

INSIDE: KNOWLEDGE MANAGEMENT | WORKPLACE INVESTIGATIONS | RESPECT IN THE WORKPLACE

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- Retirees • Staff facing job loss
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contents

FEATURES

Developing Innovative Leaders 24

How identifying high-potential employees and offering interdisciplinary programs help establish exceptional leaders at 3M Canada.

By Janette Batten

Community Economic Development: A Complementary Strategy to Workforce Development 28

Understanding and using local or regional resources can help your organization tap into valuable additions to its workforce.

By Alyson Nyiri

The Business of Knowledge Management 32

Knowledge management can be a portal to reinvigorating organizational learning, employee engagement and developing and improving organizational performance.

By John Yuen

Interview with an HR Hero: Mary Silverthorn 36

HR in policing.

By Jay Somerset

DEPARTMENTS

Editor's Letter 8

Leadership Matters 10

Innovative HR

Upfront 12

The Latest Human Resources News

Legal Words 15

The Importance of Workplace Investigations

Benefits 20

Benefits in the Year 2020

Off the Shelf 42

Latest Book Reviews

Workplace Culture 43

Respect in the Workplace Program

The Last Word 46

Those Who are Left Behind



contributors



JONATHAN DYE

Jonathan Dye, a partner at Heenan Blaikie, focuses his practice on employment law. Selected as one of LawDay's top 100 leading employment lawyers in Canada, he primarily litigates and advises clients on a range of issues such as wrongful dismissals, workplace human rights, employment standards, recruitment and dismissals, employment contracts and employment issues in corporate transactions. He has appeared as lead counsel in cases before various courts, boards and tribunals. Dye is part of the author group of the *Ultimate Corporate Counsel Guide*, published by CCH and the Canadian Corporate Counsel Association, and *Labor and Employment Law in Canada*, published by the American Bar Association. He discusses the importance of workplace investigations, [on page 15](#).



JANETTE BATTEN

Janette Batten received her B.E.Sc in Mechanical Engineering from the University of Western Ontario and, after gaining valuable experience at General Motors LAV Division, she joined 3M's London tape project engineering department in 1994. In 1998, she became a maintenance supervisor, leading safety, quality, cost and productivity improvements in the tape and adhesives and compounding focus factory. She later returned to engineering in 2000 and worked on various projects. From 2004 to 2007, Batten became the HR manager for the London manufacturing plant. She then transitioned into the laboratory as the product engineering and quality manager and then the Industrial and Transportation Lab manager. In 2011, Batten moved back to HR to become a business HR manager and most recently the director of HR. She discusses developing an innovative leaders, [on page 24](#).



JOHN YUEN

John Yuen is a business journalist who recently became an HR practitioner after returning to school. As an HR advisor to the Herbert H. Carnegie Future Aces Foundation, he provides board members with counsel to raise the bar for their human resources practices. He is a former HR coordinator at Maple Leaf Foods, communications planner in the ministries of natural resources and finance, Region of Peel and SONY Canada. A past Information Officers' Forum Silver award winner for marketing, he has written for *Communication World*, *IABC Toronto Communicator*, *IABC Reporter*, *Learning Curves*, *Multiviews* and *Municipal Monitor*. Yuen covers knowledge management practices, [on page 32](#).



DEBBY CARREAU

Debby Carreau, MBA, CHRP, is CEO and founder, of Inspired HR Ltd. For the past 20 years, she has been helping businesses deliver superior business results by making better decisions about human capital. She helps businesses implement strategies to get the most out of their business's most valuable resource: people. Carreau speaks and writes about workplace issues and developing talent for organizations. Her focus is on women in the workplace and eliminating harassment, bullying and incivility. As one of the few female members of Young Presidents Organization she is often asked to consult on these important issues with CEOs globally and is a master moderator for Sheryl Sandberg's Lean In foundation. She introduces the Respect in the Workplace program, [on page 43](#).

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WANTED: A FEW GREAT LEADERS

As I write this, it seems there is a clash of the titans happening on the international front as U.S. president Barack Obama locks horns with Russian president Vladimir Putin over Syria, more or less freeing Syrian president Bashar al-Assad to carry on unchecked.

Meanwhile, in Canada, the federal Conservative, Liberal and NDP leaders try to gain media mileage and cred as Quebec premier Pauline Marois launches her government's highly controversial Charter of Values—her bid to strengthen the leadership bid of her minority government. Even closer to home, Ontario premier Kathleen Wynne skirts one scandal after another, leaving the electorate wondering whether she or the heads of the other provincial parties have the stuff of strong and effective leadership.

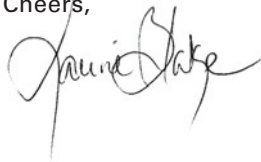
There's little doubt that society is searching for strong, dynamic—yet democratic—leaders. That search carries over into the business world as well, as the older generation leaves and the new generation is still finding its way.

In this issue, contributor Janette Batten, HR leader at 3M, offers some suggestions for building innovative leadership development, while writers Alyson Nyiri and John Yuen explore different ways of tapping into resources to develop and train your workforce.

What strategies are you and your organization using to develop your talent and emerging leaders? We'd like to share your stories with HR Professional readers, as well.

Post your thoughts on our Facebook page, at www.facebook.com/#!/HRProfessionalMag.

Cheers,



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Leadership matters



BY PHIL WILSON, SHRP

INNOVATIVE HR

With HRPAs 2014 Annual Conference & Trade Show just around the corner (January 23-25, 2014 at the Metro Toronto Convention Centre) and its focus this year on HR's role in fostering innovation, I thought I would take a look at what one human resources team is doing to inspire innovation in its organization.

It's one thing for HR to pay lip service to innovation, and it's quite another to actually entrench innovation into your culture. But the results can be spectacular—just ask Four Seasons Hotels and Resorts, which recently sent Stacy Oliver, Global Product and Innovation, to tell its innovation story at the Conference Board of Canada's 2013 HR Summit in Toronto.

For the first 50 years of its existence, since 1961, Canadian luxury hotel chain Four Seasons pioneered many firsts in high-end hospitality. These innovations include 24-hour room service, in-room amenities and a service culture founded on the Golden Rule: Treat others—customers, employees, partners, suppliers—as one would wish to be treated.

Considering the role innovation has played in building Four Season's success for the first 50 years, in 2011 its executive thought about what they could do to ensure that spirit continued—harnessing the creativity of all its 40,000 global staff and fostering a culture of innovation across its 90 properties around the world.

It developed a program it calls Blue Water Innovation—an enterprise-wide program that focused on community (who we are), behaviours (how we act) and actions (what we do), and how it all goes to the core of the organization.

After designing a program that included all employees, identified innovation-nurturing behaviours to promote and created an innovation process and methodology, the Blue Water Innovation team went on a global tour to spread its gospel among every hotel general manager in the chain.

Convening meetings at each of Four Season's global regions, the chain gathered all hotel general managers for intensive three-day meetings on what Blue Water Innovation was all about and what it was trying to achieve. The team knew that in order for this to succeed, it would need complete buy-in from the general managers who manage each property with a lot of autonomy from head office. Each general manager was asked to bring a key "influencer"—anyone they wanted—to help launch the program at their home hotel.

These influencers turned out to be quite an assemblage of people—including business functions not normally associated with innovation, like directors of finance. But it was a hugely successful roll-out. Everyone drank the Blue Water Kool-aid and

was sent home to roll it out at their hotels.

Since its launch, Blue Water Innovation has been responsible for more than 800 innovations, including a Skype check-in enroute during the car journey to the Four Seasons in Costa Rica; a female-only "Pearl" floor at the Four Seasons Riyadh in Saudi Arabia; and a beach-side Inner Artist experience at a Four Seasons in Thailand, because it turns out guests like to engage in artistic pursuits while on the beach. Most of the innovations are very property (and region) specific, but they are duly shared among other Four Seasons properties around the world, which results in some innovative tweaks to the original idea. For example, the female-only floor idea from Riyadh has spawned family-only and couples-only floors in other hotels.

Does every idea make the cut? No. But every idea gets a fair consideration, which is one of the keys to making Blue Water Innovation work—you need to get the bad ideas out there to encourage the good ones.

