

**INSIDE:** DRUG & ALCOHOL ABUSE | INTERVIEW WITH *NEW YORK TIMES* COLUMNIST ADAM BRYANT

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THE MAGAZINE OF HUMAN RESOURCES THOUGHT LEADERSHIP | FEBRUARY 2014

## BOOM OR BUST?

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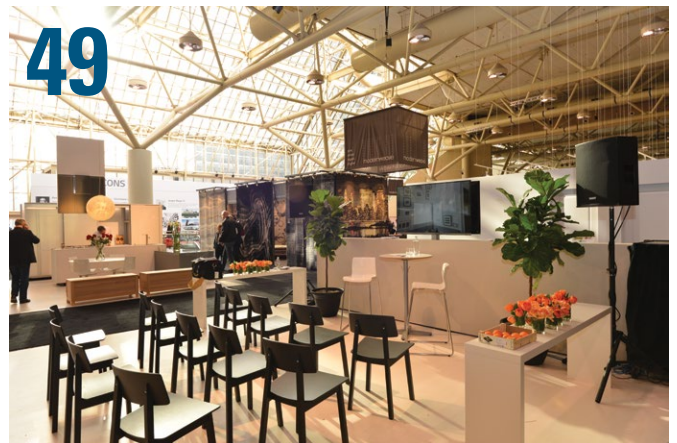
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## FEATURES

- Boom or Bust? ..... 28**  
*The baby boom generation has designs on staying in the workforce considerably longer than any generation before them. Recruiting and retaining them could be critical to your organization's success.*
- Accommodating Palliative Care ..... 36**  
*Businesses face a growing need to accommodate hospice palliative care.*
- Making Your Way to the Corner Office ..... 42**  
*An interview with New York Times columnist and best-selling author Adam Bryant*
- Interview with an HR Hero:  
 Bonnie Flatt, SHRP ..... 74**

## DEPARTMENTS

- Letter from the Editor ..... 6**
- Leadership Matters ..... 8**
- Upfront ..... 11**  
*The latest HR news*
- Legal Words ..... 21**  
*Lessons from Breaking Bad*
- HR Excelerated ..... 24**  
*HRPA 2014 Annual Conference & Trade Show*
- Training & Development ..... 49**  
*Retaining and retraining at the renovated MTCC*
- Performance Management ..... 57**  
*One-to-one remedial training*
- Technology ..... 63**  
*HR's New Weapon – Big Data*
- Innovation ..... 67**  
*The power of meaning*
- Strategy ..... 71**  
*Get into the Interview Chair*
- Off the Shelf ..... 77**  
*What's worth reading*
- Index to Advertisers ..... 79**
- The Last Word ..... 80**  
*Goodbye, Gut*



### About the Cover

*Recruiting and retaining the aging workforce is the theme of this issue of HR Professional.*  
 – see page 28

Photo by wildpixel / Photos.com

# contributors



## MALCOLM MACKILLOP

Malcolm MacKillop has practiced exclusively employment law for over 25 years. He is a member of both the Law Society of Newfoundland and Labrador and the Law Society of Upper Canada. He practices at Shields O'Donnell MacKillop LLP, an employment and labour law boutique. MacKillop represents employers and senior executives in all aspects of employment law, including issues involving just cause, fiduciary obligations and human rights. Malcolm was awarded the Queen Elizabeth medal in 2013 for philanthropy abroad by the Governor General of Canada.

MacKillop is certified by the Law Society of Upper Canada as a specialist in Civil Litigation was also given the BV rating in 2008 by Martindale – Hubbell, which is the maximum peer rating a lawyer can achieve. Read MacKillop's article about the legalities of substance abuse creeping into the workplace, starting on page 21.



## CRAIG DOWDEN, PH.D.

Craig Dowden (Ph.D.), managing director of the Toronto office of SPB Organizational Psychology, has a Doctorate in Psychology, with a concentration in Business. As a coach and trusted advisor, Dowden develops practical solutions grounded in the science of leadership and organizational excellence. He is also routinely involved in supporting his clients in assessing, developing and engaging their talent. Before moving to Toronto, Dowden was recognized as one of Ottawa's "Forty under 40" business leaders by the *Ottawa Business Journal*.

Dowden sat down with Adam Bryant, *New York Times* columnist and best-selling author, to talk about how people can make their way into the corner office. Read the interview, starting on page 42.



## DAVID GRIFFIN

David Griffin is Lead Investigator, Instructor and Mediator with HR Proactive Inc. David works with employers to resolve complaints and conflict in the workplace. With 30 years of experience as a police officer, labour relations specialist and HR practitioner, Griffin specializes in helping employers manage and minimize the risk of workplace harassment and conflict.

Read Griffin's article on one-to-one remedial training to learn more about how to correct inappropriate workplace behaviours that come from one staff member in an organization, starting on page 57.



## BRANDON-JO MOUNA

Brandon-Jo Mouna is a strategic human resources consultant with 18 years of broad-based and progressive experience in various HR disciplines as well as in the service delivery arena. He has held both leadership and technical roles, enabling him to attain a thorough understanding of the strategic outsourcing and service delivery environment. Mouna is accomplished at analyzing human capital implications, assessing organizational needs and inherent risks and developing interventions and successful execution. He executes strategies to optimize efficiency and reduce cost while maintaining HR excellence.

In his current role as HR director for IBM Canada, Mouna provides coaching and council across all lines of business. Read his take on HR's new weapon, starting on page 63.

# HIRE A PRO.

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## RECOGNIZING VALUE

**A** flip through this issue of *HR Professional* will announce its theme to you: The Aging Workforce. Canada's baby boomers are staying in the workforce longer than any other generation before them, and with that comes a unique set of challenges and benefits to employers and HR professionals. Smart businesses will focus on retaining and engaging these workers, as writer Melissa Campeau illustrates in her article, "Boom or Bust," beginning on page 28. What's more valuable than a person who knows your organization backwards and forwards, and who can share that information with younger workers coming on board? As someone in the young worker category, having a mentor or someone who "knows the ropes," so to speak, has been an imperative part of my own success.

This issue also marks the arrival of HRPAs 2014 Annual Conference & Trade Show. Looking at the lineup of speakers and presentations, it's sure to be a few days very well spent. I'm excited to meet you and hope to see a copy of this magazine in your hands. I want your thoughts, ideas and feedback about how we can make *HR Professional* even more important and useful to you. Enjoy the event, and I'll see you there. ■

Happy reading,



Jill Harris  
Phone: 866-953-2182  
Email: [jharris@lesterpublications.com](mailto:jharris@lesterpublications.com)



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**Editor:** Jill Harris | **Publisher:** Sean Davis  
**Managing Editor:** Duff McCutcheon, HRP  
**Legal Editor:** Malcolm MacKillop, Shields O'Donnell MacKillop LLP

### HRPA

150 Bloor St. West, Suite 200 Toronto, ON M5S 2X9  
Phone: 416-923-2324 | Toll-free: 1-800-387-1311 | Fax: 416-923-7264  
Email: [info@hrpa.ca](mailto:info@hrpa.ca) | [www.hrpa.ca](http://www.hrpa.ca)

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Email: [info@lesterpublications.com](mailto:info@lesterpublications.com) | [www.lesterpublications.com](http://www.lesterpublications.com)

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### EDITORIAL

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# HR Priorities Similar Around the World



By Phil Wilson, CHRP, SHRP

**T**alent management and leadership. HR analytics. Culture and engagement.

Are these things keeping you up at night? You're not alone. In a business environment faced with economic uncertainty, globalization, demographic shifts, a faster pace of business, plus talent shortages in key areas, they're top of mind among many North American HR executives. They're also, as I learned recently at a Chartered Institute of Personnel and Development (CIPD) conference in the UK, top priorities among European chief human resources officers (CHROs).

In *Creating People Advantage 2013*, a joint report by the Boston Consulting Group and the European Association of People Management, which was presented at the conference, out of 10 broad HR topics facing European HR executives (including recruiting, labour training, performance management, diversity, etc.) the three that ranked highest in future importance – and lowest in current capability – were talent management and leadership; engagement, behaviour and culture management; and HR analytics: strategic workforce planning and analytics.

The data was collected from a survey of 2,304 HR executives in 34 European countries across a broad range of industries. The report also included data from 37 in-depth interviews from HR execs at large multinationals.

The report also discussed how highly capable organizations achieved successes across all 10 HR topics. Here's a synopsis of their strategies and tactics for the top three topics.

## TALENT MANAGEMENT AND LEADERSHIP

This was defined as activities used to identify high potential employees and develop them for more senior roles with greater responsibility – including senior leadership positions. Lessons learned from highly capable organizations include:

- Establishing transparent, efficient and enterprise-wide talent identification processes.
- Strategically planning talent and leadership needs on a long-term (greater than five years) basis and by business unit, expertise and location.
- Systematically developing talent through the right opportunities and programs.
- Developing and consistently applying leadership criteria in selection, promotion and rewards.

## HR ANALYTICS: STRATEGIC WORKFORCE PLANNING AND REPORTING

This was defined as activities used to forecast workforce supply and demand and to track and report HR and workforce KPIs. The best organizations:

- Define a clear process for measuring HR and workforce KPIs.
- Implement a demand model linked to driving forces such as business strategy, productivity and technology.
- Establish a systematic and regular process to update analyses and plans.

## ENGAGEMENT, BEHAVIOUR AND CULTURE MANAGEMENT

This includes the degree to which organizations can establish norms and behaviours for employees, engage and retain them and instill a sense that their contributions are meaningful. The best organizations:

- Invest significantly in company culture.
- Measure behavioural change and associated result improvement.
- Establish a management cascade process to define actions for improving engagement.

Of these three, talent management and leadership were ranked highest in importance – and with good reason. Like North America, most European nations are aging rapidly, with greying senior leaders due for retirement within a decade. Organizations need to select, groom and prepare the next generation of high potentials to take the reins. However, as the report points out, this takes time – typically 10-plus years – and ranks the lowest in terms of return on effort invested.

Like a garden, nurturing along your next cohort of senior leaders is a long-term process, from strategically planning talent and leadership needs over a decade or more across business unit, location and expertise, to selecting and developing talent and ensuring they get the experience they need to lead.

Most importantly, CHROs know they must understand the global business environment. They need to connect the values, vision and brand focusing on the key priorities of talent management, HR analytics, culture and engagement. Organizations understand that their competitive value and differentiation are realized through their people. In my opinion, the CHRO's future role will only continue to grow in the executive suite as a result. ■

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



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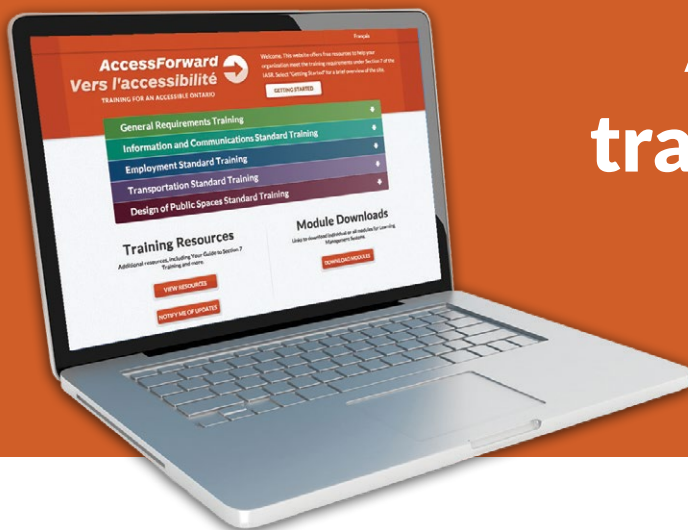
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# UPFRONT

## BILL 32 – ONTARIO LEGISLATURE PASSES REGISTERED HUMAN RESOURCES PROFESSIONALS ASSOCIATION ACT

On November 6, the Ontario Legislature passed Bill 32, the “Registered Human Resources Professionals Association Act,” which will replace the Human Resources Professionals Association of Ontario Act, 1990, to reflect today’s realities in the workplace and the evolving importance of the association’s HR professionals.

The Human Resources Professionals Association (HRPA) is the regulatory body that sets standards of practice and issues the Certified Human Resources Professional (CHRP) designation.

“If everyone is moving forward together, then success takes care of itself and that’s what happened [with the passing of Bill 32],” said Bill Greenhalgh, CEO of HRPA. “It was the unwavering commitment and enthusiasm of our sponsors David Zimmer, MPP; Vic Dhillon, MPP; Christine Elliott, MPP; Michael Prue, MPP; and the commitment of the Government and Official Opposition Caucuses that made this a success story for HRPA and its members.”

Continued Greenhalgh, “The public can enjoy greater confidence in regulated HR professionals who are HRPA members. The new Act gives consumers and businesses a fair and transparent vehicle to make complaints about HR professionals. It will protect consumers and businesses from unregulated HR professionals and will provide a practical way to achieve the goals set out in the Accessibility for Ontarians with Disabilities and the Employment Standards Acts.

This legislation will benefit HRPA members by elevating their profession to a Tier 1 status that will increase the value of the CHRP designation. The new Act will also enhance HRPA’s control over the unauthorized use of the “CHRP” designation.

## #MISSINGOUT? CIPD RESEARCH FINDS THE ‘SOCIAL BUSINESS’ IS OUT THERE, BUT IT HASN’T GONE VIRAL YET

Social media is a long way off infiltrating the workplace to the extent it has become embedded in our personal lives, and employers could be missing out, according to new research from the Chartered Institute of Personnel and Development (CIPD). A survey of more than 2,000 employees found that while three in four use social media in their personal lives, just one in four use it for work purposes.

The research, entitled *Social technology, social business?*, found that almost half of employees who use social media for work on a daily basis see real benefits for their organizations.

The research also sought to find out what might be holding employers and employees back. Many employees are not yet convinced of the value of social media or its relevance to their role, and in those organizations where policies on social media are most relaxed, greater benefits are reaped.

The survey does not support concerns that social media platforms used within organizations leads to time-wasting and reduced productivity due to non-work chat, but nor has the potential for employee voice and collaboration within organizations been realized.

“Employers who actively embrace and encourage the use of social media are most likely to maximize the benefits and minimize the risks,” said Jonny Gifford, research adviser at the CIPD. “HR and communications departments should be leading the charge in this regard, since if they are not

focused on building strong and open cultures, then who is?”

To download the report, visit <http://bit.ly/18h3XoY>.

## CANADIANS WANT FLEXIBLE HOURS AND MOBILE TECHNOLOGY AT WORK

Today’s workers are increasingly global, mobile and flexible – and they expect their employers to keep pace. Rogers set out to uncover how Canadians feel about the tools, policies and environment they work in today. The *Rogers Connected Workplace* report was released in December.

The report found that more than half of Canadians (60 per cent) – including both Baby Boomers and Gen Yers – want to work with the latest technologies inside and outside the office. However, this group agrees they currently don’t have access to tools, solutions or workplace policies to make this a reality.

Canadians are also looking to work in environments outside the office. Over 30 per cent said they would be willing to take a pay cut or give up vacation in exchange for the opportunity to work from anywhere.

