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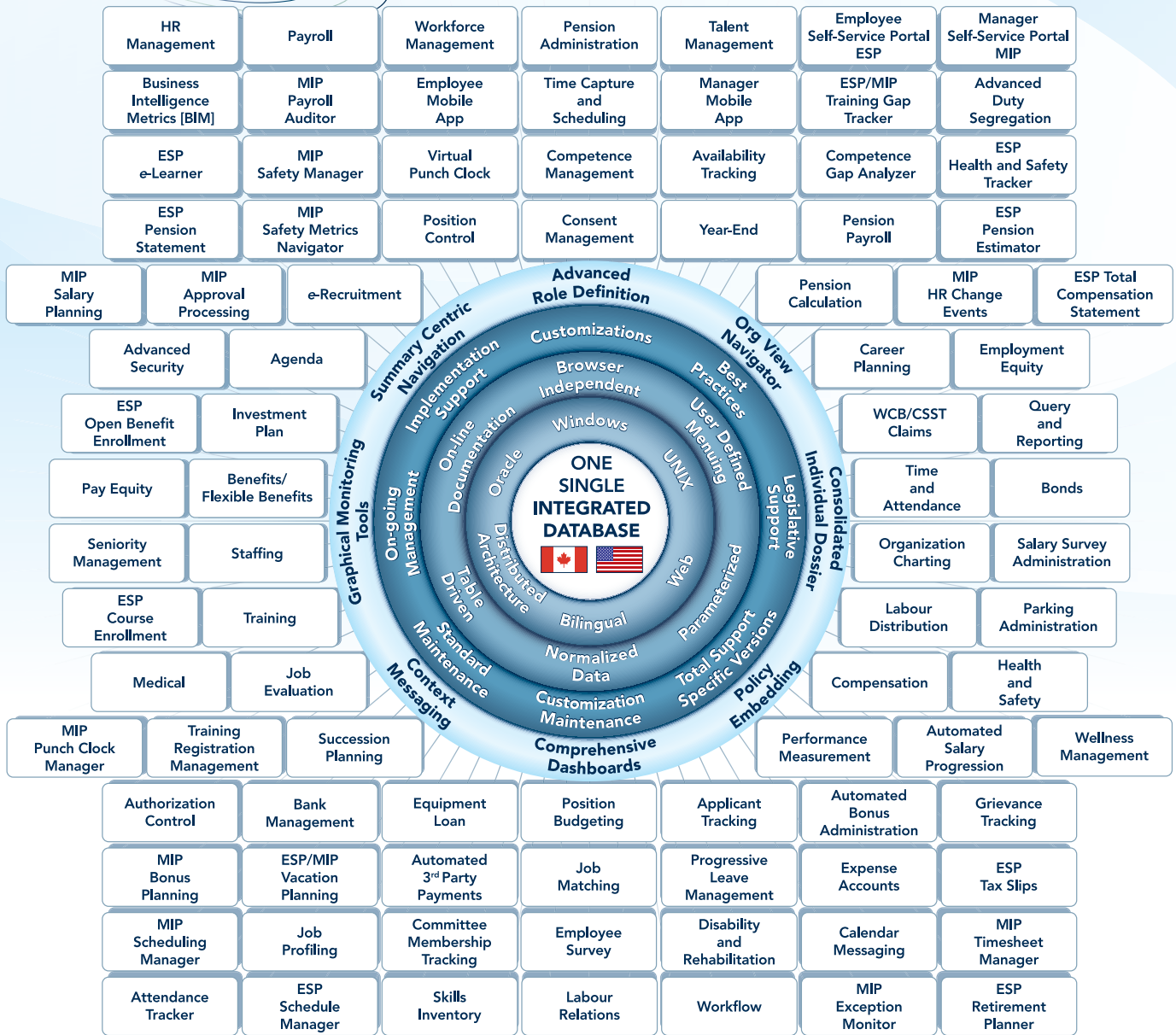
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*This issue of HR Professional examines what it means to be an HR professional through the prism of three pillars of professionalism: education; attitudes, values and behaviours; and regulation. The cover feature explores the evolution of HR as a true profession, with the biggest Canadian advancements happening in Ontario. To read more, turn to page 22.*

# contributors



## MALCOLM MACKILLOP

Malcolm MacKillop is a founding member of Shields O'Donnell MacKillop LLP and has practiced exclusively in employment law for more than 25 years. He represents employers and senior executives in all areas of employment law, including wrongful dismissal, human rights and employee obligations, with particular expertise in fiduciary litigation.

He has authored a number of acclaimed texts in employment law, and has published columns in *The Globe & Mail* and *Toronto Star* newspapers. He has provided on-air commentary to radio broadcasts as well as to CBC and CTV. MacKillop was awarded the Queen Elizabeth medal for philanthropy abroad by the Governor General of Canada. Read the article he co-authored about accommodating mental health disabilities in the workplace, starting on page 17.



## HENDRIK NIEUWLAND

Hendrik Nieuwland is a partner at Shields O'Donnell MacKillop LLP. He is a litigator with significant experience for his year of call, who solves his clients' problems in a practical, efficient and cost-effective manner. Since joining the firm in 2007, he has represented individuals and businesses in a wide range of employment and labour disputes, including wrongful dismissal litigation, employment standards complaints, Canada Labour Code unjust dismissal complaints, human rights applications, union grievances and fiduciary litigation. In addition to his litigation practice, Nieuwland is a frequent writer and speaker on employment and labour law matters. Read the article he co-authored about accommodating mental health disabilities in the workplace, starting on page 17.



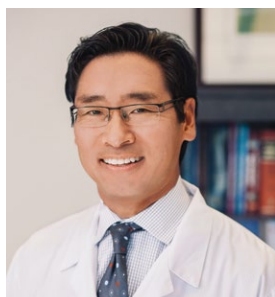
## WILLIAM (BILL) GREENHALGH, B.SC. (HONS), MBA, C. DIR.

Bill Greenhalgh was appointed chief executive officer of the Human Resources Professionals Association (HRPA) in April 2006. His previous positions include president of *The Globe & Mail*; CEO of Thomson's Western Canada Newspaper Group; president of Cinram International; and COO of Shred it International, as well as various line and staff positions in general management, operations, marketing and finance with Nortel Networks. He was born in Derry in Northern Ireland and holds a Master's Degree in business from the London Business School, a Bachelor's degree in mechanical engineering from Southampton University, certificates from the senior executive programs in both manufacturing and marketing from Harvard Business School and is a graduate of both The Aspen Institute Executive Leadership Program and the Directors College at McMaster University. Read his article about the professionalization of the HR profession, starting on page 22.



## WAYNE BERGER

Wayne Berger is the vice president of Regus Canada, a global workplace provider with 80 business centres across Canada and 2,500 worldwide in 106 countries. Berger is an advocate for the benefits of flexible working and the future of work. With over 15 years of experience helping companies improve the way they use their office, he has seen the evolution from traditional office space to the new way of flexible working. Read his article about the need for more proper training as flexible work trends rise, starting on page 49.



## DR. JAMES AW

Dr. James Aw is the chief medical officer at Medcan, an organization that helps individuals, families and organizations achieve health and wellness goals through diagnostic assessments, health improvement programs and year-round care. He is a graduate of the University of Ottawa School of Medicine and a diplomate in occupational health and safety from McMaster University. Dr. Aw is also a member of the National Corporate Medical Associates of Memorial Sloan-Kettering Cancer Center in New York, and he keeps observerships at Johns Hopkins University, School of Medicine in Baltimore. Read his article about why employees need to incorporate more movement into their days, and simple tips to get moving, on page 72.



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letter from the editor

# THE MAIN EVENT

**W**e're already into the February 2016 issue of *HR Professional*, and that means it's time for the HRP Annual Conference & Trade Show! I'm excited for this year's event; I'll be wandering around the trade show and sitting in on some sessions, and I can't wait to get some feedback on the magazine from readers.

The cover feature of this issue comes from Bill Greenhalgh, chief executive officer of the Human Resources Professionals Association (HRPA). He gives an in-depth look at the professionalization of the HR profession and what HRP is doing to move the process forward. He also discusses HRP's competency framework, updated in 2015. That article begins on page 22.

Our other feature article is by Melissa Campeau, and she explores what it means to foster a culture of positive dissent in your organization. Coming from someone who enjoys (probably too much) playing the "devil's advocate" role, I think her article gives a great perspective on using dissonance as a means for innovation, and why that's healthy in our workplaces as long as it's managed properly. You can read her article, starting on page 32.

I hope you enjoy this issue of *HR Professional*, and I hope I get the chance to meet as many readers as possible at #HRPA2016! If I miss you and you have any thoughts and ideas to share about the magazine, my contact information is below, and I look forward to hearing from you.

Happy reading,



Jill Harris  
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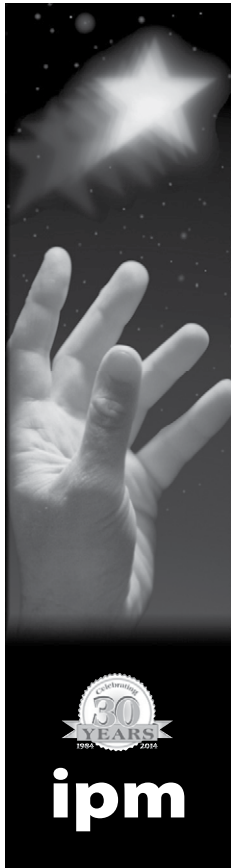
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# CHRL/CHRE Sign-off an Important Step towards HR Professionalization



By Brenda Clark, CHRE

Last fall, HRPA released *A New Deal for Ontario's Changing Workplaces* – a review and recommendations on the Employment Standards Act (ESA) and Labour Relations Act (LRA) that was produced with input from an HRPA-member survey, interviews with HR executives and an examination of what other jurisdictions (including Australia, UK and California) are doing around employment standards.

(For full details, see “New HRPA report urges modernization of Employment Standards Act” in the *Upfront* section of this magazine.)