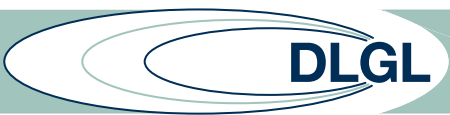
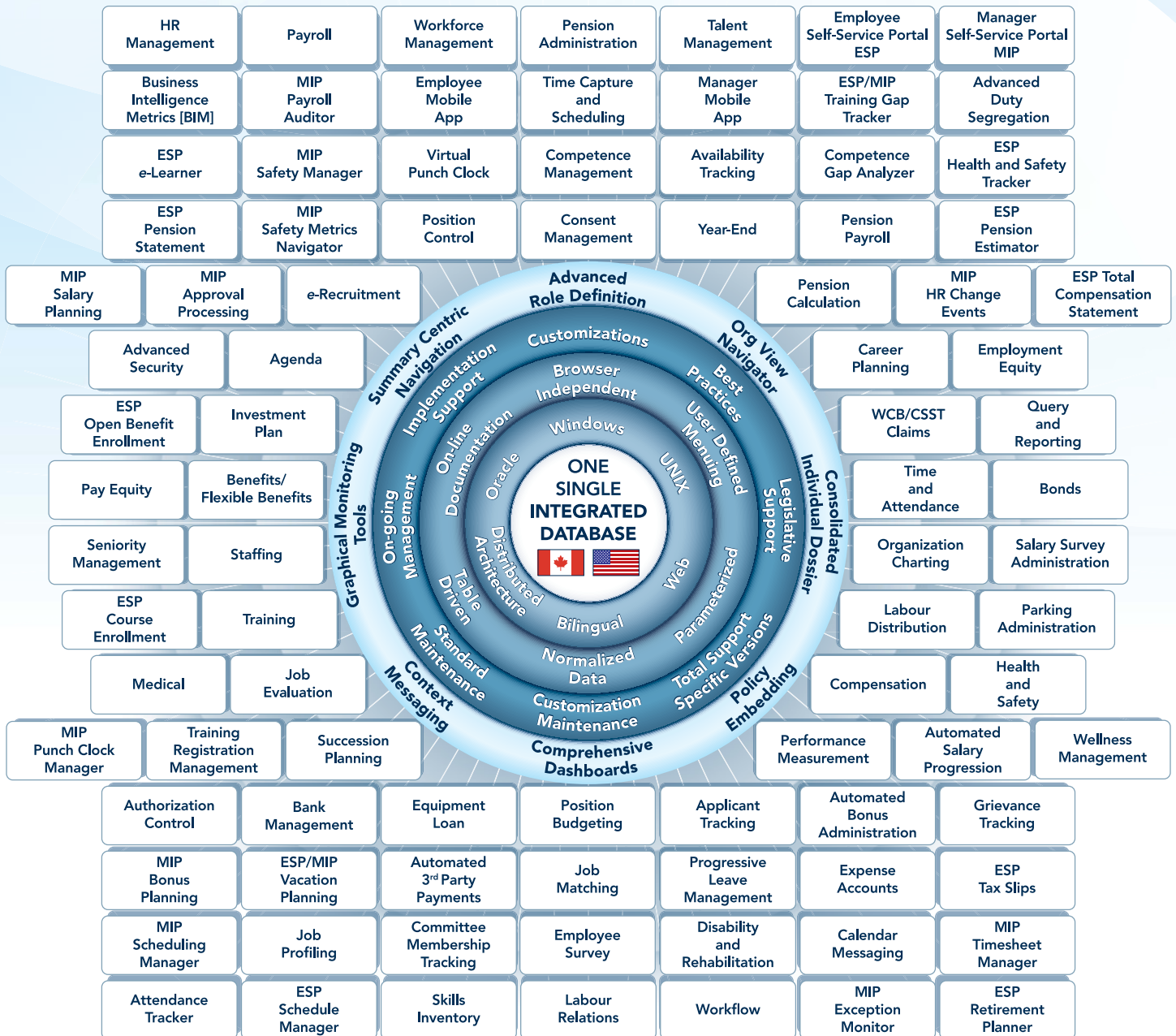
It's an interesting (and highly successful) approach to innovation that's become a key differentiator in the highly competitive luxury hospitality market. It's also a great example on how HR can take the lead in innovation and business strategy. ●

Phil Wilson, SHRP is a chair of the Human Resources Professionals Association (HRPA).



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RETURN-TO-WORK STRATEGIES CRITICAL FOR EMPLOYEES LIVING WITH DEPRESSION

Two-thirds of returning employees have lingering difficulties

Organizations across Canada need to put in place graduated return-to-work strategies and other accommodations to help employees who return to work after being treated for depression. This recommendation is part of a series of conclusions in a new Conference Board report, *Depression in the Workplace: Insights From Employees and Supervisors*.

The survey of employees and supervisors found that after a work absence due to depression, two-thirds of employees who return have difficulties concentrating, remembering things, making decisions and performing tasks—even after being medically cleared to return to their jobs.

According to the report, the specific strategies and accommodations required will depend on the individual's circumstances, but might include reducing distractions to improve concentration or providing minutes of meetings to assist with memory and follow-up tasks.

"Individuals who experience depression can show a significant decline in their work productivity and problems can arise even years after the period of depression.



This has a significant impact for employers in terms of lost productivity," says Louise Chenier, senior research associate. "It's important to stress that once an accommodation measure has been identified and implemented successfully, the employee should be treated like all other employees. The temptation is to lower expectations. This approach can lead to inequities between employees and perceptions of unfairness."

The overall study results align with other research showing that individuals experiencing depression often continue to suffer from cognitive symptoms even after treatment.

The report is available at www.e-library.ca.

WORKPLACE MENTAL HEALTH RESOURCES

Check out HRPAs collection of workplace mental health information, tools and resources to help create and maintain a psychologically safe workplace.

www.hrpa.ca/mentalhealthresources

Second Wind: The Evolving Nature of Retirement

Ceridian and CARP announce the results from their recent study, *Second Wind: The Evolving Nature of Retirement*, revealing that more than half (57%) of mature workers desire to keep working, but on their terms.

What other trends did we uncover?

More than half (57%) of mature workers want to continue working in some capacity after they reach the traditional age of retirement (age 65). 21% plan to work into their 70's.



"Now is the time for employers to take action and keep this generation involved, productive and healthy in order to ensure a positive workplace culture and overall organizational success."

ROSS MAYOT, VICE-PRESIDENT & GENERAL MANAGER, CARP



Mature Worker Experiences

- 70.1% feel respected by colleagues
- They are often asked for advice (60.4%)
- Asked to coach and mentor others (41.2%)

What do mature workers want?

- Extended health & dental benefits past age 65 (48.6%)
- Flexible work/job-sharing (46.4%)
- Retraining programs to keep skills current (41.1%)
- Phased-in/staged retirement (40.5%)
- Employee wellness programs (32.3%)
- Workplace mentorship programs (29.9%)
- Inter-generational training (24.8%)

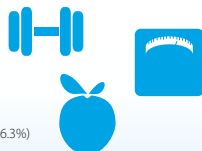


Retirement Worries

- (36%) worry that their health or that of their spouse (12%) may deteriorate post retirement

Remaining healthy post retirement

- Mature Workers plan to:
- Get more exercise (58.2%)
 - Eat healthier (45.1%)
 - Lose weight (28.4%)
 - Keep their stress levels low (16.3%)



MATURE WORKERS OFTEN OVERLOOKED OR FACE DISCRIMINATION

According to a recent study from Ceridian and CARP, more than half (57%) of mature workers desire to keep working, but on their terms. That said, almost half (48%) are concerned about maintaining their health or that of a loved one as they age, and though often consulted by their colleagues for advice (60%), age discrimination in the workplace still persists.

"Ageism discrimination against mature workers exists within the Canadian corporate culture, despite how far we like to think we have come. Mature professionals are often overlooked based on assumptions that they are too old to keep up with the times and may cost a company more in terms of benefits," says Ross Mayot, VP & general manager, CARP.

To retain and recruit these productive, skilled and respected mentors, employers need to be prepared to address mature workers' health concerns. Adopting a progressive approach to workplace wellness contributes to a healthier aging population and can help make it easier for companies to extend health benefits beyond traditional retirement age. The Infographic from CARP and Ceridian on the left reveals some of the survey's other findings.

For more information and to download the report, *Second Wind: The Evolving Nature of Retirement*, visit ceridian.ca/second_wind.

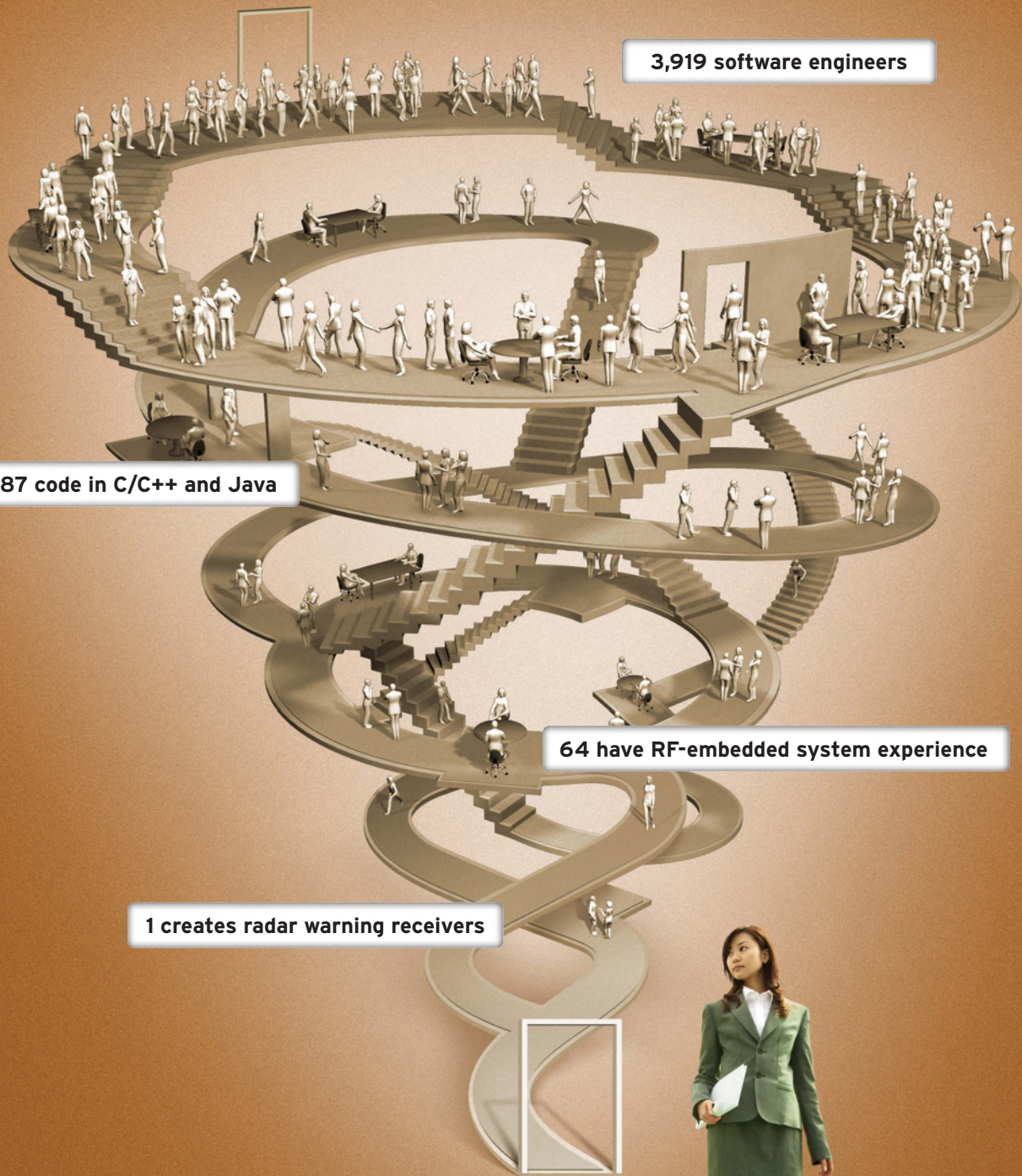
STUDY: 3.7 MILLION BACK-OFFICE JOBS WILL DISAPPEAR FROM NORTH AMERICA AND EUROPE DUE TO OFFSHORING AND TECHNOLOGY

Large companies in North America and Europe are now losing over 250,000 jobs each year in IT, finance and other key business services areas, due to the combined impact of offshoring, technology-driven productivity improvements and the low-growth business environment, according to a new research update from The Hackett Group, Inc. While the number of jobs being lost annually will decline over the next few years, The Hackett Group now estimates that by 2017 nearly half of all back office jobs at these companies that existed in North America and Europe in 2002 will have disappeared—a total loss of 3.7 million jobs.