Employers looking to attract and retain the brightest talent should consider embracing these trends for the workplace of the future:

### 1. FLEXIBLE WORK ARRANGEMENTS

More than half of Canadians agree that in the future, flexible work hours and the ability to work from anywhere will be top priorities when choosing an employer.



Photo by Violettaipa/Photos.com

## 2. DEVICES AND SOCIAL COLLABORATION TOOLS

Today, Canadians spend the majority of their workday using traditional workplace devices such as desktop computers and landlines. In the future, Canadians would prefer to use laptops, tablets and smartphones as their primary work devices.

Canadians want access to the latest tech but don't want to lose face-to-face interactions. Nearly eight in 10 agree collaborative workplaces make them more productive.

## 3. BRING-YOUR-OWN-DEVICE (BYOD) POLICIES

Approximately 30 per cent of Canadians say their organizations permit them to bring their own devices to the workplace, and over half who use their smartphone for personal and professional purposes are comfortable with their employer enforcing security policies. Of those workers who reported that their companies do not have a BYOD policy (55 per cent), the majority (52 per cent) indicated that they would like to be able to use their own device.

## WHAT DO THESE FINDINGS MEAN FOR THE WORKPLACE OF THE FUTURE?

It's clear that where, when and how we work is changing. Organizations that embrace a connected workplace with flexible workplace policies and collaboration tech-

nologies will attract and inspire talent, improve workplace productivity and drive innovation in their business.

## PROTECTING WORKERS AND INCREASING FAIRNESS

Ontario is introducing the Stronger Workplaces for a Stronger Economy Act to protect the province's most vulnerable workers and increase fairness for both employees and businesses.

The government is proposing legislative changes in five areas:

### INCREASING FAIRNESS UNDER THE EMPLOYMENT STANDARDS ACT, 2000, BY:

- Removing the \$10,000 cap under the Employment Standards Act on the recovery of unpaid wages owed through a Ministry of Labour order to pay. Employees would no longer need to pursue larger wage claims through the courts, saving both employees and businesses time and money.
- Increasing the time limit for recovery of wages under the Employment Standards Act from six- and 12-month periods to two years, to ensure older claims are settled fairly and workers get the money they are owed.

- Requiring employers to provide a French and English handout containing information about rights under the Employment Standards Act to employees. If requested, the employer would be required to provide the material in one of 23 other languages prepared by the Ministry of Labour.

### PROTECTING FOREIGN EMPLOYEES THROUGH:

- Extending the Employment Protection for Foreign Nationals Act to cover all employees who come to Ontario under an immigration or temporary foreign employee program. This would prohibit employers from charging fees for recruitment and placement, and withholding personal documents, such as passports.

### PROTECTING TEMPORARY HELP AGENCY WORKERS BY:

- Introducing 'joint and several liability' between temporary help agencies and their clients. This means making clients jointly and severally liable for unpaid regular wages and unpaid overtime under the Employment Standards Act, 2000. This would help provide employees with better recourse and encourage clients to work with reputable temporary help agencies.
- Amending the Workplace Safety and Insurance Act to require the Workplace Safety and Insurance Board, under its experience rating programs, to assign workplace injury costs to temporary help agency clients – rather than to temporary help agencies – when an employee is injured at work.

### PROTECTING CO-OP STUDENTS BY:

- Extending coverage under the Occupational Health and Safety Act to co-op students, trainees and other unpaid learners.

### REDUCING DISRUPTIONS IN CONSTRUCTION WORKPLACES THROUGH:

- Decreasing the construction industry's open period from three months to two months, reducing risk of disruption due to termination or displacement applications.

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Some of the main differences in the old policy and the new one being offered to HRPAs members. A complete comparison and more information about this exclusive program, can be found online at [www.LMS.ca](http://www.LMS.ca).

### HRPA INTRODUCES NEW PROFESSIONAL LIABILITY INSURANCE FOR INDEPENDENT PRACTITIONERS

To help protect members engaged as independent HR consultants, HRPAs has recently partnered with LMS PROLINK to manage the association's Professional Liability (Errors & Omissions) Insurance program.

The new program provides broader coverage, lower premiums, more product options and specialized service for HRPAs members operating as human resources professionals. ENCON policyhold-

ers will have the opportunity to move to the new program when their coverage expires in September 2014.

LMS PROLINK will be contacting current ENCON policyholders directly in July 2014 to provide additional information on how to transition to the new HRPAs insurance program.

### EMPLOYMENT PRACTICE LIABILITY (EPL) INSURANCE

Also new for 2014, HRPAs and LMS PROLINK have partnered with SOVEREIGN GENERAL to provide small businesses subscribing to HRPAs services with a low-cost policy to protect against the cost of employment-related litigation. Good human resources practices can go a long way to mitigate exposures, but they cannot eliminate them completely. EPL insurance is specifically designed to respond to employment liability exposures including:

- Harassment
- Constructive dismissal
- Wrongful termination
- Employment related misrepresentation

The EPL policy provides broad coverage to companies subscribing to HRPAs services to protect them against the financial impact of employment-related actions. For more information about EPL insurance, please visit [www.LMS.ca](http://www.LMS.ca) or call LMS PROLINK directly to speak with an HRPAs account manager at 1-800-663-6828. ■

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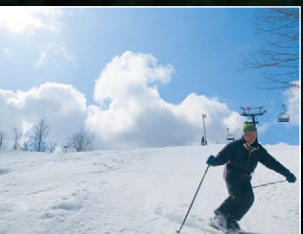
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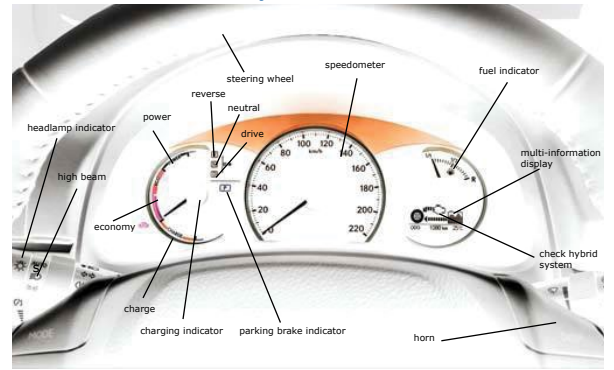


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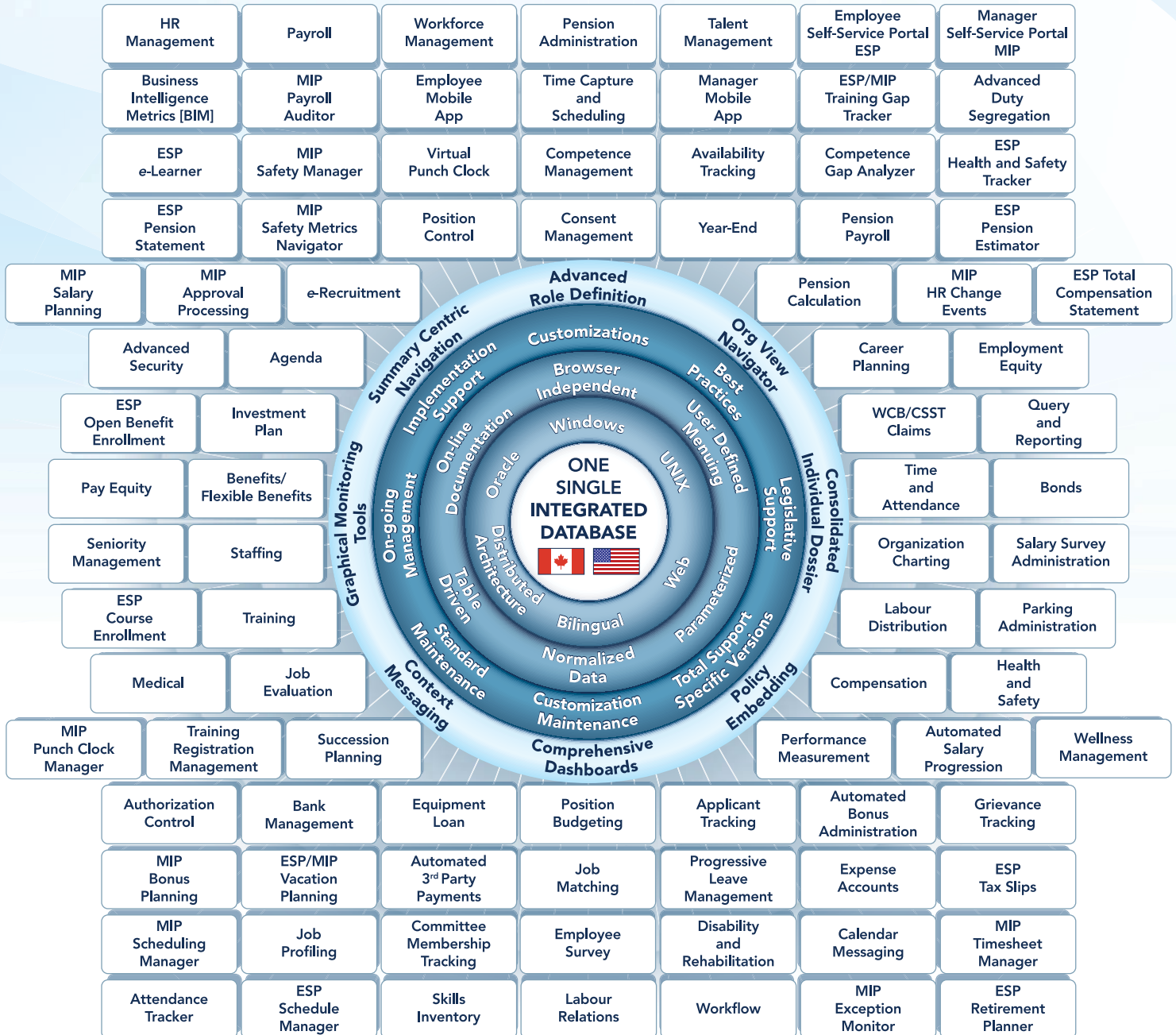
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# LESSONS FROM *BREAKING BAD*

WHAT HAPPENS WHEN DRUG  
AND ALCOHOL ABUSE CREEP  
INTO YOUR WORKPLACE?



By Malcolm MacKillop,  
Shields O'Donnell MacKillop

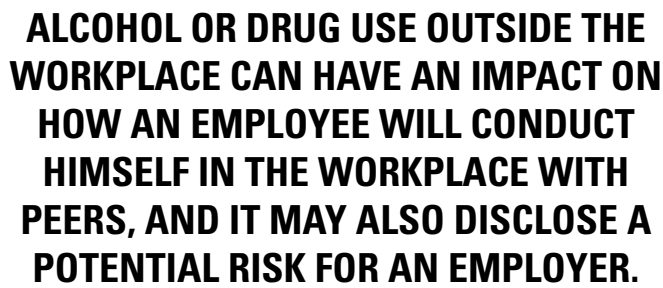


**E**ver wonder why it seems to be cool these days for sitting politicians to admit to drug use after being elected to public office? First, it was smoking marijuana and now, it's smoking a crack pipe. Did these politicians check with a criminal lawyer or an employment lawyer before making these wild public admissions? Is smoking crack the new *Breaking Bad* in the workplace?

If you have not already watched the award-winning series *Breaking Bad*, you

should definitely buckle up before you start watching it and then ask yourself whether drug use by your employees is an issue that you should be concerned about.

In *Breaking Bad*, Walter White is your average chemistry teacher who finds out he is dying from cancer. He decides to manufacture and sell crystal meth to raise money for his family to live off of once he's gone. He was not in a drunken stupor at the time he made this decision – in fact, it always made sense to Walt. But this plot



## **ALCOHOL OR DRUG USE OUTSIDE THE WORKPLACE CAN HAVE AN IMPACT ON HOW AN EMPLOYEE WILL CONDUCT HIMSELF IN THE WORKPLACE WITH PEERS, AND IT MAY ALSO DISCLOSE A POTENTIAL RISK FOR AN EMPLOYER.**

line along with recent disclosures by our politicians made me sit back and wonder: how would these revelations be dealt with if similar disclosures were made by a senior executive in the workplace?

Rarely do employees stand in front of a mob of reporters and admit to drug use. If an employee decided to announce that he was either under the influence of a drug or alcohol at work, it would not likely take you long to suspend that employee immediately from work and conduct an internal investigation. Your finding of guilt might lead you to terminate that employee with or without pay in order to get rid of that problem. You might decide to impose some terms in a last-chance agreement and accommodate the employee's disability.

But what do you do about an employee who, on his own time, is engaged in drug use or abuses alcohol? Is there anything that you can do? Does it have to impact his or her work performance? Does the duty to accommodate an employee's disability always kick into play each time? In the absence of a direct admission, or catching an employee in possession or under the influence of drugs or alcohol, what you can do becomes much more complicated.

Here are some suggestions:

### **BE AWARE**

Depending on the nature of your workplace, drug and alcohol abuse can be more prevalent. However, there is no magic line that can be drawn between blue-collar and white-collar employees. Traders making over a million dollars a year can have as bad (or worse) of a cocaine problem than a plant worker who makes \$60,000 per year. A member of the clergy can be a terrible alcoholic and could cause significant harm to a workplace in the same way as a shift supervisor. A police officer can be a drug addict. Although most large companies

now have Employee Assistance Programs (EAPs) that provide confidential counseling and medical support for employees who need help, that may or may not be enough. These days, you may need to take one step further and talk about the issue in the workplace with your employees and identify the safety issues, the performance issues, the risk of job loss and the health issues. Whether your employees are addicts or users, there is an impact on your workplace.

### **OUTSIDE ACTIVITY MAY BE RELEVANT**

The days of defining what constitutes the "workplace" is not as easy as it once was. Many employees travel for work with colleagues or customers. They are expected to avoid engaging in improper behaviour, but supervision is difficult, if not impossible. Alcohol or drug use outside the workplace can have an impact on how an employee will conduct himself in the workplace with peers, and it may also disclose a potential risk for an employer. It may also be a signal to the employer that intervention is necessary. Outside conduct may be relevant, depending on the nature of the employee's job, the industry and the risks on the company's reputation.

### **NOT EVERY CASE IS A DISABILITY**

Some would dispute this claim. Drug and alcohol users could fall into two categories: some who abuse and some who are addicted. For the former, they will never admit that they have an addiction issue and they will never agree to treatment. In these circumstances, accommodation is not likely necessary as the employee will not accept or assert that they suffer a disability. In the latter, the addict may request or require accommodation as the person does suf-

fer from a recognized disability. The task to reach the appropriate level of accommodation is a challenge in most cases. It involves candour, disclosure, trust and patience. The results can often go either way. Employees can recover from serious drug or alcohol addiction. Some take a leave of absence, successfully recover by attending a treatment program and are able to return to work. These arrangements can also fail. Each case needs to be approached with sensitivity and particular attention to the unique facts of the case at hand.

