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FEATURES

- It's a Small World** 16
As more companies look beyond their home country for growth opportunities, HR professionals are tackling the tricky business of managing people and corporate culture across borders.
- Being Smart About Emotional Intelligence** 22
Feeling your way to success.
- Is Corporate Canada Harnessing Diversity's True Potential?** 26
Hidden biases may be costing us our competitive advantage.
- Interview with an HR Hero: Louise Taylor Green** 48

DEPARTMENTS

- Letter from the Editor** 6
- Leadership Matters** 8
Taking the Pain out of Cultural Change
- Upfront** 9
The latest HR news
- Legal Words** 13
Human Rights Damages without Discrimination
- Immigration** 31
Canadian Work Permits 101
- Training & Development** 35
Mentoring programs are a two-way street.
- Benefits** 39
Hilton Worldwide uses an extensive benefits plan to compete in Calgary's tight job market.
- Organization** 43
Practice Makes Perfect
- Innovation** 45
HR: A Driver of Innovation
- Off the Shelf** 53
What's worth reading
- Index to Advertisers** 55
- The Last Word** 56
Looking at the Big Picture



IN THIS ISSUE

HR professionals working in multi-national or expanding companies must navigate the challenges of managing people and corporate culture across borders. Explore the theme of Global HR in this issue of *HR Professional*.

Cover photo by Ixuyao / Photos.com

contributors



LAUREN GARRIS

Lauren Garris is the author of the white paper, “Emotional Intelligence: Can Companies Really Feel Their Way to Success?” and is the client relationship manager for UNC Executive Development. Joining the UNC team in 2012, she works to identify and develop strategic relationships for the benefit of UNC Executive Development and UNC Kenan-Flagler.

Garris has a background in sales and marketing in retail, business and health-care environments. She studied psychology, earning her degree at Duke University. Read her article on the role of emotions in organizational success, starting on page 22.



ZABEEN HIRJI

Zabeen Hirji is RBC's chief human resources officer with global responsibility for human resources as well as brand, communications and corporate citizenship. As a member of RBC's Group Executive, she is one of eight executives responsible for setting the overall strategic direction of RBC. She assumed this role in February 2007. Hirji's community leadership includes serving as Co-Chair of the Toronto Region Immigrant Employment Council, member of the Governing Council for the University of Toronto and director of the Greater Toronto CivicAction Alliance. In 2012, through the Women's Executive Network, Hirji was inducted into Canada's Most Powerful Women: Top 100 Hall of Fame. Read the article she co-authored about hidden biases in Canadian workplaces, starting on page 26.



STEPHEN SHEA

Stephen Shea is EY Canada's managing partner, Talent. He is responsible for leading all facets of the firm's people strategy for both partners and staff. With extensive experience in the life science, healthcare and resource sectors, he's also the global coordinating partner for one of the firm's largest Canadian clients in the resource sector. Throughout Shea's career, he has provided leadership through counselling and mentoring to people at all levels within the firm. Shea is co-chair of the EY's Inclusiveness Steering Committee and a frequent speaker on topics related to diversity, inclusion and human-equity at EY and in the business community. Read the article he co-authored about hidden biases in Canadian workplaces, starting on page 26.



EVAN GREEN

Evan Green is a partner at Green and Spiegel LLP in Toronto. His undergraduate studies were at the University of Toronto and York University. After attending the University of Ottawa, where he graduated with an LL.B. cum laude, he was called to the Ontario Bar in 1990. Green has extensive experience in all areas of Canadian immigration and U.S. immigration, and is the firm's lead in the area of U.S. immigration. He has specialized in corporate immigration and, specifically, in the transfer of senior executives and workers into both Canada and the U.S. Green has been named as a leading Canadian Corporate Immigration Attorney in the *Who's Who Legal of Corporate Immigration*, as well as selected by *The Best Lawyers in Canada* editions for the specialty of Immigration Law. Green writes about what HR professionals should know when hiring foreign nationals in Canada, starting on page 31.

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THE GLOBAL VILLAGE

I was very fortunate in 2013 in that I was granted the opportunity to do some traveling for work throughout the year. As you would expect, the regional culture in Charleston, S.C. differs greatly from that in Kuopio, Finland or Paris, France; Chicago, Ill. is vastly different in its people, food and customs than in Albuquerque, N.M. or Orlando, Fla., which vary from my own norms in my home city of Winnipeg, Man.

It's fascinating to walk into workplaces in different regions and experience how those particular cultures affect an organization, whether it's a small, two-man office, a medium-sized company servicing an expanded geographic area or a large, multi-national company with numerous business divisions.

How does an HR professional working in a multinational or global organization bridge those physical and psychological gaps, catering to unique regional needs and customs while maintaining consistency of brand, mission and values? Flip to the cover feature of this issue of *HR Professional*, on page 16 to begin exploring the theme of Global HR.

As the world becomes an increasingly smaller arena, we have the wonderful chance to work with people from all over, as well as people with different views, histories, personalities and all the other human nuances that make us so diverse. An inclusive and diversified workforce has long been the goal for Corporate Canada – as it will and should continue to be – but what happens when people harbour unconscious biases toward a certain group of people? Zabeen Hirji and Stephen Shea discuss hidden biases within an organization on page 26 and advise us how to discover if we are holding onto an unconscious bias, and how to overcome it.

I hope you enjoy this March/April edition of *HR Professional*, and I encourage you to share the digital edition with friends and colleagues, available now at hrpatoday.ca. As always, I look forward to your feedback. ■

Thanks for reading,



Jill Harris
P: 866-953-2182
E: jharris@lesterpublications.com



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Editor: Jill Harris | Publisher: Sean Davis

Managing Editor: Duff McCutcheon, HRPA

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 | www.hrpa.ca

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Email: info@lesterpublications.com | www.lesterpublications.com

President: Jeff Lester

Vice President & Publisher: Sean Davis

EDITORIAL

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Editorial Assistant: Andrew Harris

ADVERTISING

Sales Director: Danny Macaluso

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Taking the Pain out of Culture Change



By Phil Wilson, CHRP, SHRP

The average organizational culture change takes five to seven years to complete.

I was not surprised when I heard that fact recently at Dr. David Weiss' presentation, *Accelerating Culture Change*, at HRPA's 2014 Annual Conference in Toronto, as I have led culture change initiatives a number of times during my career.

We have seen five incarnations of the Apple iPhone in that amount of time. How can a company develop and bring to market multiple generations of product in less time than it takes to turn its culture around?

According to Weiss, CEO of Weiss International Ltd., an HR consultancy specializing in strategy, innovation and leadership, and the author of six books, including *Leadership-Driven HR*, the main reason is anxiety. Culture, he says, develops to create group stability, and challenges to basic cultural assumptions releases anxiety and defense mechanisms to preserve the culture.

That's basically the idea behind Peter Drucker's famous line, "Culture eats strategy for breakfast." The pronouncement of a new strategy involving culture change is quickly overwhelmed by the group's desire to avoid anxiety and instability.

EASING THE CHANGE

But it doesn't have to be this way. Done right, an effective culture change reinforces a little of the old, introduces a few new elements – and is modeled and championed whole-heartedly by senior management.

First off, you don't change culture for culture's sake – there has to be a compelling reason. You need to pinpoint what the organization requires from its culture in order to achieve the business outcomes you want.

"You want to take a laser beam approach to culture change," said Weiss. "Many people err in thinking that when you change culture, you need to change the ENTIRE culture. The preferred approach is to reinforce two or three aspects of your current culture that are consistent with what is needed to deliver the business strategy, and modify two or three aspects of the current culture that are inconsistent with what is needed to deliver the business strategy. The laser beam approach targets these elements to reinforce and modify, thereby both validating and adjusting the group's perception of what's really important for the new strategy."

DONE RIGHT, AN EFFECTIVE CULTURE CHANGE REINFORCES A LITTLE OF THE OLD, INTRODUCES A FEW NEW ELEMENTS – AND IS MODELED AND CHAMPIONED WHOLE-HEARTEDLY BY SENIOR MANAGEMENT.

By celebrating elements from your current culture you want to retain and reinforce, you're actually reducing anxiety and defensiveness.

And for the targeted elements you want to modify, it's important to emphasize that you're not modifying them because they're *bad*, you're doing it because they are inconsistent in whole or in part with the organization's new direction.

A culture change initiative that I was responsible for focused on a values-based approach in changing culture over a three- to five-year period. It resulted in inculcating four values: teamwork, trust, integrity and accountability. The role of the human resources team was critical as almost all the employee touch points from hiring to retirement are utilized through its processes and tools. For example, hiring competencies needed to reflect the new values, and performance measures needed to be aligned with the new culture that was being driven by the senior management team.

The trick to culture change is to avoid scaring your people. Nobody likes big change, so we pick a few areas to focus on that give us the greatest leverage by reinforcing a couple of things and modifying a few others.

And then, of course, you need your executive to model the change. Once people see that, they start believing the change is real – and that's a highly leveragable culture change visual and helps people adopt a different way of working. ■

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

UPFRONT

NEW HEALTH AND SAFETY AWARENESS TRAINING EFFECTIVE JULY 1, 2014

Are rumours about the Ontario Ministry of Labour (the Ministry)'s proposed mandatory health and safety awareness training distracting you from what you stand to gain?

The misinformation circulating about the ministry's proposed awareness training has to do with compliance requirements and deadlines. Based on the Ministry's announcement in mid-November 2013, here are five facts you can count on:

- 1. When it comes into effect:** The regulation on mandatory awareness training for all Ontario workers and supervisors – the first of its kind in North America, and developed in consultation with employers – will come into effect on July 1, 2014.
- 2. The date you're expected to be in compliance:** By July 1, 2014, employers must ensure that all workers and supervisors have completed a basic occupational health and safety awareness training program that meets the requirements set out in the new regulation. For employers who already meet the minimum proposed regulatory requirements prior to the effective date, the mandatory awareness training will pose no additional burden.
- 3. What training has been approved:** Employers can develop their own or use existing training, so long as it meets requirements outlined in the regulation, or they can use a suite of tools provided at no cost by the Ministry. The awareness training will help employers meet existing obligations, not impose new ones.
- 4. What the training covers:** The awareness training program addresses the most important recommendations made by the Expert Advisory Panel on occupational health and safety, and provides basic information to workers and supervisors.

- 5. Recordkeeping:** Under the regulation, you will be required to maintain records of workers and supervisors who have completed the training, and to verify that for new employees, training has occurred and meets requirements.

HOW YOU BENEFIT FROM THIS TRAINING

Basic awareness training encourages workers and supervisors to participate more in protecting themselves, each other and the business. When combined with higher levels of training, it helps reinforce your organization's health and safety culture, and reduces the emotional and financial toll of injuries. It teaches people the fundamentals of identifying and assessing hazards and establishing controls – equipping them to compete in a world where new hazards are constantly introduced to workplaces, and helping them stay safe at home.

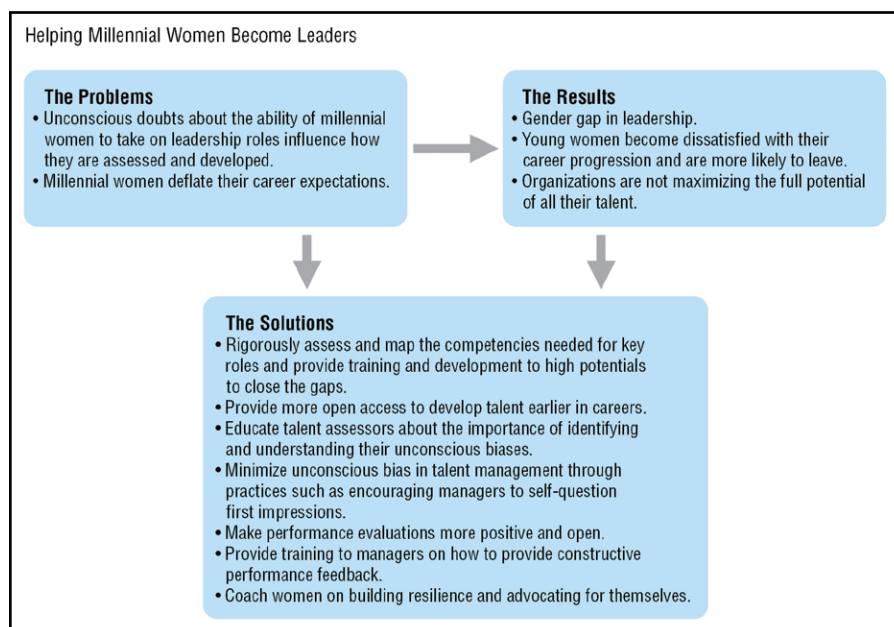
For more information, search "Awareness Training" at www.wspss.ca.

YOUNG WOMEN FACE BARRIERS TO WORKPLACE ADVANCEMENT

Canadian organizations are – unintentionally – underestimating young women as being too young, or not ready, to assume increasingly more challenging leadership roles. Women are therefore lowering their career expectations, at a cost to both their own advancement and to the success of their organizations, according to the findings of a recent Conference Board of Canada study.