But even this assessment could be optimistic, as it factors in job creation due to economic growth. The IMF and others are now looking at shrinking short-term global growth projections, and more than half of the European Union countries have returned to recession in early 2013. So even the modest job creation assumptions in the Hackett model may prove to be overly optimistic.

While the total labor demand continues to shrink, The Hackett Group's research also sees the "war for talent" entering a new phase, driven in part by the further globalization of business. The need for transactional staff is decreasing dramatically, while the demand for knowledge-centric staff is increasing. The research finds a critical talent shortage, most clearly for knowledge-centric staff with the skills to help enable global business operations.

The Hackett Group's complete research insight, "The End of Offshoring As We Know It and The Beginning of Global Operations," is available as a complimentary download, following registration, at www.thehackettgroup.com/research/2013/offshoring-pr. ●



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BY JONATHAN L. DYE

DECISION HIGHLIGHTS THE IMPORTANCE OF PROMPT, THOROUGH WORKPLACE INVESTIGATIONS



A recent ruling by the Ontario Court of Appeal reinforces the importance of employer investigations, and makes it clear just how seriously the courts treat claims of racism—both to the alleged victim *and* the alleged perpetrators.

Yohann Johnson worked for General Motors of Canada Limited for roughly eight years. In 2005, he went on disability leave, claiming it was due to racism in the workplace. When he ultimately refused to return in 2007, having been offered two alternate positions, GM deemed that he had resigned. Johnson sued and won at trial in 2012. However, in July 2013, the appeal court reversed the decision, unusually doing so based primarily on what it saw as erroneous factual conclusions by the trial judge.

HISTORY OF INVESTIGATIONS

In June 2005, employee Alex Markov refused to attend one of Johnson's training sessions because of an alleged incident between them from years before. Based on hearsay from other employees, Johnson decided Markov had refused, at least in part, because Johnson was black. Johnson subsequently complained to various levels of management. Three separate investigations followed.

The first happened almost immediately after Johnson first complained. Johnson, Markov and other witnesses

legal words

were interviewed. In the end, a resolution was reached that effectively involved Markov being demoted. As far as Johnson was concerned, the matter was “over and done with” by June 30, 2005.

A few weeks later, Johnson decided that the agreement had been breached. Within hours, a disciplinary hearing was conducted, and Markov was suspended for five days. Once again, Johnson felt that the matter had been fully resolved at that time. However, Markov appealed his suspension and won. Johnson, therefore, asked for a reinvestigation of his original complaint, which was done. Like the first investigation, the conclusion was that there was no evidence of racism by Markov.

Still not satisfied, Johnson then took the issue further up the management chain, and the complaint was investigated a third time. Markov was interviewed twice more, as were other witnesses. The conclusion was the same as the first two investigations—there was no evidence that Markov’s refusal to be trained by Johnson was based on race.

Dismayed by the outcome, Johnson went on disability leave and was off for roughly two years. Notably, when GM contacted him about returning, Johnson did not supply any medical evidence supporting ongoing disability, despite several requests. GM offered him two other positions, working away from Markov, but Johnson continued to allege he was too disabled to work. GM ultimately wrote to Johnson confirming that he had notified of suitable positions and had not provided medical support for ongoing disability leave. The letter ended with the conclusion that Johnson was resigning his employment with GM.

THE TRIAL AND THE APPEAL

The judge decided that Markov’s excuse for not attending the training with Johnson was, “solely

racially-based” and his version of events was, “a cover up of his discriminatory behaviour.” He also ruled that, despite three investigations, GM failed to conduct, “a reasonably comprehensive investigation into Johnson’s complaint.” He also held that GM had ignored the first resolution agreement and was instrumental in having Markov’s suspension overturned in an effort to placate the union. The judge accepted the argument that GM had, “traded away Johnson’s human rights as a bargaining chip.”

Finally, the trial judge held that the final letter from GM was, “just short of an attempt to bully Johnson” into accepting an employment position “which could only resurrect the ill will that caused his grief in the first place.” GM’s decision to treat Johnson’s refusal to return to work as a resignation amounted to constructive dismissal.

Johnson was awarded damages of just under \$160,000, including \$95,000 for wrongful dismissal, special damages of \$40,000, and Wallace damages of another \$40,000. Interestingly, \$15,000 was deducted due to Johnson’s failure to mitigate his damages.

The Court of Appeal set the tone for the rest of its decision with the following statements at the outset of its ruling:

An allegation of discriminatory treatment in the workplace due to racism is a serious claim that implicates the reputational and employment interests of the claimant, as well as those of the alleged perpetrators. It can also affect the dignity, self-worth and health of both the alleged victim and those accused of racist conduct. An allegation of this type can reverberate for many years after the incident or incidents in question, with potentially long-term consequences for all concerned.

No less serious are judicial findings of racially-motivated conduct in the workplace and a poisoned work environment due to racism. Judicial consideration of an allegation of constructive dismissal based on alleged racism in the workplace requires careful scrutiny of and balanced attention to all the evidence relating to the allegation in order to determine whether it is more likely than not that the alleged racism occurred.

The Court of Appeal noted that there was no direct evidence of racism towards Johnson by anyone at GM, including Markov. Moreover, the trial judge’s finding of racism did not turn on Markov’s credibility, because Markov died before trial. In fact, the only evidence available about Markov’s motivation was GM’s investigations.

GM’s investigator’s testified that they each spoke to Markov independently, found him “very sincere,” and concluded that there was no evidence of racism. While not bound by GM’s conclusions, the Court of Appeal held that the trial judge’s decision that Markov’s refusal to be trained by Johnson was, “solely racially based” was unreasonable on the evidence available.

The Court of Appeal also overturned the trial findings that GM had created a poisoned work environment. The court noted: a plaintiff’s subjective feelings and genuinely-held beliefs, however genuine, are not enough to prove a poisoned work environment. Additionally, a workplace is generally not poisoned, “unless serious wrongful behaviour sufficient to create a hostile or intolerable work environment is persistent or repeated.”

Furthermore, even if Markov had been racially motivated, that did not support the conclusion that the whole workplace was poisoned by racism. One event, over the course

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of Johnson's eight-year working relationship, did not taint the whole workplace. Finally, Johnson only alleged systemic racism after Markov won the appeal of his suspension but, "Dissatisfaction with the results of a legitimate grievance process cannot anchor a claim for constructive dismissal."

Finally, the Court of Appeal held that there was no basis for the finding of constructive dismissal. GM simply had not repudiated Johnson's employment contract. Even if GM's investigations were imperfect, nothing about them was intended to end the employment relationship. Further, GM offered Johnson two alternate

positions working away from Markov, which also contradicted the idea that they were ending the employment contract.

In addition, "[A]s the trial judge himself recognized, Johnson did not have the right to dictate where he would work or the employment role he would assume on his return to work." It was only after Johnson himself refused to return to work and failed to give GM any current medical evidence that they decided that he did not want to remain employed.

In the end, said the Court of Appeal, based on all of the evidence before them, GM's conclusion that Johnson had effectively resigned was reasonable.

TAKE AWAYS

What can employers learn from this? A few things, including:

1. Make sure complaints are investigated. Speak to the people involved and take thorough notes. They may ultimately be the primary source of evidence a court or tribunal relies upon.
2. Don't rush to the conclusion, but if an employee is refusing to return to work or to provide reasonable medical information, then a termination of the employment relationship can be justified.
3. Finally, the Court of Appeal has put everyone on notice that it treats allegations of racism particularly seriously, and will be vigorous in its assessment of the evidence for and against in any claim. Rightly so. This simply re-emphasizes the importance of doing a thorough investigation so that, if the time comes, you can defend your handling of the matter on the basis of the facts, not assumptions. ●

Jonathan L. Dye is a partner of Heenan Blaikie and focuses his practice on employment law. For more information, visit www.heenan.ca, or contact him at jdye@heenan.ca.



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BENEFITS IN THE YEAR 2020

BY YAFA SAKKEJHA

The economy will dictate a large part of what will happen to benefit plans. We've seen that recessions will produce more renewal increases than boom years. Assuming we'll have our share of cyclicity, here are some predictions for what benefit plans will look like in the year 2020.

1. **Drug costs will continue to increase:** The entry of 'secondary' biologics to market will increase plan costs. Although they are less expensive than their primary cousins, more products on the market will encourage uptake.
2. **Government offloading will continue:** As health ministers face the thick of the baby boomer pyramid, they will be looking for ways to offload more expenses. This will put pressure on employers to cover

more items, including preventative services, or private doctor visits through places like Medcan or The Cleveland Clinic.

3. **Paramedical benefits will experience the pendulum effect:** There has been a trend of paramedical usage exploding, followed by sponsors cutting back on benefits when faced with higher premiums. However, fraud detection technologies will get smarter, and employers will be pressured to cover more to remain competitive, causing a gradual return to the good old days of higher maximums.
4. **Genetic testing will be a requirement for specialty drug approval:** Pharmacogenomics is the practice of doing a genetic test to determine which drug at which dose is

best utilized in your body according to your DNA. According to Dr. Katherine Siminovitch, MD, a professor of medicine at the University of Toronto, personalized medicine will be a priority. The cost of mapping DNA has plummeted from \$1 million in the 90s to \$300 today. We predict that insurers will begin to ask for it as a requirement before approving coverage of expensive drugs.