### **HAVE A POLICY**

Most prudent employers have a drug and alcohol policy in the workplace. The policy should be broad enough to cover the impact on performance, not just reference being directly in possession or under the influence while at work. It should provide what steps the company will take to assist an employee who is suffering from a drug or alcohol dependency. The policy should be posted and communicated on a regular basis to employees. Obviously, a key part of this approach is that the company management needs to lead by example and needs to set the appropriate boundaries around company functions and entertaining. As an example, having an open bar at a Christmas party is uncommon these days.

### **MENTAL HEALTH/EMOTIONAL ISSUES ARE PREVALENT**

Recognize that some of your employees are struggling with mental health and emotional issues, which may be related to or in combination with alcohol or drug use. These issues present a tremendous amount of challenges for the HR professional, and it cannot just be viewed from the perspective of a performance issue. In some cases, it will be appropriate to request a medical clearance certificate from the employee's physician or obtain an independent medical examination, depending on the circumstances of the case in question. Some cases require a more clinical approach as opposed to the more traditional approach of assuming that it is purely a performance issue requiring discipline. ■

*Malcolm MacKillop is a partner at Shields O'Donnell MacKillop, a management side employment and labour law boutique in Toronto.*





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### TRADE SHOW HOURS

- **Wednesday, January 22, 2014**  
10:00 a.m. – 4:00 p.m.
- **Thursday, January 23, 2014**  
10:00 a.m. – 5:00 p.m.
- **Friday, January 24, 2014**  
9:00 a.m. – 12:10 p.m.



## KEYNOTE SPEAKERS

### CLOSING KEYNOTE – CHRIS HADFIELD

1:00 p.m. – 3:00 p.m.

Friday, Jan. 24, 2014

### GOOD MORNING, EARTH: LESSONS FROM THE EDGE OF SPACE

"Good morning, Earth." That is how Colonel Chris Hadfield, writing on Twitter, woke up the world every day while living aboard the International Space Station for over five months. Called "the most famous astronaut since Neil Armstrong" by the BBC, Chris – now safely back on Earth – continues to bring the glory of science and space travel to everyone he encounters. Share the out-of-this-world lessons he's learned about leadership, teamwork, collaboration and so much more.

### GEOFF COLVIN

8:15 a.m. – 10:00 a.m.

Wednesday, Jan. 22, 2014

### TALENT IS OVERRATED: WHAT REALLY SEPARATES WORLD-CLASS PERFORMERS FROM EVERYBODY ELSE

Geoff Colvin has discovered new evidence that greatness doesn't come from DNA but from practice and perseverance honed over decades. And not just plain old hard work, like your grandmother might have advocated, but a very specific kind of work is required. This new mindset, combined with Geoff's practical advice, will change the way you think about your job and career. It will inspire you to achieve more in all you do.

### SUSAN CAIN

12:00 p.m. – 2:00 p.m.

Wednesday, January 22, 2014

### QUIET: HARNESS THE POWER OF INTROVERTS

In an increasingly social world, Susan Cain shifts our focus to help us reconsider the role of introverts – outlining their many strengths and vital contributions. Her book, *Quiet: The Power of Introverts in a World That Can't Stop Talking*, is a paradigm-changing lodestar that shows how dramatically our culture has come to misunderstand and undervalue introverts. Susan's TED talk on the subject garnered a standing ovation and smashed a first-week record with over a million views.

## DAN PONTEFRACT

4:30 p.m. – 5:30 p.m.

Wednesday, January 22, 2014

### FLAT ARMY: HOW TO BUILD A CONNECTED AND ENGAGED ORGANIZATION

Leaders of any ilk are struggling. Employees want to be included in conversations and decisions, and management is stuck sorting out how teams and organizations should actually operate in this new flat, yet technologically social, world order. There is no easy way to undo what years of management practice have done to us. The process has to start with leadership. Challenge yourself. Challenge the status quo. Push the boundaries of organizational change.

## ROSE PATTEN

8:15 a.m. – 10:00 a.m.

Thursday, January 23, 2014

### A CHANGING PARADIGM FOR LEADERSHIP: IS HR AT THE TABLE?

Major forces are driving a new reality in the workplace. Leadership has never been more important. But how do we find – and develop – the best leaders? Join Rose Patten, described by U.S. Banker Magazine as one of the 25 most powerful women in banking, for new insights on the leaders we need now, and HR's critical role in developing the leaders of tomorrow at every level in the organization.

## FRED HASSAN

12:00 p.m. – 2:00 p.m.

Thursday, January 23, 2014

### WINNING TRUST: THE FRONTLINE ADVANTAGE

Winning trust through leadership attitude and behavior is the key component in aligning and energizing your front lines. That message comes across loud and clear in Fred Hassan's book, *Reinvent: A Leader's Playbook for Serial Success*. Fred finds that change leadership is less about theory and more about people rolling up their sleeves, executing and winning together. And he should know – Fred has a stellar record for transformations as a CEO of three global corporations.

## RASMUS ANKERSEN

8:00 a.m. – 9:45 a.m.

Friday, January 24, 2014

### THE GOLD MINE EFFECT

What is the reason that the world's best middle-distance runners grew up in the same village in Ethiopia? Why are 137 of the world's 500 best female golfers from South Korea? For six intense months, Rasmus Ankersen, a writer and performance specialist, travelled around the world to crack the secrets of such performance hotbeds. Hear his surprising conclusions on how any business, organization or team can adopt the high-performance secrets of these gold mines.

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Thanks also go out to our dedicated Programs Committee, responsible for the outstanding roster of conference speakers.

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## DON'T MISS A THING!

Session notes are available to registered attendees at [www.hrpa.ca/conf2014](http://www.hrpa.ca/conf2014). ■



# Boom or Bust?

THE BABY BOOM GENERATION HAS DESIGNS ON STAYING IN THE WORKFORCE CONSIDERABLY LONGER THAN ANY GENERATION BEFORE THEM. RECRUITING AND RETAINING THEM COULD BE CRITICAL TO YOUR ORGANIZATION'S SUCCESS.

By Melissa Campeau

**T**here's an opening for a senior manager within your organization and six internal candidates have tossed their hats in the ring. One applicant, Carol, is by far the most qualified. She dazzles in the interview and draws on experience and training to make a compelling case for herself. Carol happens to be 72.

Does this change anything? How your organization answers that question may reveal how it will fare as Canada's boomers move into their silver years.

With mandatory retirement at age 65 removed from the Human Rights Code in 2006, and the first wave of boomers just beginning to hit this (formerly) landmark age, it's conceivable and even likely that many of your workers intend to keep their office keys and parking spots for a good while longer.

"The whole idea of someone staying in the workplace into their 70s and 80s is going to be pretty commonplace in the near future," said Barbara Jaworski, CEO of The Workplace Institute.

It's a shift that presents challenges most workplaces haven't dealt with before. But it's also a change that presents some substantial benefits for companies with the right approach.

## DODGE THE SKILLS GAP

Boomers – those born during the post-WWII population boom between 1946 and 1964 – make up as much as 46 per cent of the Canadian workforce, by some estimates. The alarming notion of that group retiring from their respective organizations at even roughly the same time has caused understandable and widespread panic in recent years, as people fret over looming skills gaps and impending labour shortages.

But with no mandatory retirement age, many boomers are

likely to continue contributing to organizations well past 65. Some may want the camaraderie of coworkers, others may find satisfaction in their work and some might simply need the regular paycheque. Smart businesses that take steps to retain and engage those boomers who want to stay in the workforce might prevent – or at least lessen – gaping holes in their organizational charts down the road.

## EXPERIENCE

There is no substitute for someone who understands their job and their company inside-out.

"A lot of older workers know the history of the organization," said Eric Cousineau, managing director and founder of the OC Group. "They know where all the skeletons are buried and they know mistakes made in the past so you don't need to repeat them."

A fresh-from-university recruit may have the same qualifications on paper, but an older worker brings something intangible to the table.

"There are a lot of things that aren't in job descriptions that we learn by doing," said Jaworski. "Seventy per cent of our learning is done by doing." Which can make someone with 30, 40 years or more of experience an incredibly valuable asset.

## KNOWLEDGE TRANSFER

Keeping boomers as an integral part of the workforce for longer means there's more opportunity to have them share their knowledge with younger workers who one day hope to fill their shoes. In some businesses, this might happen by way of informal conversations. In others, it might take the form of a formal mentorship program.

"The 'oldsters' tend to like mentoring the youngsters," said Cousineau. "They have all this knowledge and appreciate having someone to impart it to."

## ADDING BALANCE

Another advantage of an older worker is an increased likelihood of a relatively stable life.

“When you’re a younger employee, you may want or need to move around more for work, switching jobs and even cities. You’re going through tons of life changes,” said Jaworski. That tapers as we age, she adds, as part of a natural progression. Rather than seek ways to grow and advance their own careers, studies suggest older workers become more invested in seeing the organization as a whole succeed, meaning they’re likely to be better team players and can act as role models for younger generations.

In a multigenerational workforce, older workers tend to have a grounding influence, too.

“One of the things scientists have discovered is that older people have a more balanced brain,” said Jaworski, meaning left and right brain functions find a little more equilibrium. “This often makes older workers much more emotionally steady so they offer a different kind of perspective and bring some stability to a team.”

Including boomers as part of the workplace mix promotes a different culture, agrees Cousineau.

“It’s more of a caring culture and given Generation Y, that’s a good thing,” he said. “Millennials are generally looking for more of a caring and nurturing environment.”

If a skilled worker shortage materializes, boomers may find they have a great deal of choice when considering where to work. And if they’re collecting a pension or have saved well, they may not neces-

**“WE KNOW THAT FLEXIBILITY IS THE NUMBER ONE AREA THAT OLDER OR HIGH-EXPERIENCE WORKERS ARE INTERESTED IN.”**

— BARBARA JAWORSKI, CEO, THE WORKPLACE INSTITUTE

sarily need to continue working. In short, in some cases you might need them more than they need you. So the question becomes, how can an organization attract and retain top boomer talent?

## INVEST IN YOUR ASSETS

People want to continue to work in an organization that offers some challenges, for one thing.

“When somebody gets really good at something, there’s a tendency to want to leave them there,” said Jaworski. “That’s a reason people leave organizations – they get bored to tears.”

A smart organization will offer continuous learning to employees of all ages.

“It might be having your older workers teach your younger workers how to do things; it might be changing an older worker’s role; it might be training them to do different kinds of things,” said Jaworski. “People tend to want to have training until the day they leave.”

Continued on page 32



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They want to know where they fit into the organization and how they can make a contribution. “None of that disappears beyond the age of 60,” she said.

Cousineau encourages organizations to ask, “Am I still investing in these people with learning and development programs?” Investment leads to productivity and growth, he says. “You can teach people new perspectives and new ways to approach a job. Something like process mapping, for example, wasn’t used extensively 20 or 30 years ago and now it’s a matter of course in most organizations.”

## FAIR TREATMENT

As with 72-year-old Carol applying for the senior position in your organization, boomer employees want to be given fair treatment and consideration for opportunities to learn and advance. What’s more, they’re legally entitled to it.

When it comes to human rights law and the issue of age discrimination, “I like the analogy of comparing it to a beach,” said Christine Thomlinson, an employment lawyer with Rubin Thomlinson LLP. “So even if one grain of sand on the beach is part of the decision-making process, that’s enough to trigger some human rights liability.” That doesn’t mean special treatment needs to be awarded to older workers, just equal treatment. “If you’re going to be thinking about whether the people you currently employ can really carry your company forward, you can do that, but you can’t do it based on their age.”

## FLEXIBILITY

Once you’ve identified the older workers integral to the organization, keep an open mind about how they’d like to structure their worklife.

“We know that flexibility is the number one area that older or high-experience workers are interested in,” said Jaworski. This might mean, for example, flexible hours or job sharing. Or it might mean the opportunity to work remotely, either because it’s a preference or because getting around first thing in the morning is a little tougher for a particular older worker.

“It may be easier to get out of bed and be productive in a home office at 8:30 a.m., especially if a job mainly involves time spent on the phone or working on a computer,” said Cousineau.

“Just because these changes may not be absolutely required, it doesn’t mean flexible working arrangements can’t be offered and made available,” said Thomlinson. “If we’re looking, as a society, at a labour shortage, at potentially a whole lot of people who need to work because they can’t afford to retire and companies who need those workers, there are creative solutions that can be canvassed.”

Employers might also find an increasing number of boomer employees requesting a move to independent contractor status. In those cases, Thomlinson encourages caution.

“That’s a path that can be fraught with legal complications,” she said. “I think companies need to be really cautious before they get seduced into those relationships.”

## ACCOMMODATION

When flexible work arrangements shift from something an employee desires to something he needs, it becomes an accommodation. Legally, an employer has a duty to accommodate an employee up to the point of undue hardship.

This might mean if you’re a nurse with back issues, the hospital brings in more equipment to help with heavy lifting or assigns an orderly to help during patient transfers. Or, suggested Jaworski, “For the construction worker with arthritis, it might mean having a heated cab to use in the wintertime and a joystick to help lighten the load.”

For HR professionals fearing an onslaught of age-related accommodation requests, Thomlinson says she hasn’t seen a big uptick in clients dealing with these issues – yet. Requests for accommodation due to disability or changes in family status may indeed be related to age, but they’re not necessarily presenting that way. However, Thomlinson agrees HR pros should be prepared for a surge of accommodation requests from aging boomers in the coming years.

“What will be important for HR professionals to realize is that nothing should change,” said Thomlinson. The analysis in dealing with accommodation requests will be the same. “Don’t jump to conclusions and ideally, don’t say no the moment you’re asked something,” she said. “Hear the request, ask questions if you need to better understand it, then take it away and really analyze it.”

Consider whether the request is something the employee genuinely needs.

“We recognize that what triggers the duty to accommodate is an actual need for accommodation rather than a choice or a preference,” said Thomlinson. “I think with age-related requests, this is going to become really important.” The onus will be on employers to ask the necessary questions and satisfy themselves as to whether a need exists.

## VACATION AND BENEFITS

Another area of preference, rather than need, is vacation time. Some comparatively painless tweaks for many organizations – and one that’s likely to satisfy at least one bullet point on an older workers’ wish list – is to offer the chance to take unpaid time off from work.

“The clock is ticking for an older employee,” said Cousineau. “If he wants to take an extra month off in lieu of salary, why wouldn’t you let him? As long as the time away fits within the business cycle, it’s a win for both.”

Benefits, too, can be shaped to better fit an older worker’s needs. Cousineau suggests a move to a program where employees have more choice about where to put their benefits dollars.

“Suppose I have osteoarthritis,” he said. “\$500 a year won’t cover the physiotherapy I need.” A flexible benefits plan would allow the employee to take funds away from another benefit area such as naturopathy or acupuncture and move it sideways to allow for a bigger physio budget. “If I can have greater access to my physiotherapist, I can have greater mobility at work.”

**“IF YOU’RE GOING TO BE THINKING ABOUT WHETHER THE PEOPLE YOU CURRENTLY EMPLOY CAN REALLY CARRY YOUR COMPANY FORWARD, YOU CAN DO THAT, BUT YOU CAN’T DO IT BASED ON THEIR AGE.”**

— CHRISTINE THOMLINSON, EMPLOYMENT LAWYER, RUBIN THOMLINSON LLP



### THE CHALLENGE OF PLANNING

A major challenge for organizations with a large boomer population is attempting to map out a company’s trajectory, including succession planning, without knowing what the organization’s attrition is going to be from year to year.