"This 'unconscious bias' means young women are consistently underestimated and overlooked, right from the outset of their careers," said Ruth Wright, director, Human Resource Management Research at The Conference Board of Canada.

"Organizations need to implement objective and transparent talent management practices that guard against unconscious bias. Otherwise, the effects are both cumulative and costly – for young women who are denied access to critical developmental opportunities, and for organizations that fail to recognize and develop top talent."



The fact that young women outnumber men in attaining university degrees and readily find jobs once they leave school leads to a perception that gender barriers no longer exist. However, after about five years in the labour market, millennial women (considered 23 to 35 years of age in 2013) reported that they experience unequal opportunities for advancement.

Women who are in the first years of their careers have fewer opportunities to be mentored, coached, take on job-rotation assignments, gain line management experience or access professional development training. Nevertheless, they are more likely to take part in these opportunities when made available to them.

Overall, 27 per cent of millennial women said they were dissatisfied with their career progression, compared to 19 per cent of men. For organizations, this results in higher employee turnover; almost two-thirds of millennial-age women said they plan to leave their current employer within five years, while half of millennial men said they planned to change employers in that timeframe.



WORKPLACE PRODUCTIVITY PEAKS ON TUESDAY

Have a challenging project to tackle? Take it up on Tuesday, a new survey from Accountemps suggests. Thirty-three per cent of HR managers interviewed rank Tuesday as the most productive day of the week. Thursday and Friday tied for the least productive day.

The survey was developed by Accountemps and conducted by an independent research firm, and is based on interviews with more than 300 HR managers at Canadian companies. HR managers were asked which day of the week employees are generally most productive.

"Monday is often spent on tying up loose ends from the week before and planning for the upcoming week or at team status meetings," said Greg Scileppi, president of Robert Half, International Staffing Operations. "By Tuesday, we've started to make a dent in the week's to-do list and have the time to focus on individual tasks, resulting in more productivity. The trick is always how to keep the momentum going throughout the week, which is a challenge come Thursday and Friday when the weekend is in sight."

Accountemps offers the following tips to increase productivity and make every day like Tuesday:

- **Axe the excess.** Start by creating your to-do list for the day. Then, cut it in half, focusing on your top priorities. A shorter, more realistic list that leaves room for unexpected projects and setbacks will help you become more productive.
- **Aim for quality, not quantity.** In theory, multitasking seems like a good way to increase productivity. But it often leads to oversights and errors. Repeatedly

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switching from one project to another also slows you down. Do your best to focus on one item at a time.

- Know your prime time. Tackle critical or challenging assignments during the time of day when you're most productive.
- Dodge details. When working on important assignments, you can increase productivity by turning off mobile devices and signing out of email and social media, and politely informing your colleagues you don't want to be disturbed.
- Explore apps. Consider taking advantage of the wide selection of software that is specifically designed to increase productivity. Digital calendars, task management apps and other time-saving programs can help you keep track of projects, meet deadlines and be more productive.

CANADIAN BUSINESS IS DIVIDED ON THE BEST WAY TO TACKLE THE SKILLS GAP

A shortage of skilled workers is the single biggest issue facing Canadian executives in 2014, but employers are split on how to address the skills gap, according to a recent survey by the Canadian Education and Research Institute for Counselling (CERIC).

Employers from across the country face a number of challenges this year, but the most commonly noted is a shortage of skilled workers, along with the general state of the economy. The shortage of skilled workers is a challenge for seven in 10 businesses across the country right now.

Among Canadian businesses, there is an even split between those who feel the best way to close the gap is for employers to provide more training, and those who say it is prospective employees who should better prepare themselves for the labour market.

FINDING SKILLED EMPLOYEES IS NOT EASY

According to the CERIC survey, 70 per cent of Canadian executives say finding a skilled employee is not an easy task. For businesses located outside of Ontario, that challenge is even greater and, as a result, many rely on referrals from current employees and internal promotions to fill positions.

Nearly two-thirds of executives say they would hire an employee with the right soft skills and provide training on the more technical aspects of the job. Yet two out of three businesses have difficulty finding candidates with the soft skills they're looking for – a positive attitude, good communication ability and a strong work ethic.

CAREER PLANNING AND COACHING

Seven in 10 executives agree that employers have a responsibility to provide career management programs for their staff. However, only 29 per cent say such programs are currently being offered by their organization, with larger organizations being more likely to offer them. The most frequently offered programs include tailored coaching and career planning.

A strong majority of executives agree that it is at least somewhat important that employees have the opportunity to reach their own career goals with 44 per cent of businesses stating it is very important. ■

THE END JUSTIFIES THE MEANS!

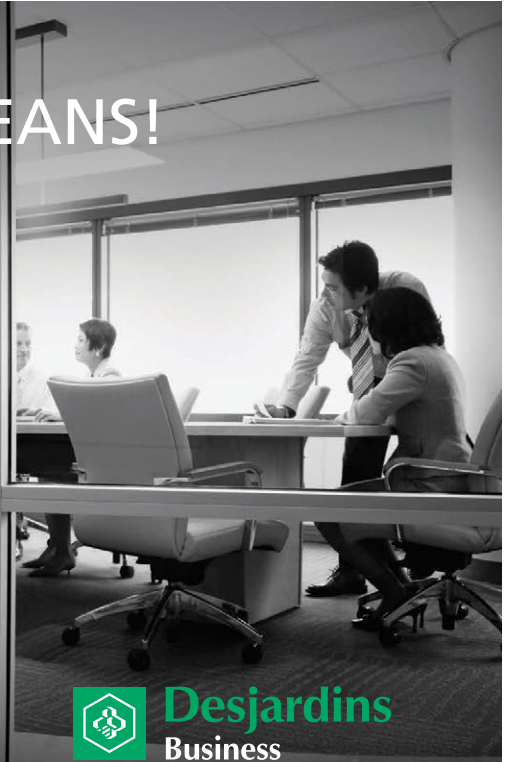
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Human Rights Damages without Discrimination

THE CONSEQUENCES OF NOT CONDUCTING INVESTIGATIONS

By Daniel Lublin and Daniel Chodos

What do you do when an employee complains of discrimination – but you don't believe him?

This scenario played out recently at the Ontario Human Rights Tribunal when Aldeen Morgan, a black man who worked for Herman Miller Canada as a furniture installation scheduler, felt that he was being treated differently due to his skin colour.

In *Morgan v. Herman Miller Canada Inc.*, 2013 HRTO 650, Morgan claimed that Herman Miller discriminated against him by assigning him demeaning tasks outside of his job description such as cleaning up garbage and moving furniture, ordering him to work outside regular business hours, putting him on probation without a justifiable reason and sending an insensitive email about a group of mostly-black contractors with whom he worked. He felt this conduct was racially motivated.

Morgan increasingly grew wary of the way he was treated. He complained to numerous members of Herman Miller's

management team, including its human resources manager and his direct manager, claiming he was the victim of discrimination, commenting on one occasion that he felt like he had to put on "white gloves and a mask." Many of Morgan's complaints were directed towards the president of the company, as Morgan felt that the president's cold disposition towards him set the tone for how others felt they could act towards him. In fact, at the very moment that Morgan was complaining to his manager about how the president treated him, he was summoned by the president to fetch a box from the trunk of his car in preparation for a party the office was having later that night.

Morgan had enough and walked into a director's office and complained that this was discrimination, that he thought it was serious enough to sue the company and that he felt he was being treated like a "black slave". The director took down Morgan's complaint in writing and sent the details to Herman Miller's HR team and the president.

One month later, Morgan was fired for his alleged role in spreading a rumour that the company would be sold. During the intervening month, Herman Miller did nothing to investigate Morgan's concerns that he was treated adversely because he was black and no one from human resources or the management team took any steps to speak to Morgan about his concerns.

Figuring that his termination was in reprisal for his complaint, Morgan launched a significant human rights application against the company and its president. He claimed they schemed to terminate his employment because of his complaints and that they accused him of misconduct to create a subtext to terminate his employment without it looking related to his complaint.



HAD HERMAN MILLER NOT FUMBLING THE WAY IT DEALT WITH MORGAN'S COMPLAINT, IT WOULD NOT HAVE BEEN LIABLE FOR DISCRIMINATION.

legal words

At the recent human rights trial, Morgan was unable to show that Herman Miller's conduct prior to his discrimination complaint amounted to a violation of the Ontario *Human Rights Code*. In fact, the Tribunal ultimately shot down every allegation linking his treatment in the workplace to his race. However, Herman Miller was still guilty of discrimination. Why?

The Tribunal found that Herman Miller terminated Morgan because he complained (even though those complaints did not actually have any real merit) and that the failure to investigate his concerns was a "spectacular oversight." It held Herman Miller liable to Morgan for lost wages for a period of 14 months (despite only a three-year tenure), as well as \$15,000 as compensation for injury to dignity, feelings and self-respect. Herman Miller was also ordered to retain an expert to review its human rights policies and train its managerial and human resource employees.

What becomes clear through reading the decision is that, had Herman Miller not fumbled the way it dealt with

Morgan's complaint, it would not have been liable for discrimination. In the end, the judge found that Morgan was not adversely treated throughout his job but he legitimately thought that he was. After he complained, had Herman Miller investigated and ultimately determined that there was no merit to his concerns (as the Tribunal did), he would not have been able to seek damages. Instead, Herman Miller came up with a plan to fire Morgan for no good reason to rid itself of an employee who complained, which was the foundation for a significant award of damages that could have been avoided.

The mistakes made by the employer in the *Morgan* case provides a useful guide for companies faced with employees raising human rights allegations:

- It does not matter whether an employer perceives a human rights complaint to have no merit. There is a legal duty to fully and fairly investigate that complaint before deciding what to do next.
- There must be no connection between an employee's honest complaint (even if unfounded) and subsequent discipline.

The right to complaint without reprisal is an important concept that is widely supported by human rights tribunals.

- Ensure all managerial employees are well-trained on their obligations under human rights legislation, including the obligation to initiate an investigation, even if they have no human resource function.
- It does not matter whether a human rights complaint is made orally or in writing; either way, it triggers an employer's obligation to investigate it. Similarly, a complainant does not actually have to use the words "discrimination" or "human rights" to trigger an investigation. Employers need to examine the facts and determine whether the complaint is based on one of the various human rights grounds. ■

Daniel Lublin and Daniel Chodos are employment lawyers at Whitten & Lublin, assisting both employees and employers with workplace legal disputes. Lublin was counsel to Mr. Morgan. They can be reached at www.toronto-employmentlawyer.com

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AS MORE COMPANIES LOOK BEYOND THEIR HOME COUNTRY FOR GROWTH OPPORTUNITIES, HR PROFESSIONALS ARE TACKLING THE TRICKY BUSINESS OF MANAGING PEOPLE AND CORPORATE CULTURE ACROSS BORDERS

By Melissa Campeau

In early 1992, U.S. President George H. W. Bush went to Japan with Lee Iacocca (then CEO of Chrysler Corp.) to meet with Japanese leaders and discuss trade challenges between the two countries. As legend has it, President Bush made aggressive and explicit demands, blatantly violating a number of Japanese rules of decorum. More than just ruffling some feathers, it's believed the cultural *faux pas* seriously damaged negotiations and put a significant chill on relations between the two countries for years afterward.

It seems the president didn't have a grasp on the cultural norms of the region he was visiting – or any idea just how important observing those norms might be. If this kind of misstep can happen to a head of state with dozens of advisors, it can happen to anyone who doesn't do their homework. These days, with the world becoming smaller and more and more organizations conducting business in multiple parts of the globe, it's becoming critical to understand and respect different regions' priorities, codes of conduct and customs.

For example, not accepting business cards with both hands in China is considered devastatingly rude. Refusing an offer of vodka is a snub of enormous proportions in Russia, no matter how sincerely you may despise the drink. The differences in cultural norms can be surprising, and the ramifications can range from a moment of awkwardness to the loss of a pivotal sales deal to a major hiccup in international relations.

For HR professionals – who trade in the currency of healthy corporate culture and solid business relationships – understanding how to conduct business abroad, whether it's a talent search in a different country, managing a team remotely or being physically relocated to another region, is fundamentally important.

BUILD A BASE OF EXPERTISE

It stands to reason that an HR professional needs a solid foundation of essential skills before building a layer of international experience and detail.

"First and foremost, you need to have in-depth knowledge of, and expertise in, HR concepts and practices," said Badar Khan, an organization transformation consultant, currently working in Qatar.

It's a bit like developing skating skills before going on to play hockey – you'll never excel at the game without the fundamentals.

SEE THE BIGGER PICTURE

Conducting HR business abroad requires a heightened awareness of the world beyond your own borders. Major global issues and trends apply to whatever region you may eventually focus on, since these days every country's border is more or less permeable.