Aimed at assisting the Ontario government to modernize its workplace legislation, the report makes 29 recommendations to help establish a new deal

for Ontario business and workers, including making temporary workers permanent employees after a prolonged period with the same employer; and expanding definitions of what constitutes a contractor, subcontractor and temporary worker; and clarifying the relationship between the employer, the client and these various types of workers within the Employment Standards Act.

However, a key recommendation that speaks to me as an HR professional is the recommendation to have designated HR professionals (including Certified Human Resources Professionals (CHRP's), Certified Human Resources Leaders (CHRL's) and Certified Human Resources Executives (CHRE's)) review and sign off on regulatory compliance documents to

**THIS IS BACKED UP BY RESEARCH HRPA CONDUCTED IN 2013 AROUND HRPA MEMBERSHIP AND CONVICTION RATES UNDER THE EMPLOYMENT STANDARDS ACT. IT FOUND THAT OUT OF 1,015 CONVICTIONS FOR ESA VIOLATIONS, NONE WERE LINKED TO AN EMPLOYER WITH AN HRPA MEMBER ON STAFF.**



# TIPS FROM DISPUTE RESOLUTION EXPERTS



## HOW DO YOU KNOW WHEN TO INTERRUPT SOMEONE?

We all want to be polite and let people finish their thoughts but we worry that we'll forget our thoughts and, more importantly, we worry that if we don't interrupt, the other person will think we agree with everything they're saying.

As a general rule, it's better not to interrupt. No one likes to be interrupted and the other person may resent and likely won't appreciate the interruption. If you can write down your thoughts instead of interjecting them, you can keep them in mind but still allow the other person to finish.

Sometimes the other person talks for a long time and apparently assumes that you're agreeing (because you're not interrupting). In that case, we recommend you jump in and say something like, "I may not agree with everything you say and I'll address your comments at the end, but in the meantime, please continue and I won't interrupt". That way, you let the person continue and make it clear that you're not necessarily agreeing with everything.

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- Dan Heard, HR, Ministry of Community & Social Services, Bleinheim

*"I liked the wealth of knowledge and confidence of all of the instructors and coaches. It's great to have all the resources available to you at all times throughout the training."*

Mark McGrath, HR, Nalcor Energy, St. John's



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ensure organizations are fulfilling their obligations around employment, labour relations and occupational health and safety standards.

I like this idea for two reasons:

First, from a practical perspective, it means better compliance for organizations – and this is backed up by research HRPAs conducted in 2013 around HRPAs membership and conviction rates under the ESA. It found that out of 1,015 convictions for ESA violations, none were linked to an employer with an HRPAs member on staff.

And second, having designated HR professionals approve and sign off on important workplace compliance documents is yet another mark of professionalism for the HR profession. As this issue's cover story makes clear, human resources has evolved to the point that it is now a true, regulated profession on the same level as accountant or engineers.

And like important engineering documents such as drawings, specifications or reports require final sign-off approval from a professional engineer (P.Eng.), or public accountants signing off on audit statements, it makes sense to have final approval on workplace regulatory compliance documents from a CHRP, CHRL or CHRE.

For the same reasons the Ontario government granted HRPAs regulatory status over its members (access to private employee data, compliance responsibility for employment/OHS regulations and impacts of HR decisions on workers), it is important that designated HR professionals review and sign off on documents that are critical to both organizations and Ontario workers.

Why? Because designated HR professionals – CHRPs, CHRLs and CHREs – have both the education, knowledge and experience to spot irregularities and errors in documents and the professional ethics and spirit of public service to do the right thing on the behalf of all stakeholders. ■

*Brenda Clark, CHRE is a chair of the Human Resources Professionals Association (HRPA).*



# UPFRONT

## PROVIDING EMPLOYEE BENEFITS CONTINUES TO BE A SIGNIFICANT COST FOR EMPLOYERS

Despite cost containment efforts in recent years, employer spending on benefits programs for employees represents a significant cost. A new benchmarking survey conducted by The Conference Board of Canada shows that the average cost of providing benefits for employees is \$8,330 per full-time equivalent.

“With the prevalence of chronic disease and incidence of mental health issues increasing, the costs of benefits have never been higher,” said Nicole Stewart, senior research associate, Leadership and Human Resources Research for The Conference Board of Canada. “Employer-sponsored benefits are valued by employees, but in order to control costs, organizations are going to need to make tough decisions about where to best allocate funds.”

For employers, providing benefits while containing costs is a constant priority. More than half of organizations (52 per cent) reported increases in benefits costs for active employees, averaging 6.2 per cent between 2013 and 2014. To manage these costs, some employers are looking to generic substitutions for prescription medicines or exclude certain drugs from coverage. Others seek to increase the employee share of premiums. However, these solutions only address part of the cost pressures facing employers. Organizations are increasingly turning to programs aimed at

physical and mental health promotion and early assessment and intervention to help reduce the cost of claims.

Other trends revealed in the 2015 survey include:

- More than 90 per cent of employers provide full-time employees vision care coverage; private or semi-private hospital accommodation; out-of-country medical coverage; paramedical services like massage therapy, chiropractic coverage and physiotherapy; major restorative dental services; accidental death and dismemberment; and long-term disability.
- The survey also found that nearly all organizations provide benefits for permanent part-time employees who work a minimum number of hours per week (on average 20 hours or more).
- Most organizations don't have a set annual maximum for prescription drug coverage, but on average, reimbursement is limited to 89 per cent of the claim. Annual maximums are typically in place for dental work.

## CANADIAN WOMEN STILL HELD BACK AS LEADERS IN THE WORKPLACE

Randstad Canada's fourth annual Women Shaping Business study – conducted in partnership with Ipsos Reid – has found that despite efforts to achieve equality in the workplace, nearly three-quarters (71

per cent) of working Canadian women are in roles below the management level, and cite the number one barrier to leadership at work is an employer's fear of absence due to family obligations. The study also discovered that only five per cent of working Canadian women are employed in science, technology, engineering or math (STEM) fields, presenting a major inequality in these key areas for Canada's future workforce and economy.

“Change is hard, but it's critical for businesses that want to grow and flourish,” said Faith Tull, senior vice president of human resources at Randstad Canada. “Our research shows that organizations that promote and support women perform better in an array of areas, including financially, but we're still seeing a large gap between men and women in leadership positions, particularly in those important STEM fields.”

Other concerning findings from the 2015 Women Shaping Business study include:

- More than three-quarters of working Canadian women believe there is a divide compared to men in the workplace when it comes to salaries, influence in making important decisions, promotions and getting the best jobs, tasks or projects.
- Forty-two per cent of working Canadian women believe they don't obtain leadership positions because their employer fears a possible maternity leave.
- Twenty-seven per cent of working Canadian women who are not in a

Continued on page 13



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STEM field might have pursued a career in these areas if they had had the right support or guidance.

“In order to remain competitive, to attract top talent and promote gender diversity in more senior roles, Canadian employers need to enhance their offerings to alleviate workplace stress related to family obligations,” said Tull. “Making leadership opportunities accessible and attractive for women starts with nurturing a work culture of flexibility, openness and empowerment.”

**competitors.** Firms face threats not just from traditional competitors, but also increasingly from organizations disrupting the marketplace with new business models. Organizations need leaders who can anticipate changes in the competitive landscape and inspire innovation to stay on top.

4. **Remaining compliant with evolving mandates.** Regulatory pressures continue to mount for many industries and companies. Executives today need

to be experts on the mandates affecting their business and understand how compliance is more than meeting a set of requirements and can instead help the firm prosper.

5. **Keeping up with technology.** As history has repeatedly shown, technology can change everything at a moment’s notice. The onus is on business leaders to monitor the technology trends affecting their organizations and positions and adapt accordingly.

Continued on page 15

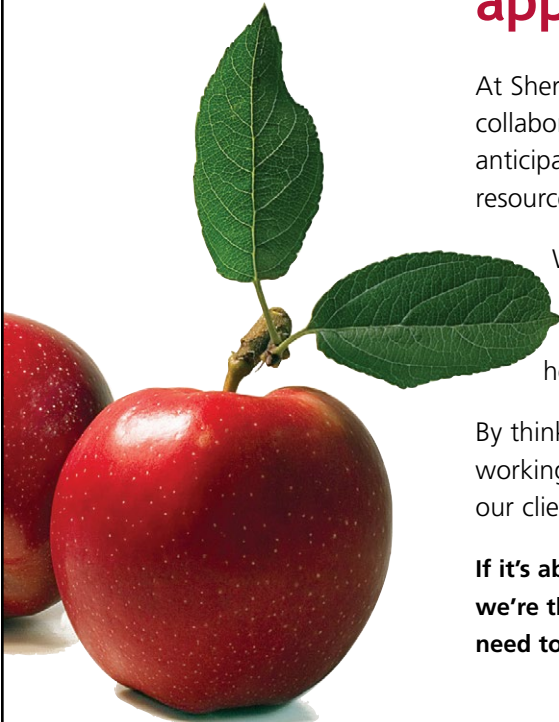
## EXECUTIVES SAY IT’S MORE CHALLENGING TO BE A LEADER TODAY

Leading a business is only getting harder, recent research found. In a Robert Half Management Resources survey, 87 per cent of chief financial officers (CFOs) said it is more challenging to be a company leader today than it was five years ago.

“Facing an ever-evolving corporate landscape, executives have to deal with the pressures of emerging trends that require them to continually reassess everything from technology and staffing challenges, to regulatory demands and compliance requirements,” said David King, Canadian president of Robert Half Management Resources.

Robert Half Management Resources details five challenges facing leaders today and the attributes needed to address them:

1. **Taking a “big picture” view.** Executives are no longer tasked with just overseeing their department. They must draw on their strong business acumen to understand how their unit’s decisions and performance affect the broader organization.
2. **Overcoming staffing challenges.** Building a skilled team in the face of candidate shortages and retention concerns requires special talents. Business leaders today are tasked with fostering relationships with recruiting sources and developing an effective staffing management strategy, blending full-time personnel with specialized professionals who can be brought in on demand.
3. **Maintaining an edge over diverse**



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## ONE IN THREE EMPLOYERS SAY MORE STAFF ARE GOING INTO WORK SICK

Nearly a third of employers have reported an increase in people coming to work while sick, according to the annual Chartered Institute of Personnel and Development (CIPD)/Simplyhealth absence management survey.