“If you don’t know when somebody is planning on leaving, it’s a big risk for an organization,” said Jaworski. To counter this, she recommends starting some conversations with employees about career trajectories and transitions, and to have those talks fairly

early on, if possible. It’s a sticky subject, though, since a conversation can easily veer into age discrimination territory.

Thomlinson agrees and recommends succession or career path conversations either happen regularly or are initiated by some kind of marker.

“Maybe the reality is that managers are having those discussions with employees all the time or maybe they happen after a certain number of years of service,” she said. The trigger could theoretically be age-related, she notes, provided what’s

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happening is not a negative conversation, which assumes the employer knows what the employee would consider negative. “The discussion can’t be the first step in a path towards exit.” Instead, she recommends checking in with employees regularly and establishing what they envision when it comes to their future with the company. An exit plan might come up in those conversations if the employee offers one. “Or you might discover, lo and behold, there is an accommodation need that exists currently or is on the horizon,” said Thomlinson.

As with workers of any generation, each older worker is either an asset or a liability, says Cousineau. “If they’re an asset, ask yourself, ‘How can I continue to get a return from that asset?’” Investing might take the form of flexible work arrangements, accommodation, training or thoughtful career planning.

“The good news is that all these strategies for the 50-plus set are things *all* employees want,” said Jaworski. An organization that invests well in its older workers is likely discover those efforts pay off with its younger generations as well, helping to build a more balanced culture, improved engagement and retention, and ultimately a stronger organization. ■



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**“PROVIDING ACCOMMODATIONS FOR PEOPLE WHO ARE CARING FOR SOMEONE WHO IS DYING IS ONE OF THE WAYS TO REDUCE CAREGIVER STRESS, AVOID BURNOUT AND IMPROVE THE OVERALL PERFORMANCE. WORKERS WHO ARE SUPPORTED THROUGH SITUATIONS LIKE THIS ARE MORE LOYAL AND ARE MORE LIKELY TO STAY WITH THE COMPANY.”**

— RICK FIRTH, CEO, HOSPICE PALLIATIVE CARE ONTARIO

# Caring *for the* Caregiver

## BUSINESSES FACE A GROWING NEED TO ACCOMMODATE HOSPICE PALLIATIVE CARE

By Sarah B. Hood

It seems like a paradox: Canadians are living longer, yet the death rate is expected to climb steadily over the next 20 years as the population bulge of the Baby Boom approaches old age. More than 252,000 Canadians died in 2010; by 2020, the figure is expected to rise to about 300,000. Consequently, we're facing a rising demand for hospice palliative care – the range of supports that can relieve suffering and improve quality of life while somebody is dying.

“In Canada, the majority of hospices are not places, but services offered in the home,” said Rick Firth, CEO of Hospice Palliative Care Ontario (HPCO). The Canadian Hospice Palliative Care Association (CHPCA) tells us that in Ontario, more than half of palliative care clients are cared for primarily by their spouses or partners, and almost one-third by their children or children-in-law.

Many of these caregivers are currently eligible for two different types of employment leave, explains lawyer Lisa C. Cabel, a partner with Borden Ladner Gervais LLP. Under the *Ontario Employment Standards Act, 2000* (ESA), most employees of companies with 50 employees or more are entitled to take ten days of personal emergency leave per year. They may also draw upon family medical leave to care for a relative who falls ill.

Ontario's ESA defines a terminal illness as “a serious medical condition with a significant risk of death occurring within a period of 26 weeks.” Family medical leave to offer care to a terminally ill relative of the employee (including a spouse, a common-law partner or an in-law) “who is dependent on the employee for care or assistance” is generally available for a maximum of six weeks. If the relative is still alive when the 26-week period has ended, further leave may be available.

Misunderstanding occasionally arises regarding the employer's right to information about the nature of the illness, says Cabel. Because the information pertains to someone other than an employee, “employers can learn the prognosis in terms of when a return to work would be likely, but they cannot know the diagnosis. When dealing with a family member [instead of the employee themselves], that is not relevant. The only thing you need to know is the prognosis today.”

# feature

This type of leave is normally job-protected. “Employees need to be able to ensure that their job is there and they don’t lose their position because they’ve exercised their rights under the Act,” said Cabel. “Employers understand that, but whether they really understand how to implement that is a different question; that’s something we often give advice on.”

Whether the leave necessitates hiring a temporary worker or passing duties to another employer for the duration of the leave, “communication is key amongst those employees, and also ensuring that, if you have to hire, it’s a temporary contract – it’s like a maternity leave,” she said.

The Canada Labour Code provides for EI-eligible workers to claim up to eight weeks of compassionate care leave, with six weeks EI compassionate care benefits plus a two-week waiting period. Employers may extend their own compassionate care benefits to employees, without affecting their EI premium rate reduction.

“Some companies are topping up the federal government plan and offering eight weeks leave with six weeks paid,” said Sha-

**“MANY COMPANIES ARE SAYING THEY’RE [OFFERING CAREGIVER ACCOMMODATION] AS ONE-OFFS, AND WE’RE SAYING THAT THEY SHOULD PUT IT INTO THEIR EMPLOYMENT POLICIES...”**

– SHARON BAXTER, EXECUTIVE DIRECTOR,  
CANADIAN HOSPICE PALLIATIVE CARE ASSOCIATION

ron Baxter, executive director of CHPCA. “Some are topping up to full pay; some are actually extending it to allow for additional weeks.”

Pharmaceutical firm GlaxoSmithKline has been a leader in this area.

“GSK was the first company in Canada to offer what we call a Compassionate Care Benefit; that was before the federal government had one in 2004,” Baxter said. “They gave 13 weeks over and above the government plan that can be taken within any two-year period.” Also, in partnership with the CHPCA, the GlaxoSmithKline Foundation has created a public awareness and

social marketing campaign called the Living Lessons initiative to support patients, their families and health care providers.

Other forward-thinking employers are developing their own compassionate care policies.

“Workplaces need to look at this because it just makes good business sense,” said Firth. “Providing accommodations for people who are caring for someone who is dying is one of the ways to reduce caregiver stress, avoid burnout and improve the overall performance. Workers who are supported through situations like this are

Continued on page 40

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There is also now more risk of legal action than ever before in cases where accommodation is not given. In an article published in *Hospital News* (April 10, 2013), Cabel emphasized that “[t]he law in this area is rapidly evolving as more and more employees seek accommodation from their employers.” An important recent decision before the Human Rights Tribunal of Ontario (*Devaney v. ZRV Holdings Ltd.*) concerned an employee who had been termi-

nated “after his employer became frustrated with his continued absences relating to his efforts to take care of his ailing mother,” Cabel said.

“[T]he Tribunal rejected the employer’s claims that Mr. Devaney’s absences were having a negative effect on the performance of his team” and “found that the employer could have accommodated Mr. Devaney’s needs without undue hardship.” Devaney was awarded \$15,000, and his former employer was ordered to develop workplace human rights policy and training.

There can also be a danger, however, in offering accommodation on a case-by-case basis.

“Many companies are saying they’re doing it as one-offs, and we’re saying that they should put it into their employment policies, so that they’re consistent, and so that they actually get the credit for being compassionate employers,” said Baxter. “If it’s not in your HR policies, then you run the risk of being inconsistent within your organization, which is a problem.”

Besides leave provisions, a compassionate care policy could include such items as more flexible work hours, says Firth, along with “being aware of what resources are available in the local community. Community organizations can help employees find out about support and connect with caregiving.”

He stresses that flexibility is key.

“If you’re a caregiver, life is hectic and you’re always facing last-minute crisis,” said Firth. Also, although employers are only required to accommodate employees caring for family members, “it’s not uncommon in rural communities that the caregiver is a friend or neighbour.”

For the employer, compassionate care “is about supporting employees so they don’t have to make the choice between keeping their job and caring for their loved one,” said Firth. In some situations, a caregiver may be able to keep in touch with colleagues via WiFi and smartphone. Expecting a normal level of output might be unrealistic, “but keeping that employee engaged is probably more beneficial than losing them altogether,” he said.

When a bereaved employee returns to work, Firth believes that, while confidentiality must be respected, it’s appropriate to ask, “Have you spoken with your coworkers about this?” and to provide colleagues with information about how to support a grieving co-worker, which is often available in pamphlet form from local funeral directors.

“There needs to be a recognition that grieving is not a time-defined, linear process,” he said; an employee may still be in a fragile state a year after returning to work.

“The conversation about aging and dying is becoming more normal,” said Firth. “The reality is that we’re all going to die, and as a society we should be providing the same levels of service that we do with birth, and all the stages in between.” ■

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# **MAKING YOUR WAY TO THE CORNER OFFICE**



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AN INTERVIEW WITH  
*NEW YORK TIMES*  
COLUMNIST  
AND BEST-SELLING  
AUTHOR ADAM BRYANT

By Craig Dowden, Ph.D., SPB Organizational Psychology



**“ALTHOUGH THERE MAY BE AN OFFICIAL ORG CHART, THERE IS ALSO AN UNOFFICIAL ONE. ESSENTIALLY, IT IS ABOUT KNOWING WHERE AND/OR WHO TO GO TO GET THINGS DONE. ”**

**C**anadian-born Adam Bryant started the Corner Office column in 2009 for the *New York Times*' Sunday Business section, and the series has attracted a tremendous audience and was converted into a best-selling book of the same name. Recently, I interviewed Adam to gain his insight into the pathway to senior leadership excellence as well as learn more about the role of HR within this framework.



**“IT MAY SEEM INEFFICIENT TO WALK AROUND THE BUILDING AND STOP INTO PEOPLE’S OFFICES SINCE THERE IS NOT AN IMMEDIATE ROI ON YOUR TIME, BUT THE CEOs I SPOKE WITH LEARNED SO MUCH IN TERMS OF WHAT EMPLOYEES ARE WORKING ON, WHAT THE ROADBLOCKS ARE, ETC. THEY OBTAINED GREAT INSIGHTS BY DOING THIS.”**

**Q: WHAT MOTIVATED YOU TO START WRITING THE CORNER OFFICE COLUMN?**

**Adam Bryant:** I was a business reporter here at the *Times* for many years and covered a lot of industries and, over that time, interviewed many CEOs. What I realized is that the business press pretty much always interviews CEOs as strategists and are only interested in getting at two main questions: 1) What is your growth plan? and 2) What is the competitive landscape?

Although these are valuable questions to answer – and they attract a big audience – I found that the more time I spent

with CEOs, the more I became intrigued with them as people and wanted to ask them very simple questions like “How do you do what you do?” and “How did you learn to do what you do?”

**Q: SO HOW DID THE BOOK COME ABOUT?**

**AB:** Actually, I did not set out to write a book initially. There are plenty of leadership books out there, but after about 75 interviews, I started noticing some patterns, hearing some themes echoing throughout the interviews and it got me wondering, what is it about these people – what are the qualities they have in com-

mon – that help explain how they got to the corner office?

And, in my opinion, people ask the wrong question when trying to understand the pathway to success because they ask, “What led you to your success?”

The problem with this question is that it generally leads to answers that are neither surprising nor particularly insightful. If you ask anybody this question, you are probably going to get some variation of hard work, perseverance, passion, etc. Those answers are right, but, to me, they are not insightful.

So what I did with the book was to frame the question far more narrowly,

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Bob 'Idea Man' Hooey

which was “Why were these people promoted over everyone else all the way to the corner office?”

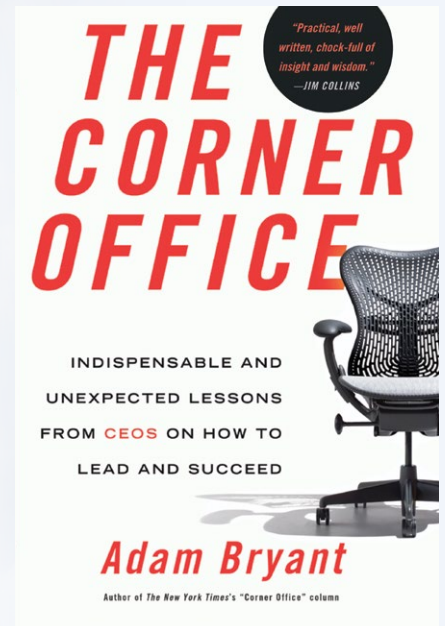
**Q: CAN YOU TALK ABOUT THE FIVE CORE THEMES THAT CAME FROM YOUR INTERVIEWS?**

**AB:** 1) Passionate curiosity – I define this as a deep sense of engagement with the world. It is a relentlessly questioning mind where you are curious about people and how things work, and how they can be made to work better. I really like that phrase because it is bigger than the sum of its parts. We have all met people who are really passionate about something, but not that curious in the broad sense, and we have also met people who are curious, but not necessarily passionate. So, there is something about those two words together that capture that relentlessly curious mind.

I also think that it points to a misconception that a lot of people have about

CEOs. To the outside world, the CEO has to look like he or she has all the answers. What I came to appreciate is that the role of the CEO inside their companies is not to have all the answers – because that is simply impossible – but to have the right questions. To have what I like to call the good, dumb questions that will lead to new insights by the company and maybe move them into new markets or smart innovation. Essentially, it is that ability to ask these types of powerful questions that separates really effective leaders from the rest.

2) Battle-hardened confidence – This is about developing a track record of overcoming adversity so you know what you are capable of. Effective leaders go into difficult situations, and although there is some humility, they say, “I don’t know how I will get through this, but I know that I will because I have done it before.” This is the quiet confidence that



In Bryant’s best-selling book, *The Corner Office*, he sketches out the patterns he found in interviewing over 75 CEOs to learn how they got where they are.

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emerges from coming through many difficult experiences.

3) Simple mindset – This is the ability to take a lot of complicated information and really boil it down to the one, two or three things that really matter. It is not helpful to a company for a leader to stand up at the beginning of the year and say that these are the 15 priorities we are going to be focusing on for the rest of the year. It takes a really smart leader to say these are the three things we will focus on and these are the three metrics we will use to measure our performance. It also really builds a sense of teamwork because when you have three clear metrics for performance, everyone can say that they know how their job contributes to these objectives.

Some CEOs have also told me that their in-house rule for emails is that if I cannot read your message on my iPhone screen without having to scroll down, then don't send it.

I am often struck by CEOs when they are discussing the eight values of their company and when I ask them what they are, many of them cannot recall them all themselves. It is a powerful message that if a CEO cannot remember the company values, how can they expect everyone else to remember them?

What I find fascinating is that with those CEOs who have two or three values, even I remember some of them, sometimes over a year or two later. One person I interviewed, Brad Garlinghouse, who took over YouSendIt (which they renamed Hightail), said that the company's values are "Be In," "Be Real" and "Be Bold," but for a company with eight values, I cannot remember any of them.

When CEOs do this effectively, they really earn their pay.