"Ongoing awareness of the changing global environment, including an understanding of technological advances, labour economics, regulatory climates and political movements is important to ensure HR leaders can advise and lead on HR plans that integrate with global and local business strategies," said Alim Dhanji, senior vice president of human resources with TD Bank Group.

“LIKE ANY SKILLED HR PROFESSIONAL IS AN INVALUABLE ASSET TO AN ORGANIZATION, A GLOBAL HR PRO WHO HAS SUPERB UNDERSTANDING AND SKILLS IN OPERATING IN A GLOBAL ENVIRONMENT IS AN ASSET WORTH HIS OR HER WEIGHT IN GOLD.”

— ALIM DHANJI, SENIOR VICE PRESIDENT, HUMAN RESOURCES, TD BANK GROUP

DRILL DOWN WITH YOUR RESEARCH

And then, of course, you need to know all about the region you'll be working in.

“I've seen very competent professionals from the U.S. come to [the Middle East] and be unable to adapt and be sensitive to the needs of the culture,” said Khan. “Ultimately, they end up going back home rather quickly.”

Understanding the ins and outs of a new region means digging for any information you can unearth. Find out about typical business customs, valued skills and attributes, standard salaries, cultural priorities and values, typical breakfast foods

— anything you can think of may eventually become important down the road.

Not only will this mean you can operate in a gaffe-free manner, but it also enables you to better align such HR programs as performance management or rewards to better suit regional environments.

SKILLS DRILLS

So how might an HR pro, who's worked entirely in Calgary, for example, begin to prepare for a position in Caracas, Venezuela?

Some HR pros in larger corporations may be able to take advantage of corporate immersion programs, designed to prepare



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“ORGANIZATIONS HAVE DIFFERENT PRIORITIES AS MANDATED BY THE CULTURAL NEEDS AND LONG-TERM VISIONS OF THE COUNTRIES THEY OPERATE IN.”

—BADAR KHAN, ORGANIZATION TRANSFORMATION CONSULTANT

Illustration by Jupiterimages /Photos.com

Canadians for work overseas. For others, it's a solo research mission.

In those cases, networking with company executives or future colleagues in the new organization is a great starting place. If you can find colleagues who understand both cultures, they'll be able to give greater insight into differences between the two cultures and any potential problem areas.

“Go there totally informed, with a network established, talking to the relevant people and being sensitive to the fact that it's a different place,” said Khan.

Once you land in your new region, finding a cultural mentor could be a lifesaver, too. An empathetic and knowledgeable insider can help you learn to avoid mistakes (or best correct them once they're made) and ease your transition into an unfamiliar culture.

POTENTIAL STUMBLING BLOCKS

One of the trickiest aspects of working abroad or dealing with teams in multiple locations is the flexibility required. Beyond the maze of cultural differences, there's also the practical challenge of navigating across time zones and, in some cases, operating in more than one language. For an HR pro to manage successfully in the face of these challenges, it takes a great ability to plan, to adapt quickly and to solve problems on the fly.

Flexibility, too, is a necessity, since you may need to hold meetings outside of normal business hours. So rack up serious air miles from time to time and brush up on your ability to work with translators (or learn a new language yourself).

“Global HR pros require refined communication, influencing and collaboration skills,” said Dhanji, pointing out they often work within a complex matrix hierarchy or have to work with people or teams they've only met virtually.

With infrequent or non-existent face-to-face contact to humanize email-based relationships, a manager can take steps to establish more personal connections by making smart use of phone conversations from time to time and regular Skype calls for one-on-one conversations and team meetings.

INTERNATIONAL HIRING

Knowing the labour market in a different region, as well as any necessary legal issues, is an integral research exercise when it comes to staffing, says Joseph (Val) D'Sa, a senior HR professional at York Region District School Board in Toronto. So is taking the time to develop an understanding of what works best to retain top talent, since what works in one place may be completely ineffective or illegal in another.

Finding that talent in the first place might be a sticky undertaking, as well.

What a particular region values may not fit with the Canadian norm. For example, “In western countries, you talk about equal opportunities and being open in communications,” said Khan. “In the Arab setting, nationals are a priority in whatever you do in terms of promotions, development, rewards and compensation. A national might be a very average performer compared to a very competent expatriate. If you hire the national over the expatriate anywhere else, it's discrimination. In an Arab country, it's what's done.”

Knowing which principles apply across the entire organization, and which must yield to the region's norms, is an intricate and necessary part of the learning curve.

Similarly, when interviewing candidates from regions other than your own, it's important to understand different cultural norms. In some Eastern cultures, for example, it's considered polite and a sign of respect to listen during interviews and defer to those perceived as senior, instead of being forthcoming with anecdotes and stories to illustrate your competence. It might be easy, in those cases, for an interviewer from a Western country to overlook a potential superstar because of his or her reluctance to proclaim successes as loudly and clearly as a Canadian might.

TALENT MANAGEMENT

It's elemental HR to know that developing engagement and improving productivity depends on knowing what motivates a group of people and what truly matters to them. Applying the wrong motivators, though, can backfire. Take the example of a North American manager transferred to his company's Hong Kong office. Once there, he attempted to curb the employees' tendency to arrive at work 15 minutes late. The employees complied, but they also took to leaving work exactly on time, rather than staying late into the evening as they had done before. Productivity took a nose-dive until the manager agreed to let the workers go back to their usual schedule.

In this case, attempting to impose the very North American value of punctuality had a seriously detrimental effect on productivity. But tuning in to the workers' desire to set their own hours, to some degree, turned the problem around.

HR PRACTICES ACROSS BORDERS

For an organization on the cusp of going global or an HR pro about to take on an international challenge, the question is how – or if – HR practices apply in different regions, and it can be puzzling, to say the least.

“Global organizations often strive to offer a consistent employee value proposition across their global footprint,” said Dhanji. “Therefore, consistent HR practices can be quite helpful. This requires HR pros to practice ‘glocalization.’” Invest time up front to understand what must be global (possibly the compensation philosophy and principles) and what must be local (the compensation mix to be competitive in local markets).

D'Sa says that some regional differences make it impossible – and even inadvisable – to try to maintain consistent HR practices across all areas. But, he also says, it's vitally important to keep consistency in certain areas, to guarantee and protect employees' basic rights to work in a harassment-free and non-discriminatory workplace, and also to support the organization's mission, vision and values.

It's all about finding the right balance, says D'Sa. “An approach that provides some accommodation and flexibility...

would send a strong message that the top leadership team of a global company provides autonomy to local leadership in managing its business and people practices.”

It would be smart, says Dhanji, for an organization to consider input about HR practices as early in the globalization process as possible to lessen the implications of potential cultural misalignments.

In some cases, though, cultural differences can throw up nearly insurmountable roadblocks to consistency.

“Organizations have different priorities as mandated by the cultural needs and long-term visions of the countries they operate in,” said Khan. Expanding on the example noted earlier, he says Middle East nationals have privileges with respect to compensation and career growth not given to expatriates.

“This management practice is perfectly understood and legitimate in the Middle Eastern circumstance,” he said. Hiring and development policies, in this case, would differ wildly from region to region.

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Instead, “what you try to do is help create the best fit for each regional circumstance.”

CAN THERE BE A CONSISTENT CORPORATE CULTURE?

Corporate culture is a more amorphous thing than HR policies and there’s a variety of opinions about how unified a cross-border culture can be.

Some believe it’s vital to develop and maintain a consistent culture across regions.

“The global HR leader in collaboration with the top global leadership team and with input from local leadership should take a leading role in creating and nurturing the culture,” said D’Sa. He adds that culture should stem from strong mission, vision and value statements, regional differences or considerations and that it should apply to every company of a multinational organization. “It is this corporate culture that provides a unique identity to the multi-national corporation and differentiates it from its competitors.”

Dhanji agrees to some extent, but adds there are times when some regularity of culture will have to be sacrificed. “To be

effective, HR pros need to be able to balance global consistency with the need to be relevant and competitive in local markets.” In those cases, he says, an HR pro should strive to be as consistent as possible, but allow for necessary regional variances.

UPSIDE OF GOING GLOBAL

Flexing HR muscles across international borders has some real benefits, both for an organization and an individual.

“As a global HR leader, I gained invaluable perspective, nurtured a global mindset, honed my influencing skills... and became highly adaptive and agile,” said Dhanji. His skillset became both valued and integral to the business. “As long as there was change anywhere in the world, the business required partnership with and strategic counsel from HR.”

D’Sa points out what a seasoned global HR pro can bring to an organization. “Like any skilled HR professional is an invaluable asset to an organization, a global HR pro who has superb understanding

and skills in operating in a global environment is an asset worth his or her weight in gold.”

Whether or not an organization operates outside of Canada, an HR pro with a global mindset can help spot potential opportunities and pitfalls before they happen.

“In a market where talent is borderless, even domestic-oriented companies may need to source talent from international markets when striving to acquire ‘A’ players,” said Dhanji. “Likewise, when looking for best practices, other countries may have already faced similar issues that can serve as a case study.”

Whether a company operates only in Canada or has outposts in every industrialized country on the planet, understanding the larger HR picture can be integral to future success.

“The perspectives globally minded professionals offer can enable us to look through many different lenses and help us produce an inclusive perspective, rich in diversity and full of possibilities,” said Dhanji. ■

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BEING SMART ABOUT Emotional Intelligence

FEELING YOUR WAY TO SUCCESS



By Lauren Garris

It's been nearly 25 years since Peter Solovey and John D. Mayer first used the term "emotional intelligence" to describe a different kind of intelligence that many business leaders believe is essential to achieving success in the workplace. Unlike many other business trends that have come and gone, emotional intelligence – an intelligence that involves the ability to monitor one's own and others' feelings and emotions and to use that information to guide one's thinking and action – still has legs. Business leaders continue to use the term and value it as a key employment factor. There is also evidence that HR and talent management professionals who make increasing emotional intelligence among all employee levels a strategic organizational priority will help boost their organization's bottom line.

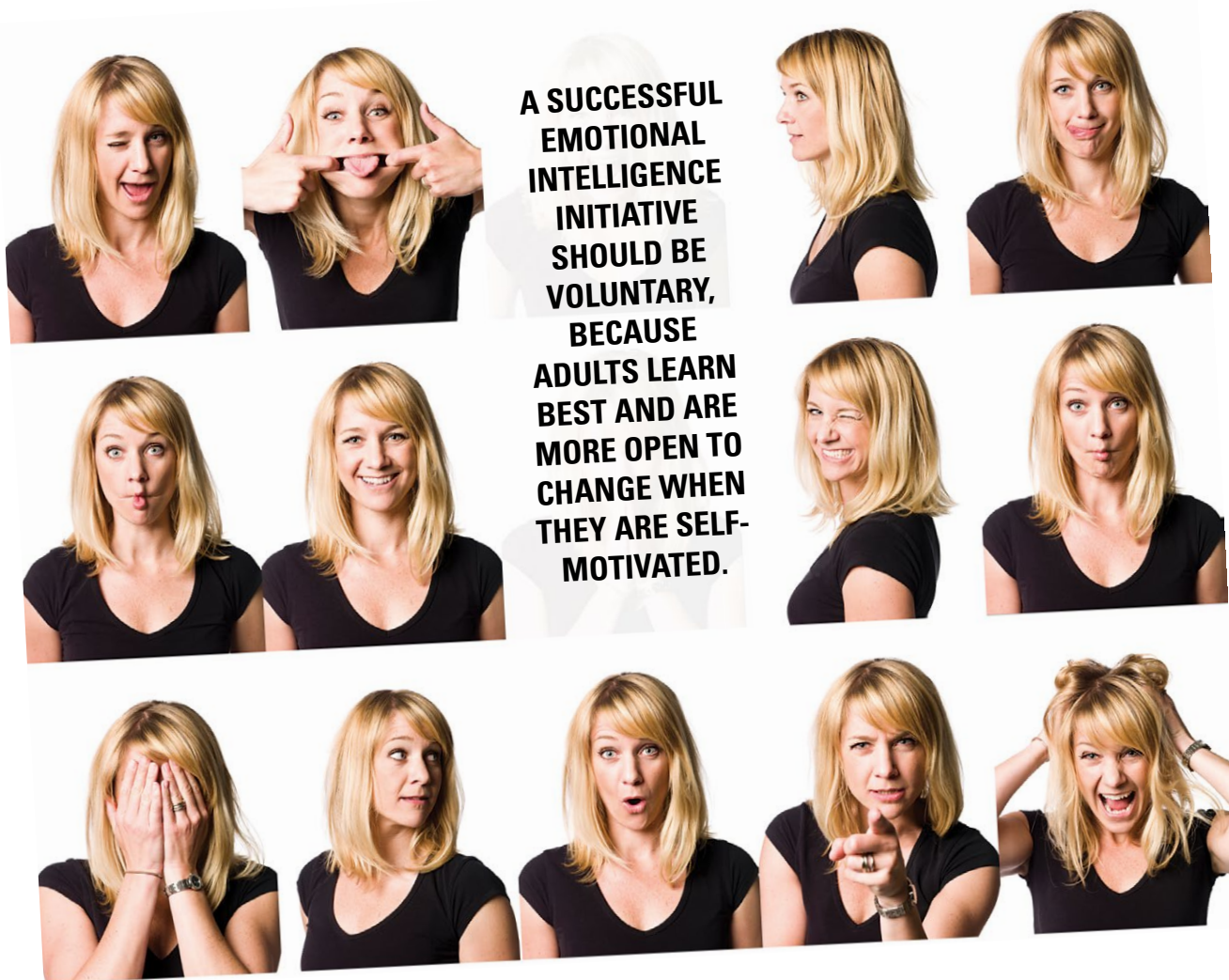
WHAT IS EMOTIONAL INTELLIGENCE?