The survey of nearly 600 employers finds that 31 per cent of employers have seen an increase in “presenteeism” in the last 12 months. It also shows that presenteeism is more likely to have increased where there is a culture in which working long hours is seen to be the norm, and where operational demands take precedence over employee wellbeing.

“This is the fifth year in a row in which 30 per cent or more of employers have reported an increase in employees coming to work when they are ill,” said Ben Willmott, head of public policy at the CIPD. “It’s a real concern that the problem of presenteeism is persisting. The message to businesses is clear: if you want your workforce to work well, you have to take steps to keep them well and this means putting employee health above operational demands.”

The CIPD believes that more organizations should be developing employee wellbeing strategies in order to promote good health and combat presenteeism in the workplace. There should be a clear focus on values and organizational culture, quality of leadership and management, as well as early access to good quality occupational health and rehabilitation support. A key emphasis should be on training line managers to equip them with the skills they need to manage people in a way that gets the best out of them, while supporting their wellbeing.

## NEW HRP REPORT URGES MODERNIZATION OF EMPLOYMENT STANDARDS ACT

To make Ontario a more competitive business environment and provide better protection for precarious workers, the Human Resources Professionals Association (HRPA) is urging the Ontario

government to make updates to both the Employment Standards Act (ESA) and the Labour Relations Act (LRA) – foundational pieces of legislation that underpin Ontario workplaces and the provincial economy.

Key recommendations include:

- Having designated senior HR professionals (including Certified Human Resources Executives (CHREs) and Certified Human Resources Leaders (CHRLs)) sign off on compliance documents to ensure organizations are fulfilling their obligations around employment, labour relations and occupational health and safety standards
- Protecting vulnerable workers by treating temporary workers as permanent employees after a prolonged period with the same employer
- Expanding definitions of what constitutes a contractor, subcontractor and temporary worker, and clarifying the relationship between the employer, the client and these various types of workers within the ESA

To read the full report, please visit [HRPA.ca/NewDeal](http://HRPA.ca/NewDeal).

The 29 recommendations flow from *A New Deal for Ontario’s Changing Workplaces: A Review and Recommendations* by the HRP on the ESA and LRA – a report produced with research from a

HRPA-member survey, interviews with HR executives from different industries and sectors, as well as an investigation into what other jurisdictions are doing with their own employment standards.

The report focuses on five main areas of reform, including creating a competitive business environment and more flexible and supportive working environment, protecting vulnerable workers, better compliance and thoughtful labour reform.

“Ontario is at a critical turning point and both the ESA and the LRA need comprehensive updates to keep pace with a rapidly changing business environment and fast-evolving workplace realities,” said HRP CEO, Bill Greenhalgh. “Unless these laws are modernized, Ontario risks experiencing a hollowing out of industries and a loss of current and potential highly trained workers to other jurisdictions. By updating the ESA and LRA, Ontario will become a more competitive and profitable jurisdiction for businesses to operate in, and workers will be happier and healthier by achieving a better work-life balance.” ■

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# Accommodating Mental Health Disabilities in the Workplace

EFFECTIVE MANAGEMENT MIGHT BE REQUIRED FOR A MENTALLY ILL EMPLOYEE TO REACH THEIR FULL POTENTIAL

By Malcolm MacKillop and Hendrik Nieuwland

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**M**ental health is an ever-increasing problem in the Canadian workforce. With the protections provided to employees, through both privacy and human rights legislation, many employers are reluctant

to inquire into the personal circumstances of an employee, as they are unsure of their legal right to do so. Thus, many employers are oblivious to organizational challenges caused, in some part, by an employee's state of mind. In cases of

mental health, however, employers may have a legal duty to make inquiries.

The term "mental illness" encompasses a wide range of conditions that can affect an individual's overall mood, thinking and behaviour. Two of the most common



## EVEN THOUGH ACCOMMODATING AN EMPLOYEE WHO SUFFERS FROM ANXIETY, DEPRESSION OR OTHER MENTAL ILLNESS MAY BE A CHALLENGE, IT IS A LEGAL REQUIREMENT.

forms of mental illness are depression and anxiety disorders.

According to 2012 figures from Statistics Canada, 4.7 per cent of Canadians aged 15 and older stated they had experienced a major depressive episode in their lives and 2.6 per cent of Canadians aged 15 and older reported symptoms consistent with an anxiety disorder. In addition, 17 per cent of Canadians aged 15 and older believed they had a need for mental health care in the past year of their lives.

Mental illness is often perceived to be qualitatively different from physical illnesses, such as heart disease or cancer. Those who suffer from mental illness are sometimes viewed as unproductive, non-contributing members of society. As a result, many of those who suffer from mental illness do not believe it's in their best interest to discuss mental health with their employer.

However, employees with mental illness can make positive contributions to a workplace. Whether an employer is aware or not, they likely employ an individual who suffers from mental illness, based on the statistics above. While those suffering from mental illness may have daily struggles, this does not negate their positive contribution to a workplace.

However, daily struggles can and often do present themselves within a work environment. Employees suffering with mental illness can oftentimes exhibit behaviour costly to an employer, such as absenteeism, low morale and strained workplace relationships. These types of behaviour may affect an employee's – and ultimately, an employer's – overall productivity. In fact, according to a December 2011 report titled "The Life and Economic Impact of Major Mental Illnesses in Canada" by the

Mental Health Commission of Canada, the economic impact of mental illness on Canadian workplaces was estimated at \$6.3 billion annually.

In order for a mentally ill employee to reach their full potential, effective management may be required. There are myriad ways that an employer can offer assistance to a mentally ill employee, says the Ontario Human Rights Commission. Depending on one's needs, effective management may include modified job duties; encouraging the use of an employee assistance plan (EAP); providing alternative supervision arrangements; providing alternative ways to communicate with the employee; providing job coaching; allowing a flexible work schedule; allowing for more training or training that is delivered in a different way; and allowing short-term and long-term disability leave.

Continued on page 20



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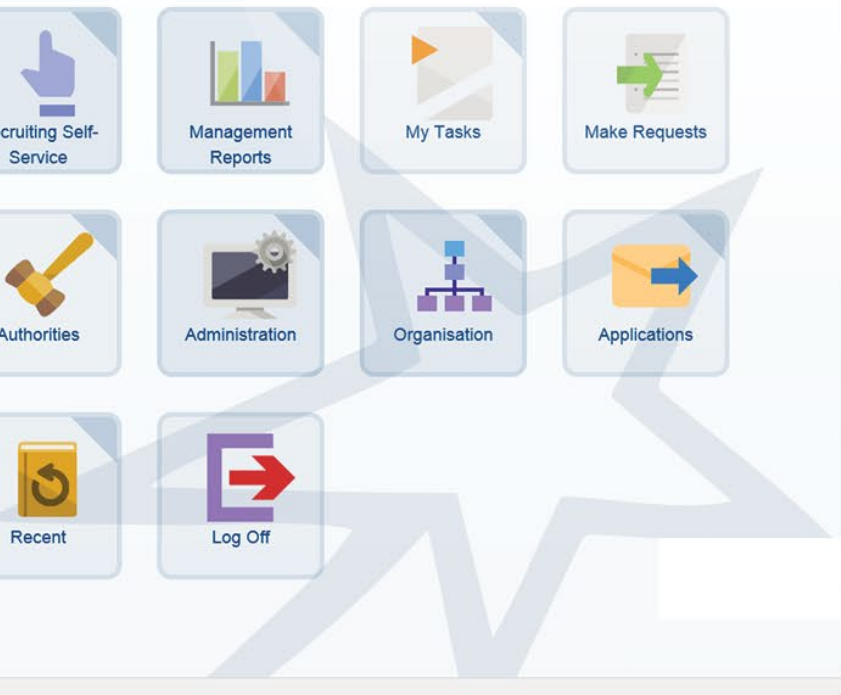
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There are many ways to accommodate an employee with a mental illness and employers need to work closely with employees to determine the appropriate approach. Although the number of solutions vary, relationship building is vital in every case. Employers would be wise to limit the number of managers or human resources professionals an employee engages with. The use of fewer points of contact should foster the building of long-lasting relationships. In addition, employers should be aware that employee

medical information is highly sensitive. Employers should treat such information as confidential and ensure that it is shared only with those the employee has agreed may have access to the information.

Pursuant to the Ontario Human Rights Code, employers have a duty to accommodate employees to the point of undue hardship. Undue hardship can include substantial costs to the employer, such that the costs would alter the essential nature of the enterprise, or substantially affect its viability. In addition, health and safety

considerations can factor into undue hardship, where the accommodation is likely to cause significant risks to others impacted by the accommodation measures. Factors such as business inconvenience and employee morale are not valid considerations in assessing undue hardship. Where accommodation causes undue hardship, the employer is required to find the next-best solution.

However, in considering undue hardship, there is by no means a limitless right to accommodation. Circumstances can arise where it may not be possible to accommodate mental health restrictions. A situation where the duty to accommodate may be limited arises where the employee refuses to participate in the accommodation process. Employers should keep in mind that mental illness can affect an individual's decision-making. Even if an employee initially refuses accommodation, employers should still attempt to work through the process, as appropriate. Having said that, there will be a limit on the extent to which an employer can accommodate an employee who refuses to participate.

If managed properly, employees suffering from mental illness can be a valuable part of a team. Even though accommodating an employee who suffers from anxiety, depression or other mental illness may be a challenge, it is a legal requirement. Most likely, an employer will need to approach the situation with a softer touch rather than an aggressive management style.