5. **Consolidation to own the value chain:** As we saw with the Loblaw's / Shopper's / Towers Watson relationship, brands will strive to own the entire value chain, from the health-care provider to the claims adjudicator. This will drive savings for their clients, and bigger profits for vendors.
6. **Your iPhone 15 will adjudicate your claim:** Our mobile society will evolve so that you'll be submitting claims and being reimbursed through smart phones, and payment will be synchronized with your e-wallet. Trudy Parker, market analyst and product management for The Co-operators Life, predicts, "I would expect to see automation in areas like implementation and enrolment. We're seeing this in the U.S., especially on the pension side."
7. **Marijuana will be the new compression hose:** With the Oxy-problem compounding, and the debate on legalizing marijuana progressing, provinces will push for pain management to "go green," putting pressure on the CRA and insurers to cover



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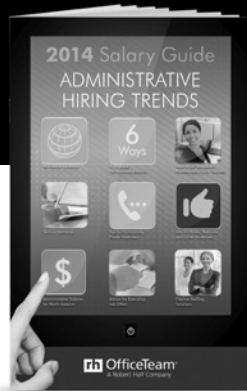
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marijuana. If approved, this will open up a new area of fraud, similar to the current compression hose problem.

8. **Big brother will be watching... to minimize the WSIB bill:** We've already seen the public become comfortable with sharing personal information on social networks, and this sentiment will extend to benefit plans. Worker's compensation plans are a thorny issue, since many believe that claims are rubber-stamped without thorough adjudication. Premium escalations will cause employers to more readily investigate an employee through social networking sites or private investigators.
9. **Canadian sponsors will add some Yankee to their plan strategies:** The trend in the U.S. is to have financial incentives for employees' health, whereby employees' share of the cost will be minimized if they are leading a healthy lifestyle. At this point, Canadian sponsors are hesitant to apply these rules, but with costs increasing, they'll have to take a closer look.
10. **A move away from "all inclusive" plans to flexible plans:** Parker advises that benefits such as dental and vision will be offered on a more voluntary basis, similar in the way that Optional Life and Critical Illness behave. "We see this happening in the U.S.—with benefit costs skyrocketing, employers can no longer afford to offer a full plan, but still feel they need to provide benefits of some form. Providing options keeps costs manageable." Parker adds that Gen Y's find flexibility to be a key motivator in their decision making process, so watch out for HSAs and Flex Plans to become more en vogue. ●

Yafa Sakkejha is the general manager at the Beneplan Co-operative, a buying group for employee benefits. yafa@beneplan.net 1-800-387-1670, ex. 252.

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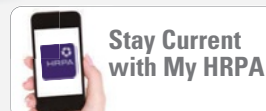
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Developing *Innovative Leaders*

How identifying high-potential employees and offering interdisciplinary programs help establish exceptional leaders at 3M Canada

BY JANETTE BATTEN

Employees enjoying fresh air on the patio at 3M Canada's headquarters in London, ON.



Developing exceptional and innovative leaders within a workforce is no easy feat. However, in an organization with eager employees who are committed to personal and professional growth, it is certainly worthwhile. Establishing and offering programs specifically designed to build leaders within a company requires a commitment from employees, as well as solid commitment from the top.

These types of programs not only train participants on the basics of leadership, but connect passionate employees to opportunities that enable them to be creative, while offering them challenging opportunities to learn from a variety of disciplines. While it can be a time-consuming endeavour, the results include improved leadership qualities, loyalty and retention, which in turn lead to a more productive, stable workforce.

INNOVATION AT EVERY STEP OF THE WAY

As a company focused on solving problems through innovation, 3M's workforce is a unique group of thinkers and doers that impacts the lives of Canadians every day. On average, Canadians encounter a 3M product every half hour of the day simply by using consumer electronics and household appliances, driving a vehicle, stepping into a building, and so many other day-to-day activities. 3Mers are constantly on the pursuit of discovering the next innovation and solving the next big problem for the industries that matter most to Canada.

From an employment perspective, this means we need to keep our employees engaged and on a continued path of exploration and innovation. To do this, 3M employees are offered dedicated time to work and collaborate on

Above. Employees collaborate in one of the many informal meeting areas at the newly renovated 3M Canada headquarters.

Right. A cross-functional team meets at the cafe housed at 3M Canada's headquarters in London, ON. Opportunities to share experiences allow young employees to grow into well-rounded leaders.



personal projects outside of their day-to-day duties, or take on stretch assignments, which allow high-performing employees an opportunity to work on special projects in a critical area of the business.

TARGETING EMERGING LEADERS

Keep employees engaged, feeling relevant and in return, they'll continue to do excellent work. There are many ways to address the challenges associated with maintaining highly engaged employees, including instituting programs that target emerging leaders, high-potential employees and allowing employees to work on cross-disciplined activities.

Emerging Leaders is a training program 3M has put in place to identify mid-level employees who have exhibited leadership abilities and potential.

"3M recognizes that millennials want to be engaged in the workforce. They want to see a clear career path in front of them and understand what they need to do to get there," says Sarah Tattersall, talent development and learning manager, 3M Canada. "The Emerging Leaders program gives them the leadership skills that are beyond what they would be learning at their career level. It pushes the employees out of their comfort zone and forces them to look at and work on their leadership skills."

Alison Webb, interactive marketing supervisor, social media and community engagement at 3M Canada, is part of the Emerging Leader program and says she's excited to have the opportunity to further develop her skills as a leader and is happy to see some process around how 3M approaches the professional development of future leaders.

"I'm hoping this program will give me access to experienced leaders who can provide insight into what characteristics it takes to be an effective leader formally and a leader through influence. For me, the most important outcome will be to identify where my natural leadership skills are lacking and develop a plan to fill those gaps, through formal learning and informal mentorships," says Webb.

Participants in 3M's Emerging Leaders program, like Webb, embark on a two-year journey that consists of exposure and meetings with executives, off-site leadership training, stretch assignments and career path discussions as well as self-directed readings and projects.

cover feature

ENGAGING HIGH-PERFORMING EMPLOYEES

The High-Potential program at 3M targets employees at the senior level that are demonstrating an accelerated level of advancement. These employees are nominated by their senior manager to be part of the program once they have consistently shown a set of predictors that demonstrate commitment to the company and innovation, like a proven track record of strong results, high motivation to advance and solid business acumen.

"It was an honour to be identified as a high-potential employee, especially within such a phenomenal workforce," says Nadine Gropp, plant manager, 3M Canada. "I've had the opportunity to work on several projects that are beyond my typical role. For example, most recently I've been working on a comparative product performance testing project which

gives me insight into another area of our business."

Different from the Emerging Leaders program, the High-Potential program is adapted to each individual employee through on-the-job development opportunities, with fewer structured assignments and meetings. To begin, each employee is assigned a mentor and given a "stay" interview with an HR manager, including a discussion around their career path. These employees are also offered opportunities to learn from others at 3M through stretch assignments and extended business trips, often lasting three to 18 months at 3M locations around the world. With the ultimate goal of building leaders within the company, these high-potential employees participate as facilitators for much of the leadership training conducted within the Emerging Leaders program.

HIGHLIGHTING OPPORTUNITIES WITHIN

For most companies, building leaders from within traditionally includes a focus on professional development and career paths. Being a global company that operates in such a variety of industries from health care to industrial, oil and gas to consumer retail, 3M endeavours to offer employees the opportunity to learn new skills and even change careers all while staying within the company. Understanding many millennials crave this type of career variety and flexibility, 3M strives to accommodate this type of opportunity when and where it makes sense.

This year 3M Canada launched Career Week. At the end of May, a weeklong event was held at head office in London, ON, featuring interactive sessions to empower employees to learn about a variety



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of disciplines, opportunities and jobs across the company. Employees could sign up for sessions about other careers like "Day in the Life of a Sales Manager" or "Day in the Life of a Marketing Manager," as well as development courses such as "Influencing Others When You're Not the Boss" and personal topics including "Retirement Planning" and "Having a Family and Career too."

Booths were set up for different sectors, job positions and committees, allowing 3Mers to see what else was happening at their company. For example, if a customer service representative had always been interested in a role related to transportation, they could go to the transportation booth and see what projects they were working on.

During Career Week, Webb attended the daily Leadership Attribute sessions hosted by the executive team.

She also attended a session focused on developing a personal brand, which was by far her favourite session because the moderators challenged the participants to be proactive in determining how one is perceived by their colleagues and managers, encouraging employees to take ownership of their personal brand process.

The first ever Career Week was a hit, with over 1,300 employees participating.

EXCEPTIONAL WORKFORCES

At 3M, we're lucky because our structure and size allows us to offer these types of programs. We strive to recognize every employee has a unique career path and we understand the need to provide training opportunities to build the best workforce we can, while accommodating individuals' strengths and interests.

Companies of all sizes, organizational structures and distinctions can develop these types of initiatives to help harness a passionate and innovative workforce. Whether it's working with young employees to focus their career goals or working with mid-level employees looking to make the jump to an executive position, commitment to employees is the biggest factor in successfully developing an exceptional workforce and ultimately building leaders within. ●

Janette Batten is director of human resources, 3M Canada. She received her B.E.Sc in Mechanical Engineering from the University of Western Ontario in 1992. She joined 3M's London Tape Project Engineering department in 1994. From 2004 until 2007, Janette became the human resource manager for the London Manufacturing Plant, then transitioned into the laboratory as the product engineering and quality manager and then the industrial and transportation lab manager. In January 2011, Janette moved back to human resources to become a business human resource manager and most recently the director of human resources.

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Community Economic Development:

A Complementary Strategy to Workforce Development

Understanding and using local or regional resources can help your organization tap into valuable additions to its workforce

BY ALYSON NYIRI, CHRP



REGARDLESS OF WHERE A COMPANY'S HEADQUARTERS ARE LOCATED, THEY OPERATE WITHIN LOCAL COMMUNITIES AND THUS HAVE A POWERFUL OPPORTUNITY TO HELP SHAPE THE LOCAL COMMUNITY.