There are four branches of emotional intelligence when seen as a set of abilities:

- 1. Recognizing emotion:** This means a person is aware of what he or she is feeling while also being aware of others' feelings. In the workplace, this means that emotionally intelligent leaders understand that feelings affect their employees' work and productivity. Emotions can be difficult to assess, however, because people exhibit their feelings differently, or sometimes not at all.
- 2. Facilitating emotions:** Emotionally intelligent leaders know how to make others feel good about themselves, and how to be engaged and productive in the workplace. Emotionally intelligent leaders must be aware of their own emotions while being empathetic to those around them.

- 3. Understanding emotions:** Those with a highly developed emotional intelligence go a step beyond merely recognizing their own and others' emotions; they understand them. Truly understanding emotions requires insight into the chain of emotions that occur as events unfold. For example, anger may result from disappointment, embarrassment and feelings of sadness – a chain of emotions culminating in anger.

- 4. Managing emotions:** Emotionally intelligent leaders are able to deliberately manage their own and others' emotions to inspire and create passion in people, according to a study by Alfus W. Rothman. HR and talent management professionals can use these four branches of emotional intelligence in selection practices and in employee and leadership development activities to help create a more emotionally intelligent organization.



**A SUCCESSFUL
EMOTIONAL
INTELLIGENCE
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ADULTS LEARN
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MOTIVATED.**

THE BENEFITS HIGH LEVELS OF EMOTIONAL INTELLIGENCE BRING TO ORGANIZATIONS

Studies have found that high emotional intelligence in organizations is associated with increased productivity, higher engagement levels, lower turnover and absenteeism rates and increased market share. Daniel Goleman, author of a 1995 bestselling book, *Emotional Intelligence*, has theorized that 80 to 90 per cent of the competencies that differentiate high-performing workers from average-performing workers can be found in the emotional intelligence domain, and one study found emotional intelligence to be two times more predictive of business performance than employee skills, knowledge or expertise. Another study of IT professionals found a positive relationship between an IT leader's

emotional intelligence scores and his or her subordinates' job performance ratings. Other studies have found that high emotional intelligence can boost career success, entrepreneurial potential, leadership talent, health, relationship satisfaction, humor and happiness. And a study conducted by business consulting firm Genos found a positive correlation between the emotional intelligence of business leaders and the employee engagement levels of their direct reports.

HOW TO IMPROVE EMOTIONAL INTELLIGENCE IN THE WORKPLACE

Emotional intelligence can be developed, but it will take time and patience. A three-hour seminar simply will not have a long-term effect. HR and talent management professionals who want to improve

their organization's emotional intelligence should consider the following steps offered by Cary Cherniss and Daniel Goleman in their numerous studies on the subject.

1. SELECT FOR EMOTIONAL INTELLIGENCE

HR and talent management professionals should assess for emotional intelligence during the employee selection process. Cherniss and Goleman caution that emotional intelligence cannot be measured through the usual vetting process, like resume screening and the review of a job candidate's previous work history, education, skills and expertise. There are a number of assessments that can be used, however, to gauge a candidate's emotional intelligence. These assessments include Goleman's revised emotional intelligence competency model, the emotional



STUDIES HAVE FOUND THAT HIGH EMOTIONAL INTELLIGENCE IN ORGANIZATIONS IS ASSOCIATED WITH INCREASED PRODUCTIVITY, HIGHER ENGAGEMENT LEVELS, LOWER TURNOVER AND ABSENTEEISM RATES AND INCREASED MARKET SHARE.

intelligence assessment by Reuven Bar-On from the University of Texas Medical Branch and quasi-personality tests. Regardless of the test selected, application and interpretation of these assessments may require the expertise of an outside consultant.

2. START AT THE TOP TO ASSESS EMOTIONAL INTELLIGENCE AND TO ACHIEVE BUY-IN

Numerous studies have shown that successful leaders model emotional

intelligence, so it makes sense to start an emotional intelligence initiative at the senior leadership level. Cherniss and Goleman recommend that before launching an emotional intelligence initiative, HR and talent management professionals should ensure that leaders understand and buy into the long-term benefits of developing emotional intelligence in the organization, a step that can be as simple as sharing the results of the studies highlighted in this article.

Next, consider first piloting emotional intelligence assessment and training with senior leaders so they can gauge their own levels of emotional intelligence. This can help achieve senior leader buy-in and will likely help leaders later communicate the value of the initiative to their direct reports. During and after the assessment and training, HR and talent management professionals should also develop ongoing feedback mechanisms with senior leaders on the progress of their own emotional intelligence journey and the impact their improvements have made to the organization.

3. AFTER THE SENIOR LEADER PILOT PROGRAM, LAUNCH A VOLUNTARY, COMPANY-WIDE INITIATIVE

There are several steps involved in launching an organization-wide initiative. HR and talent management professionals should first assess the organization and identify the key competencies the organization needs for effective job performance, making sure that the identified competencies align with the organization's culture and long-term strategy. Once those competencies have been identified, individuals can be assessed using the same assessment selected for senior leaders.

A successful emotional intelligence initiative should be voluntary, because adults learn best and are more open to change when they are self-motivated. HR and talent management professionals can help

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increase participation, however, by offering employees a safe and welcoming environment. This can be achieved, in part, by obtaining the full support of senior leaders. Employees who see their managers actively working to improve their own emotional intelligence levels will be inspired to participate.

The results of emotional intelligence assessments should be delivered with care and provide individuals with information on their strengths and weaknesses. Employees should be given plenty of time to digest the information. Once the information has been processed, it is time to get to work.

Initiative participants should work with trainers or coaches to identify the competencies they want to improve, and together, develop a plan on how to acquire them, breaking goals into manageable steps. Participants should be actively involved in developing this plan, because it will increase the likelihood of success. The selected competencies, however, should be linked back to the competencies identified

in the organizational assessment. Trainers and coaches should also work closely with individuals to provide honest, timely, specific and behaviour-based feedback and to allow for opportunities to practice in a safe environment.

4. EVALUATE THE PROGRAM'S EFFECTIVENESS

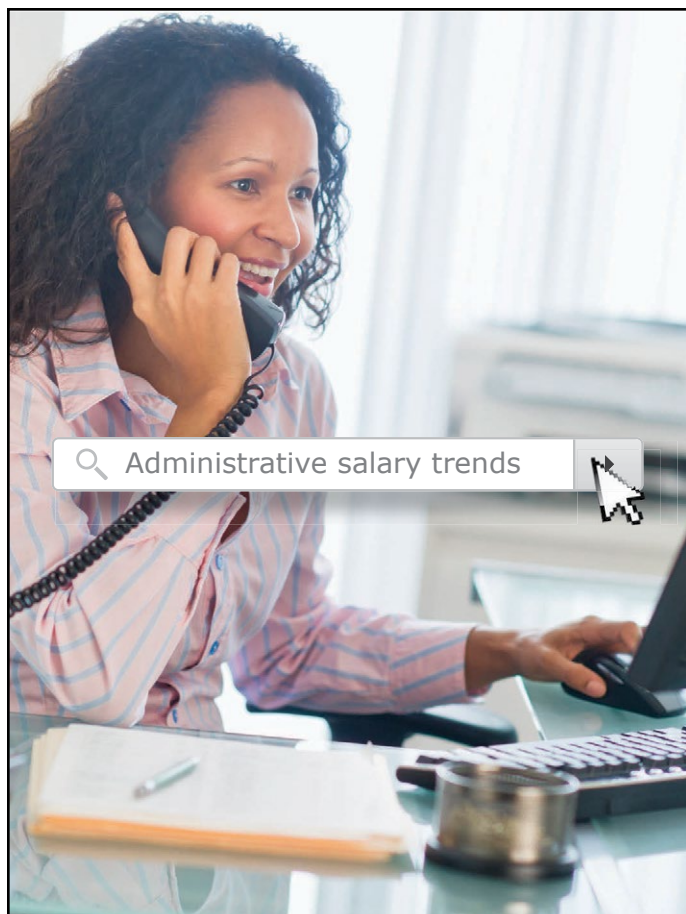
As with any training or long-term development initiative, goals and measures to assess outcomes should be identified during the planning phase. Goals may include improvement in the key competencies identified during the organizational assessment, but may also include improved productivity, decreased turnover and improved employee engagement and morale. To assess these, a control group of non-participants can be compared to the participant group at regular intervals agreed to by senior management (e.g., three, six, nine months and a year after the start of the initiative). Senior leaders should be reminded that this type of initiative will require time because it involves

behaviour change. HR and talent management professionals should take the lead to ensure that these measures are assessed and reported back to senior management.

BENEFITTING AN ORGANIZATION

The concept of emotional intelligence has stood the test of time, and study after study has demonstrated the value it can bring to an organization. HR and talent management professionals have the opportunity to improve their organization's productivity and bottom line by making increased emotional intelligence a strategic organizational goal. It will require assessment, planning and long-term commitment for everyone involved, but the potential benefits make the effort and time commitment well worth it. ■

Lauren Garris is the author of the white paper, Emotional Intelligence: Can Companies Really Feel their Way to Success?, and is client relationship manager for UNC Executive Development.



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Is Corporate Canada Harnessing Diversity's True Potential?

HIDDEN BIASES MAY BE COSTING US OUR COMPETITIVE ADVANTAGE



By Zabeen Hirji and Stephen Shea

Diversity and inclusion have long been a focal point for Corporate Canada, as business leaders strive to create diverse teams that are reflective of the market in which they do business.


Leading organizations in this arena have made a marked shift from diversity (the what) to diversity and inclusion (the how). We know that individuals with different backgrounds, gender, experiences, styles, education, expertise, abilities as well as professional levels and functions each have unique perspectives that, when combined with others, can turn out to be far greater than the sum of the parts. It's no longer enough to have diversity; the power of diversity comes from what you do with it.

GOOD INTENTIONS, MIXED RESULTS

While a growing number of organizations are working to implement programs and policies designed to foster a diverse and inclusive work environment, many are still struggling.

If we understand the value of diverse teams, what exactly is holding us back from realizing diversity's full potential? Much of it could be in our mindset.

According to a team of world-renowned social psychologists led by Harvard University professor Dr. Mahzarin Banaji, the root of this apparent disconnect between intent and outcome may lie in the unconscious mind. Put simply, our mindset is not



"WE WOULD ALL LIKE TO BELIEVE WE ARE OPEN-MINDED, FAIR AND WITHOUT BIAS, BUT RESEARCH SHOWS OTHERWISE. THIS IS AN IMPORTANT, EVEN IF UNCOMFORTABLE, REALIZATION FOR MOST OF US."

— DR. MAHZARIN BANAJI, PROFESSOR, HARVARD UNIVERSITY

as inclusive as we think it is, no matter how much we may want it to be.

It is a distressing claim and one that tends to surprise those who are confronted by evidence that shows their behaviour is out of sync with their intentions. Research conducted by Banaji and her colleagues reveals that the human brain is hard-wired to make quick decisions that draw on a variety of assumptions and experiences without our conscious awareness.

“We would all like to believe we are open-minded, fair and without bias, but research shows otherwise. This is an important, even if uncomfortable, realization for most of us,” said Banaji.

Still, savvy business leaders know that diverse teams are an important component of the innovation cycle required to thrive in today’s rapidly evolving, increasingly global environment. But according to a new report by RBC and EY, despite their best intentions, leaders may be unconsciously inhibiting diversity within their organizations.

Research on hidden bias reveals that unconscious preferences are common, and exist in all of us – creating barriers, limiting creativity and affecting the quality of relationships we have with those around us. Unconscious biases can be responsible for limiting diversity in such a way that they are preventing organizations from even getting to “the what” of diversity, never mind “the how.”

The good news is that by learning to recognize and manage bias, leaders can work towards mitigating its impact and maximizing the potential of their teams while ultimately increasing the competitiveness of their organizations.

Outsmarting our brains: Overcoming hidden biases to harness diversity’s true potential notes that, in the workplace, challenges arise when we let our biases affect or shape the decisions we make in and on behalf of our organizations. Whether it’s an unconscious discomfort with one group or, more commonly, a preference for another, hidden biases can affect everything from hiring and promotion, to team and project assignments, to openness, to new sources of ideas and innovative solutions.

