JOBWINGS

INDEX TO ADVERTISERS

ACCOMMODATIONS

Premier Executive Suites.....Inside Front Cover

ACCOUNTANTS/CONSULTANTS

Robert Half International.....34, 36
Smart Serve.....24

AFFINITY SOLUTIONS

jobWings.....59
Venngo.....19

ASSOCIATIONS

Ontario Association of Social Workers.....60

ATTORNEY

Sherrard Kuzz LLP.....36

BACKGROUND CHECKS

BackCheck.....11

BACKGROUND CHECKS & EXIT INTERVIEWS

First Advantage Canada, Inc.....58

BARRISTERS & SOLICITORS

FMC Service Limited Partnership.....51

BENEFITS

PlanDirect Insurance.....37

COMPENSATION BENEFITS

The Co-operators.....26

COMPENSATION TRENDS

Robert Half International.....34, 36

CORPORATE HOUSING

Soho Metropolitan Hotel & Residences.....49

EDUCATION/CONFLICT MANAGEMENT

Queen's University Industrial Relations Centre.....30

EDUCATION/TRAINING

University of Toronto – Executive Programs.....53

EMPLOYEE ASSISTANCE PROGRAMS

Family Law Centre.....28

EMPLOYEE BENEFITS

Schroeder & Associates Financial Services, Inc.....61

EMPLOYMENT AGENCIES

HR On Call.....58
Kelly Services, Inc.....45

EMPLOYMENT VERIFICATION & SCREENING

Kroll Background America.....58

EXECUTIVE/MANAGEMENT SEARCH

Meloche Monnex Financial Services, Inc.....41

EXIT INTERVIEWS/EXIT SURVEYS

ExitCheck.....21

FINANCIAL PLANNERS/INVESTMENT ADVISORS

BMO Nesbitt Burns.....60

HEALTH & SAFETY (PRODUCTS & SERVICES)

Ont. Service Safety Alliance.....43

HEALTH & WELLNESS

Truestar Health.....Outside Back Cover

HR & PAYROLL SOFTWARE

D.L.G.L. Ltd.....5

HR CONSULTANTS

Sare & Associates.....48

HR PERFORMANCE & RECRUITMENT

HR On Call.....58

HRIS (MULTIFUNCTIONAL)

D.L.G.L. Ltd.....5

HRIS SOFTWARE

D.L.G.L. Ltd.....5

HUMAN CAPITAL SOLUTIONS

Knightsbridge Human Capital Management.....46

INSURANCE & FINANCIAL SERVICES

Industrial Alliance Insurance & Financial Services, Inc.....8

Downsizing? How to Protect Your Employee's Retirement Upside

Your staff may not be able to fight "early retirement", but you can be sure that the tough decisions they'll have to make concerning their pension plan or other company programs won't jeopardize their future. Using BMO Nesbitt Burns Pathfinder®, our state-of-the-art software program, we can help to assess investment options – and help determine which are best. There is no obligation. If your company is in the process of restructuring we can help.

Call me today to set up an appointment or to request more information.



George Kosmopoulos, CIM, FCSI
Investment Advisor &
Financial Planner

(416) 359-4502
or (800) 567-3006

George.Kosmopoulos@nbpcd.com
www.GeorgeKosmopoulos.com



BMO Nesbitt Burns®

© "BMO (M-bar roundel symbol)" is a registered trade-mark of Bank of Montreal, used under licence.

© "Nesbitt Burns" and "BMO Nesbitt Burns Pathfinder" are registered trade-marks of BMO Nesbitt Burns Corporation Limited., used under licence.

SocialWorkJobs.ca - Ontario's Dedicated Social Work Job Board

SocialWorkJobs.ca is the official career site of the Ontario Association of Social Workers. We are dedicated to connecting social workers with the best career opportunities on the web.

How much does it cost?

Choose the right package for your hiring needs. Whether you are hiring for a single position or an entire department, we have you covered.