In their recent book, the authors of *HR from Outside In* say that for HR to truly contribute to business performance, it must centre on the goals of the business which translates to taking the outside reality or the business's context into our HR practices to add meaningful and sustainable value. Human Resources professionals already make numerous contributions to the business; however, one contribution that can benefit from both an outside and inside focus is the development of a highly skilled workforce.

Regardless of where a company's headquarters are located, they operate within local communities and thus have a powerful opportunity to help shape the local community. By partnering with local stakeholders, companies can leverage their local human resources and develop new approaches to workforce development.

There are many untapped resources in local economies working to analyze and develop strategies to stimulate the local labour market. These resources include local workforce boards, municipal economic development officers, community futures development corporations, and various business associations.

COMMUNITY ECONOMIC DEVELOPMENT

Workforce development from a regional perspective focuses on economic stability, utilizing either place-based strategies to address the needs of those living in a particular area or sector-based strategies focusing on matching workers' skills to needs of industry already present in the region.

Many communities combine both strategies, creating links between employment training and local government-sponsored programs and community resources to provide a more holistic approach to community economic development. Economic development practitioners are now concentrating their efforts on more positive, holistic strategies rather than a more problem-focused that analyzed the weaknesses in human resource capacity.

Workforce development has expanded beyond employment or vocational training. Issues such as poor transportation to jobs, lack of affordable housing, health care, sports and recreation, child care, and cultural groups are now an integral part of many community economic development strategies in general.

WORKFORCE PLANNING BOARDS

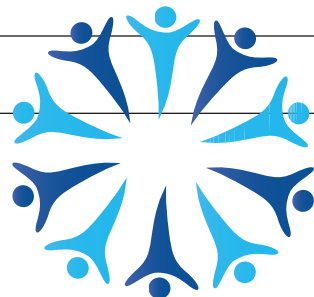
There are 25 workforce planning areas across Ontario funded by the Ministry of Training, Colleges and Universities, under Employment Ontario. These boards are divided into four geographical regions. Each board within its region conducts localized research and actively engages organizations and community partners in local labour market projects.

The boards reflect the unique community in which they exist and address local labour market issues in their own way based on the priorities identified by their community. The boards are connected as a network and are able to work together to address labour market issues from a province-wide perspective. Each Workforce Planning Board has its own web site but to access an overview of all of the partnerships these boards have completed or have in progress. To date these boards have developed over 1,000 programs and services leading to employment. (For more information, visit www.workforceplanningontario.ca/community-resources/partnership-database-2.htm.)

"HR professionals are our gateway to identifying skills gaps" and thus impact the direction of community projects, writes Gemma Mendez-Smith, executive director of the Four County Planning Board. "The information we provide will give an annual review of how our local economy is going and ideas on where growth will occur. These data can provide direction into where partnerships for local training can occur so one company does not have to bear the full cost of growing their workforce skills."

In the Western region, the Four County Planning Board (Huron, Perth, Grey, Bruce) worked collaboratively with four local businesses, including HR personnel, the City of Owen Sound's economic developer, the Grey Bruce HR





Association, the Saugeen and Bruce Community Futures Development offices, the Chamber of Commerce and a local employment agency to develop a workforce attraction website. The result was www.livegrey-bruce.ca to connect employers and expatriates or others interested in moving to the Bruce-Grey area. As of June 2013, 445 people used the tool, 61 businesses participated and 11 other organizations also participated.

The Workforce Planning Board of Grand Erie and the Elgin Middlesex Oxford Planning and Development Board commissioned an Industry and Employment Analysis of the South Central Ontario Region. The full report is available at <http://bit.ly/15QSpDv>.

The report used Census Divisions (CD), and the primary source of data was Canadian Business Patterns data provided by Statistics Canada. For HR professionals this report highlights employers by sector, employers by employee size, employment losses and gains and top occupations by sector to name a few. Labour force survey estimates based on census data provide a snapshot for the various regions included in the study.

In order for small towns and rural communities better understand their relative attractiveness; they are utilizing a tool called Community Attractiveness Indicators. The tool is based on national and provincial statistics in numerous categories; 44 to be exact. These indicators are grouped into seven themes: amenities, economy, education, access to health care, housing, innovation, society and overall measure.

Individual communities can use this tool to benchmark themselves against similar communities across the province and, over time, against themselves. In this way, communities can track their progress and build strategies to drive local innovation, community vitality and economic growth. For more information

on these types of initiatives, visit Pathways to Prosperity: Canada at <http://p2pcanada.ca>.

HR practitioners interested in seeing data for their region can request the information from their local planning board (www.workforceplanning-ontario.ca) or the Ontario Ministry of Agriculture and Food (www.omafra.gov.on.ca). This data is critical when trying to attract professionals or highly skilled workers to a particular small town or rural community.

COMMUNITY FUTURES DEVELOPMENT CORPORATIONS

The Community Futures Program is a Government of Canada Initiative that supports 61 Community Futures Development Corporations (CFDCs) in Ontario. FedDev Ontario works with the 37 CFDCs in rural Eastern and Southern Ontario, while FedNor works with the 24 organizations in the North.

CFDCs offer programs and services supporting community economic development and small business growth. They offer:

- strategic planning and socio-economic development;
- support for community-based projects; business information and planning services; and
- access to capital for small and mid-sized businesses and social enterprises.

The Perth Community Futures Development Corporation in Stratford, for example, works with a local training agency, the Technical Training Group (www.technical-traininggroup.org), to provide funds for targeted training courses in welding, pre-apprenticeship courses in

carpentry, and technical and trade preparation in plumbing, electrical, flooring installing, and spray painting. The courses are developed in conjunction with local employers who have identified a local need in those particular trades.

ECONOMIC DEVELOPMENT CORPORATIONS / OFFICES

Economic Development Offices provide a wide range of local, regional and provincial demographic data and are often the point of first contact for many companies looking to locate in their area. According to Kristin Sainsbury, economic development coordinator for Perth County, the strategic value of economic development offices lies in the connections they make; “where people aren’t talking and where are the links so that they can talk and solve problems.” Sainsbury notes the importance of working with school boards, employers, colleges, and workforce planning boards to develop strategies that will keep students in their communities by showing them the diversity of careers available to them locally.

NEXT STEPS

While it is critical to look inward to the talent already present in your workforce, there are many local stakeholders continuously gathering and responding to local labour market trends and community economic developments. Reaching out to these players offers a complementary strategy to your internal workforce development strategies. ●

OTHER LINKS

Association of Municipalities of Ontario – www.amo.on.ca

Canadian Community Economic Development Network (CCEDNet) – <http://ccednet-rcdec.ca/en>

Community Futures Development Corporations Canada – www.communityfuturescanada.ca

Workforce Planning Ontario – www.workforceplanningontario.ca

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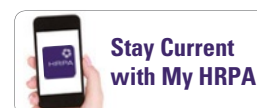
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HR Leadership	HRPA/Knightsbridge Broadcast - Strategic Agility: How to Be Seen as Strategic in Today's World  *	November 21
Employee Relations	Workplace Investigations Certificate	November 20 - 21 November 27 - 28
Leadership Development & Organizational Culture	Helping Managers Manage	December 4 & 5
Function Management	HR Business Partner	December 12 & 13
Performance & Rewards	Year-end & New Year Requirements for Payroll	January 7
Function Management	HR Certificate for Small Businesses	January 16 - March 6 (Thursdays)
Occupational Health & Safety	Assessing Psychological Health & Safety in your Workplace  *	2014
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feature

The Business of Knowledge Management

Knowledge management can be a portal to reinvigorating organizational learning, employee engagement and development and, thus, to improve organizational performance.

BY JOHN YUEN

In the family of corporate processes that help increase profits and create competitive advantages for businesses—especially knowledge-intensive ones like management consultancies, high tech and R&D-based organizations—there may be one that might be called an orphan.

Since the 1990s, that orphan—knowledge management (KM)—has helped companies survive and grow. Defined simply as the continuous flow of know-how or “brain power” from one individual to another or to groups, KM is a portal to reinvigorating organizational learning, employee engagement and development and thus to improve organizational performance. In our turbulent economic environment of intense global competition, some HR managers are recognizing this, and are building up KM capacity while developing effective ways to measure its return on investment.

To implement KM, knowledge managers utilize the best in business technologies, document repositories,

operating standards and rules to capture employee expertise and ideas in an organizational knowledge base. Yet, KM has yet to be adopted formally across other sectors.

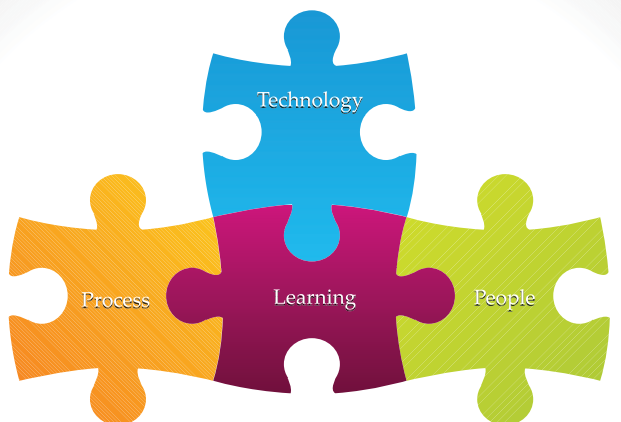
“People are still trying to understand the KM phenomenon, like how do you do it and what are the best practices around being able to transfer knowledge among employees and between groups,” observes Swee Chua Goh, a human resources professor with the University of Ottawa’s Telfer School of Management.

SPEAKING THE “RIGHT” LANGUAGE & MANAGING KNOWLEDGE MOUNTAINS

In a larger context, the challenge has been that KM initiatives are normally championed by human resources and business technology departments, which are really “cost centres in most organizations and don’t necessarily have a revenue line,” says Nick Bontis, chief knowledge officer of Kenexa Solutions, a Vancouver-based KM software provider, and an associate professor of KM at McMaster University’s DeGroote School of Business.

KM is “not necessarily top of mind when it comes to revenue growth,” explains Bontis. “We’ve been speaking the wrong language—collaboration and document repositories. But that’s not the language of business. The language of business is very simply two things: increasing revenue and decreasing expenses.”