THE BUSINESS CASE FOR DIVERSITY

Experience tells us that to win in their market, companies need to hire the market. Diversity has emerged as a business-critical factor in the ability to attract clients and partners, innovate and retain and cultivate the best talent amidst a changing population and often-unpredictable business conditions. Diverse and inclusive teams make stronger teams, and strong teams make better business decisions. But if an organization isn’t fostering an inclusive environment at the same time, this can backfire.

HIDDEN BIAS: WHAT IS IT AND WHERE DOES IT COME FROM?

As mentioned, a hidden – or implicit – bias is a preference for or against a person, thing or group held at an unconscious level. This means we don’t even know that our minds are holding onto this bias.

Research on hidden bias reveals that in spite of the best intentions, most people harbour deep-rooted resistance to the “different,” whether that difference is defined by such evident factors as race, gender, ethnicity, age or physical characteristics, or more subtle ones such as background, personality type or experiences. More subtly, people may show distinct bias in favour of the “same,” however, bias can even exist against the “same” – women against women, for example.

These implicit biases are not consciously created; they are products of our brain’s self-generated definition of normal, acceptable or positive. They are shaped by many factors including past experiences, our local or cultural environment and the influence of our social community or media.

“Having a bias is only human. The only shame is in making no effort to improve. And human beings are an improving species – we have been improving ourselves in every way over millennia,” said Banaji.

Tips for avoiding biased behaviour

- Increase purposeful mentoring and coaching. Sponsor people who are not like you.
- Be proactive about recognizing people’s different capabilities and help prepare them to take on challenging assignments.
- Consider who might consistently feel like an outsider and take steps to actively address the situation.
- When preparing for interviews, establish clearly defined, measurable criteria against which all candidates will be evaluated. Invite a colleague from HR or another business line to sit in on the interview and validate that you are applying the criteria fairly.
- Set reasonable parameters around the nature and amount of help you will offer to special connections to ensure such opportunities are distributed equally.
- Attend professional affinity groups and inclusiveness events to enrich your understanding of the diversity of perspectives in your organization, industry or community.
- Evaluate your actions daily. Be extra-alert to the types of situations in which you are particularly vulnerable to hidden biases.
- Seek out regular feedback on your own behaviours and actions from trusted, yet objective, colleagues.
- Be wary of quick decisions involving people, pause to consider your unstated assumptions.

THE EFFECTS OF HIDDEN BIAS IN THE WORKPLACE

Left unaddressed, hidden biases have the power to derail an organization's success and significantly impact client loyalty and revenue generation.

Hidden biases can affect:

- Openness to new sources of ideas and innovative solutions
- Client or customer service
- Budget decisions and activation of new business opportunities
- Recruitment
- Promotion and sponsorship of talent, and succession planning
- Performance evaluations and compensation
- Team and project assignments

Even the best leaders may be surprised to discover they are ignoring or dismissing good ideas simply because they come from an unexpected source within the organization. How does our brain – without our direction – simply ignore a contribution from one colleague, yet welcome the very same idea from another? It is a common acknowledgment that some women struggle to be heard equitably at the executive table when these biases are at play.

Another all-too-common example is the persistent assumption that the extrovert who speaks up in meetings is more knowledgeable than the introvert who prefers to provide insight in a less exposed setting.

Whether it is the manager who dismisses the idea from the employee nearing retirement in favour of the younger colleague, or the colleague who is unwittingly reluctant to listen to the recent immigrant from an unfamiliar culture, the question becomes: how many worthwhile ideas or solutions have gone unheeded, obstructed by involuntary biases?

IDENTIFYING AND OWNING OUR BIASES

Through reflection, consultation with trusted colleagues and exploration of such tools as Harvard University's Implicit Association Test, leaders can begin to identify their own hidden biases. The process takes personal courage and a willingness to consider potentially unwelcome aspects of our mental framework. By understanding the value of overcoming our

biases, leaders can step past the discomfort and begin to acknowledge and eliminate their hidden biases.

LEADERS: DEMONSTRATE BEHAVIOUR WORTH FOLLOWING

According to Banaji, the first step to defeating our hidden biases is to be honest with ourselves about the blind spots we have.

By the simple act of acknowledging their commitment to identifying and overcoming their own biases, senior leaders can have a powerful motivational effect on peers and others within their organization to do the same. As is so often the case with inclusive leadership, this is a case in which "walking the walk" can have a meaningful impact on those who are watching our behaviour. This is not simply limited to our own work environments; as organizations build a greater awareness of how bias can subvert progress, their leaders can inspire change among their partners and clients.

TAKING ACTION

Now that you are aware that unconscious biases do exist, you are likely asking yourself, "How can I find out if I am harbouring my own hidden biases and how can I take action?"

There are simple actions that you can take. For starters, explore the Implicit Association Test at <http://bit.ly/1bqPloF> to begin finding out where you may be holding onto an unconscious bias. Colleagues can also be a good source of candid feedback; take a 360-degree approach to seeking input. Those same trusted colleagues can also act as a sounding board to discuss frames of reference and their impacts.

It's also important to be conscious of the words and physical reactions that surface in interactions with others. When you start to pay more attention to your own thoughts and actions, you may start to notice things about yourself that you hadn't previously. Be mindful, respectful, curious and supportive of colleagues' differences, and listen to all voices equally. If you think a colleague's contribution is being ignored, speak up.

You can also ask yourself the following questions:

- Do I typically hire the same type of person, or personality type?
- When I say a candidate is not the right "fit," what do I mean?
- What does my slate of candidates look like? Do I speak up if it is not sufficiently diverse?
- Which of my past hires were successful, and what can I learn from those choices that didn't work out as well?

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CULTURAL COMPETENCY TRAINING PROGRAM

To help organizations become more inclusive and minimize biases in hiring, the Human Resources Professionals Association (HRPA) created a Cultural Competency Training Program in partnership with Ontario's Ministry of Citizenship and Immigration.

The one-day program will be offered in spring, summer and fall of 2014 and provides strategies to effectively hire, on-board, train and retain culturally diverse candidates and newcomers to Canada.

For more information, please visit www.culturallyaware.ca.

- Who do I like to assign to work on project teams? Who do I tap for the lead role? Do I have the same go-to people all or most of the time?
- Who do I encourage to lead or speak out at meetings? Am I creating opportunities for those less extroverted to demonstrate their capabilities equally to clients or other colleagues?

KNOWLEDGE IS POWER

Once we acknowledge that our brains are wired to be biased and we begin to explore our personal biases, it becomes possible to identify the disconnect between our intentions and our actions.

Leaders can adopt a more mindful approach to their interactions and decision-making by adopting simple methods to counter their unconscious tendencies. Leaders should feel challenged to:

- Think differently: make a conscious effort to seek out people with different backgrounds, experiences and capabilities to collaborate on teams and projects
- Learn differently: seek out opportunities to immerse yourself and your team members in different environments outside your (or their) comfort zone
- Act differently: take deliberate actions that disrupt your normal process and help prevent biases from shaping your decisions and behaviour

A TIME FOR CHANGE: INTENTIONAL ACTION MAKES A DIFFERENCE

Focusing on hidden biases pushes us into uncomfortable areas and raises issues that we are cautious to talk about – for fear of offending or saying the wrong thing.

But for leaders, it's important to explore this complex and sometimes difficult topic. By raising their own awareness, recognizing bias and mitigating its impact, leaders have a unique opportunity and responsibility to set a course for others.

Leaders everywhere should feel encouraged to take the time to think about their unconscious biases and show the courage to address them. It might be uncomfortable at first, but worthwhile change is seldom easy.

With diversity and inclusiveness issues top of mind for high performing businesses in Canada and around the world, there has never been a better time to be courageous in this regard. ■

Zabeen Hirji is RBC's chief human resources officer with global responsibility for human resources as well as brand, communications and corporate citizenship.

Stephen Shea is EY Canada's managing partner, Talent.

Canadian Work Permits 101



By Evan Green, Partner,
Green and Spiegel LLP

WHAT DO HR PROFESSIONALS NEED TO KNOW?

There are really only two questions that HR professionals have when it comes to hiring foreign nationals in Canada:

1. Do I need to go to the trouble of getting a work permit?
2. How long will it take to get a work permit?

There are four common routes for a foreign national to come to Canada: as a business visitor; under the North American Free Trade Agreement (NAFTA) professional category work permit; an intra-company transfer work permit; and a work permit based on a positive Labour Market Opinion (LMO). There are other options; however, they are less frequently used and more complex in terms of processing. It is important to consider the qualifications of the foreign national, the specific goals of a particular project or assignment in Canada and the broader goals of the employer.

BUSINESS VISITOR

A business visitor is not “a worker,” per se. A business visitor is a foreign national who enters Canada to conduct “international business activities.” Canadian immigration laws stipulate that acceptable international business activities include attending meetings, seminars and/or conferences; performing after-sales services pursuant to an original purchase agreement; or performing warranty-related work on machinery purchases, as set out in the original purchase agreement. The key difference between a business visitor and a work permit holder is that the foreign national entering Canada as a business visitor cannot engage in employment that

will provide services, create competition or remove opportunities from within the Canadian labour market. Canadian immigration laws dictate that these types of activities require work permits. Foreign nationals who wish to enter Canada as business visitors and who do not require a Temporary Resident Visa (TRV) may apply for their business visitor status at the port of entry. However, if a TRV is required, then the applicant must apply, in advance, at a Canadian Consulate or Embassy.

If the foreign national does not qualify for business visitor status, then he/she must obtain a work permit. The most popular ways to process a Canadian work permit are the

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NAFTA professional category, the intra-company transfer category or with a positive LMO.

NAFTA PROFESSIONAL

The NAFTA professional category work permit is the best option for our neighbours to the south. In order to qualify as a NAFTA professional, the foreign national must be an American or Mexican citizen typically with a specified professional degree. Recognized occupations include accountants, architects, engineers and management consultants. Citizens of the United States may obtain work permits under this category at the port of entry, while citizens of Mexico must obtain these permits through a Canadian Consulate or Embassy in Mexico. Canada has also signed Free Trade Agreements with Peru and Chile and there are similar categories for professionals from these countries to work in Canada.

INTRA-COMPANY TRANSFEREE

The second best option for obtaining a work permit is as an intra-company transfer. The foreign national:

- Must be employed by a multi-national company at the time he/she would like to work for a parent, subsidiary, branch or affiliate of that company in Canada
- Must have worked outside of Canada for at least one year of the previous three-year period
- Must be transferred to a similar full-time position in a managerial or specialized knowledge position

If the employee does not require a TRV, then the work permit may be issued at the port of entry; in all other circumstances, the work permits are issued at a Canadian Consulate or Embassy.

POSITIVE LMO

When a foreign national does not fit into either of the above two options, the general work permit rule applies, and the foreign national must obtain a work permit through the more complicated LMO application. The LMO is a labour certification process, which involves demonstrating that local recruitment has been unsuccessful and there is a need to hire a foreign national. The recruitment process may differ depending on where the position falls under the National

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Occupational Classification (NOC). The NOC is a classification system set up by Human Resources and Skills Development Canada (HRSDC), to provide standardized language for describing the work performed by Canadians in the Canadian labour market.

Under the LMO process, employers must meet very specific advertising and recruitment requirements before they are able to hire a foreign national. The employer must conduct recruitment activities consistent with the practices within the occupation until an LMO has been issued. If the duration of employment is less than six months, there may not be a need to advertise. However, if the duration of employment is more than six months, employers must recruit for the position following very specific recruitment guidelines that include advertising for one month even before they are able to apply for the work permit. Applications are assessed by examining the employer's past compliance with employment and recruitment laws, whether the employer can reasonably meet the terms of the job offer, whether the employer is "actively engaged" in the business,

IF THE FOREIGN NATIONAL DOES NOT QUALIFY FOR BUSINESS VISITOR STATUS, THEN HE/SHE MUST OBTAIN A WORK PERMIT.

whether the job offer is congruent with the employer's reasonable employment needs and is consistent with the type of business the employer is engaged in and, of course, whether there is shortage in the Canadian labour market for this type of position.

The answers to the two questions posed earlier are:

1. Yes, you might need to go the trouble of getting a work permit.

2. It can take very little time if the foreign national can be processed at the port of entry and much longer if an LMO is required and even longer if consular processing is required.

The third question is, inevitably, how do we keep the foreign national in Canada permanently? ■

Evan Green is a partner at Green and Spiegel LLP in Toronto.