1 Job Post \$150
3 Job Pack \$400
5 Job Pack \$600
10 Job Pack \$1,050

Customer Support

E-mail: careers.help@oasw.org
Toll Free: 1-877-223-1833
Hours: 8:30 AM - 8:00 PM (EST)



OUTPLACEMENT

Getting Canadians back to Business since 1981

Visit our free RESUME BANK

www.CMScareers.ca

LABOUR & EMPLOYMENT LAW

Aird & Berlis LLP50

LEGAL SERVICES

Dunsmore Law45
 Emond Harnden LLP45
 Hodgson Shields DesBrisay O'Donnell MacKillop Squire LLP3
 Kuretzky Vassos28

MANAGEMENT TRAINING & DEVELOPMENT

IPM – Institute of Professional Management21

MEETING ROOMS

CN Tower28

NEWSPAPERS

The Globe and MailInside Back Cover

NON-PROFIT ORGANIZATIONS

Corbrook34

ONLINE RECRUITMENT

Workopolis.com15

OUTSOURCING

Career Marketing Specialists60

PAYROLL/HR SOLUTIONS

Banque Nationale55
 Ceridian Canada Ltd.53

PERMANENT & CONTRACT

PLACEMENT SPECIALISTS

HR On Call58

PRE-EMPLOYMENT SCREENING

BackCheck11

PUBLICATIONS

Business Information Group24

RECOGNITION/PROMOTIONS

Canadian Tire Corp.32
 Rembrandt Awards Manufacturing Ltd.61

RECRUITMENT

Hays Specialist Recruitment (Canada), Inc.26
 Hunt Personnel26
 Keith Bagg Group58
 Randstad6

RECRUITMENT - FINANCIAL

Hunt Personnel26

RECRUITMENT/PLACEMENT

Hunt Personnel26

REFERENCE CHECKS

BackCheck11
 Britton Management Profiles, Inc.61

RELOCATION SERVICES

Atlas Van Lines (Canada) Ltd.31
 Royal LePage Relocation Services17

RETIREMENT & HEALTH BENEFITS

SERVICE PROVIDERS

Desjardins Financial Security39

SAFETY RESOURCES

Education Safety Association of Ontario24

TRAINING & DEVELOPMENT

Sprott School of Business50

TRAINING & ORGANIZATIONAL DEVELOPMENT

Queen's University Industrial Relations Centre30

TRAINING PROGRAMS – DESIGN & DELIVERY

Psychometrics Canada Ltd.35

TRAINING/COACHING/CONSULTING

Soft Skills Expert48

UNIVERSITY EDUCATION/TRAINING

Queen's University Industrial Relations Centre30

WORKPLACE SAFETY

Safety Speaker37




www.brittonmanagement.com

OVER 30 YEARS OF PROFESSIONAL REFERENCE CHECKING EXPERIENCE

Our services include:
 Employment References
 Education & Professional designation verification
 Credit Checks
 Criminal Checks
 Driver's Abstracts
 Exit Interviews

We can custom design a reference checking process to meet your needs

416-286-6668
bprofiles@idirect.com



Discovering Natural Abilities

Unlocking your employees potential!

Assessment and workshops to open up communication, contribute to teamwork and the understanding of your talent pool.

Kolbe, True Colors and MBTI certified.

The Soft Skills Expert

T 888 973 7924
 www.thesoftskillsexpert.com

Creating
“Wrinkle-Free”
 Employee Benefit Plans



Wendy Schroeder
905-464-4317
 wschroeder@cogeco.ca
 www.roaringwomen.com/wendy



Discover
how easy it is to have your own
Unique Recognition Program

Rembrandt is your Full Service Recognition Provider of:

- Custom Programs
- Quality Gifts with a wide selection
- User Friendly Internet Programs

For more information contact us at:
905-886-5022 - phone
905-886-5025 - fax
service@rembrandtawards.com - e-mail



111 Granton Drive Unit 302 Richmond Hill, Ontario L4B 1L5
 rembrandtawards.com - website

Executive Intervention

How HR can help management teams help themselves By Jim Clemmer

AN ORGANIZATION'S BEHAVIOUR ripples out from the senior management team leading it. Far too seldom do attempts to lead change and/or implement HR initiatives start with the leadership of the senior management team.

AVOID DESTRUCTIVE HUMOUR

Management team members often poke fun at each other and send playful “zingers” around the meeting room. While this can add valuable additions to the team’s “laughter index” and boost the team’s health, too often team members blur the line between good clean fun and destructive potshots. Cowardly team members who don’t have the skills to constructively confront their colleagues often wrap serious messages in humour.

HR should spotlight the problem and build agreement on a No Sniping Rule. If any team member makes a comment that sounds like a cheap shot, the others should tap their glasses or cups with a pen.