4) Team smarts – This is the organizational equivalent of 'street smarts.' It is an understanding of where the soft levers of power are. Although there may be an

official org chart, there is also an unofficial one. Essentially, it is about knowing where and/or who to go to get things done. I think this skill is increasingly important in today's world where a lot of work is done through ad hoc projects and teams. One CEO really crystallized this point for me when she said, "The real test of leadership is to mobilize a team of people that does not report to you." Team smarts also plays out in the context of meetings, such as having a really good antenna for body language, how to get people to contribute and reading the room.

5) Fearlessness – The final piece represents a bias towards action. I have heard from so many CEOs almost a reverence in their voice for employees who look at a situation and say, "Yes, this is working fine right now, but it can be made to work better so let's disrupt things to improve it." Fearlessness does not mean recklessness; it just means a bias towards action. I have also heard a lot of CEOs who, as



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they were moving up the ranks, would take lateral moves and take new jobs that might even be seen as demotions, but they did this for a very deliberate reason because they wanted to broaden their experience base, and that requires a certain level of fearlessness.

**Q: I LIKED THE CHAPTER "LOCK YOURSELF OUT OF YOUR OFFICE." CAN YOU TALK ABOUT THAT CONCEPT?**

**AB:** This theme came from so many CEOs who said it was invaluable to be visible and to spend time with employees. It may seem inefficient to walk around the building and stop into people's offices since there is not an immediate ROI on your time, but the CEOs I spoke with learned so much in terms of what employees are working on, what the roadblocks are, etc. They obtained great insights by doing this.

Another benefit is an interesting phenomenon related to us as human beings

**"TO THE OUTSIDE WORLD, THE CEO HAS TO LOOK LIKE HE OR SHE HAS ALL THE ANSWERS. WHAT I CAME TO APPRECIATE IS THAT THE ROLE OF THE CEO INSIDE THEIR COMPANIES IS NOT TO HAVE ALL THE ANSWERS – BECAUSE THAT IS SIMPLY IMPOSSIBLE – BUT TO HAVE THE RIGHT QUESTIONS."**

in that when the boss is locked in his or her office all day long, we start to imagine things about what's going on and there is a void of communication. Voids are dangerous because people fill voids with stuff like rumours and gossip. It is tough to imagine what the leadership is doing if you have no context or understanding of who they are.

In this day and age, it can be very tempting and a bad habit we can all fall into, where we see all of these emails piling up and we feel like we need to plow through them, but there is a cost to doing that, because the longer the time you spend in your office, the less human interaction you have.



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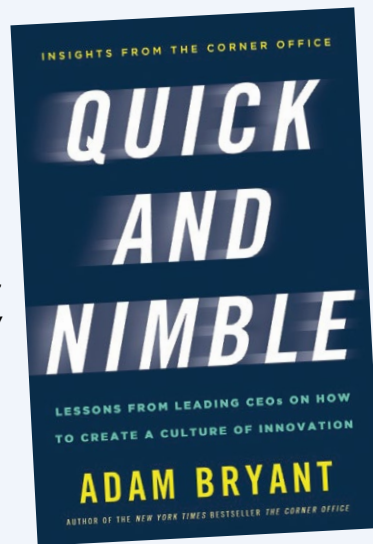
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Bryant's next book, *Quick and Nimble: Lessons from leading CEOs on how to create a culture of innovation*, was released in January.



**Q: YOU SPEND SOME TIME TALKING ABOUT IDENTIFYING AND HIRING TOP TALENT, WHICH IS AN IMPORTANT TOPIC FOR HR PROFESSIONALS. CAN YOU SHARE SOME OF THE INSIGHTS YOU GAINED THROUGH YOUR INTERVIEWS?**

**AB:** Sure. We could probably talk about this through dinner, but let me focus on just one aspect and that is the quality of self-awareness, which everyone is looking for.

I heard this brilliant approach by this young CEO who asks people during a job interview, "Do you think you are going to be different five years from now than you are today?"

And the person normally responds with, "Of course I am."

The CEO then replies, "How do you think you will be different?" and "What will you be better at in five years?"

I think it is a great question because there is some indirection to it. It also puts a more positive and realistic spin on it, as it opens a more candid conversation with the candidate.

**Q: HR PROFESSIONAL IS THE LARGEST MAGAZINE FOR HR PROFESSIONALS IN CANADA. CAN YOU SHARE WITH OUR AUDIENCE SOME OF THE KEY WAYS THAT THESE LEADING CEOs SEE HR CONTRIBUTING TO THE SUCCESS OF THEIR ORGANIZATIONS?**

**AB:** One clear point is that the CEOs often tell me how essential the HR department is to creating an effective culture. When I interviewed Howard Schultz (CEO of Starbucks), he said when he is asked what the most important function when starting an organization or setting up enduring culture and values is, his answer is HR, even though it is often the last place to get funded. His view is that if the head of HR does not have a seat at the strategic table, this is a big mistake.

Many other CEOs also have said that the values of the organization that they work so hard to codify must be reinforced at every turn with the help of the HR department, which can incorporate the values into the criteria they use to hire people. ■

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# Retaining and Retraining

\$29 MILLION RENOVATION FOR THE METRO TORONTO CONVENTION CENTRE MEANS MASSIVE RETRAINING FOR STAFF

By Karen Petcoff

**T**he Metro Toronto Convention Centre (MTCC)'s recent \$29-million modernization project gave one of its senior executives the chance to revisit his roots – in the kitchen. Richard Willett, vice president of Food and Beverage, hit

the front line, cooking alongside the centre's chefs and shadowing stewarding staff; he rolled up his sleeves to better understand the day-to-day challenges employees faced when carrying out their duties.



"Our staff is truly the centre of everything we do, and can make or break a client experience," said Willett. "I wanted to experience what was working well in our kitchen and what needed to be improved so we could make our associates' lives a little easier and our high-demand systems a little better."

Having one of the highest staff retention rates in Canada's hospitality industry, the senior team at MTCC also understood the challenges this achievement presented when major changes were in the works.

"While we were proud of the loyalty and staying power of MTCC's long service staff, we also knew that new systems, new equipment and new approaches to customer service could appear daunting for some staff," said Esther Lee, MTCC's vice president, Human Resources. "In some cases, it could promote resistance to change. We determined that training support was a critical part of the blueprint for modernization success."

## DEVELOPING THOROUGH TRAINING

Willett and his team worked closely with the venue's human resources department to ensure staff received the support needed to be successful and that a substantial training budget was protected within the overall renovation expenditures. His time back in the kitchen proved invaluable. But Willett was no 'Undercover Boss.'

"We started the conversation really early in the process, explaining that the transition was necessary in order to stay



**"WHILE WE WERE PROUD OF THE LOYALTY AND STAYING POWER OF MTCC'S LONG SERVICE STAFF, WE ALSO KNEW THAT NEW SYSTEMS, NEW EQUIPMENT AND NEW APPROACHES TO CUSTOMER SERVICE COULD APPEAR DAUNTING FOR SOME STAFF. IN SOME CASES, IT COULD PROMOTE RESISTANCE TO CHANGE. WE DETERMINED THAT TRAINING SUPPORT WAS A CRITICAL PART OF THE BLUEPRINT FOR MODERNIZATION SUCCESS."**

— ESTHER LEE, VICE PRESIDENT, HUMAN RESOURCES, METRO TORONTO CONVENTION CENTRE

market competitive,” said Willett. “Working in the kitchen and being transparent about the impending improvements helped me develop stronger relationships with staff. Believe me, they didn’t hold back when they thought I wasn’t washing the dishes fast enough.”

Simple measures helped: in the new dishware washing area, moving a dish rack a few inches higher made stacking easier, especially for an older staff member. “I could see – and feel – the difference a small change like that made to an

employee’s back so it was easy to say, ‘Hey, let’s change this.’”

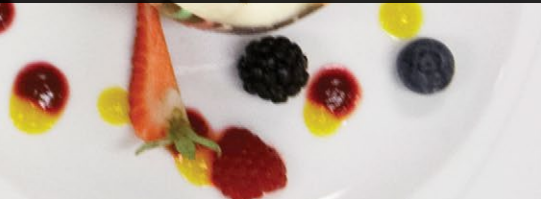
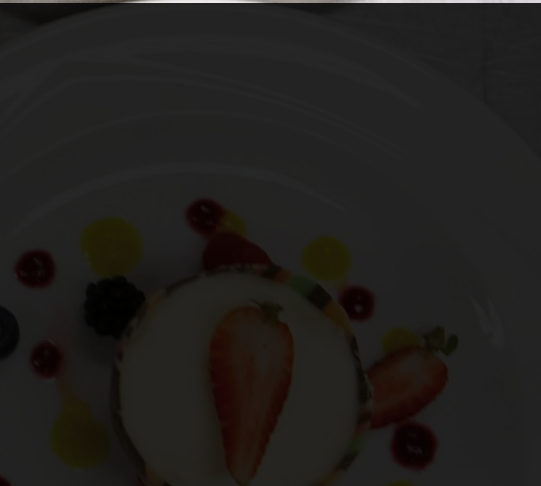
## WORKERS’ NEEDS, FIRST AND FOREMOST

Ergonomics were key considerations when deciding which new equipment to purchase. Much of the high-tech equipment now features automated accessories that assist with functions such as pouring and lifting, making it not only easier for staff to operate, but safer, too.

While staff were at first concerned that automated systems may negatively impact head count, Willett says the senior team was quick to allay any fears about possible layoffs or staff’s fear about being unable to operate the new equipment.

“We were upfront from the beginning, reassuring staff that MTCC was prepared to invest in their success.”

Continued on page 53



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# training and development



## SUCCESSFUL CHANGES

MTCC brought in field expert William Caruso and Associates to introduce staff to the new service models. Moving from French-style to plated service shifted emphasis to kitchen assembly, allowing chef teams to be much more creative with its food presentations. It also has allowed more efficient table service so guests' meals are served quicker and hotter or colder depending on the item.

"MTCC now ranks among the best of the best," said Bill Caruso, president of William Caruso & Associates. "Culinary staff members are able to create restaurant-style recipes that they can

produce with high quality consistently in high volumes because they now have the very best equipment and systems in place. Today, MTCC is most definitely a culinary leader in Canada."

## NEW ROLES

Key changes to the food and beverage program have created back-of-house positions within the 14,000-square foot kitchen. With its pastry kitchen now double in size and a stated intention to produce more pastries in-house, MTCC has hired its first executive pastry chef. An instructor at Toronto's George Brown College, Chef Mia De Ala began her new role last December.

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— RICHARD WILLETT,  
VICE PRESIDENT, FOOD AND BEVERAGE,  
METRO TORONTO CONVENTION CENTRE

Once the hiring process was down to two candidates, they were presented with a culinary challenge. Their creations were judged by an interview panel against execution, taste, local ingredients used, presentation, costing and originality.

As well, 10 new apprenticeship positions have been added allowing culinary veterans to share their expertise with college students and, in return, advanced school techniques can be brought in-house. The arrangement also allows for greater succession

planning in the department, which currently has 35 kitchen staff, including chefs, sous chefs and casual culinarians, and 45 stewarding staff.

As for Willett, he’s traded in his dishrag for his usual suit and tie, remembering to tuck his tie into his shirt on occasions when he needs to roll up his sleeves in the kitchen and really figure out how something works. ■

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# Dealing with the Bullying High Performer



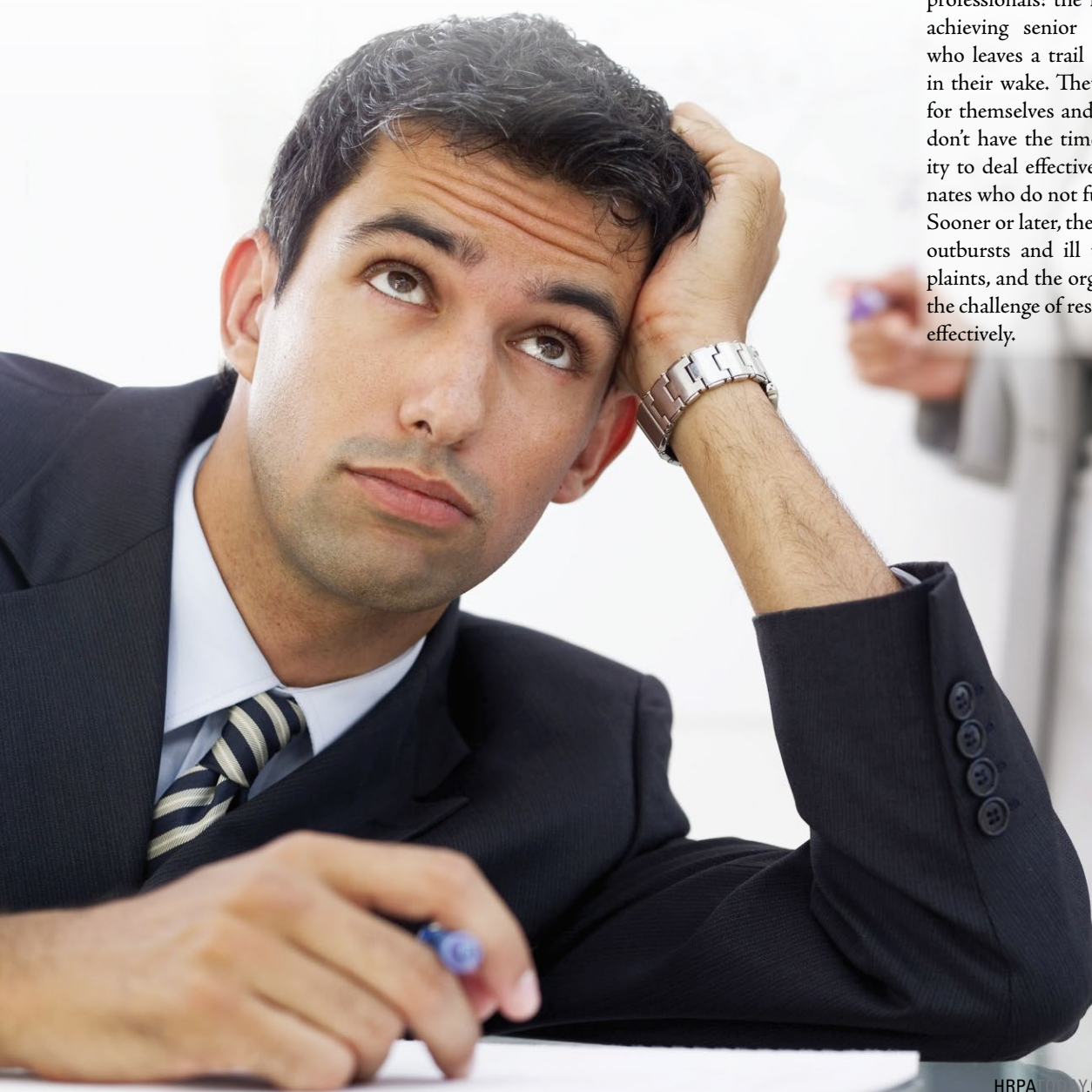
By David Griffin

## ONE-TO-ONE REMEDIAL TRAINING

### CASE SCENARIO

It's an all-too-familiar situation for HR professionals: the high-performing, high-achieving senior executive or manager who leaves a trail of personnel casualties in their wake. They set high expectations for themselves and their subordinates yet don't have the time, inclination or capacity to deal effectively with those subordinates who do not fulfill their expectations. Sooner or later, the high performer's angry outbursts and ill temper result in complaints, and the organization is faced with the challenge of resolving these complaints effectively.