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Mentoring is for Mentors, Too

MENTORING PROGRAMS ARE A TWO-WAY STREET

By James Careless

Here's a highly useful secret that few people know: mentors gain as much from mentoring as the protégés they mentor. "By helping someone less experienced learn the ropes of a profession – be it HR or anything else – a mentor develops

a better understanding of what they themselves know and do, and gains insights into how to do it better," said Ravinder Sanghera, CHRP, chair of the Mentorship Committee of the Toronto Chapter of the Human Resources Professionals Association (HRPA). "In



Photo by Dean Mitchell/Photos.com

training & development



Illustration by Rafal Olechowski / Photos.com

other words, when you explain something clearly to someone else, you end up explaining it clearly to yourself.”

Mentoring is also an effective way to open experienced minds to new perspectives.

“There are big changes taking place in HR, in part due to the differing attitudes to life and work between Baby Boomers, Generation X and Millennials,” said Jane Watson, CHRP, key contributor to the Toronto Chapter’s Mentorship Committee. “To keep succeeding in HR, HR veterans need to stay fresh and up-to-date. Working with younger protégés who see things differently is a great way to do this – and after all, one day, veterans may find themselves seeking support from the most successful protégés as they advance up the ranks.”

Giving back to the HR profession is a third compelling reason to be a mentor.

“It is natural for people to want to share what they’ve learned, to help shape the new generation of HR professionals coming up and to generally give something back to a profession that they’ve built their career on,” said Jennifer Laidlaw, CHRP, director of mentorship with the Toronto Chapter. “Being a mentor satisfies all of these desires.”

HOW MENTORING WORKS

Mentoring can take many forms and intensities. It can be as casual as a chance meeting between an experienced professional and an

up-and-comer, or as structured as a scheduled series of consultations between mentor and protégé on an ongoing basis.

As befits its role in the human resources field, HRP is actively committed to promoting and supporting mentoring, with chapters across the country taking the lead in delivering these services to members.

In Toronto, the local HRP chapter has an impressive 555 people signed up to its mentoring program. Watson serves both as a mentor and a protégé.

“I have gained valuable knowledge and support both as a mentor and a protégé, with learning occurring in both positions,” she said. “This is something I didn’t expect; I thought I would benefit from being a protégé, but I was unaware of how beneficial it is to be a mentor!”

As with other HRP chapters, the Toronto chapter matches prospective mentors and protégés using a web-based system that compares the desires of both classes of participants, putting together pairs with similar skills, interests and goals.

“Because our members are so busy – mentors and protégés alike – our goal is for them to interact at least once a month,” said Sanghera. “We encourage initial meetings to be in person. However, the advent of Skype and other forms of remote communication are also proving useful for mentors and their protégés.”

Once the pairing has been established, there are many ways that the relationship can proceed.

“I HAVE GAINED VALUABLE KNOWLEDGE AND SUPPORT BOTH AS A MENTOR AND A PROTÉGÉ, WITH LEARNING OCCURRING IN BOTH POSITIONS.”

– JANE WATSON, CHRP

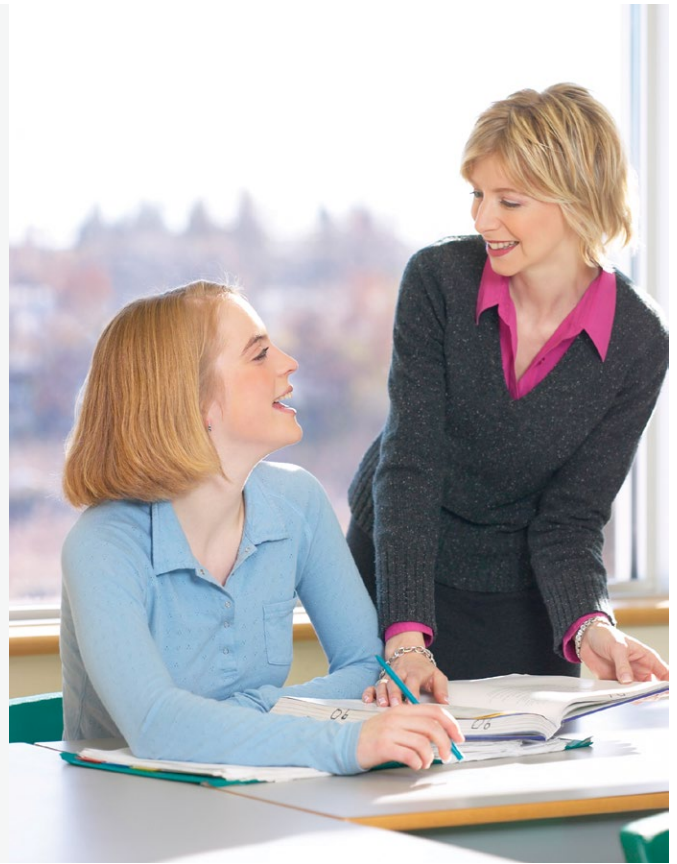


Photo by Hemera Technologies / Photos.com

“Some prefer to set a clearly defined goal – say, skills upgrades – and work towards them together,” said Laidlaw. “Others see the relationship as more ongoing, with the mentor advising the protégé on issues as they arise.”

For her part, Watson has found great value in her mentor’s sympathetic ear.

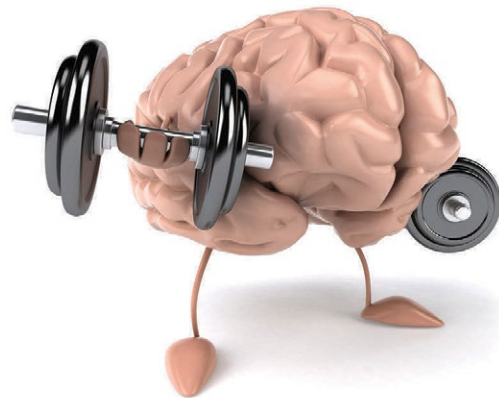
“I can bounce ideas off her when I am launching a new program, or dealing with issues at work,” she said. “It is extremely helpful to have someone who has been in the profession longer than me to provide sage advice and guidance. What really helps is that my mentor knows what I’m going through, because she’s in HR, too.”

A SMART CAREER DECISION

Mentoring is an important part of an HR professional’s career plan; not just as a protégé seeking knowledge and contacts, but also as a mentor leaving their mark – and creating contacts with the power brokers of the future. After all, as the world becomes ever more computerized and faceless, knowing people has never been more important for career advancement, longevity and mobility.

“Nobody knows more than an HR professional how centrally important close human relationships are to personal success,” said Sanghera. “By taking part in mentoring, you can form and foster such relationships at every stage of your career. This is why mentoring is a win-win for mentors and protégés alike – and why so many HRPA members take part in our association’s many mentoring programs.” ■

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Staffing the Calgary Airport Hotel and Conference Centre

HILTON WORLDWIDE USES AN EXTENSIVE BENEFITS PLAN TO COMPETE IN CALGARY'S TIGHT JOB MARKET

By Lynne Koziy, MBA

Hiring can be a daunting task at the best of times, so you could forgive the management of Calgary's newest Hampton Inn by Hilton for taking a break after successfully placing 35 fresh candidates.

But the team is hardly resting on its laurels. It now has another two hotels and a conference centre to staff, all part of the Calgary Airport Hotel and Conference Centre (CAHCC), developed by Prestige Hospitality Group and managed by Hilton Worldwide.

In addition to the 35 employees hired for Hampton Inn, another 35 were hired in January 2014 for the Homewood Suites.

"I THINK THAT'S WHAT HR PROFESSIONALS SHOULD BE LOOKING FOR THESE DAYS – NOT JUST TO FILL A POSITION BUT TO SEE HOW YOU CAN GROW AND DEVELOP THAT PERSON."

– WILLIAM MACCALLUM,
HOTEL MANAGER, HAMPTON INN



benefits

Two hundred staff will be needed in early 2016 for Alberta's first full-service Hilton Hotel and Conference Centre.

In Calgary's tight job market, where job seekers have a lot to choose from, filling any position – let alone finding staff for three hotels and a conference centre – is no small task. Statistics Canada reports that in November 2013, Calgary's unemployment rate was 4.6 per cent, one of the lowest in the country.

"The candidate pool is much different in Calgary," said Hampton Inn hotel manager, William MacCallum, whose 13-year hospitality career has been spent in Ontario.

"If I set up 10 interviews in Ontario for a front desk role, I would meet with 10 people. When I set up 10 interviews here in Calgary, five of them came in. I had a really difficult time meeting with candidates because there were a lot of other opportunities."

MacCallum says that Hilton's reputation as a premier brand along with an excellent benefits package helped secure the positions they needed.

Hilton's benefits package, which includes life insurance, accidental death and dismemberment, long- and short-term disability and extended health, dental and medical coverage, aims to not only attract employees, but retain them – the hotel also offers an RRSP matching program after one year of service.

MacCallum says that while many prominent companies now offer benefits packages, Hilton's sets them apart because it offers 100 per cent dental and health coverage.

Potential employees are informed of the benefits package during the interview process and MacCallum says he believes it makes a difference in employees' decisions to work with Hilton as opposed to with another hotel.

However, given the competitive market and need to hire for multiple positions, it's clear that a healthy benefits package alone wouldn't draw in employees; it was critical that MacCallum and his team be strategic in their hiring approach to ensure they hired a stellar staff.

"It's important to look outside of the box and not keep a narrow vision on trying to find a front desk agent, for instance," he said. "As opposed to just hiring for that role, I always like to look

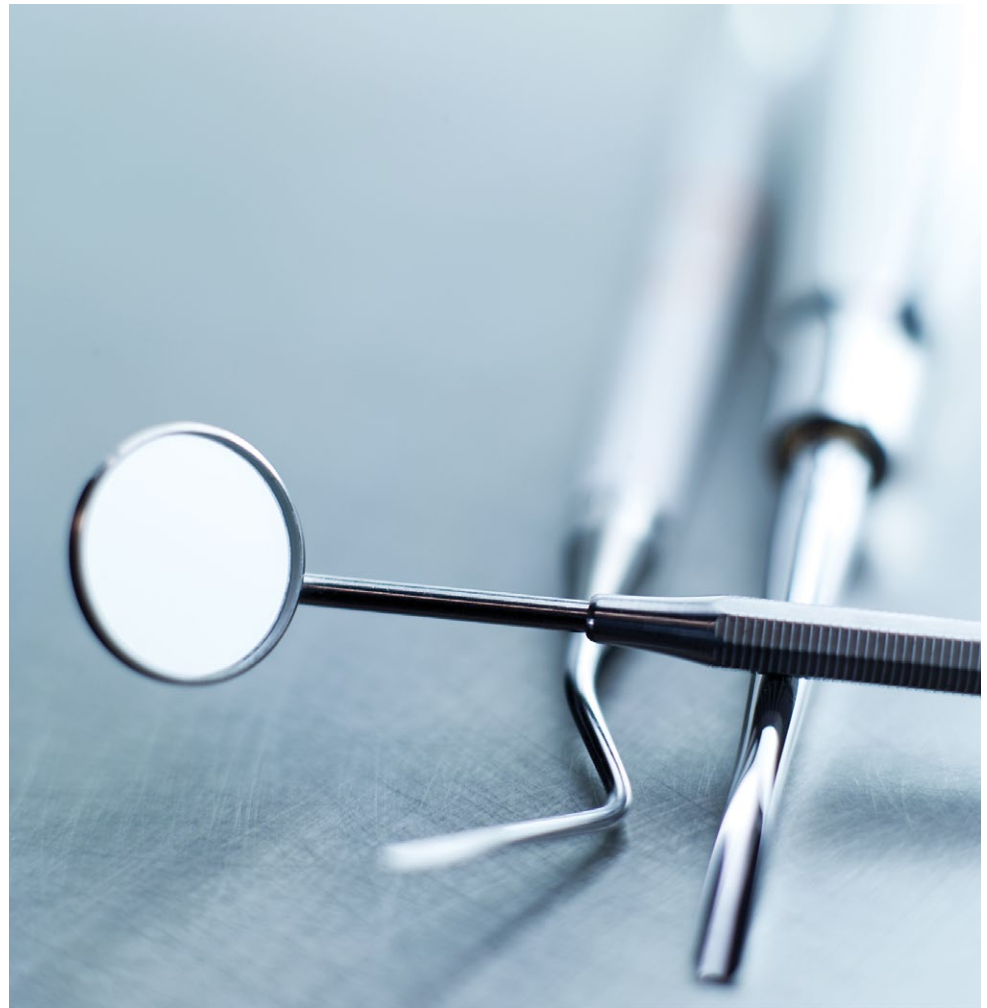


Photo by Stockbyte/Photos.com

Hilton's benefits package includes life insurance, accidental death and dismemberment, long- and short-term disability and extended health, dental and medical coverage

two or three steps ahead. I'm thinking about where that person can go and how I can invest in them. I think that's what HR professionals should be looking for these days – not just to fill a position but to see how you can grow and develop that person."

Jenn Murray agrees. The 31-year-old Calgarian, with a diploma in Hospitality Management from SAIT Polytechnic, jumped at the opportunity to get on board early.

"I've worked for prestigious hotels in the past and I saw that the Hilton was coming to Calgary and I know that it's a good, reputable brand... I wanted to be part of that and part of the growing team," said Murray.