Greater acceptance of KM will occur, he says, when “those two endogenous outcomes” are addressed. While collaboration among employees is a great way to improve connectivity, Bontis adds, “the means of collaboration should lead to the end game where disparate groups of employees come together to socialize and innovate,



“PEOPLE ARE STILL TRYING TO UNDERSTAND THE KM PHENOMENON, LIKE HOW DO YOU DO IT AND WHAT ARE THE BEST PRACTICES AROUND BEING ABLE TO TRANSFER KNOWLEDGE AMONG EMPLOYEES AND BETWEEN GROUPS.”

SWEE CHUA GOH, PROFESSOR, UNIVERSITY OF OTTAWA, TELFER SCHOOL OF MANAGEMENT.

and co-create new products and services in the business model. That’s what leads directly to new revenue generation.”

Another issue is managing the mountains of knowledge within corporations and their timely transfer that facilitates the right kind of intellectual capital—stock of knowledge—getting to the right persons who make decisions about the most effective and efficient business processes and projects to pursue.

The Conference Board of Canada agrees, but worries, too, about knowledge retention. Its 50-page *Knowledge Makes You Smarter* KM study report, released in May 2011, declared that “knowledge...is being lost in ever larger quantities, because we do not know how to preserve it.” When senior-level employees and others leave with “with specific expertise that cannot be matched, replicated, or sometimes even attempted, by remaining workers... [the] gaps can impede operations, sales, productivity, and customer relations,” the report warns.

ABBOTT CANADA: KM’S ROLE IN LEARNING AND DEVELOPMENT

Abbott Canada, a 125-year-old diversified healthcare company in the diagnostics, medical devices, nutritionals and



generic pharmaceuticals fields, is considered a poster child for the KM movement. Its KM strategy is “based on a longstanding belief in development,” says Aisha Ayinde, a learning and development solutions consultant.

As a major player in multiple knowledge-intensive businesses, the company links its success to KM best practices that feature robust workplace learning and development initiatives. These activities potentially reduce learning cycle time and encourage the quick flow of critical knowledge—especially in its pharmaceutical operations where innovative products have different life cycles, R&D profiles and regulatory approval times, and need speedy entry into competitive markets.

Its Abbott Management Fundamentals (AMF), an eight-module, three-phase, 18-month blended learning program, is used by 4,000 managers to help them cultivate competencies, including how to supervise 87,000

employees—about 1,500 in Canada—in 150 countries. The AMF won an American Society for Training and Development award in 2011.

Hind Ounis, a communications manager for the Saint-Laurent, QC-based company, describes the company’s L&D program simply as the “Abbott way of coaching.” It enables timely organizational knowledge flows so managers, scientists, engineers, sales representatives and technicians can share intelligence so “everyone has the tools, the resources, and the education they need to build new skills and to maximize their performance,” Ayinde adds.

Driving the KM strategy is Abbott’s values, which create a culture where knowledge is shared widely and freely. Ayinde notes, “Our values are our blueprint for our employees’ behaviour...these values are woven into our performance, and L&D programs.”

PWC CANADA: SHARED CULTURE

At PwC (formerly PricewaterhouseCoopers), unique jargon helps smooth KM managers’ communications. “Bazaar” is the byword describing the “more enabling aspect of KM” that represents 80 per cent of their day-to-day work: the sharing, collaboration and the constant idea and experience exchanges, according to Judy Hamilton, who orches-



trates the KM network within its 25 Canadian practice offices, from PwC Tower head offices near Toronto’s lakefront.

Inside this mammoth management consulting firm—5,700 partners and staff—“cathedral” represents the flipside of the KM coin: connoting “consistency and quality, first-class top-drawer knowledge, shared infrastructure and common processes,” Hamilton notes.

Capitalizing on a sharing culture that renders its knowledge exchange processes more effective and efficient to benefit the firm’s business unit teams,

feature

KM managers use a “laser-focus” approach that has resulted in the creation of dynamic groups of internal “communities, networks and relationships,” says Hamilton who is national director of KM.

The overall KM goal is to equip the firm’s partners and staff with requisite knowledge quickly so they can execute well in their transactions

with external clients that range from aerospace and defence to automotive industries, to the public sector and government. That way, KM supports the strategic business priorities of the firm that include delivering high-quality industry-focused assurance, advisory and tax services.

Like every highly organized KM function, PwC knowledge managers

depend on a sophisticated social media platform for collaborating with internal supporting groups and clients: the KM Operations team (who service the delivery channels for knowledge transfer) and the Canadian Research Services team (who mine a huge trove of e-materials). The platform also links with tens of thousands of PwC people in 158 countries.

“This gives us real time ability to connect with persons who can contribute by providing a solution to clients no matter where they are in the world,” Hamilton declares.

TELUS: COLLABORATION AND CONNECTING



TELUS’s Dan Pontefract wrestles with the term “knowledge management” because, in his view, it “is not to be managed or controlled.” Instead “it’s more about cultivating and coordinating [knowledge] or collaborating and connecting.”

The gist of KM at one of Canada’s largest telecommunications companies is to have “[our] 40,000 team members speaking the same language...being confident to share the unique experience of sharing knowledge instead of hiding behind a laptop and dumping their knowledge on their laptop drive,” says Pontefract, head of learning and collaboration.

As a knowledge-intensive organization, the company focuses on its TLP (TELUS Leadership Philosophy) within which its corporate values, KM and learning strategies are embedded

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and play out. This philosophy is paying off in “an increase in employee morale, engagement and satisfaction...that leads to better productivity and better business results,” Pontefract reports.

Things were not exactly the same in 2009 for this national telecom giant, which draws in \$9.8 billion of annual revenue and has more than 12 million customer connections. It had discovered a “leadership gap”: its employees were not totally empowered to address business and customer issues, although they knew the TELUS strategy (to deliver on their brand promise “the future is friendly”).

Today its buoyancy is traceable to its TLP. Everyone is a leader, follows its 10 ways to become so and is connected by “an exquisite list of social collaborative tools” (blogs, wikis, video sharing, webjams, idea factories, executive/CEO communications)

as part of its six-time ASTD-award winning organizational learning program called “Learning 2.0.” Pontefract states, “Our goal is to ensure the entire spectrum of team members have the capability and wherewithal to [consume knowledge] and contribute back to the ecosystem their knowledge, their experience, their wisdom.”

KM’S GROWN UP

Call KM by any other name—business intelligence, collaboration, business analytics or whatever—what’s really significant is that it has matured and is very much alive and well as a discipline. “[W]hat’s happening is that [KM] is being subsumed under other organizational initiatives,” observes University of Ottawa performance management professor Gregory Richards.

Since 2000, several generations of social media (including collaborative

projects, blogs, content communities, social networking sites) supporting KM have taken the world by storm because they link people instantly and remotely in real time. But KM pundits remind us technologies are the plumbing; the economic activity of producing and transferring knowledge is performed by workers.

“We’ve had a focus before on technologies...Today it’s much more about how we set things up for people to share their knowledge and I think it’s critical for ongoing success no matter what type of environment you’re in,” suggests Dr. Deborah Hurst, a former Alberta Public Service HR manager and associate dean at the University of Athabasca’s business faculty in Alberta. ●

John Yuen is former HR Coordinator at Maple Leaf Foods, Mississauga.



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Interview

WITH AN
HR HERO

JAY SOMERSET

Mary Silverthorn: HR in Policing

As the provincial commander of the Corporate Services Command for the Ontario Provincial Police, Mary Silverthorn oversees myriad areas, including finance, strategic planning, risk management, policy, HR, the academy, municipal policing, facilities and services relating to weapons, fleet and supply.

Since joining the OPP in 2001, she has also been integral to the OPP's overall mission to promote public safety—across more than one-million square kilometres of land. How big is that? Think 324 municipalities operating out of 165 detachments and including more than 9,000 uniform and civilian members.

She agreed to speak with *HR Professional* about her career in HR, the ups and downs, and what it takes to succeed in HR.



COMMUNICATION IS TO HR PROFESSIONALS WHAT LOCATION IS TO REAL ESTATE AGENTS: EVERYTHING.

HRP: WHEN AND HOW DID YOU FIRST GET INTO HR?

MS: I started into HR in 1998. I was able to convince my future manager in an interview that I had transferable skills as a manager—[skills] that would make me relatable to clients. While I had an educational background in human resources management, an emerging field back in the late 80s, I had no direct HR work experience. It was my lucky day. I was hired as an HR policy/communications advisor within the Ontario Public Service. I've spent the last 22 years in the Ontario Public Service. It's fair to say that the OPS provides diversity of career choices, and I've had the pleasure of working for several ministries and having a diverse career, even in HR.

HRP: WHEN YOU FIRST STARTED, WAS IT WHAT YOU WERE EXPECTING?

MS: The job was nothing and everything that I expected. I got to deal with lots of challenging "people" issues, and I was able to use my education and work experience to its full capacity. I'm a real people person, so I developed policy through face-to-face consultation, as well as focus groups with subject-matter experts. I couldn't develop good policy in isolation, and I thrived on human interaction. It was a successful formula for me, although I must say that developing operational policy—that's something that takes a lot of time and patience. They were virtues that I needed to develop, so it was a great opportunity to grow and be challenged!

HRP: CORPORATE SERVICES COMMAND SEEMS LIKE IT WOULD BE MUCH DIFFERENT THAN MOST HR DEPARTMENTS. WHAT ARE THE PARTICULAR HR CHALLENGES INVOLVED WITH WORKING FOR A POLICE FORCE?

MS: The single point of entry for a uniform member into our organization is as a recruit/provincial constable. We do not hire many experienced officers from other police services. While this practice promotes organizational commitment by our members, it is sometimes challenging to develop deep applicant pools, particularly for specialized positions.

HRP: SO IT'S NOT AS IF YOU CAN SIMPLY POST A JOB AND START INTERVIEWING JUST ANYONE.