Continued on page 59



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Inevitably the challenge to remedy this problem lands on the desk of the HR professional, who is tasked with addressing the inappropriate behaviour, upholding the company's respectful workplace policies and, at the same time, retaining this high performer. After all, the company has invested handsomely in this high achiever, and does not want to lose them, nor deter their strong performance.

## WHY ONE-TO-ONE TRAINING?

One-to-one remedial training provides several distinct benefits over group training, such as:

1. Offers the ability to customize the training program to focus on the specific circumstances;
2. Addresses the concerns privately and discreetly, in a manner that is sensitive to the respondent executive, as well as the complainants and other employees;
3. By offering the training privately, the participant is more likely to par-

ticipate and openly discuss the issues giving rise to the complaints;

4. Demonstrates the organization's commitment to upholding the respectful workplace policy – as well as legislative requirements – by addressing the behaviour promptly and effectively;
5. Training will often form part of a settlement or award as a result of adjudication of the complaint, and satisfies the organization's responsibilities to deliver such training; and,
6. In a progressive discipline regime, the organization establishes a training record to rely on in the event that the participant re-offends.

In addition to workplace bullying, remedial one-to-one training is effective in dealing with various behavioural concerns, including Code-based harassment, incivility and interpersonal conflict. The training provides an effective way of addressing inappropriate behaviour or assisting employees who may be encountering difficulty interacting with or managing others.


Personalized sensitivity training may also assist management-level staff to better understand and deal more skillfully with issues of workplace diversity and accommodation situations.

## TRAINING CONTENT

One-to-one remedial training provides the opportunity to customize and personalize the training session(s) to address the facts of the particular circumstances. Prior to finalizing the session contents, the HR professional should review the circumstances giving rise to the training and any relevant background information.

The objectives of the session are to assist the participant in understanding the behavioral concerns as well as corporate and legal expectations for workplace behaviour, and to support the participant in managing their behaviour going forward.

It is also beneficial to commence the training session with an open discussion about the prior circumstances in a respectful, non-judgmental and empathetic manner. This allows the participant to "vent"



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## SAMPLE AGENDA: ONE-TO-ONE REMEDIAL TRAINING

1. **Introduction**
  - Ground rules
  - General discussion of situation
    - Why am I here?
2. **Video, such as *Preventing Workplace Bullying***
3. **Understanding harassment**
  - Definitions
  - The law (*Human Rights Code, Occupational Health & Safety Act*)
  - Application of the law, terminology, examples
    - Welcome vs. unwelcome attention
    - Reasonable person test
    - Subjective nature test
  - Review of policy & procedures
  - Roles & responsibilities
  - Liability & accountability
  - Understanding the consequences
4. **Case studies – role of the manager**
5. **Personal conduct techniques**
  - Personal awareness – attitudes and values
  - Recognizing risk factors and personal triggers
  - Setting boundaries
  - Taking control
  - Dealing with workplace conflict
6. **Discussion: moving forward**
  - Tools and resources
  - Personal action plan

their feelings and perceptions, while the instructor establishes rapport and credibility with the participant.

The instruction can be reinforced using situational case studies, enabling the participant to apply the instruction in realistic workplace scenarios. When training managers, engage them in an exercise whereby they are required to develop a management response to a similar workplace scenario.

The session should conclude with a review of the key issues and learning outcomes and a discussion with the participant about personal strategies moving forward, including the development of a personal action plan. It is important to identify the risk factors and personal triggers that may be contributors to inappropriate conduct, and identify strategies to avoid inappropriate behaviour when confronted with similar factors in the future.

### TRAINING LOCATION

Generally, it is recommended that the training take place in a discreet, respectful and professional environment. It is important to identify a location that is off-site, away from the participant's co-workers and subordinates.

Larger employers may have training facilities or meeting rooms available at a location that is separate from the participant's workplace. Otherwise, an off-site facility, such as a hotel meeting room, is preferable. Community resources can also be utilized, such as the public library, municipality or community centres, which often offer meeting facilities at reasonable rates.

For remote locations or where circumstances warrant, instructor-led training in real time over the internet and/or telephone could potentially be organized.

### FOLLOW-UP

Following the completion of the training session, the HR professional should document the training details as part of the complaint disposition, confirming the areas of instruction and assessment of the participant's performance, along with any recommendations, if appropriate, for additional assistance, supports or follow-up. A copy of the training agenda should accompany this documentation.



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As behavioral change is often more difficult to sustain over the long term, periodic positive and supportive reinforcement and feedback is appropriate.

It is strongly recommend that periodic enquiries be made after the training has been completed and the participant has resumed their regular duties. These enquiries should be made of the participant, complainant and participant's manager, to ensure that the inappropriate behaviour that necessitated the training has in fact been addressed appropriately, in order to determine whether any further action is required.

Ultimately, the organization has a duty to ensure that inappropriate behaviour is remedied and does not continue. It is not sufficient to deliver the training and then close the file. It is important to ensure that the investment of time and resources in remedying the behaviour achieves the desired results; otherwise, the organization remains liable for damages in the event the behaviour continues.

## THE TRAINING PROVIDES AN EFFECTIVE WAY OF ADDRESSING INAPPROPRIATE BEHAVIOUR OR ASSISTING EMPLOYEES WHO MAY BE ENCOUNTERING DIFFICULTY INTERACTING WITH OR MANAGING OTHERS.

### SUMMARY

Customized one-to-one remedial training is an effective and respectful way of addressing inappropriate workplace behaviours, taking corrective action and minimizing disruption to your workforce. At the same time, it affords you an opportunity to retain experienced, long-term employees, in whom you have invested much effort and expense.

For more information about one-to-one remedial training, visit [www.hrproactiveinc.com/WorkplaceHarassmentSessions.pdf](http://www.hrproactiveinc.com/WorkplaceHarassmentSessions.pdf). ■

*David Griffin is Lead Investigator, Instructor and Mediator with HR Proactive Inc.*



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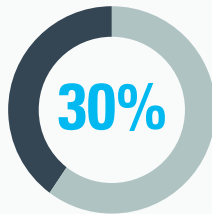


# Workplace Mental Health: By the Numbers\*



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**10 – 25%**

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\*Mental Health Commission of Canada





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## WORK SMARTER, NOT HARDER

By Brandon-Jo Mouna

**W**ork is becoming a means of identity, where the job you do defines who you are. This evolution is placing new and unfamiliar complexities on the way human resources and employers do business – how they engage individuals, recognize talent, attract the very best and open up channels of communication and collaboration.

If we steer employees in the right direction and help them utilize their talent, both the employer and business win. Conventional wisdom is that people are the most valuable asset of any business. But if that's true even just a small percentage of the time, many companies are

guilty of letting their most precious resource wither on the vine.

It may not be intentional. Most managers won't set out to create an unhappy work environment. Regardless, they still find themselves losing talented and skillful employees. How do you reach this group of people before they are disengaged and ultimately move on to other jobs? The model for success is to create and foster a collaborative and engaged mindset. The key here is to reach employees before they shut down and provide them with appropriate challenges, support and tools to keep them interested.

Data analytics has the potential to revolutionize HR. One recent survey suggests an astonishing 63 per cent of employees are not engaged and 24 per cent are actively disengaged with their jobs (Gallup Management Journal, 2013). It simply doesn't have to be like this. Improving the way we work isn't about working harder – it's about working smarter.

Combining technology and human insight creates an abundance of information around human behaviour and workforce tendencies that employers have been collecting for decades. Until recently, we haven't been able to extract and use

Continued on page 65

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this data. With advances in analytics, we now have the ability to understand this data while recognizing and analyzing trends that will help predict employee behaviour, identify talent quickly, match capabilities to market needs, retain top performers and act on proven insights to drive business outcomes.

Using new data, which includes 360-degree peer reviews, staff surveys or programs where efforts are recognized, organizations have a better understanding of employees' day-to-day activities. Managers can intervene at the first sign of work dissatisfaction. Depending on the data available, we can even anticipate when employees might sour on their jobs while proactively finding ways to reward and retain personnel. And in cases where there are productivity issues, we can conclude from data whether the decline is a performance issue or a response to poor management.

Employee retention is just one aspect of human resources that will change dramatically thanks to the data revolution. With the aid of powerful analytic tools, recruitment could become a very different process, too. HR executives will have a much better understanding of specific job functions and they can use this information to target potential candidates and assess their suitability much more precisely.

For instance, collecting and analyzing thousands of data points from high-performing employees allowed one financial services firm to identify the most common traits among its top sales executives. The best sales people did not necessarily have the best academic records, nor did they have the most impressive references. They did, however, spell well. They also made few grammatical errors and often had experience selling real estate or cars.

This sort of information may seem somewhat random, but when used in conjunction with other factors, recruiters see a much clearer picture of a given candidate. Today, HR departments may also use much more accurate assessment tests than anything available even a decade ago. In the past, job applicants may have filled out a multiple-choice form so executives could evaluate personality traits. Now, a new wave of digital tests

**CONVENTIONAL WISDOM IS THAT PEOPLE ARE THE MOST VALUABLE ASSET OF ANY BUSINESS. BUT IF THAT'S TRUE EVEN JUST A SMALL PERCENTAGE OF THE TIME, MANY COMPANIES ARE GUILTY OF LETTING THEIR MOST PRECIOUS RESOURCE WITHER ON THE VINE.**

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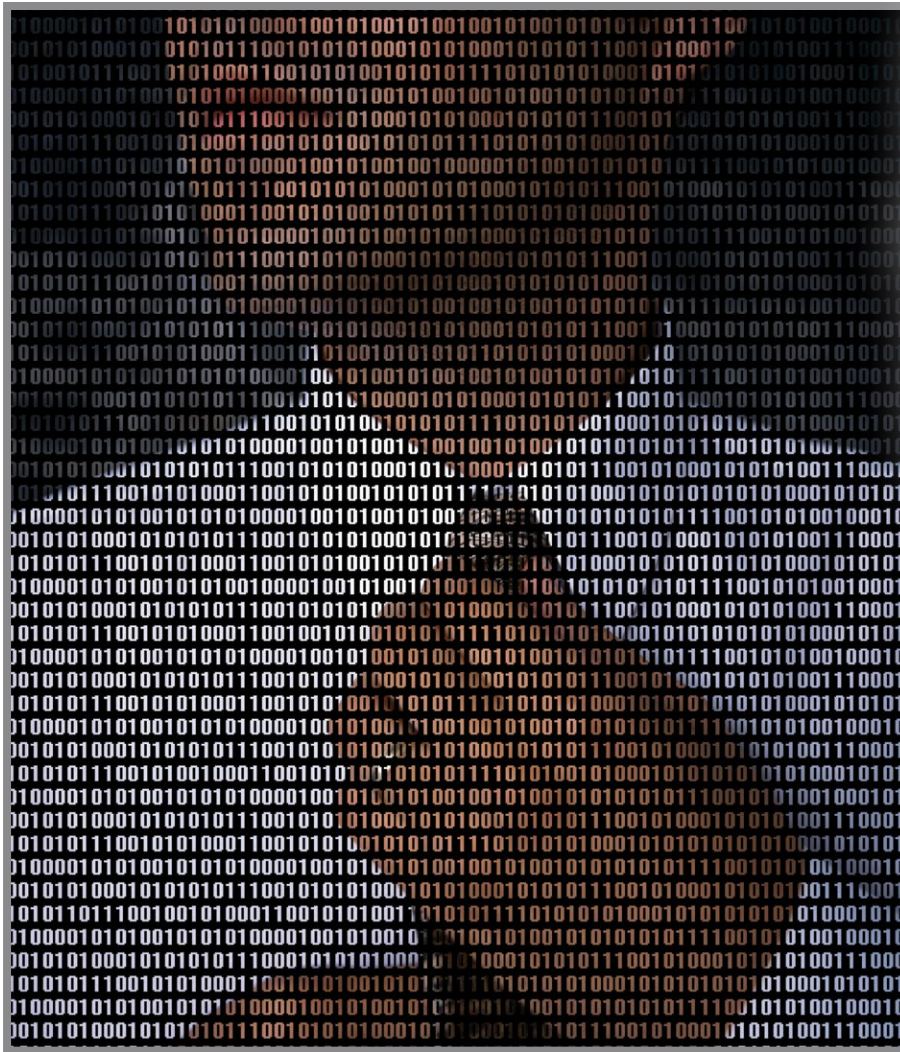


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**IMPROVING THE WAY WE WORK ISN'T ABOUT WORKING HARDER – IT'S ABOUT WORKING SMARTER.**

and games not only measure behaviour patterns or cognitive skills, they also serve as predictors of how long individuals might stay in a specific position.

On top of this, there is plenty of unused expertise and ideas sitting idle within companies. Tapping into this bounty has the potential to add customer value, create product or process innovation, or result in more engaged employees. Data analytics provides effective ways of predictably getting at these insights and applying misspent inventions to new problems or solutions.

Based on a recent IBM global study of more than 1,700 chief executive officers in 64 countries, we know that organizations worldwide recognize the need to utilize technology to assess employee engagement. Data analytics and the ability to turn the workforce into a market-intelligent network allow management to expand their ability to sense shifts in employee behaviour and respond nimbly.

It's certainly a new world for employers and veteran human resource professionals. A field that has historically relied on psychology or "gut" instinct is becoming increasingly data-driven. Still, technology will never drive the "human" out of "human resources." Big Data merely provides the tools to help HR professionals make the smartest possible decisions about employee recruitment, retention and compensation. Since happier employees make for more profitable companies, we all benefit. ■

*Brandon-Jo Mouna is the HR Leader at IBM Canada Ltd.*



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# Addressing the Engagement Challenge

## THE POWER OF MEANING IN WORK AND ORGANIZATION

By Ken Ludwig and Reg Urbanowski

Those concerned with building organizations have long recognized the primary place of meaning, usually expressed in terms of purpose, for organizational effectiveness. We have also come to appreciate the power of participative processes in building teams and organizations.

But there is a depth in exploring and mediating personal meaning in the organizational context that we have only hinted at in our approaches thus far (although directly suggested by some), but not tended to fully embrace. This has left our organization building efforts limited to more traditional thinking and approaches, which appear to be inadequate to address challenges facing organizations across the globe today.

### THE CHALLENGE

Recent research indicates that not only are we not fully engaging people in their organizations, but also that engagement has been decreasing at an alarming rate. A Gallup poll in 2011 stated: “71 per cent of American workers are ‘not engaged’ or ‘actively disengaged’ in their work, meaning they are emotionally disconnected from their workplaces and are less likely to be productive” (Gallup 2011). Both Aon/Hewitt (2011) and the Kenexa Institute (2011) reported that 2011 marked a low point in the level of employee engagement

**INDIVIDUALS ARE FEELING LESS CONNECTED TO THE ORGANIZATIONS IN WHICH THEY WORK, RESULTING IN LOSS OF REALIZATION OF VALUE TO BOTH SIDES OF THAT RELATIONSHIP.**

worldwide, and Hay Group (2013) reported that the level remained flat through the subsequent two years. This means that individuals are feeling less connected to the organizations in which they work, resulting in loss of realization of value to both sides of that relationship. The top drivers cited as impacting upon the level of engagement are: career opportunities, brand alignment and recognition (Aon/Hewitt 2011). Usual approaches to address these and other drivers do not appear to be resolving the overall challenge, and a different approach seems to be needed.