"I think it's important for the employer to know what the employee wants to do and where they see themselves growing in the company. The fact that there will be a lot of room for movement and advancement within Hilton is another aspect that I was attracted to. The role is really exciting – we're coming together as a group and building this hotel together." ■



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Practice Makes Perfect

BRINGING VALUES TO LIFE IN YOUR ORGANIZATION

By Alan Williams and Dr. Alison Whybrow

Bringing your organizational values to life requires more than simply stating the values on the boardroom wall. They need to be lived in the fabric of the organization every day.

This might seem like a tall order, but it is very simple. Bringing values to life means really connecting people with the meaning of the values in practice. And, through practice, turning those values into daily habits so that they are lived throughout – from the board through to the front line and everywhere in between.

The value and benefit of practice is taken for granted for performers at the highest level in fields such as sports, music and art. Can you imagine teams like the New York Yankees or Manchester United just turning up on match day? In the arts, would the cast of Cirque du Soleil just turn up on the day of the performance? Even the Rolling Stones need practice.

And yet often, in an organizational context, there is an expectation that simply communicating values is enough with no recognition that values can add so much to the culture of the business, or indeed how to translate those values into everyday habits. There is almost a ridiculous sense of hope and optimism that the values will make things better in some unspecified way once the leadership team has defined them.

organization

From the context of sports, arts and music, we see that anyone who wants to learn and improve needs to commit time and effort to practice, to notice what works and doesn't, to keep training until a routine is improved and perfected.

How can organizations learn from these other high performance contexts? Training exists, of course, but in most organizations, there is not much focus on practice or learning from that practice. Practice and reflection are the missing links between the concept, the theory, the idea and skilled execution.

THE RESULT OF ALL THIS PRACTICE?

Purposeful or dedicated practice is the primary contributing factor (above natural talent) to excellence in sport and life. The focus and attention to learning from that practice is fundamental.

Practising something new takes you into a four-stage learning and performance cycle that is familiar to many people:

- Unconscious incompetence – you don't know that you don't know
- Conscious incompetence – you know that you don't know
- Conscious competence – you know that you know how to perform the new skill, but it requires attention, focus and energy
- Unconscious competence – you don't know that you know; you perform the skill without conscious effort

A fifth stage to this model has been described as developing reflection – in-action, or reflective competence – avoiding the onset of complacency leading to mistakes and a degradation of the skills that have been learned.

Paradoxically, framing failure as an opportunity to learn is key to building success.

PLANNING FOR PRACTICE

Organizational values need to be put into active practice every day. With as many employees as possible, identify and discuss values specifically to flesh them out and bring them to life. Listen and take notice of what the team collectively puts emphasis on as being important. When your organizational core values are more concrete, distill those into practicable actions, one for each day of the following month. Each practice



should explicitly link back to the core values and organizational purpose.

Over the next month, everyone in the organization should focus on the same practice on any day to find a way to honour that value in how they accomplish their work.

For example, an organization with the core value “relationships” might set the practice, “Invest time with stakeholders to build long-lasting relationships.” This practice gives a direct action to reinforce the core value. On the day of this practice, every employee should consciously look for opportunities to build strong relationships with colleagues, customers, suppliers and communities.

That simple action can have great rewards, and when employees see that actively focusing on the organization's values contributes to their success, they will continue to integrate those values throughout their work each day.

Continuing on the “relationships” example, one employee was tasked with sending

project updates to her team. Instead of sending an email update, as was usually the protocol, she picked up the phone to call the project sponsor to ask for feedback. The sponsor informed her over the phone that a key team member was in the process of resigning, and that information allowed the employee to make plans and be prepared before the information went public. The call took five minutes – it would have taken longer to send the email, and that information would not have otherwise been conveyed.

Over time and with repetition, organizational core values become habitual and automatic with active practice. Committing to that practice allows those values to be truly lived. ■

Alan Williams and Dr. Alison Whybrow are co-authors of The 31Practices: Release the power of your organization's VALUES every day.



HR: A Driver of Innovation

BRIDGING THE INNOVATION GAP



By Dr. David Weiss

A decade's worth of executive surveys on innovation highlights a significant gap between what leaders say they want and what their organizations deliver. According to research, over 80 per cent of leaders surveyed believe innovation is important for their future success, but less than 30 per cent are satisfied with their current level of innovation. A recent survey found the same pattern for HR professionals, whereby 82 per cent indicate that innovation is "important" for HR, but they rank

it as priority number 12. So why, despite all the talking, have executives and HR professionals not given innovation the attention it requires? The short answer is that they have not had sustainable solutions – practical and reliable approaches that deliver long-term, predictable results. Instead, they have had an endless array of partial answers. They are left with an alarming innovation gap.

HR must be a driver of innovation in order for the organization to overcome its innovation gap. Some may be surprised by

that statement if they perceive innovation as only transformational products such as smartphones. What role does HR have in developing transformational products other than hiring the talent to generate those kinds innovations? In actuality, innovation delivers value in organizations in more ways than transformational products do. Most innovations occur through adjacent areas, meaning diverse employees, teams, departments and organizations that combine perspectives, resulting in new ways of thinking and operating. Those

innovation

adjacencies are essential to generate innovative ideas. In addition, innovation is far more than products; it includes services, processes, business model innovation and even societal and policy innovations. Most importantly, innovation is built on developing leaders of innovation rather than spending time trying to develop more innovative leaders. Leaders need to be individuals who can draw out the innovative capacities of diverse teams and employees to gain insight and discover innovative solutions. The role of HR in each of these areas is important to drive the creation of organizational methodologies, leadership capacities and cultures that allow innovation to flourish and thereby overcome the gap.

The five areas of focus for HR as a driver of innovation are as follows:

1. HR BUILDS LEADERS OF INNOVATION

The efforts to try to create innovative leaders have failed. People have developed their ways of thinking that are likely to be the methods they will use throughout much of their careers as well as their lives. The idea that through training courses people will alter their cognitive processes and become innovative thinkers is very unlikely. However, what HR can do very effectively is to develop leaders of innovation. Leaders of innovation do not necessarily generate the innovative ideas themselves. Instead, they recognize innovation when they see it and work with the innovative ideas to generate meaningful outcomes for the organization. HR needs

to build leaders of innovation by hiring individuals who are inherently capable of being leaders of innovation, promoting them and developing that capability. They also need to build succession plans to ensure that future leaders are able to be leaders of innovation as well.

2. HR ENSURES DIVERSE TEAMS CAN WORK TOGETHER ON INNOVATION

Innovative insights and discoveries emerge from diverse employees, teams, departments and even diverse organizations that share their perspectives and combine them in constructive ways. These adjacencies require openness to diversity and cross functionality to generate the kinds of innovative insights and discoveries that are required. Typically, organizations that have “silos” are unable to generate innovative outcomes. The isolated parts of the business may work well, but each is an insular group with similar ideas that will likely not generate diverse opinions. The homogeneity will limit their capability to gain insight and discover innovative solutions through the combination of diverse ideas. Organizations that eliminate silos are able to leverage adjacencies to generate innovative outcomes. HR has a fundamental role to maximize diversity, cross-functionality and the elimination of silos. For example, HR should extend the role of its HR business partners (the various HR professionals assigned to partner with department leaders in the organization) to ensure they receive and hand off work to other departments effectively

so that silos are removed. HR must ensure diverse teams can work together on innovation in order to drive innovation throughout the organization.

3. HR NEEDS TO DRIVE A CULTURE OF INNOVATION

Culture is what people do and say when no one is looking. It is a self-sustaining force that makes people work the way they do even without being given policies or procedures that tell them how to operate. Culture develops in groups when they solve challenging collective problems and then teach their assumptions and solutions to future generations of employees as the way that work is done in that organization. A culture of innovation is characterized by six factors, according to *Innovative Intelligence: The Art and Practice of Leading Sustainable Innovation in Your Organization*:

- i. Innovation is required as a business priority
- ii. Executive team models innovative thinking and innovative practices
- iii. Open and honest communications and trusting relationships
- iv. Effective cross-functional teams that service diverse viewpoints
- v. Leaders that engage in risk-taking focused on delivering external customer value
- vi. Balance of innovative thinking with the discipline to implement solutions

HR needs to reinforce the elements in an organization that are consistent with a culture of innovation. HR should also take a laser-beam approach to the few

HR HAS A FUNDAMENTAL ROLE TO MAXIMIZE DIVERSITY, CROSS-FUNCTIONALITY AND THE ELIMINATION OF SILOS.



areas that are inconsistent with the culture of innovation and modify those behaviours and assumptions. By migrating the organization to exemplify the six factors of a culture of innovation, HR becomes a driver of innovation.

4. HR NEEDS TO DRIVE CHANGE MANAGEMENT OF THE NEW INNOVATIVE IDEAS

Innovation needs an implementation track record so that people will believe the work is meaningful and not a waste of time. Implementing new ideas also reinforces a culture of innovation, which will help sustain the focus on innovation. HR should ensure that the leaders follow best practices in change management in order that employees and teams effectively and rapidly adopt innovative solutions that become the new business as usual.

5. HR TARGETS AND REMOVES ORGANIZATIONAL PRACTICES THAT MAKE INNOVATION MORE DIFFICULT

HR needs to drive innovation by developing practices and programs that motivate employees and teams to be more innovative and leaders to become leaders of innovation. HR should also review its current practices and programs to ensure they

are not inadvertently making innovation more difficult. HR should ask questions such as: Are the job descriptions creating rigid job definitions that prohibit employees from working on diverse teams? Do the leadership development and succession processes encourage or inhibit the development of leaders of innovation? Subsequently, HR needs to look at other parts of the organization and champion the removal or modification of various organizational practices that inadvertently make innovation more difficult. For example, if finance has a budgeting process that only allows innovative ideas to be implemented at the beginning of a budget cycle, then that will limit the willingness of employees to generate innovative solutions within the year. If parts of the organization require four or five signatures for approvals to proceed with innovative initiatives, then HR needs to remove those barriers because they slow down the implementation of ideas.

Overall, HR has a fundamental role as a driver of innovation in organizations to help overcome the innovation gap. HR should develop leaders of innovation, create an openness to diverse thought, build a culture of innovation and ensure that innovative ideas are implemented effectively. HR also needs to remove or modify the

organizational practices that are barriers to innovation and that make innovation more difficult. As a driver of innovation, HR becomes a core asset for an organization to overcome its innovation gap. ■

Dr. David S. Weiss, FCTDB, ICD.D is president and CEO of Weiss International Ltd., a firm specializing in innovation, leadership and HR consulting.

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INTERVIEW

HITTING HR'S "SWEET SPOT"

Illustration by Cosmin3000/Photos.com

WITH AN HR HERO:

Louise Taylor Green, CHRP, SHRP, MBA

By Lisa Gordon



Courtesy of Scott Levely

Louise Taylor Green knows about the role HR plays in building high performance workplaces. As Hamilton Health Sciences' executive vice president, Corporate Affairs and Strategy, she oversees a department of close to 4,000 people with an annual budget of \$100 million. Since she joined the organization – which includes seven hospitals, a cancer centre and an urgent care centre – in 2008, Taylor Green has taken on an increasingly diverse portfolio of responsibilities. But, no matter what project she's working on, she remains focused on what she calls HR's "sweet spot" – a trio of functions that includes promoting employee engagement, developing a distinct corporate culture and effectively managing talent.

HR Professional caught up with Taylor Green in early December, and asked her to reflect on her 17-year career in human resources, her current job and the challenges facing HR in the future.

HRP: When did you decide you wanted a career in human resources?

LTG: I didn't actually decide I wanted a career in human resources. I think it chose me. I'd had a wide variety of sales, service, operations and HR roles in different industry sectors. I found I was continuously gravitating toward roles that were people-centric.

HRP: What was your first HR job?

LTG: I was working at Canada 3000 Airlines. We were building our ground services division, and I was asked to help set up the training services group. They sent us to the UK for training, and afterwards we set up all the technical training manuals, the customer service program, the leadership development training and the recognition systems. Then I got to travel all over the globe and implement it. It was a fantastic opportunity!

"I LIKE PEELING BACK THE LAYERS ON A DIFFICULT PROBLEM, AND SEEING HOW TO BRING A TEAM TOGETHER TO SOLVE IT."

— LOUISE TAYLOR GREEN,
CHRP, SHRP, MBA

HRP: Tell me about your job now. What are your main areas of responsibility?

LTG: I work primarily with the executive team and the board of directors to set out the long-term strategic direction of the organization, and I lead the strategy management fulfillment process. I also have corporate affairs responsibilities: HR, organizational development, internal audit, legal services, PR and communications, IT, facility services, customer support services, nutrition and a handful of other areas. It sounds like a lot, but I have an outstanding team of 11 leaders, who really are the functional heads of each of those different service divisions. That team reports to me, and I report to the president and CEO.