MS: The OPP is committed to reflecting the diversity of Ontario, which is sometimes challenging in the rural communities the OPP polices. For example, the recruitment of officers can prove challenging in cultures that have a deep distrust for the police or for potential applicants who have not traditionally considered policing as a career choice. To draw applicants from non-traditional groups, we engage in targeted outreach to demonstrate we are barrier free and provide an overview of the diversity

in a nutshell

FIRST JOB: Salad bar girl at the Ponderosa restaurant in my hometown, age 15. Salads are still one of my favourite meals!

CHILDHOOD AMBITION: To be a teacher. I was inspired by my Grade 1 teacher, who made me feel special and helped develop a questioning mind and critical thinking.

BEST BOSS, AND WHY: My current boss, the commissioner of the OPP, of course! Commissioner Chris Lewis, like all great bosses, recognizes and values my contributions—and lets me know it!

SOURCE OF INSPIRATION: My family. I married my university sweetheart, whom I adore—and, of course, my two young children keep me grounded. Nothing says "live in the moment" quite like a child tugging your hand to see their latest artistic creation!

IDEAL VACATION DESTINATION: Fiji is on the top of the list at the moment.

BEST PIECE OF ADVICE YOU EVER RECEIVED: "Just be Mary..."

HOW DO YOU RELAX?: The truth is I don't! I'm too busy!!

LAST MUSIC YOU LISTENED TO: I listen to Top 40 because that's what my kids listen to.

HOBBIES OR PASSIONS OUTSIDE OF HR: Yes, volunteerism. The greatest gift we have to give is our time, and there are so many worthy organizations that need our support.

interview

of work experiences available to both our uniform and civilian members.

HRP: HOW DOES HR WORK WITHIN THE PARAMETERS OF A UNION?

MS: The OPP operates under two collective agreements for our members: one for civilian members and one for uniform members. Almost all of our 9,000 members are represented. The OPP is very fortunate to have a positive and professional working relationship with the Ontario Provincial Police Association and our Commissioned Officers Association, both of which represent our members. We have found that meeting face-to-face to discuss concerns before they escalate to the point of a grievance is an effective way to resolve matters. For an organization our size, we have only a dozen or so active grievances at any time, which is a reflection of our

mutual efforts to proactively resolve matters and to have a solid foundation of respectful relationships, good policies and best HR practices.

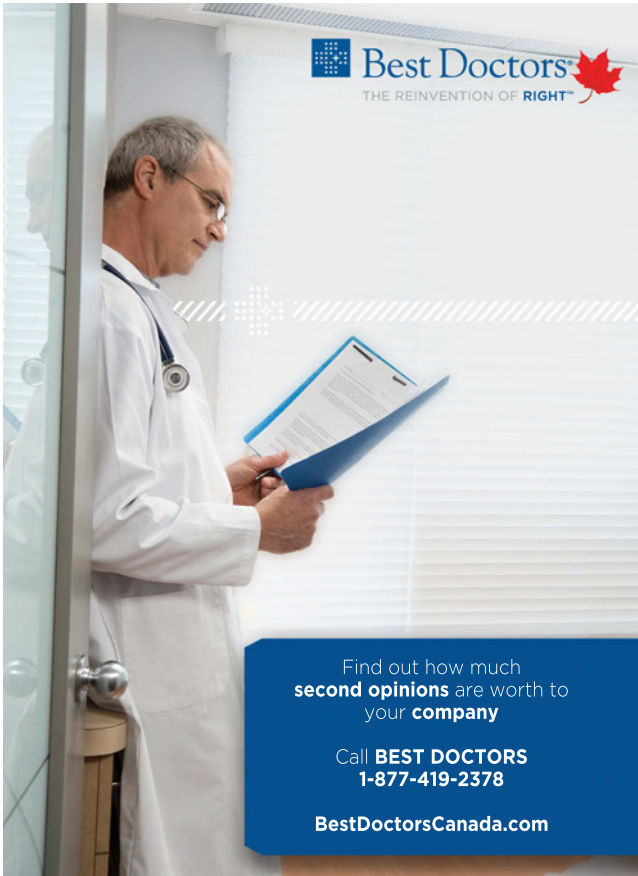
HRP: LIKewise, HOW DOES HR FUNCTION WITHIN A GOVERNMENT-LED ORGANIZATION SUCH AS THE OPP?

MS: The OPP operates within a tri-partner model, which requires all members to find common ground and communicate very effectively. The OPP is a provincial police service. We are part of the Ministry of Community Safety and Correctional Services, and our commissioner reports to the Deputy Minister of Community Safety. Additionally, for labour-relations matters, the Ministry of Government Services is the “employee” and negotiates collective agreements on behalf of the

province. While it is a complicated system, it is effective.

HRP: WHAT DO YOU LOVE MOST ABOUT YOUR JOB/CAREER?

MS: I can't talk about my career without talking about the organization I work for. I'm proud to be part of an organization that is part of the legacy of Ontario and has been in existence since 1909. I'm proud to be part of an organization that is dedicated to serving and protecting the people of Ontario. I love being part of an executive team, and representing the interests of the members of the organization in strategic initiatives such as promoting health and wellness, employee engagement and succession management to name just a few. It is very rewarding to be part of leading edge programs and organizational changes in policing

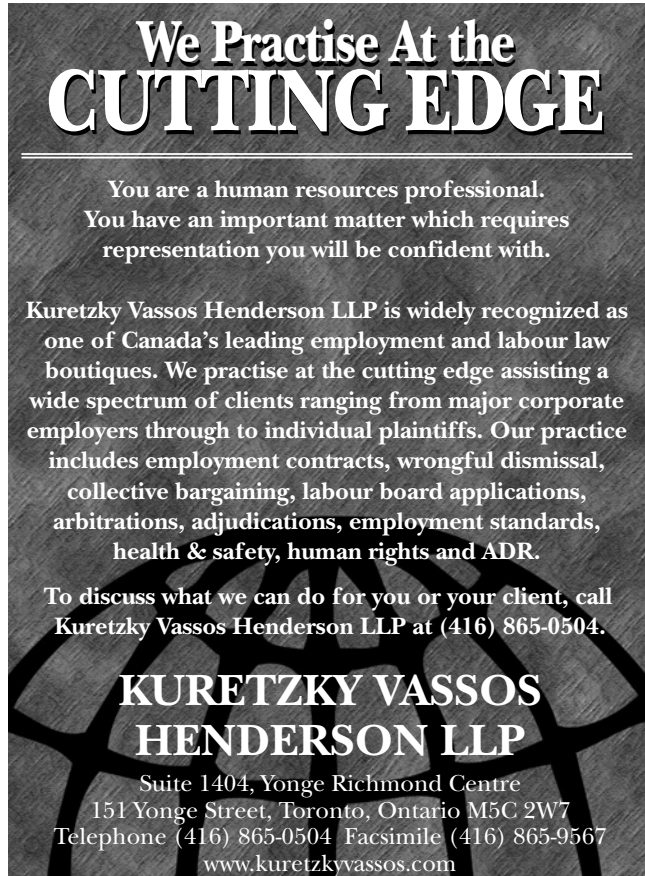


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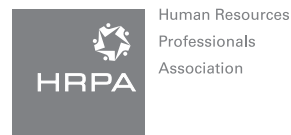
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that have resulted in a positive international reputation and iconic brand image.

HRP: OK, BUT ARE THERE ASPECTS YOU DON'T LIKE?

MS: I loathe dealing with termination of employment, but I recognize that it is an occupational hazard as an HR professional. No one volunteers to

fire an employee. Conversely, everyone enjoys being able to place the phone call to offer employment to an excited successful candidate.

HRP: WHAT'S A COMMON MISCONCEPTION ABOUT WORKING IN HR?

MS: I think many see HR as rules-based, with a "right" and a "wrong"

answer to every question. It isn't like that at all. Working in HR and managing people requires a principle-based approach to decision-making—and there are no right and wrong answers. When you are working with the human condition, there is never a one-size-fits-all response/policy/practice. That's what makes it challenging and why just when you think you have experienced it all, something new pops up and surprises you and challenges your ability to provide sound HR advice.

HRP: WHAT SKILLS ARE KEY TO BEING A SUCCESSFUL HR PROFESSIONAL?

MS: Communication is to HR professionals what location is to real estate agents: everything. Second, you require the ability to work with ambiguity; it's a world of "what ifs," and that's why some see it as a challenge, but most see it as an opportunity. Finally, you need to be able to effectively partner with clients, which means: seek first to understand, and then to be understood. Is that a Covey phrase? I think so.

HRP: WHERE DO YOU SEE HR HEADING IN THE FUTURE?

MS: I think the increasing complexity of HR issues continues to require HR professionals to move from an HR generalist foundation to specialization. We have been seeing this evolve for a decade or more, but I think demand for specialization will increase. There are opportunities for academia to offer new fields of study under the umbrella of human resources (e.g., health and wellness and employee engagement). There is opportunity for organizations to hire experts instead of developing experts, and there will be more and more opportunities for HR professionals to dedicate careers to one area of specialty. ●



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off the shelf

BY ALISON NYIRI



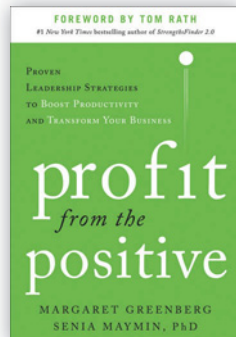
THE DUTY TO ACCOMMODATE AND DISABILITY MANAGEMENT

Barbara G. Humphrey
Thompson Reuters, 2013

As with all publications under the Canada Law Book imprint, this release does not disappoint. The book addresses how the duty to accommodate has changed legally and societally. The definition of disability itself has changed substantially over past 10 years and now includes “non-evident disabilities” such as mental health. Included in the publication is a flash drive with ample templates for immediate use.

TALKING POINT

Accommodation duty can require adjustment, modification or relaxing of workplace conditions. Could this be a good thing for all?