### THE ESSENTIAL LINKAGE

Organization builders – leaders and consultants – require a deeper understanding of work that goes to the heart of the relationship between individuals and their participation in organizations. This deeper understanding needs to start with the concept of meaning, as has been reflected in the focus on “purpose” and “meaning” in organizational development literature

over the years. Senge (1990) has suggested personal mastery [finding personal meaning] as a core discipline within an effective learning organization. Collins (2001) speaks to the need for organizations to have a clear understanding of their purpose in order to make work meaningful. Wheatley (2005) counsels leaders to keep meaning at the forefront in their practices.

Further and more directly, Amabile and Kramer (2012) suggest that people have an innate desire to find personal meaning in their work lives. We experience personal meaning through a sense of vocation or meaningful occupation – that which we are drawn to do or be the difference that we seek to make in the world. The purposiveness within personal meaning and its expression (reinforced by recognition) provide the basis for self-worth. Our sense of vocation or meaningful occupation further leads us to seek to engage with specific work and pursue career directions that produce or contribute some value.

Continued on page 69



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This essential linkage of the desire for personal meaning through vocation to engagement with work does not function in isolation but rather is embedded in its environment. The relational nature of personal identity drives our impulse toward belonging (Weinreich & Saunderson 2003; Baumeister & Leary 1995). Our sense of vocation or meaningful occupation is contextual; we feel called to do something in the world. And our application of that calling to work is situated in a work environment of some kind. Finally, our work activity is linked to the world in which we are embedded through our work contributions.

As organizational development literature has suggested (Collins 2001; Wheatley 2005), organizations will truly engage their people with the work that needs to be done, to the mutual benefit of organization and individual, only so far as leaders honour the personal sense of meaning that people strive to know and experience, and facilitate this to find expression in the work environment. This requires a deeper appreciation of this linkage than that which underpins much current management practice.

## THE IMPLICATIONS FOR ORGANIZATIONS

The deeper appreciation for personal meaning and its power to drive engagement suggests different approaches to many organizational challenges and practices. For leadership, this means:

- Championing the building of common meaning in the organization through facilitating true participation in building strategic direction and vision (e.g., giving voice through emergent, bottom-up planning processes);
- Mediating meaning by helping others to connect and align individual purposiveness/vocation with organizational direction, goals and brand;
- Providing meaningful work and careers through opportunities and parameters for meaningful occupation;
- Ensuring enabling environments that allow individual expression in the organizational context, through structures and cultures that encourage access, networking and dialogue; and

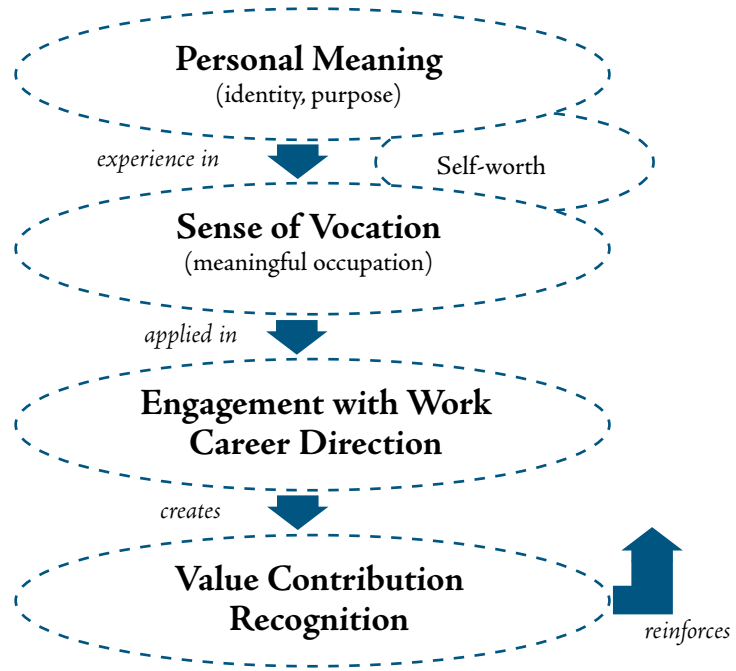


Figure 1. Linking personal meaning and work/engagement

- Appreciating the deep power of recognition to demonstrate to people that what they do matters, and in turn reinforce their self-worth and nourish their passion. In other areas of organizational practice, this means new depth in:
  - Working toward person-centred organizational design;
  - Building culture from truly shared meaning;
  - Using orientation to start the process of connecting and unleashing, rather than socializing/conditioning;
- Approaching succession management primarily as mediating the intersection of organizational needs and individual aspirations (i.e., meaningfully supporting career planning);
- Focusing performance management on nurturing engagement; and
- Taking a strengths-based approach to disability management to focus on what the individual can do, and affirming their sense of vocation.

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## CONCLUSION

A deeper search for mediated meaning between people and organization can, and should, drive innovative organizational practices to address current engagement challenges. Fostering the realization of meaning holds the potential to grow real passion in organizations, and to release our generative impulse to be expressed in discretionary effort, initiative and innovation in the workplace. ■

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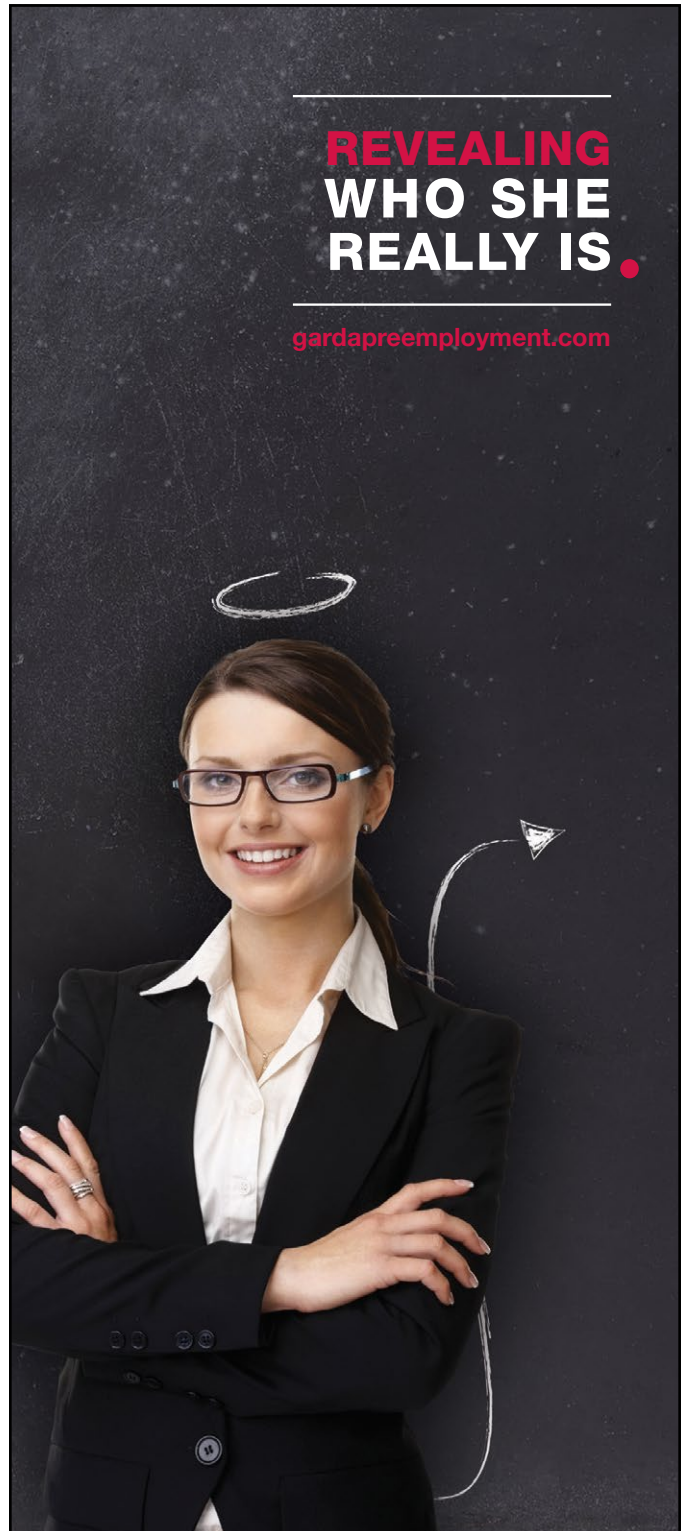
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# Get into the Interview Chair

## HR JOB HUNTING TECHNIQUES FOR 2014

By Aileen Hunter

Remember when job hunting meant reading the classifieds section of the newspaper or going to the job centre to look at postings on the board? You printed your resume on “good paper” and either mailed it in or dropped it off at the employer’s office. Today, things seem easier because you can search for jobs online and apply with a click of a button. Why, then, are you having such a tough time landing an interview? You work through endless job websites, apply diligently online and then never hear back. You’ve ventured onto LinkedIn but don’t see what all of the fuss is about, given that your only real connection is your cousin Doug in Winnipeg. You find yourself wishing for the return of the good old days...

There are successful strategies for job-hunting in 2014; it requires taking a look at some new and renewed approaches to help professionals find their next HR role and end the search doldrums.

### LINKEDIN

It is critical to have a complete and up-to-date profile. It should show the same

information as your resume: career objective, work experience, education and professional qualifications. Upload a good quality photo; the profiles without photos stand out by appearing unfinished.

“Photos of you in recreational gear, at a bar or riding a motorcycle are not appropriate. This is not Facebook. Your photo should appear as if you are at work or ready for a job interview,” said Michael Berman, CHRP, who provides HR consulting services to clients in the Toronto area, with a focus on small business, digital media and HR data analytics. “Remember that this will be the first image of you that a recruiter will see.”

Next, begin building your network. Scroll through the “People You May Know” list and click “Connect” on the people you know and would like to add to your network. This list of suggestions will change each time you load the page as your network expands.

“I review the suggestion list once a week to find more connections. Each time I meet a new business contact in person, I make a connection in LinkedIn as a follow-up,”

said Berman, who has over 1,000 connections. “I’ve also actively searched for and added former colleagues, schoolmates and personal contacts to build my network. What I avoid doing is sending random invitations to people I’ve never met. This isn’t about adding strangers to your network, but about building a legitimate group of contacts.”

Why go to all of the effort building a network? It’s to get the most out of LinkedIn for your job hunt. When you find a job poster, either on LinkedIn or another site, you can use your LinkedIn connections for networking. LinkedIn will tell you “How You’re Connected” to people who work for various companies that you seek out; if you don’t have a direct connection to that person, one of your own connections might. The larger you grow your network, the more chances there are that you will have a mutual contact.

Ask your mutual contact to make an introduction to your target contact. Knowing someone on the inside can help get your resume to the best person, increasing your chances of a first round interview. This approach is also useful when targeting organizations for hidden opportunities.

### NETWORKING

Yes, the real world still matters. Networking events or groups could be large events with national organizations or they could be informal meetings with independent groups that have a focused geography or modality. Some groups may attach a small fee to participate and others are free.

“Don’t go with a less is more approach. Research all of the groups in your area and try to go to at least one event for each. You



# QUICK TIPS

## Networking

- Identify your local networking groups and events. Try to attend at least one event per organizer.
- Bring your own business cards to hand out
- Work your way around the room

## Volunteerism

- Offer your services to local charitable, social or networking groups
- Focus on work that will highlight your HR, organizational or leadership skills
- Ask the committee chair or group leader to be a reference once you've delivered results

## LinkedIn

- Spend as much time building your LinkedIn profile as you did preparing your resume
- Don't underestimate the power of a great profile photo
- Build your network. Past coworkers, fellow PTA members, etc. Connect!
- Research your target companies, identify your networking opportunities and use the power of LinkedIn to secure introductions with company insiders, paving the way for a first interview

may find that one group produces better connections for what you are looking for than another," said Berman.

Bring personal business cards. Handing out a card at events, especially if you are not currently working, signals that you are a professional and ready to work. Work your way around the room instead of staying with the same person for an hour. Give your best impression in the first 30 seconds, raising exposure and creating intrigue for a follow-up conversation.

## VOLUNTEERISM

Volunteerism is a job hunt technique. The volunteer organization benefits from your services and you get valuable experience for your resume. If you are someone who has

been out of the workforce for a while, is looking to make a change or is new to the profession, volunteering is a great way to gain current, relevant experience.

"If you are already involved with an organization that you are passionate about – whether it is a charity, recreational league, social club or networking group – offer to join their organizational committee or provide HR/administrative support. It's a great way to formalize your involvement and support the organization," said Berman.

Treat the volunteer role as a job and exceed expectations. In addition to experience for your resume, you'll also secure references from the committee chair/group leader. But be clear: a volunteer role where you are cuddling kittens will

not do much to demonstrate your professional capabilities. Organizing a conference for a networking group – including arranging speakers, booking rooms and managing event communications – will demonstrate relevant skills to a potential employer. Finding the right volunteer opportunity will be a lot like your job hunt. Large, well-known charities have a lot of applicants, so they can be selective. Focusing on smaller/local organizations or ones that you are already involved with will increase your odds of being accepted as a volunteer.

## PATIENCE PAYS OFF

In all spheres of your job hunt, whether online or in-person at networking events and volunteer assignments, it takes hard effort and patience to produce the coveted first interview.

"I'd say that it normally takes a job hunter four to eight connection attempts on an organization before finding that person who is really in a position to help," said Berman. "But when that connection is made, those individuals are typically successful in getting hired by the company."

Online job boards may have replaced the classified ads in newspapers, but the fundamentals remain unchanged. The best way to secure a first interview is by meeting the people who are in a position to recommend or hire you. Getting savvy with LinkedIn and pragmatic about networking and volunteer opportunities will move you from endless dead-end job applications and into the interview chair. ■



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# Interview with an HR Hero:

## In a Nutshell

- **First job:** Summer day camp counsellor at age 13
- **Childhood ambition:** To be a brain surgeon and find a cure for MS
- **Best boss and why:** I don't have one best boss. There were positive aspects I took from each along the way: visioning skills, thought leadership, team building and influencing techniques.
- **Current source of inspiration:** I have two: my father and my daughter. In both cases, it's about persistence and resilience. My father went bankrupt twice and rebuilt himself each time; he's had multiple heart surgeries and is thankful to be alive every day. My daughter has a dream to be an actress. She has a focused goal, an action plan and she never gives up – she's determined that one day she will be in LA and she'll have an Oscar.
- **Best piece of advice I ever got:** Take advantage of every opportunity and explore what's possible. Take the less travelled route. I tell that to my kids all the time now.
- **Favourite music:** Pop – it's great to exercise to. I listen to a lot of Katy Perry right now, because my daughter is obsessed with her.
- **Last book you read:** *The Three Laws of Performance* by Steve Zaffron and Dave Logan
- **How do you spend your time away from work?** I work out six days a week. I love the theatre and I like to read and spend time with family and friends. I've volunteered on several boards as well; I love working with at-risk youth.