Though the duty to accommodate is a legal requirement under the Code, accommodating employees with mental illness may have additional benefits as well. For example, appropriate accommodation may lead to increased productivity, reduced costs in some cases and increases in employee satisfaction. Accordingly, with appropriate accommodations and effective management, employees with mental health disabilities can more effectively contribute to the workplace. ■

*Malcolm MacKillop and Hendrik Nieuwland practice employment law with the firm Shields O'Donnell MacKillop LLP of Toronto.*

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# The *Professionalization* of HR



As a true profession, HR adds tremendous value to organizations by aligning people strategies with business objectives. Forward-thinking HR associations are taking steps to formally “professionalize” human resources through a common body of knowledge, education and regulation. The CEO of the Human Resources Professionals Association (HRPA), Bill Greenhalgh, examines what “professionalization” means to the HR profession and HRPA members, and the steps being taken to place HR on the same professional tier as accountants and engineers.

## TODAY'S BUSINESS DEMANDS AND INCREASED WORKPLACE REGULATORY REQUIREMENTS CONVERGE TO CREATE THE NEED FOR A MORE "PROFESSIONAL" HUMAN RESOURCES PROFESSION

By Bill Greenhalgh

It has been several decades since the "personnel manager" has evolved into the present-day "HR professional" when referring to someone who practices human resources management. But what does this title mean?

Do we mean that (1) this individual belongs to a profession, or (2) this individual earns his or her livelihood practicing HR management?

Let's consider two well-known (non-HR) professionals for guidance: Usain Bolt, Olympic gold medalist and 100-metre sprint world record holder; and Brian Greenspan, arguably Canada's best known criminal lawyer.

Both are "professionals," but the meaning changes upon close inspection. Bolt is recognized as a huge talent in his field and is universally acknowledged as a professional athlete not just because he is paid for his efforts but because he is an exceptionally good sprinter.

Greenspan is a brilliant lawyer, and like Bolt, because he is outstanding in his area of expertise, the public acknowledges his professional status. However, he is also recognized as a professional because he is licensed to practice law in Ontario by the Law Society of Upper Canada and so is a member of the legal "profession."

### BEING PROFESSIONAL VS BEING A PROFESSIONAL

In the first instance, Bolt is considered a professional because he has crossed over from being a talented amateur to someone who has sufficient talent and commitment to earn

a living at sprinting. The same is true of professional musicians, golfers or artists.

A member of the "professions" (as in medicine, law or engineering), on the other hand, is considered a professional because they have made a public commitment to a high standard of performance, integrity and public service and they are held to this by the regulatory body that licenses them to practice their profession. In this instance, protection of the public is of greater importance than financial gain.

In parts of the world where HR has made the greatest strides (such as the UK, Australia, the U.S. and Canada), HR is developing into a true profession (as in law or medicine) that requires protection of the public. Ontario has seen the biggest advance, with the passage of the *Registered Human Resources Professionals Act, 2013*, which confers regulatory powers on the Human Resources Professionals Association (HRPA) to oversee the Ontario HR profession in the public interest. The legislation means HRPA-member CHRPs/CHRLs/CHREs are now placed in the same category as doctors, lawyers, engineers and accountants.

However, a complicating factor is that "human resources professional" is not a protected title – anyone can call themselves an HR professional (just as anyone can call themselves an engineer or an accountant). This means some individuals who call themselves HR professionals are members of a profession and some are not. The public may not always be clear about the difference; the key is to differentiate those who call

# cover feature

themselves HR professionals and those who are members of the HR profession.

## PROFESSIONALIZATION OF HR

We can examine what it means to be an HR professional and a member of the HR profession through the prism of three pillars of professionalism: education; attitudes, values and behaviours; and regulation.

### Education and training

Being a professional involves the application of a conceptual or theoretical body of knowledge and requires extensive training and education to acquire. Most professions involve degree-level education offered through the formal educational system, which focuses on the theory necessary to qualify for the profession's credentials.

After an individual has mastered the theory, they learn how to apply it through a period of on-the-job experience (articling, internships and supervised practice)

that transforms academic knowledge into professional competence.

Upon completion of the supervised work experience period, they typically write a final exam of one kind or another, and if successful, become licensed to practice their profession – although sometimes the exam is written before completion of the supervised work experience component.

The entire process is regulated by a professional body overseeing standards of entry to the profession.

A good example would be the route taken to become a lawyer. After someone completes a bachelor's degree, they apply to law school (that's been accredited by the provincial law society) after having passed the law school admission test (LSAT). After learning legal theory during three years of law school, would-be lawyers complete an articling period alongside a licensed lawyer who guides them on how to apply theory to law practice and how to act, behave and conduct themselves as

lawyers. After completing their articles, they must pass a provincial bar exam to be duly licensed to practice.

Similarly, HRPA is evolving a process to mold HR students into HR professionals. For its Certified Human Resources Leader (CHRL) designation – its professional-level designation – members complete a course of theoretical study (its post-secondary academic program), followed by a knowledge exam, a three-year supervised HR experience period, a jurisprudence exam and, finally, a case-based final exam to ensure all candidates are ready for independent professional practice. Starting Oct. 1, 2016, there will also be a requirement to complete a two-day professional program that looks at business ethics and the values and behaviours expected of HR professionals.

### Attitudes, value and behaviours

When the topic of professionalism comes up in HR circles, there are two common responses. The first goes something like,

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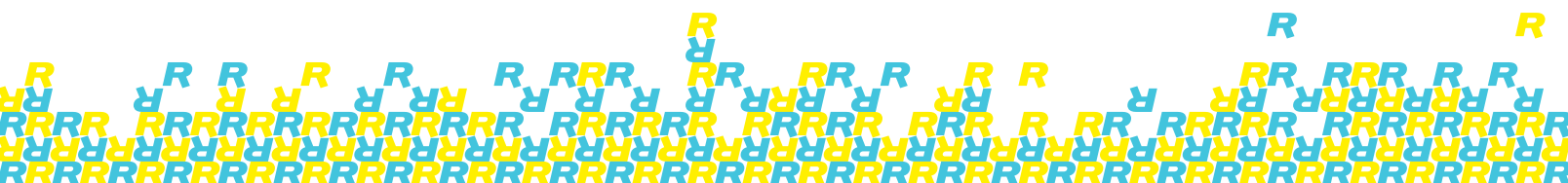
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"I always behave in a professional manner, and my colleagues think of me as such." The other response is, "I am always professional in what I do, but there are others in our profession who give the rest of us a bad reputation."

But what does "professionalism" mean in the HR context?

Borrowing a definition of professionalism created by the Chief Justice of Ontario's Advisory Committee on Professionalism (which was developed to help define professionalism for lawyers), let's examine HR professionalism through several "building blocks":

**Scholarship:** This what HR professionals refer to as "competence." What distinguishes professionals, however, is a sense of obligation to maintain competence in their field linked to an independent process to determine what that requires.

**Integrity:** This is a cornerstone of professionalism and goes beyond the obligation to observe ethical standards established by the regulator. HR professionals must be counted on to act according to their espoused values despite opportunities to do otherwise.

**Honour:** This refers to the sense of "higher purpose" or serving some broader societal good beyond the immediate interests of clients and employers that distinguishes professionals. The real test of professionalism comes about when the professional must "safeguard the higher societal value" when the interest of the employer conflicts with the broader public good.

**Leadership:** Here, leadership means taking a proactive role on matters relating to the profession and its impact on society. This may include speaking out to address a systemic injustice.

**Independence:** Professional autonomy is a challenging area for HR professionals. The phenomenon of "client capture" has been documented in regards to lawyers. Client capture refers to the situation where a professional begins to identify more with their employer and less with the profession to the extent that the professional begins to lose their independence and their professional judgment becomes clouded.

**Civility and collegiality:** This is an interesting element for HR since some HR professionals will be members of a professional regulatory body while others will

not be. And yet, HR professionals (whether members of the regulatory body or not) cannot stand apart from the profession – individual HR professionals cannot divorce themselves from the rest of the profession. Whenever an HR professional behaves in a way that falls below the expected level of professionalism, it reflects poorly on all HR professionals.

**Service to the public good:** This refers to the balance between the duty to serve the client and the obligation to serve the public good. Business ethics and professional

ethics are not the same and this dichotomy presents challenges to professionals who are guided by a commitment to serve the public good, but are embedded within an organization that may only be interested in maximizing profits.

**Balanced commercialism:** Income and status cannot become the primary goals of professional life – the primary goal of professional life should be service to others.

The process of professionalization includes the evolution of the attitude and approach to an occupation that members



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## THE PROCESS OF PROFESSIONALIZATION INCLUDES THE EVOLUTION OF THE ATTITUDE AND APPROACH TO AN OCCUPATION THAT MEMBERS OF THAT PROFESSION HAVE TOWARDS THEIR PROFESSION.

of that profession have towards their profession. Professionalism is one strand in the process of professionalization.

### Professional regulation

Governments regulate commercial activity to ensure the public interest is served – including transactions between professionals and consumers. Professional regulation can be thought of as a form of consumer protection.

The most common approach to the regulation of professions in Canada is self-regulation, where an occupational group enters into an agreement with government to formally regulate the activities of its members in the public interest.

Professional self-regulation enables government to have some control over the practice of a profession without direct regulation, but it's an exceptional privilege. Governments trust professionals to put aside their self-interest in favour of promoting and protecting the public interest.

This follows from the ethos of professionalism – including a commitment to an ideology of service. This ideology of service is an integral aspect of self-regulation.

Like the Law Society of Upper Canada or the Ontario College of Teachers, which regulate the conduct of lawyers and teachers in Ontario, HRPAs regulate its members.

As a regulator, HRPAs' mandate is to protect the public by ensuring member HR professionals are competent and act in an ethical manner; and it was granted self-regulatory powers by the Ontario legislature through the *Registered Human Resources Professionals Act, 2013*.

The government felt it was necessary for the HR profession to be regulated for several reasons: HR professionals are privy to huge amounts of private data about employees (including health and financial information); they are responsible for compliance with labour and health and safety regulations; and, generally, HR

decisions may have a dramatic impact on the lives of Ontario workers. Ultimately, the time had come for HR professionals to be formally regulated to protect the public interest.