HRP: What do you love about your job?

LTG: Three things: purpose, variety and difficulty. I think fundamentally I am very aligned to our organization's mission. I feel very lucky that the work we do is making a difference. With regard to variety, my portfolio is very big and very diverse; the work is so varied. In terms of the last point, I notice that I keep taking on these big transformational or turn-around challenges. "Thinking" work is stimulating – I like peeling back the layers on a difficult problem, and seeing how to bring a team together to solve it.

HRP: What are the challenges you experience in your job?

LTG: Time and resources. Like any other senior executive role, the demands are very high. I am driven to deliver high results, and I put a lot of myself into my work. That means I juggle a lot between home and work. Time always seems to be the thing in the shortest supply. In terms of resources, I've never worked in a no-margin or negative-margin business like health care. We don't have the resources I was accustomed to in the private sector.

IN A NUTSHELL

- **First job:** I was a parking lot attendant at the Toronto International Centre, in the dead of winter. We'd stand in the parking lot with these marshalling wands, directing cars, and we made \$2.80 an hour.
- **Childhood ambition:** It sounds totally hokey, but it was to make other people happy. I knew that if I could make other people laugh or smile, they just felt better.
- **Best boss and why:** Angus J. Kinnear, president and CEO of Canada 3000 Airlines. He really pushed you to achieve things you didn't know you were capable of, and he was an exceptional talent spotter. He gave people opportunities to excel.
- **Current source of inspiration:** On the personal front, it's my family: my husband and my two boys, aged 13 and 7. On the professional side, I am really inspired by our patients, families, staff, physicians and volunteers. The things we accomplish here are absolutely awesome.
- **Best piece of advice I ever got:** It was from a labour lawyer named Bill Phelps, who became a huge mentor to me during my career. I was about to lead a process I'd never led before, and was really doubting my readiness. He said, "You have everything you need within you." That has always stuck with me. When a person has that inner confidence, they can do anything.
- **Favourite music:** My kids' guitar recitals – they both play acoustic guitar and are being classically trained. I always think they sound outstanding – I'm their most enthusiastic fan!
- **Last book you read:** *The Talent Masters: Why Smart Leaders Put People Before Numbers*, by Bill Conaty and Ram Charan. It's a must-read.
- **How do you spend time away from work?** I'm a total foodie. I spend my time cooking and baking, hanging out at my cottage and sometimes even taking cooking lessons.

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

LTG: It's an interesting question. I struggle with the notion that leading during a difficult time is different from any other time. You've always got to know what creates value. You'd better know the business, and find out what is the most important value proposition that can be leveraged by HR, to meet the business outcomes.

HRP: What skills do you think are important for success in an HR career?

LTG: I would say that having a solid HR generalist knowledge is very important. Having said that, it's not enough. We

really need HR people who are very culturally competent in their organizations, with outstanding communication and influencing skills. In HR, we don't often get to be the decision-maker, which means we need to have highly functioning relationships with our internal clients, to accomplish the best results.

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

LTG: The best advice I can give them is to worry less about climbing the ladder. Focus on doing their best possible work, and always aim to exceed expectations. Let the work speak for itself. Look for professional opportunities that will allow you to

build a suite of accomplishments that really demonstrate where you've added value to your organization. You may get more opportunities like that in a small to mid-size organization, because they tend to allow for more generalist roles.

HRP: What's the future of HR?

LTG: As a profession, I think we have to be really clear about where and how we add value to our organizations. HR systems and practitioners need to be really capable at building high performance cultures. Focusing on engagement, culture and talent management will be critical. Those are the areas in an organization that drive innovation, effectiveness, productivity and efficiency. ■

I STRUGGLE WITH THE NOTION THAT LEADING DURING A DIFFICULT TIME IS DIFFERENT FROM ANY OTHER TIME. YOU'VE ALWAYS GOT TO KNOW WHAT CREATES VALUE.

— LOUISE TAYLOR GREEN, CHRP, SHRP, MBA

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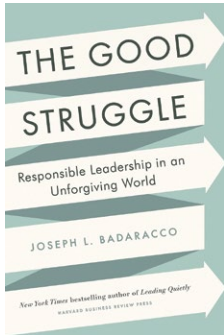
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OFF THE SHELF

By Alyson Nyiri, CHRP



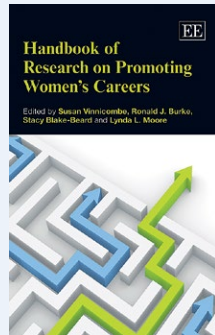
THE GOOD STRUGGLE: RESPONSIBLE LEADERSHIP IN AN UNFORGIVING WORLD

Joseph Badaracco
Harvard Business Review Press, 2013

With constant shifts in the marketplace, leadership can be a struggle. Navigating this precise struggle is critical to leading responsibly and effectively demanding the best efforts of leaders. Exploring the answers to five enduring questions – *Am I really grappling with the fundamentals? Do I know what I am really accountable for? How do I make critical decisions? Do we have the right core values? Why have I chosen this life?* – and anchoring those answers in today’s context, gives leaders new ways to thrive.

Talking Point

Badaracco argues leaders pay a “hefty price for the abundant opportunities for creativity, invention, entrepreneurship and self-determination.”



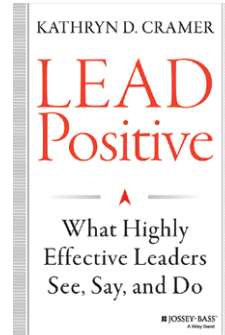
HANDBOOK OF RESEARCH ON PROMOTING WOMEN'S CAREERS

Eds. Susan Vinnicombe, Ronald Burke, Stacy Blake-Beard and Lynda Moore
Edward Elgar, 2013

Much has been written in mainstream literature about women’s careers. This collection offers an academic view on the latest research on the topic, reviewing issues such as gender stereotypes, occupational motivation, structural and interpersonal dynamics, management competencies, coaching and best practices. It is a solid contribution to current or future career development pathways for those looking to attract and retain strong women performers.

Talking Point

Did you know women’s decisions to leave traditionally masculine occupations are the result of poor identity-fit rather than lack of career motivation?



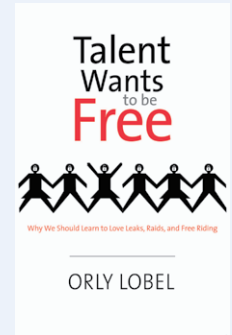
LEAD POSITIVE: WHAT HIGHLY EFFECTIVE LEADERS SEE, SAY, AND DO

Kathryn Cramer
Jossey-Bass, 2014

Positive psychology has strongly influenced the practice of leadership. Creating the Asset-Based Thinking (ABT) advantage, Cramer prompts leaders to focus on what is working and what strengths already exist. While this concept is not new, the strategies and practical advice offered here go a long way to help leaders implement ABT.

Talking Point

Deficit-based thinking has been the primary model in business, psychology, healthcare and leadership. Do things really get better when we focus on what is going wrong?



TALENT WANTS TO BE FREE: WHY WE SHOULD LEARN TO LOVE LEAKS, RAIDS, AND FREE RIDING

Orly Lobel
Yale University Press, 2013

In the drive to hire and keep the best talent, we have created a culture of restriction, the result of which stifles creativity and innovation. Citing the rivalry between Facebook and Google, Lobel argues that current laws to restrict the movement of talent are archaic. By bringing experimental and behavioural insights together with experimental studies, a new model was developed, one that fosters freedom, flow, free riding and collaborative innovation.

Talking Point

Should companies restrict the talent they hire from taking their ideas elsewhere? What is the cost of this protectionist mentality to human capital? ■



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index to advertisers

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■ The Banff Centre	12	■ Mental Health Commission of Canada	Cover 3
■ Board of Canadian Registered Safety Professionals.....	10	■ Predictive Success	Cover 2
■ Commissionaires – Kingston & Region Division	14	■ Queen’s University IRC	2
■ CPA Canada.....	42	■ Robert Half International Office Team	25
■ CPA Source.....	20	■ Ross & McBride LLP.....	47
■ Desjardins Group	12	■ The Personal Insurance Company	7
■ Emond Harnden LLP.....	29	■ The Segal Group.....	21
■ FSEAP.....	37	■ Sherrard Kuzz LLP	32
■ Goodlife Corporate Wellness	Cover 4	■ Shields O’Donnell MacKillop LLP.....	1
■ Garda Background Screening Solutions	30	■ Stitt Feld Handy Group.....	5
■ IPM Institute of Professional Management	5	■ Venngo	19
■ jobWings Careers	51		



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Looking at the Big Picture

HR IS IN THE FRAME

By Jane Sunley

HR is about engaged employees, strategic people planning and becoming the lynchpin of organizational development, having positive impacts on bottom lines and balance sheets. It's also about compliance, employee relations and sifting resumes for optimal recruitment, among many other functions and priorities.

Most HR professionals command respect, positioning themselves to make waves within their organization. However, are you really maximizing your impact?

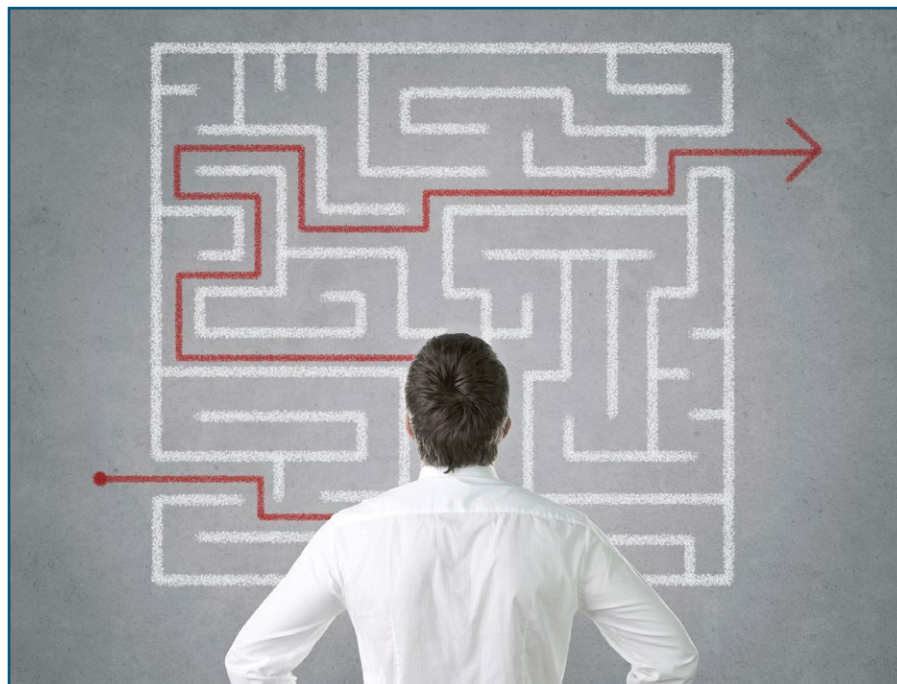
HR, in its 21st century incarnation, is a department that continues to evolve at a pace faster than any other branch of business, yet rather than being viewed as a fresh and exciting business driver, too many HR departments are tarnished with “hangover” negative perceptions. There is an ongoing evolution in HR strategy – HR needs to continue taking visible and high-impact action to prove its strategic worth.

Is HR positioned firmly, on equal footing, within a “holy trinity” alongside the CEO and CFO? Are you the number one trusted advisor on all manner of business decisions to members of the board and, in particular, in the confidence of the CEO? Are you a skilled marketer, selling the employer brand and employee value proposition internally and externally? Have you ensured your organization is positioned as a “go-to” place for top talent?

In order for HR to move forward, there is a real need for HR professionals to move across the business, breaking down silos and building strategic alliances with all other departments to help them understand the business case for investment in talent.

A WELL-ROUNDED VIEW

HR must fully understand the whole business and its priorities so as to fully contribute to board-level conversations. For example, understanding how to make



Photographer: Nastoo / Photos.com

a clear, compelling business case clearly boosts the credibility and impact of the C-suite HR director.

You need to understand your business, which is all around people. But you also need to understand THE business in order to marry up the two and make the right recommendations. It's about seeing the big picture, making things simple, being brave and asking the right questions – leading fellow directors to look at things differently. Proving your worth in an inspiring way means you'll always be taken seriously.

A growing body of research shows that CEOs are becoming more and more involved in talent strategy, leadership development, change management and organizational development, so now is the

time to fully align and help shape their thinking.

As people strategy moves up the corporate agenda, the strategy currently devised by HR departments is becoming a vital business driver. The HR director has the opportunity and the challenge to step into the driving seat of people strategy, or – perhaps more importantly – the HR professional should ensure that he or she is ready to be an excellent navigator. ■

Jane Sunley is CEO of Purple Cubed and author of It's Never OK to Kiss the Interviewer – and other secrets to surviving, thriving and high-fiving at work and Purple Your People – the secrets to inspired, happy, more profitable people.

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