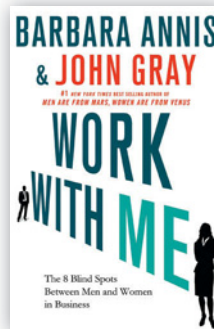
PROFIT FROM THE POSITIVE: PROVEN LEADERSHIP STRATEGIES TO BOOST PRODUCTIVITY AND TRANSFORM YOUR BUSINESS

Margaret Greenberg and Senia Maymin
McGraw Hill, 2013

Neuroscience, mindfulness and positive psychology are making strong gains in business and human resources literature. But it is important to understand that positive psychology is about excellence in individuals, communities and workplaces; incorporating productivity, resilience, motivation, emotions, strengths and team dynamics. This book offers practical strategies for leaders, coaches and human resources professionals.

TALKING POINT

Did you know that the Losada Zone refers to the ratio between positive to negative interactions? The ideal ratio is between 3:1 – 12:1.



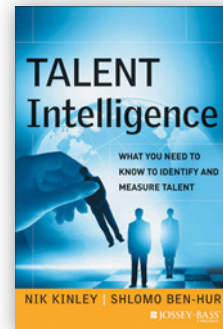
WORK WITH ME: THE 8 BLIND SPOTS BETWEEN MEN AND WOMEN IN BUSINESS

Barbara Annis and John Gray
Palgrave Macmillan, 2013

Using the latest discoveries by neuroscientists, biologists and psychologists, the book claims that many of the differences between the genders are hardwired into our brain structures. Consequently, the way each gender processes information, rationalizes situations, communicates, makes decisions and deals with stress is affected. The authors offer a variety of scenarios rooted in the business environment and suggest ways to overcome the differing styles and perceptions.

TALKING POINT

How can you bridge what the science is saying about the brains of women and men and how your workplace currently operates?



TALENT INTELLIGENCE: WHAT YOU NEED TO KNOW TO IDENTIFY AND MEASURE TALENT

Nik Kinley and Shlomo Ben-Hur
Jossey-Bass, 2013

The authors claim the problem with the war on talent is that our current talent intelligence—knowing the skills, expertise and qualities of people—is not done well. Specifically, talent measurement is the root of the problem. The book outlines the complex problems inherent in many talent measurement systems and offers solutions about how to implement measurement that yield superior talent intelligence and impact the bottom line.

TALKING POINT

Compare what you measure, how you measure it and how you implement measurement to what the book recommends.

workplace culture



BY DEBBY CARREAU

BRINGING “RESPECT IN THE WORKPLACE” TO LIFE AT BORGER

BORGER GROUP OF COMPANIES IS PROUD TO BE THE FIRST CANADIAN CONSTRUCTION COMPANY TO ROLLOUT THE “RESPECT IN THE WORKPLACE” PROGRAM FOR ITS EMPLOYEES

Almost 60 per cent of working Canadians have experienced or witnessed workplace harassment, according to a survey released by the Queen’s School of Business at Queen’s University. The impact of workplace bullying is a hot topic these days and, as the above statistic proves, right-fully so.

Employees are demanding respectful, positive work environments, and will gladly move jobs to find it (in fact, research tells us that over two thirds of workers are looking for a new job at any given time). Employers that want to win the war for talent, such as Calgary’s Borger Group of Companies, are getting proactive about workplace bullying, harassment and discrimination by creating positive work environments that are also more productive and profitable.

One of the best ways to deal with workplace culture issues such as

bullying and harassment is to find ways to prevent it in the first place. What often stands in the way is the confidence to deal with these issues head on, particularly for frontline workers and supervisors. In many businesses, the typical response is to turn a blind eye, which never makes things better. Preventative programs are a good opportunity to start the conversation about the behaviours that align with your core values and expectations.

One such program is Respect in the Workplace, an on-line educational program that empowers all employees to understand the effects of discrimination, harassment and workplace bullying, how to recognize these harmful behaviours and what to do about them, whether you are the victim, aggressor, witness or bystander.

PREVENTION IS KEY

Many businesses address the bullying issue by adding anti-bullying verbiage into existing harassment policies or focusing solely on legislative compliance. This approach is not fixing the bullying epidemic. In fact, research clearly indicates workplace bullying is not declining. The problem comes down to this: we as employers are not doing a great job of educating *all* employees about the importance of respectful work environments, and we are certainly not creating standards that allow us to drive accountability and demonstrate a “zero tolerance for bullying behaviour.”

The construction industry often gets a bad rap in this regard. Contrary to construction industry stereotypes about aggressive behaviour, Borger has worked really hard to create a culture built on a foundation of respect, safety, and shared accountability.

“We recognize that in order to attract the best people we need to strive towards having the best working environment,” says company president Bill Borger, Jr. He is optimistic that this program will be beneficial to Borger’s already family-oriented culture, noting, “Everyone does the same mandatory program before entering a job site or our office. I did the program before asking the team to do it.”

RESPECT IN THE WORKPLACE PROGRAM

Respect Group was incorporated in 2004 by co-founders Sheldon



Members of the Borger crew. Inset: Bill Borger, Jr.

workplace culture

Kennedy and Wayne McNeil, to pursue their common passion: the prevention of abuse, bullying and harassment. Respect Group has enlisted internationally acclaimed curriculum partner, the Canadian Red Cross (RespectED), and created a best-in-class, e-learning platform. Expert content and a professional on-line certification model round out Respect Group's fully outsourced risk management/behavior change solutions for sport, schools and the workplace. Respect in the Workplace was developed to provide companies, of all sizes, in any industry, with a standard tool for all employees to combat discrimination, harassment and workplace bullying directly.

"Respect in the Workplace on-line training takes 90 minutes to complete and creates standards for acceptable behaviour across the organization," says Wayne McNeil, co-founder of Respect Group, creators of the program. "It's the natural starting point to drive accountability, create common understanding around some tough issues and give employees the confidence to respond to situations long before they get out of control."

Respect in the Workplace training and prevention programs fulfill a

critical need for progressive organizations, regardless of size or industry. While having a policy in place is a good idea, if it's just in the employee handbook or a plaque on the wall, it doesn't make a difference. Building strong cultures is an opportunity for leadership and a wise business decision.

For further information about the Respect in the Workplace program visit www.respectintheworkplace.com.

CONCLUSION

A poisoned work environment decreases productivity, increases employee turnover and heightens your legal risk both personally and for the organization. Workplace bullying diminishes your credibility as a leader and dramatically affects your bottom line. Addressing workplace issues through a strong commitment to prevention can save you thousands, potentially millions, over the long term.

Contrary to popular belief, targets of bullying are usually strong performers. Bullies are fearful of losing their jobs or having others progress more quickly than they do, so they go after top talent. The best organizations use constant communication, on-and off-line

training programs along with group seminars to ensure respectful work environments. This holistic approach involves awareness, education for all employees and accountability at all levels of the organization and...it starts with you as a leader.

"We feel very fortunate to have attracted the best team in our various industries and recognize our continued success depends entirely on our ability to retain them. Ninety-four years ago, Borger employees were pleased just to have a job, but in today's world that is no longer the case," says Borger. "Our employees are not just interested in having the best paying job but also the best working environment. Although we undertake many initiatives to promote a healthy employee culture, we believe that respectful interactions within the team are essential as a foundation towards promoting the best working environment. We are pleased to have implemented the 'Respect in the Workplace' program as part of this year's human resource priorities with Inspired HR." ●

Debby Carreau, MBA, CHRP is the CEO and founder of Inspired HR, helping organizations create productive and profitable workplaces through people.

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THOSE WHO ARE LEFT BEHIND ARE THE EMPLOYEES THAT SUCCEED IN KEEPING THEIR JOB THE LUCKY ONES?

BY LORRAINE WISEMAN

In times of rapid change, companies will take drastic measures to recover the business, turn it around or re-engineer how it operates. These changes can include downsizing and the loss of jobs.

Organizations often understate the impact of major reorganizations on the people who remain. There is a focus on the legality of taking care of the people who are leaving and for those remaining, there is a focus on reassigning tasks and redefining roles and responsibilities. There is little consideration for the emotional response and the guilt, in some cases, experienced by those who remain.

How companies approach reorganization can have a significant impact on its success. Research shows that organizations that have been successful in terms of the bottom-line results are dependent on the level of trust the survivors have in the leadership and the organization before and after the downsizing and the level of empowerment within the organization (Mishra, Mishra, & Spreitzer, 2009).

Where a high level of trust exists before and after, hope and optimism can be created and the organization will support the need for change and becomes actively involved in achieving the vision. If either trust or empowerment does not exist, the results may not be profit, but instead fear and cynicism resulting in a lack of productivity and profitability (Kin, 2003; Brandes, et al., 2008). Some individuals may respond with the

attitude that they will work longer and harder to hold onto their jobs, others may suffer from post-traumatic stress and shut down, not being able to function from fear. In either case, an emotional event is created and people will respond. How they respond depends on how the organization and its leadership prepares for that change.

Leaders have both a challenge and a significant opportunity to make a positive change within the organization during re-organization. Having a strong vision and understanding the desired organizational culture is the starting point. Leaders can influence the response of the organization by how they communicate change and how they prepare the organization. Wrapping the people around the vision and being true to the values of company throughout the change process can unite the organization and reduce the fear and anxiety for those who remain.

Passion cannot be faked; people will naturally question the motives. The leader needs to be true to the vision, engage it with passion and energy

and be true to the future. Maximizing the involvement of the organization through elements of the change and empowering others to contribute to the strategy, execution and success can ease the organization into the new culture. Leaders need to find that fine balance between driving change and leading change.

The amount of time available becomes very important. If the change needs to be fast, the tendency to drive the change may move to the front. Leading change begins at the time the need becomes known. Involving the organization at the beginning, making people a part of the process can lead to success. People will move fast if they believe in the future, if they believe in the organization, if they believe in the leadership.

Successful change leaders begin with honesty, building trust within the organization and having clarity of vision. Helping those who are leaving is important to retaining that trust. Being true to the vision and the future, engaging the people in the process will impact success. Recognizing that

keeping the change quiet and driving the change can create fear and cynicism thereby slowing success. Doing something together can build organizational momentum towards a new future. ●



Lorraine Wiseman, B.B.E., CMA, M.B.A., president and CEO of Leading the Wise Way, is a global executive specializing in business turnaround strategy, post-acquisition integration and global footprint implementation.

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