HRPA regulates member HR professionals in a number of ways:

**Rules of professional conduct:** HRPAs members agree to abide by rules that commit them to professional competence, legal requirements, dignity in the workplace, confidentiality, conflict of interest and professional growth and support of other professionals.

**Public register:** HRPAs maintain an official public register of all HRPAs members including membership status, certification status, business contact information and discipline history.

**Competency framework and professional HR designations (CHRP/CHRL/CHRE):** HRPAs' competency-based HR certification framework tests a defined body of knowledge, and the ability to apply that knowledge, at three levels of HR practice: entry-level (CHRP), professional-level (CHRL) and executive-level (CHRE).

**Continuing professional development (CPD):** HRPAs members commit to ongoing CPD to maintain their HR knowledge and abilities. HRPAs provides the guidance and professional development that members need to stay current and advance in their careers.

**Complaints, investigations and discipline process:** HRPAs regulates and governs the professional conduct of HRPAs members through the articulation and enforcement of a code of ethics, rules of professional conduct and standards of practice. HRPAs will investigate complaints against members and can apply discipline if there is a finding of wrongdoing or incompetence after a fair and transparent investigation.

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## HRPA AND THE ONGOING PROFESSIONALIZATION OF HUMAN RESOURCES

While HRPAs had many of the trappings of a professional regulator since the passage of the *Human Resources Professionals Association of Ontario Act, 1990* (such as a professional designation, a code of ethics, continuing professional development requirements, etc.), the HR profession had never really progressed beyond the level of “semi-profession” (i.e., technicians and technologists) in both the mind of the public and against the regulatory standards of Tier 1 professions.

That has all changed over the past six years. During that time, HRPAs has “upped its game” to match the standards necessary to be acknowledged as a Tier 1 profession, including the aforementioned rules of professional conduct and public register.

The process accelerated with the passage of the *Registered Human Resources Professionals Act, 2013* – a public act which gave HRPAs official sanction as the regulator of the HR profession in Ontario and places HRPAs-member HR professionals on the same regulatory tier as lawyers and engineers. Since that time, HRPAs has introduced a modernized HR competency framework that has, at its core, an updated body of knowledge and three new designations that test both that knowledge and the ability to apply it at three levels of human resources practice: entry, professional and executive.

This body of knowledge (ensuring it is the same globally), plus the validation of capability through certification, fair complaints and discipline processes and the obligation to protect the public, are the defining characteristics of professionalism. Accounting and engineering are the same no matter where they are practiced around the world and are founded on a global knowledge base – and the same should apply for human resources.

All these regulatory pieces are in place to elevate the HR profession and HR professionals as a true profession in Ontario.

With our competency framework and similar ongoing activities in other major HR associations, we are moving towards a global HR knowledge base. What we now need to do is change the mindset and convince the public, other business functions



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**ACCOUNTING AND ENGINEERING ARE THE SAME NO MATTER WHERE THEY ARE PRACTICED AROUND THE WORLD AND ARE FOUNDED ON A GLOBAL KNOWLEDGE BASE – AND THE SAME SHOULD APPLY FOR HUMAN RESOURCES.**

and many HR professionals that HR is a true profession.

This is likely the hardest hill to climb – especially in a business world where many cling to the dubious idea that “anyone can do HR” and HR executive spots can be handed to executives from outside the profession. And it’s going to take the combined efforts of HRPAs and other forward-thinking HR associations, as well as HR professionals themselves, to sway attitudes in our favour.

However, we have something strong to work with. Today’s business challenges

require HR strategy and execution and really demand the skills and knowledge of HR professionals to deal with them effectively. The professional work of a CHRP, CHRL or a CHRE is ultimately the best marketing tool we have to bring attitudes about our profession in line with our new capability. ■

*Bill Greenhalgh is chief executive officer of the Human Resources Professionals Association (HRPA).*



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# POSITIVE DISSENT

LOOKING TO BOOST INNOVATION AND COLLABORATION?  
ENCOURAGE YOUR EMPLOYEES TO DISAGREE MORE OFTEN.

By Melissa Campeau

In August 2014, electric carmaker Tesla recruited 30 hackers, full time. Why? They wanted subject-matter experts to poke holes in their network security, so they could repair and improve an already industry-leading product.

Along the same lines, medical researcher Alice Stewart – who made the link in the 1950s between the then-routine practice of X-raying pregnant women and childhood cancers – regularly worked in tandem with a statistician named George Neil. Neil's sole job was to attempt to *disprove* Stewart's theories. When he couldn't, she knew she was on to something.

This practice of actively seeking and considering opposing points of view is not only an important tool for decision-making, it's critical for innovation. In

practical terms, if an organization is trying to disrupt the market with its goods or services, that innovative offering can only evolve out of a culture that's enthusiastic about new points of view, invites a little conflict and welcomes against-the-grain ideas.

## WHAT'S POSITIVE ABOUT DISSENT?

In organizational culture, you might call this positive dissent. It's something executive coach and HR consultant Bonnie Flatt characterizes as “the ability to disagree in a positive way while maintaining connection, trust and respect for others' points of view.”

It's not about inviting chaos among the ranks. A smooth-running business will,

of course, require some amount of order. But that shouldn't come at the expense of employees' curiosity and willingness to speak up when they want to or need to.

There's a diverse collection of opinions on offer in nearly every organization, whether it's related to cultural background, life experience, age or gender. An organization that doesn't tap into that – by seeking and encouraging points of view that might be at odds with leadership or the status quo – is missing out.

“Positive dissent falls under the simple premise that two heads are better than one, four better than two and so on,” said Anthony Papa, senior vice president global human resources at Federal-Mogul Motorparts.



**EMPLOYEES, AFTER ALL, PAY  
MUCH MORE ATTENTION TO  
CULTURE THAN TO POLICY.**

Ideas from different sources are like extra pieces of a puzzle. A greater number of them can help create a clearer big picture.

“A leader presented with more diverse and even dissenting perspectives can make a more informed decision. If you don’t know what you don’t know, you may miss something,” said Flatt. Contrarian ideas might just help a leader locate a blind spot, or two.

For employees, there’s a direct link between the freedom and safety to express dissenting ideas and their connectedness to work and the organization.

“When employees are able to speak openly and share differing opinions, it contributes to their sense of purpose and the contributions they feel they can offer the organization,” said Papa. “Positive dissent is analogous to empowerment and engagement.”

### **ROOM FOR GROWTH**

Plenty of organizations may believe they encourage positive dissent. The numbers, however, paint a different picture.

*Continued on page 35*



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In her 2012 TedTalk, “Dare to Disagree,” business leader Margaret Heffernan points out that within American corporations, 85 per cent of executives acknowledge that they’ve refrained from raising issues or concerns at work because they didn’t want to cause conflict.

In the best-selling business management book *Tribal Leadership*, authors Dave Logan, John King and Halee Fischer-Wright share research indicating 49 per cent of North American workplaces are operating from a stage in development that doesn’t support a diversity of opinions.

“In this stage, knowledge is hoarded – it’s power,” said Flatt. “The language is, ‘I’m great and you’re not.’” With this mindset, people aren’t open to receiving new or contradictory ideas and don’t feel safe engaging in productive disagreements. It’s a structure that discourages true collaboration.

When the ability to voice differing opinions is missing within an organization, it’s a recipe for stagnation, or worse.

“If positive dissent is absent, I really cannot see organizations being very healthy,” said Papa. Most organizational models for

**“WHEN EMPLOYEES ARE ABLE TO SPEAK OPENLY AND SHARE DIFFERING OPINIONS, IT CONTRIBUTES TO THEIR SENSE OF PURPOSE AND THE CONTRIBUTIONS THEY FEEL THEY CAN OFFER THE ORGANIZATION. POSITIVE DISSENT IS ANALOGOUS TO EMPOWERMENT AND ENGAGEMENT.”**

– ANTHONY PAPA, SENIOR VICE PRESIDENT GLOBAL HUMAN RESOURCES, FEDERAL-MOGUL MOTORPARTS

success advocate hiring top talent to drive the organization. “This top talent wants to be recognized, have input into decision-making and long-term strategic planning. However, an absence of positive two-way,

open communication and a culture that doesn’t encourage employees to challenge one another will result in top talent, or your ‘A-players,’ leaving and more mediocre talent, or your ‘B-players,’ staying.”

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# feature

The next level in cultural progression, as *Tribal Leadership* describes it, shifts the thinking from “I’m great” to “we’re great.” For the 22 per cent of North American workplaces operating from this level, there’s a much more significant likelihood of active listening and healthy conflict.

“This level calls for the company to know what its purpose is, so they’re not just here to make x amount of money or sell this many widgets,” said Flatt.

Tech giant Google, for example, tells its employees the company’s reason for being is to provide information 24 hours a day, seven days a week. That statement offers a shared sense of purpose that can give direction and meaning to healthy disagreements, and help steer resolutions.

“When people are operating from that collective ‘we’ place, you actually have dialogue. It’s not conflict for the sake of it, but for the sake of improving,” said Flatt.

## COMMON ROADBLOCKS

Despite all the upsides, creating a culture of positive dissent is unlikely to be free of any, well, conflict.

Asking some leaders to invite more dissent among the team might seem to them like handing over the steering wheel. And collecting opposing ideas might seem, on the surface, like a sure-fire way to slow productivity.

What’s more, many of us are trained to find, exclusively, the data that supports our particular view. It’s how most essays are written during academic years, how you gain support and funding for new projects in the working world. It’s effective – but only up to a point.

To expand your own point of view by incorporating others’ ideas requires checking your ego and your agenda at the door.

“It means accepting that you have just one point of view, releasing the need to be the expert and taking on a beginner mindset,” said Flatt. “That takes courage and it takes vulnerability.”

For leaders who fear occasional conflict will erode team dynamics, the opposite is much more likely to be true. Heffernan points to research showing a direct correlation between the strength of interpersonal relationships and the amount of healthy conflict within those groups. The key word is healthy – those disagreements have to be aired in an environment where people feel heard, respected and valued.