Don’t allow cowardly behaviour that belittles, berates or criticizes peers or team members in front of others. Quietly point out the behaviour in personal conversations with the offender or when discussing team effectiveness with the team leader.

CONFUSING COMMUNICATIONS WITH INFORMATION

Many HR professionals and managers are great at supplying information, but they’re not good at communicating it. Many HR professionals talk about communication but few really do anything about it because they confuse information dumps with communication. In response to organizational pleas for “more communication,” too many HR professionals send more e-mails. Real communication is verbal and consists of a dialogue with stories and values.

MEETING MADNESS

Meetings are more important than ever in our increasingly interconnected world. Research clearly shows that when run effectively, groups make better decisions than individuals. Useful meetings involve and engage participants in problem-solving and planning. But most management meetings are poorly run.

Meetings run by HR should be a model for the whole organization. No HR professional should participate in a

meeting that doesn’t have an agenda with timeframes and objectives for each agenda item; clarity on whether each agenda item is there for a consensus decision; input for someone else to make a decision; an update of information; or action-planning for a decision already made. HR should keep participants on topic and set clear action plans or “next steps” following each agenda item. What was decided should be documented and followed up with a communication plan for all affected.


DECIDING HOW TO DECIDE

There is a continuum with three basic ways a management team makes a decision: command, made by a team member (often the boss) without any input from other team members; consultative, made by a team member after consulting with others who have knowledge or who must commit to the decision; and consensus, made by the entire team as a group.

The farther the team moves toward the consensus end of the continuum, the more buy-in or commitment there is to the decision. Decision-making time takes longer but implementation time and effectiveness dramatically improve.

A common source of conflict in management teams is when the type of decision-making method used is not clear to everyone at the outset. Team leaders exacerbate the problem by leading what seems to be a consultative or even consensus discussion when he or she has already made up his or her mind. Weak team leaders will often intimidate team members into “forced consensus” (an oxymoron) and leave the discussion believing that the team is united.

HR professionals can help clarify the type of decision method being used at the outset of each agenda item and facilitate discussions around whether the right approach is being used.

Effective and strategic HR professionals help management teams step back periodically to look in the mirror and review what is and isn’t working with the current process. Strong HR professionals help leaders move beyond building a team of champions to building a championship team. High-performance teams partner with HR professionals to work on the team as well as *in* the team. 

Jim Clemmer (www.Clemmer.net) is a keynote speaker, workshop leader and management team developer on practical leadership. His new book is *Moose-on-the-Table: An Organizational Fable about Courageous Conversations*.

WE'VE MADE A
CAREER
OUT OF BEING THE
EXPERTS
IN
CAREERS.



ONLY GLOBE CAREERS DELIVERS THE LEADING OPPORTUNITIES TO THE LEADING CANDIDATES

Globe Careers is the most comprehensive career resource in Canada.

We match influential, career-driven readers with the country's top employers through a full range of trusted, high-quality, high-impact vehicles.

Globe Careers. The only place to look for a total perspective on careers.

*To advertise call 1-800-387-9012,
or e-mail recruitment@globeandmail.ca.*

Globe Careers
WHERE LEADERS LOOK.



Executive Challenge

Stressed out!
Burnt out!
Exhausted!

Executive Decision

THE TRUESTAR 6 WEEK
PERSONAL REJUVENATION
"KICK START" PROGRAM

Truestar Weight Loss and Wellness Clinic provides executives with a renewal and rejuvenation program to optimize performance and feel great. Backed up by state-of-the-art resources and developed and delivered by a team of leading health care experts, Truestar's healthy lifestyle-based program will provide immediate benefits, which include:

- > Weight Loss
- > Increased Energy
- > Ability to deal with Stress
- > Sharper Mental Focus
- > Body Transformation
- > Improved Metabolic Rate

BENEFITS OF YOUR TRUESTAR PROGRAM

DETOX AND CLEANSE

- > Free your body of toxins + cravings
- > Improve your skin's appearance
- > Increase your energy
- > Prevent over-eating + aid in appetite control

RESTORE

- > Balance your blood sugars
- > Achieve better health + hormonal harmony
- > Improve your concentration
- > Lose fat + transform your body

REVIVE

- > Increase your metabolism
- > Achieve peak energy levels
- > Achieve your target weight
- > Improve your libido



MAKE YOUR EXECUTIVE DECISION TODAY!

truestarclinic.com | 1 888 448 TRUE (8783)