# Cultural Yoda

## Bonnie Flatt, SHRP

By Lisa Gordon

**B**onnie Flatt is all about taking the road less travelled. Describing herself as “a lawyer and HR executive by training, and a coach by calling,” Flatt has enjoyed a multi-faceted HR career that has spanned close to three decades. Her professional achievements are a testament to her lifelong dedication to explore every possibility and her willingness to blaze her own unique career trail.

Following an undergrad degree in biology and biochemistry, Flatt changed course and went into law school. After articling, she realized the law as a profession wasn't for her, so she took a job at Mercer, a global consulting firm which was ramping up its pension legal department at the time. After 18 years specializing in pension consulting and executive compensation, Flatt moved on, first taking a senior HR role at MDS, a global life sciences company, and then a consulting job with PricewaterhouseCoopers, during which time she also enrolled in some coaching courses.

Within the first hour of her first course, Flatt knew she had found her calling. In 2009, she struck out on her own, abandoning the corporate world in favour of a full-time career in executive coaching. *HR Professional* invited Flatt to reflect on her career, her values and why starting her own business is the best decision she's ever made.

**HRP: How and when did you decide upon an HR career?**

**BF:** Quite honestly, I never thought of HR as a career. I was always interested in people, and what drove their behaviour. The job at Mercer sort of found me, instead of me finding it. It allowed me to get metrics-focused, and deal with the dynamics of people and relationships.

**HRP: Describe your job today.**

**BF:** Today I'm self-employed, which I never thought I would be. As a partner in MasterCoaches, an executive coaching firm, my goal is to create great places

to work. I coach individual leaders (from team leaders to the C-suite) and their teams, and facilitate transformational workshops. My end goal is to challenge people to create cultures where politics evaporate, silos break down and there is a sharing of knowledge and a community of interest created – that's where innovation and possibility really flourish! I help people develop their influencing skills, their leadership presence and style and determine their brand. I see myself as Cultural Yoda – it's about connecting one person at a time to who they are as leaders from the inside out, and to bring joy and fun back to work.

**HRP: What do you love about your job?**

**BF:** I love helping people to see possibilities and then make a change. I love connecting with people and guiding them to be their best. I get to deal with so many different individuals and cultures – they all energize me.

# interview

**HRP:** What are the challenges of your job?

**BF:** Being self-employed can sometimes be isolating, so I align myself with different people and different groups – I'm always learning and I'm never alone. I'm really about creating great places to work, so the other challenge is finding the venue and the people who are willing to do the heavy lifting to make changes in themselves, their teams and their culture. When you find those things, it's magic!

**HRP:** What's the key to leading HR during a difficult time for a client organization?

**BF:** There are a couple of things that come to mind. One of them is to be realistically optimistic, because HR is the voice of the people and the owner of the culture. Modelling those behaviours is critical, even in really tough times. The other thing is to be resilient. The more we can evolve as a profession and explore different things, the better. You have to see failure as learning.

**HRP:** What skills are important for success in HR?

**BF:** Business acumen and operational experience. Both of those give you credibility, and senior leaders will listen to you. Facilitation and influencing skills are important, and creating a space for voices to be heard is critical. Strategic thinking is also important. It's not just about reading a P&L statement; it's about seeing where the trends, issues and hot spots are, and how they will impact the organization from the people side. Then, it's about planning for that impact.

**HRP:** What tips do you have for new grads or those in entry-level HR jobs who want to move up the ladder?

**BF:** The more experience you get in all facets of HR, the better, and try not to be an expert too quickly. I became a deep subject matter expert in compensation at Mercer. When I tried to transition into an HR generalist role, it was virtually impossible for me to move over. So I tell people, do all of the roles early on. Try to get into an organization where you can do rotations and experience it all. It will set you up for future success. Also, try to work in multiple industries because that will develop your business acumen and operational experience. Finally, find a mentor.

**HRP:** What's the future of HR?

**BF:** I think there are many roles for HR, depending on the type of company. In Canada, the majority of our growth is in smaller businesses. In those cases, HR may be more about sourcing talent and building culture. For larger companies, HR may focus on leadership development and be very metrics focused. Other organizations may see HR as the heart of culture and social enterprise. At the end of the day, for HR to be relevant in any business, HR professionals need to see people from the lens of the business. For example, what's the cost and impact of certain HR programs? How can we engage our talent and increase our levels of productivity and creativity? There is a real need to focus on company culture and values. ■



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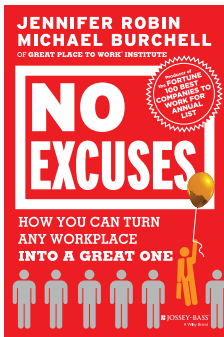
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# OFF THE SHELF

By Alyson Nyiri, CHRP



## NO EXCUSES: HOW YOU CAN TURN ANY WORKPLACE INTO A GREAT ONE

Jennifer Robin, Michael Burchell  
Jossey-Bass, 2013

Written as a follow-up to their first publication, *The Great Workplace*, this book uncovers common objections and excuses to building a great workplace and provides a roadmap for creating a workplace in which employees at all levels want to work. Business case studies offer concrete examples of how workplaces have harnessed the benefits of trust, pride and camaraderie to build a workforce where employees trust co-workers, have pride in what they do and enjoy the people they work with.

### Talking Point

Great workplace leaders see challenges as stretch goals and tend not to feel their weight. How can this perception be spread to other employees?



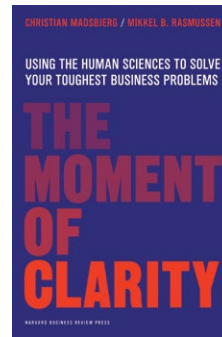
## FEARLESS PERFORMANCE REVIEWS: COACHING CONVERSATIONS THAT TURN EVERY EMPLOYEE INTO A STAR PLAYER

Jeffrey and Linda Russell  
McGraw Hill, 2014

Employee-led performance reviews with the manager acting as coach can lead to more insight and learning by both parties. Complemented by a great performance management cycle, this can move every employee to star-performer status. The model presented can be used with any performance management system and fosters a collaborative process between employee and manager.

### Talking Point

Employing a collaborative mindset when conducting performance reviews is not a new concept, yet performance reviews continue to elicit fear and loathing for both parties. What reframing strategies have you used to reduce or transform these feelings?



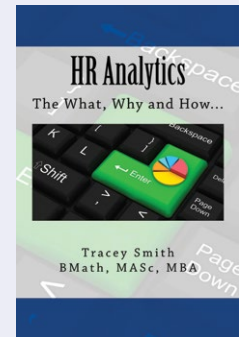
## THE MOMENT OF CLARITY: USING THE HUMAN SCIENCES TO SOLVE YOUR TOUGHEST BUSINESS PROBLEMS

Christian Madsbjerg, Mikkel Rasmussen  
Harvard Business Review Press, 2014

Solving business problems typically relies on rational solutions such as big data, open-innovation or social media. For long-term solutions to business problems, the authors suggest the practice of *sensemaking*, pulling together of disparate information based on phenomenology or the study of how people experience life. Using case studies from LEGO, Intel and Adidas, the book demonstrates how deepening our inquiry into problems via abductive reasoning – starting with observation and then moving to possible hypotheses – can lead to the moment of clarity.

### Talking Point

Brainstorming is a common tool used to generate numerous solutions to clearly defined problems but is not useful for helping executives understand why a product launch failed or why a company is losing money. Why is that, do you think?



## HR ANALYTICS: THE WHAT, WHY AND HOW

Tracey Smith  
Createspace, 2013

Human resources is one of the last departments to fully leverage its data, according to Smith. Data analysis has evolved and allows HR to not only track but also forecast workforce needs and trends. Smith offers insight regarding the limits of data collection and analysis, providing guidance on where to start and what is needed to offer strategic information to the C-suite.

### Talking Point

Smith strongly advises you start with a list of questions you are trying to answer and be careful not to broaden your definition of the problem(s) you are trying to solve. ■



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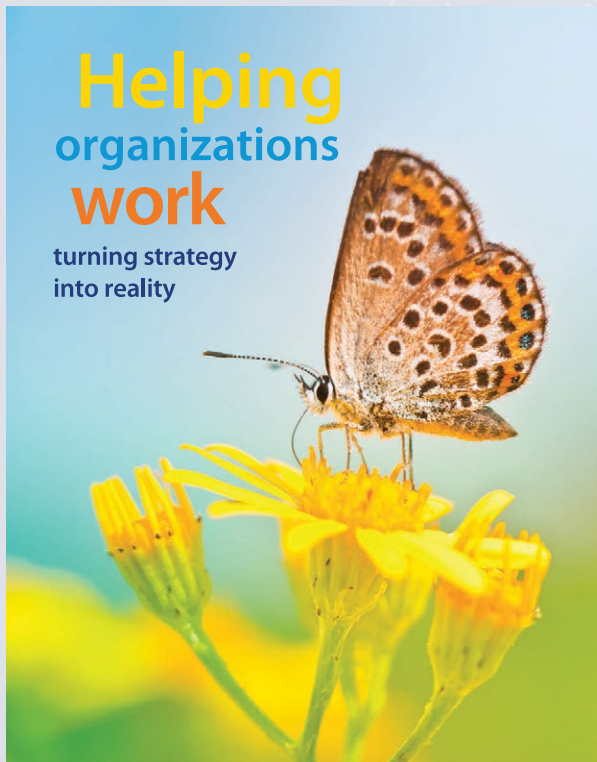
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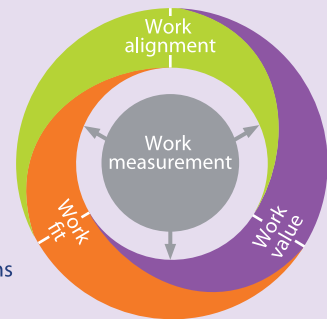
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■ altisHR.....	31	■ Kronos Canadian Systems Inc.....	15
■ Atlas Van Lines (Canada) Ltd.....	20	■ Kuretzky Vassos Henderson, LLP.....	12
■ Board of Canadian Registered Safety Professionals.....	65	■ Meloche Monnex Financial Services Incorporated.....	Cover 3
■ Centre for Research & Education on Voilence Against Women & Children, Western University.....	51, 61	■ MHS.....	55
■ CFA Society Toronto, formerly Toronto CFA.....	46	■ NFP Canada Corp.....	30
■ CGA Ontario.....	39	■ Norton Rose Fulbright.....	34
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■ Curriculum Services Canada.....	10	■ Queen's University PMIR.....	48
■ D.L.G.L. Ltd.....	19	■ Randstad Canada.....	78
■ Desjardins Group.....	33	■ ROI Institute.....	14
■ Dorian N. Persaud.....	66	■ Ross & McBride LLP.....	72
■ Emond Harnden LLP.....	65	■ Sherrard Kuzz LLP.....	76
■ Everest Funeral Planning and Concierge Service.....	46	■ Shields O'Donnell MacKillop LLP.....	1
■ FSEAP.....	70	■ Stitt Feld Handy Group.....	15
■ Garda Background Screening Solutions.....	70	■ The Banff Centre.....	10
■ Goodlife Corporate Wellness.....	7	■ The Canadian Payroll Association.....	59
■ Great-West Life Centre for Mental Health in the Workplace.....	13	■ The Conference Board of Canada.....	58
■ Hay Group.....	79	■ The Directors College.....	68
■ Homewood Health.....	38, 56	■ The Hemera Group.....	72
■ HR Proactive.....	69	■ The Personal Insurance.....	52
■ Human Resources & Human Capital Solutions.....	53	■ The Williamson Group Inc.....	64
■ HRWare.....	18	■ Third Quarter.....	Cover 2
■ Hunt Personnel.....	53	■ University Of Toronto – Executive Programs.....	16
■ Ideas at Work.....	44	■ University of Waterloo.....	Cover 4
■ iPEC Canada.....	60	■ Venngo.....	2
■ IPM Institute of Professional Management.....	47	■ Wrongful Dismissal Inc.....	41
		■ York University Graduate Program in HRM.....	9



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# Goodbye, Gut

## USING ANALYTICS TO DRIVE STRATEGY AND FIND VALUE

By Tracey Smith

As time has passed, most departments have become data-driven in their decision-making. When we think of areas like finance and operations, we can easily visualize those being highly numbers-based, but we don't often think that way about HR. Well, the HR world has been changing.

HR has been moving away from gut-based decisions and has begun to use data analysis for more effective decision-making. Contributing to this evolution is the renewed focus of software vendors to enhance storage and integration of HR data. Systems integrating employee information, job competencies, performance and succession planning are now available.

HR is one of the last departments to fully leverage its data, and a shift in the skillsets of HR professionals can be seen. Small analytical teams are appearing in the HR function and analytical consultants have appeared on the market to assist companies in evolving the industry.

Why has this become increasingly important? HR is under pressure to become leaner and more strategic. Recent literature in the field has been concentrated on proving the value of HR to the bottom line. HR leaders are being asked to prove the value of new programs before they are allocated additional funds.

Two of the hottest topics involving data analysis are HR analytics and strategic workforce planning. HR analytics use data to evaluate information. The possibilities are limited only by the data you do or do not have. How can HR show value with analytics? Here are just a few examples:

- Determine whether HR metrics impact operational performance
- Calculate the value of your annual feedback survey and its link to internal HR programs



Illustration by Shironosov / Photos.com

- Determine the impact of HR programs on their intended result. Use the result to prioritize HR resources and budget allocations.
- Assess the strength of the relationship between turnover and engagement. The result can be used to know how much return to expect on programs used to enhance engagement.

The second hot topic is strategic workforce planning. In a nutshell, workforce planning aims to mitigate the risk to successful strategy execution by ensuring you have the right talent for the future. At a high level, the main steps are to begin by finding the roles that matter most to your company's success. Then, assess what your workforce looks like today and what you need tomorrow. Finally, determine what actions are needed to close the gap between what you have and what you will need.

The value of analytics and workforce planning to HR is substantial, but most teams are at the infancy of using these

tools. If this is the situation in your organization, it is best to find an external expert to guide you through the possibilities.

Recommended additional resource guides:

**HR Analytics: The What, Why and How** – This book is suited for the HR leader who needs to implement HR analytics or for the use of the HR analyst.

**Strategic Workforce Planning: Guidance & Backup Plans** – This reference is a detailed guide for those needing to learn the benefits of strategic workforce planning.

**Data Driven Decision Making for Small Businesses** – This book is for the business leader who is interested in how to make basic data-driven decisions throughout multiple functional areas. ■

*Tracey Smith, B.Math, M.Sc, MBA, president of Numerical Insights, is an independent consultant experienced and specializing in using data analytics to make strategic decisions.*

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