“If people don’t agree with your idea, you’re much more likely to be accepting of that if you feel you’ve at least been heard,” said Flatt.

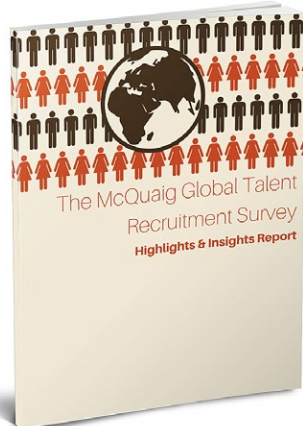
The idea of willingly engaging in disagreements is also counterintuitive for many people, who may fear conflict and tend to avoid it. This may stem from an upbringing in a particular household or culture with strong feelings about challenging authority, or it may relate to an entire generation’s collective experience with conflict.

“My sense gained over 25 years in the HR field is that newer generations – Gen X and Gen Y – both want and need positive dissent,” said Papa. “Boomers have traditionally been more tolerant of top-down management approaches.”

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Continued on page 38



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**PLENTY OF ORGANIZATIONS MAY BELIEVE THEY ENCOURAGE POSITIVE DISSENT. THE NUMBERS, HOWEVER, PAINT A DIFFERENT PICTURE.**

**COAX SOME CONFLICT**

Knowing how to engage in a disagreement – but keep it positive and productive – is a learned skill. For many employees, that development might come from coaching and training. A good deal of it, though, might come from watching how leaders interact with the team.

“Organizations have to lead that kind of cultural shift from the top,” said Flatt. “If HR truly wants to have a culture where there’s openness, debate and constructive feedback, they need to build not just tools and processes, but a way of being.”

Flatt points to SNC Lavalin’s situation back in 2013. The Canadian

engineering firm made headlines that year when it was charged with multiple counts of bribery, a practice that was either widely known, or widely suspected within the organization.

“They had all these policies in place for whistleblowing,” said Flatt. “All of these ways for people to share difficult information, and nobody shared. Even though HR had put together some really good processes, the culture didn’t allow for that freedom.” Employees, after all, pay much more attention to culture than to policy. “HR needs to educate and coach the leadership team, and then that understanding and that behaviour has to cascade down.”

When HR spots a problem, says Flatt, it’s time to get curious.

“If you’re seeing a lot of groupthink, do a diagnostic and get to the root cause. What’s getting in the way? What needs to change?” she said. “Those questions will shed more light than bringing in yet another new tool or process to address the issue.”

Understand progress and help steer change by setting a benchmark, then taking the organization’s temperature regularly.

“Measuring employee opinion on the subject and adjusting strategies to include empowerment and engagement will be critical,” said Papa.



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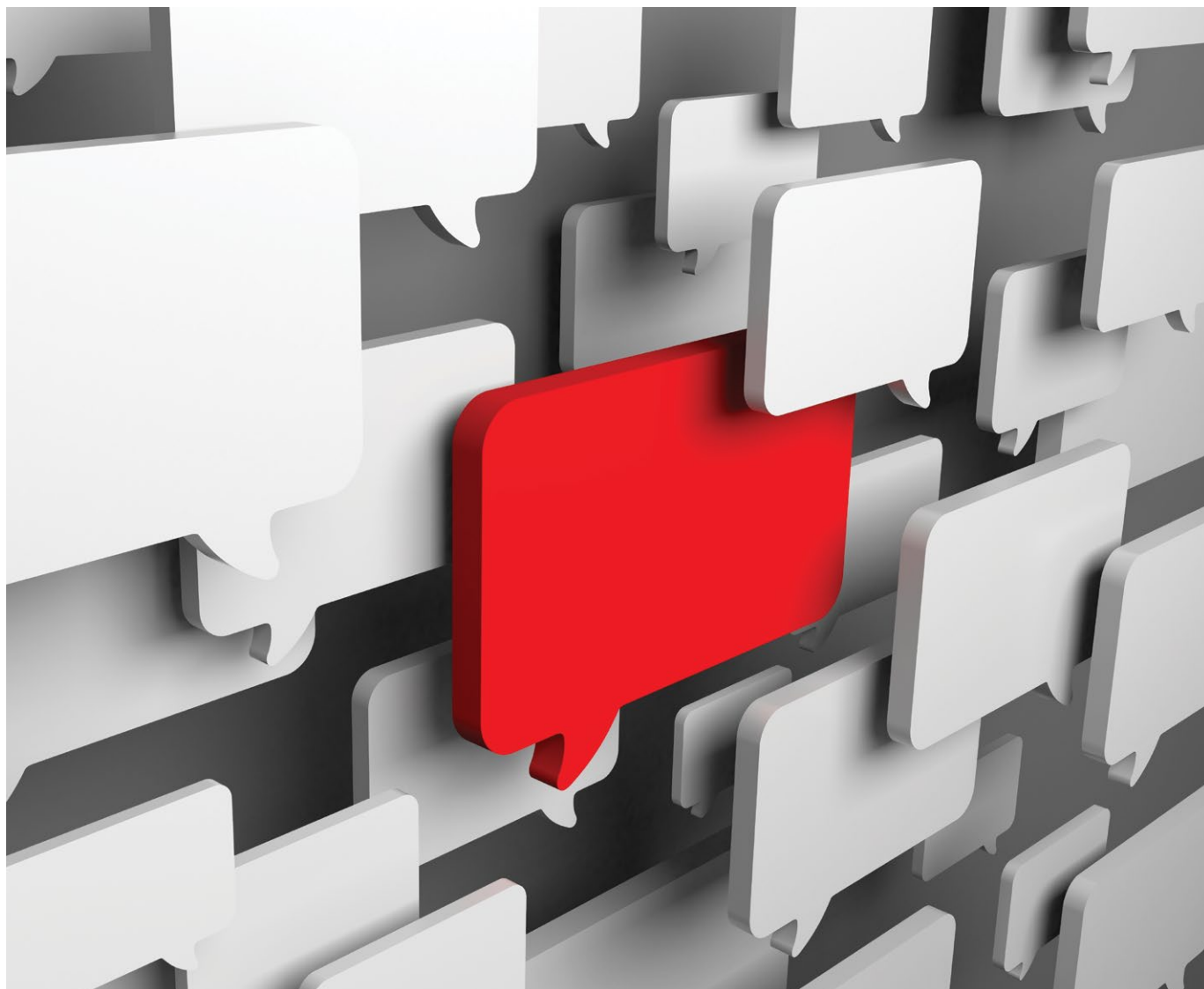
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### TOO MUCH OF A GOOD THING?

If a little dissent is a good thing, what's too much? To some degree, that's for each organization to determine, based on what suits the corporate culture, says Papa.

"Companies typically issue levels of authority matrices, and these can be used to specify just how far down the matrix a leader should go to gather ideas and opinions," he said.

Inviting an organization of 5,000 employees to all offer input on a new product, for example, and then sifting through all of their responses, isn't likely to be cost or time-effective.

"Setting up a structure with limits and expectations would avoid an organization losing valuable time through a 'consensus management approach,'" he said.

On a more micro level, someone who voices contrary opinions in a particularly aggressive way is likely to cause discord within a group. The remedy might involve a conversation with a manager or coach who acknowledges the employee's passion, but then points out how it's perceived by others.

"You might say, 'I'm noticing you're really passionate about this thing, but how it appears to me is that you're very firm and not willing to look deeper,'" said Flatt. "Then ask the employee what's going on." Where a manager sees someone antagonistic and combative, an employee may see himself as passionate and committed. "They may have no way of knowing their behaviour is causing other people to shut down. If you don't address it, you end up with a pattern of misunderstanding."

### GIVE THE STATUS QUO A NUDGE

As Heffernan points out in her TedTalk, most major catastrophes aren't caused by secret information. Instead, the signs are in open information that people are unwilling to discuss. The same could be said about innovations. New ideas are there, just waiting for someone to raise questions, nudge the status quo and shake things up a little. What employees need is the freedom to be that positive disruption.

By creating a culture that encourages people to speak their minds and to challenge respectfully, an organization allows everyone to contribute at their highest level – an essential ingredient for a genuinely inclusive, collaborative and innovative workplace. ■



# 2016

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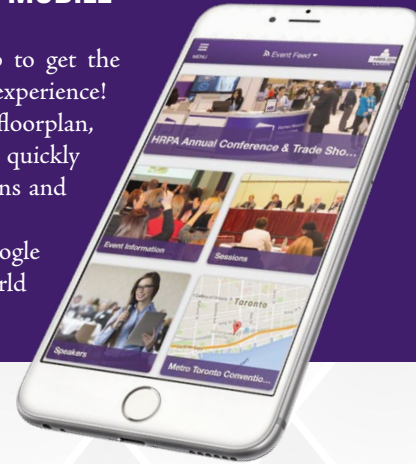
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- Wednesday, January 20: 10:00 a.m. – 5:00 p.m.
- Thursday, January 21: 10:00 a.m. – 5:00 p.m.
- Friday, January 22: 9:00 a.m. – 12:10 p.m.

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## KEYNOTE SPEAKERS



**DAVID ROCK**

8:15 A.M.  
WEDNESDAY, JAN. 20

### DRIVING PERFORMANCE THROUGH NEUROSCIENCE

Just imagine: focusing on solutions, not problems; people inspired to do their best; open communication channels; getting better results with less effort. These are but a few of the many benefits arising from a coaching culture – a culture that David Rock knows all about. Based on leading research focused on bringing neuroscientific knowledge into the areas of leadership development, management training, change management, education, consulting and coaching, this remarkable keynote will send you away with a practical, six-step guide to making permanent performance changes in your workplace.



**BENJAMIN TAL**

12:00 P.M.  
WEDNESDAY, JAN. 20

### TAKING AN OUTSIDE-IN PERSPECTIVE: LINKING ECONOMICS TO HR

When economist Benjamin Tal talks about macro trends in economics, he not only contributes to the conversation, but frequently sets the agenda. Join this fascinating keynote to learn what Tal knows about the critical link between economics and HR. Besides discussing global macroeconomic forces impacting our economy, he will explore mismatches in the labour market, focussing on youth unemployment, quality of employment, the failing return on education and how the choice of field of study impacts job market outcomes.



**REX MURPHY**

4:30 P.M.  
WEDNESDAY, JAN. 20

### ISSUES OF THE DAY

If anyone has his finger on the pulse of Canadians in every walk of life, it is Rex Murphy. Radiating intelligence and trustworthiness, Murphy's Newfoundland brogue was heard coast to coast as he moderated Cross Country Checkup, Canada's only national, open-line program until September 2015. Join Murphy as he talks candidly about the influence of human resources and its effect on current events.

Murphy knows what makes Canadians tick, and what drives our political and social affairs. He makes us important, reminds us we have culture beyond hockey. His thought-provoking, sometimes stinging commentary and original insights, delivered via a vocabulary that should make Webster's consider updating, draw 5,000 to 10,000 listeners to join in discussions on his radio show. He calls himself a Newfoundlander biting at the heels of Canadian conservatism.



**DAVID MARQUET**

8:15 A.M.  
THURSDAY, JAN. 21

### CREATING LEADERSHIP AND ENGAGEMENT AT EVERY LEVEL

Captain David Marquet, author of *Turn the Ship Around! A True Story of Turning Followers Into Leaders*, imagines a workplace where everyone engages and contributes their full intellectual capacity, a place where people are healthier and happier because they have more control over their work – a place where everyone is a leader. Attend this powerful keynote to share his intent-based leadership message: that leadership is not for the select few; there are leaders at every level.







## PAMELA MEYER

12:00 P.M.  
THURSDAY, JAN. 21

### LIESPOTTING

The clues to truth and deception are everywhere. Can you spot them? This unsettling keynote by certified fraud examiner Pamela Meyer reveals the sophisticated lie-detection methods of security experts and interrogators, and arms you with proven techniques to detect deception and build trust. Gain a lasting advantage in business and dramatically improve your personal relationships by learning to decode the body language, facial expressions, words and actions of everyone you encounter.



## CLARA HUGHES

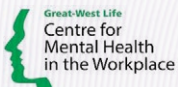
4:30 P.M.  
THURSDAY, JAN. 21

### PANEL ON MENTAL HEALTH/ LET'S TALK

Clara Hughes has always felt that being a champion means more than winning. It is the actions off the playing field and reaching out to others that define success. As a designated spokesperson for Bell Canada's Let's Talk campaign, Hughes works towards changing the dismal reality millions of Canadians face when it comes to support and treatment for mental health issues. Reflecting upon her own experiences in this revealing keynote, Hughes discusses her personal struggles with depression in hopes that sharing her story will help to eliminate some of the stigma and fear that surround mental illness in Canada.

#### PANELISTS

- Mary Ann Baynton
- Malcolm MacKillop
- Dennis Long, M.S.W.



## ANDERS SORMAN-NILSSON

8:15 A.M.  
FRIDAY, JAN. 22

### DIGILOGUE

As some organizations careen recklessly into the digital future, and others are left behind, steeped in the ways of old, thought leaders are coming to realize there is an important middle ground. Most often that's where your customers and clients want you to be, the place where digital and analogue converge – the "digiologue." In the digiologue, it is understood that digital satisfies a customer's mind while analogue soothes the heart.

Knowing where this place is demands: an understanding of the parts of your business that simply cannot be allowed to go digital; an intimate knowledge of the customer experience; an understanding of how your organization tells its story to its public; and a recognition of the artisanal skill, or customer service, that keeps customers coming back.



## DAVID USHER

1:00 P.M.  
FRIDAY, JAN. 22

### HOW TO BRING CREATIVITY, INNOVATION AND INSPIRATION TO THE WORK THAT YOU DO

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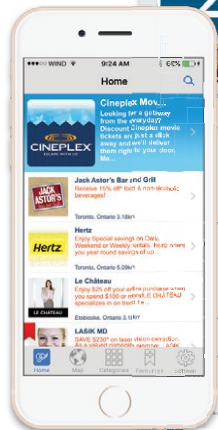
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# The Milder Side of Mental Illness

## WHY IT'S KEY TO THE SUCCESS OF MENTAL WELLNESS EFFORTS

By Jeff Perron

**W**hile stigma is starting to lift around issues of mental health, individuals with mild-to-moderate depression and anxiety have arguably become more alienated than before.

Many public awareness campaigns surrounding mental illness have related to suicide prevention. This awareness has, in some effect, erroneously equated mental illness with suicide.

Though suicide is generally acknowledged as being among the most serious consequences of mental illness, it is far from being the most common. In fact, most employees dealing with issues of mental health will never be suicidal. With messaging emphasizing suicidality, employees with mild depression and anxiety may feel overlooked. Worse yet, they could

assume that because they do not feel suicidal, that they are not truly experiencing depression or anxiety.

Of course, suicide awareness and prevention is a key component of any mental health strategy. However, it doesn't stop there, nor should it begin there. Employers need to be sure to put particular emphasis on mild mental illness. In fact, this should be the primary focus of any mental health strategy.

HR professionals and the business community are aware that mental illness is a leading cause of lost productivity, absence and disability. The majority of mental illness-related lost productivity is due to presenteeism – the “working wounded.” According to one study, working employees with depression lose 8.3 hours of productive time per week. That's

nearly one full workweek per month, and this doesn't include the impact on quality of work.

By its very nature, presenteeism often goes unrecognized, including by the employee who is experiencing it. With some exceptions, traditional benefits are geared towards helping employees who have already self-identified as having a mental health concern. Of course, employees generally access mental health benefits only after their mental health concern has become relatively serious. But how can employees who have milder forms of anxiety and depression be supported before their symptoms become more serious?

Employees need to understand what mild depression and anxiety look like so that they can catch it early. This makes health and wellness education efforts that



**BECAUSE THE SYMPTOMS ARE ONES THAT CAN AFFECT ANYONE FROM TIME TO TIME, IT IS EASY TO SEE HOW EARLY ANXIETY AND DEPRESSION OFTEN GET OVERLOOKED.**

are focused on mild mental illness all the more critical.

In-house campaigns that raise awareness of mild anxiety and depression don't need to be elaborate or costly. To start, employees should know the early signs of anxiety and depression (which often go hand-in-hand) so that they can take them seriously and take early action to address them.

Common early signs of depression include: difficulty concentrating and making decisions, irritability, fatigue, sleep and appetite changes and loss of interest in activities or hobbies that used to be pleasurable. Common early signs of generalized anxiety disorder include excessive worry and tension, irritability, difficulty concentrating and difficulty sleeping.

This brief overview of symptoms highlights both the overlap between depression and anxiety and the commonality of the symptoms. Because the symptoms are ones that can affect anyone from time to time, it is easy to see how early anxiety and depression often get overlooked. In turn, presenteeism gets overlooked. The more employees and employers understand the symptoms, the more likely they are to take action on them.

In addition, employees should have a clear understanding of their mental health benefits – from EAP phone counselling to insurance for in-person sessions with psychologists. Just like employees know that an occasional massage can help maintain physical wellness, they should know

that they don't have to be in crisis to access mental health resources. One or two counselling sessions when an employee first notices that they are feeling depressed or anxious can go a long way to helping prevent greater problems down the road.

Ultimately, it is clear that employers want to do right by their employees when it comes to mental health. The decreased stigma on the topic is evidence of this and, in many cases, awareness efforts have been driven by caring employers. In order for stigma to fully lift, it will be important to focus efforts on early, milder forms of mental illness. ■

*Jeff Perron is the founder of the TruReach Mental Health app.*

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# Flexible Work is Booming, but Proper Training Lags Behind

## SPECIAL TRAINING FOR REMOTE MANAGEMENT SHOULD BE HIGH ON HR'S AGENDA

By Wayne Berger

The demand for flexible working has increased across the globe, and 2016 will continue to see rapid growth in flexible and remote working. Today more than ever before, smart HR leaders are helping their companies embrace this new way of working.

We've heard it before, and we'll hear it again – flexible work is one of the top ways to attract and retain talent. According to the latest research by global workspace provider, Regus, 61 per cent of firms use flexible working as a way to attract and retain staff, highlighting the important role that flexible working has in boosting productivity and motivating or rewarding talented staff.

The research also revealed that worldwide, 54 per cent of senior managers believe companies like theirs are looking to increase the number of remote workers, and 76 per cent believe that senior management can actually become more productive if they work flexibly.

It may come as no surprise then that the majority of firms are shifting their focus to measuring employee outputs with results-based assessments, rather than simply focusing on time spent in the office. This signals that remote working is becoming the norm and that firms have no interest in rewarding "unproductive presenteeism."



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# training & development

THERE ARE STILL MANAGERS WHO MEASURE SUCCESS BASED ON HOW MUCH TIME IS SPENT IN THE OFFICE, BUT THEY ARE QUICKLY BECOMING OUTNUMBERED AS THE NEW REMOTE WORKING APPROACH TAKES OVER.

Unfortunately, there are still managers who measure success based on how much time is spent in the office, but they are quickly becoming outnumbered as the new remote working approach takes over. And while measuring outputs is clearly a more suitable method of gauging remote worker performance, it is also a way for remote-based managers to effectively measure their team's productivity wherever they are.

Well over half of senior-level staff manage a remote worker at least part of the time, but in spite of this, it is alarming that less than half of firms are putting special training in place for the management of a remote workforce. With more businesses embracing flexible working, implementing successful remote management processes is absolutely essential to ensuring top workers are recognized, nurtured and developed.

For leaders to excel in remote management, it's integral to foster employee relations, motivation and loyalty, yet too few firms

are putting a strategy in place to help managers set their team up for success. Special training for remote management should be high on the agenda for HR professionals, or they risk declines in performance.

These findings emphasize the need for remote management training investment to ensure the transition from a fixed to mobile workforce is a smooth one. With the amount of modern technology at our fingertips, a key piece to ensuring success for the remote workforce is having a professional and properly equipped remote work location as an extension of the workplace.

The full benefits of flexible working are unlikely to be reached if the alternative location offered is not conducive to productivity and are ill-equipped, noisy or distracting, such as a coffee shop or home office. And employers should not assume their remote staff want to work from home due to distractions and feeling lonely when working from home. Most professionals do not want to encroach on their home life, and many are more productive when working from a professional environment – closer to home or their customers.

Given the significant surge in flexible working, it is positive news that more and more firms are adapting their performance analysis to measuring real outputs regardless of location. A major caveat for managers remains, however: firms need to invest in remote management strategy and training to get the best out of their workforce. ■

Wayne Berger is the vice president of Regus Canada.



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# Continuing Professional Development Needs Analysis

Prepared for  
**Barbara**  
CHRL  
Date: Jan

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# Workplace Equality

## HR'S ROLE IN CREATING AND MAINTAINING A SUPPORTIVE WORK ENVIRONMENT FOR LGBT EMPLOYEES

By Selisse Berry

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In 2015, the LGBT community made global strides in terms of acceptance and equality, from public figures identifying as transgender to the U.S. legalizing same-sex marriage. Although a tremendous victory for the global LGBT rights movement, there is still much work to be done; the “next frontier” in the LGBT rights movement is global workplace equality. Equality initiatives driven by human resources teams are critical. Workplace policies, benefits and programs that support LGBT equality are the backbone of cultural change, which HR has the power to ignite.

In order to foster LGBT workplace equality and make sure that all employees feel supported and included, HR teams must start with policies, then address talent management and workplace climate.

### SUPPORT IN THE WORKPLACE

If not already included, it's beneficial for HR teams to include sexual orientation, gender identity and gender expression in their global non-discrimination and anti-harassment policies. Companies with international locations may consider rolling out LGBT-inclusive policies to ensure that LGBT employees are accounted for during travel or relocation, especially to anti-LGBT environments. HR teams can also assist employees traveling to these locations by providing tips and trainings for safety.

There are disparities in workplace equality that disproportionately affect the transgender community. Taking this into account, HR teams may implement guidelines for supporting employees through gender transitions, establishing

an environment where non-binary gender expressions are not an issue and ensuring mutual respect for transitioning employees, their coworkers, customers, business partners and management.

In addition to non-discrimination policies, guidelines may encompass every aspect of transitioning such as employee and employer expectations, notification of transition, the transition timeline, confidentiality, addressing coworker concerns, gender fluidity, restroom access and pronoun and name changes.

It often falls upon the HR department to ensure minimal workplace disruption and, as many employees may not be aware of the transitioning process, it is imperative to host workgroup meetings to announce the transition and inform coworkers, managers and clients about

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expectations involving appearance, names, pronouns and medical leave, when an employee begins to transition. The content of these workgroup meetings will be determined by the initial conversation the HR team member conducts with transitioning employees, outlining the following:

- The company's policies addressing discrimination in the workplace
- Indication of the company's support and commitment to confidentiality
- Identification of the management personnel that may head the internal support network for the transitioning employee
- Communication and timing preferences, such as how the employee wishes to inform coworkers, clients and others of his or her transition
- Name and pronoun preferences and timing
- The internal resources available to support the transitioning employee
- Time and leave policies surrounding the transition

The workgroup sessions after this initial conversation will not only minimize workplace disruption and misunderstandings, but will also make the transitioning employee feel comfortable and valued. It's important to include external contacts, such as clients or remote business partners, who work with the transitioning employee but may not be in daily contact with him or her, in these meetings as well.

If coworkers raise negative concerns about a transitioning employee, support managers and HR professionals must meet immediately one-on-one with the employee to ensure that everyone feels comfortable and valued.

The procedures and treatments associated with the transitioning process often necessitate time off from work. Existing company leave and time off policies for other medical procedures and treatments also apply to these medical procedures and treatments. Transitioning is a major life-changing event, and healthcare benefits should also include mental health support.

The HR team must ensure that transgender employees understand the extent of their benefits, and confidentially discuss transitioning timelines so that transitioning and transgender employees feel supported.

**THE HR TEAM MUST ENSURE THAT TRANSGENDER EMPLOYEES UNDERSTAND THE EXTENT OF THEIR BENEFITS, AND CONFIDENTIALLY DISCUSS TRANSITIONING TIMELINES SO THAT TRANSITIONING AND TRANSGENDER EMPLOYEES FEEL SUPPORTED.**

## TALENT MANAGEMENT AND WORKPLACE CLIMATE

Apart from initiatives that target LGBT employees specifically, establishing policies and programs to improve the general workplace climate in regard to LGBT inclusivity is an important step for organizations. Such programs could take the form of diversity training, with specific reference to LGBT issues. Incorporating diversity objectives into management performance goals allows companies to consistently communicate its support to its employees.

HR professionals can measure the effectiveness of these efforts with frequent and anonymous climate surveys distributed to the entire workforce. In addition to these surveys, it is also important for HR teams to include self-identification in company

metrics in order to keep track of LGBT employees so that they receive the necessary support.

## FROM POLICY TO PRACTICE

An LGBT-inclusive workplace is rooted in HR policies that promote dialogue, input and exchange so that every employee feels valued as his or her authentic self. From these policies blooms a company culture where everyone feels confident that they can bring their true identity to work. ■

*Selisse Berry is founder and CEO of Out & Equal Workplace Advocates, a nonprofit organization dedicated to achieving lesbian, gay, bisexual and transgender workplace equality.*

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# HR Career Paths: Sandeep Tatla

CHIEF DIVERSITY OFFICER



By Lisa Kopochinski

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**A**s the daughter of Indian immigrants growing up in Waterloo, Ont., Sandeep Tatla says her mother and father always stressed the importance of getting a university education. While her parents did have degrees, they didn't work in their respective fields in Canada, but as general labourers in the manufacturing industry. This seemed to have a lasting effect on her.

"Growing up, I don't think I had a clear idea of what I wanted to be," said Tatla. "I do recall wanting to be a teacher when I

was in grade four, but that was probably because teachers were the most visible role models I had."

What Tatla did know, however, was that she wanted to help people. It was at York University that she decided to double major in psychology and law and society.

"I liked the idea of being a therapist or a lawyer," she said. "Looking back, I really only vaguely knew what each of these professions did. By the end of my degree, I wanted to be a lawyer. It was my law and society courses – especially the ones that examined issues of inequity – that really

inspired me to be an advocate for change. I knew I could do that effectively with a legal education. Interestingly, while at York I also took a few HR courses and really enjoyed them. I'm fortunate now to have a career that really brings together all of my passions and interests."

As a lawyer practicing in labour, employment and human rights law, Tatla noticed many clients struggling with issues she calls the mismanagement of diversity.

"Issues related to retention, turnover, poisoned workplaces, harassment, discrimination and bullying really affect

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**ISSUES RELATED TO RETENTION, TURNOVER, POISONED WORKPLACES, HARASSMENT, DISCRIMINATION AND BULLYING REALLY AFFECT PRODUCTIVITY AND COST EMPLOYERS.**

productivity and cost employers,” she said. “As a lawyer, many times I was cleaning up the mess of mismanaged diversity. I really wanted to move away from cleaning up the mess to providing the proactive advice to prevent the issues from arising in the first place. That led me to move into this developing area of HR.”

With a career trajectory that includes positions at several law firms and at PricewaterhouseCoopers and George Brown College, Tatla joined the Ontario College of Trades in early 2014 as chief diversity officer (CDO).

*HR Professional* recently caught up with Tatla to find out more about this new area of HR that she calls hugely rewarding, but “not the easiest job because you’re advocating for change.”

**As CDO for Ontario College of Trades, what are your main areas of responsibility?**

**Sandeep Tatla:** I’m really excited about this role and I am really enjoying how dynamic and challenging it is. It’s the first role of its kind in Canada, and I’ve been told in North America. While most

CDOs are responsible for advancing diversity and inclusion in organizations, my mandate is to advance diversity and inclusion in the trades sector in the province of Ontario. There are approximately 500,000 tradespeople in Ontario working in virtually all industries across the province – including mining, motive power, construction, natural resources, industrial and education. In addition to working with tradespeople, I work with various stakeholders, including employers, unions, government, agencies and educational institutes and special



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## ANOTHER CHALLENGE IS MANAGING THE MISCONCEPTIONS PEOPLE HAVE. I'M NOT THE "POLITICALLY CORRECT" POLICE.

interest groups. All are key and instrumental in any change strategy.

### How did you come to work in your current role?

**ST:** I've never mapped out a real plan for my career in terms of here's where I'd like to be in "x" years or this is where I need to go. I've really taken or made opportunities for myself. In my last role I had wondered what the next step was, but then when this role presented itself, it was clear the next step was to move from organizational diversity to tackling a larger and much more complex challenge of diversity in the trades in Ontario.

### What do you like most about your job?

**ST:** That I am working to make a change in an area I'm passionate about. I can't

imagine working without purpose. I think being authentic is very important and being able to help people have the opportunity to show up to work and be their true and best selves is hugely rewarding.

### What does a typical day at work for you look like?

**ST:** My days range from meeting with stakeholders, presentations to hunkering down at my desk and researching and determining ways to tackle diversity and inclusion issues in ways that are effective across different work environments and everything in between.

### What are some of the challenges you experience on a day-to-day basis?

**ST:** My biggest challenge is my expectations. I'd like to see change now, yet in

this line of work change takes time. You have to be patient and recognize the fruits of your labour in different ways. Celebrate the successful steps you're taking to achieve your goals.

Another challenge is managing the misconceptions people have. I'm not the "politically correct" police. In most cases, I don't want people to be politically correct, but rather understand differences and authentically learn how to speak respectfully with and about others. Being politically correct doesn't mean you understand; in many cases, it is quite the opposite. You've been told what to say and do versus taking a moment to understand individual differences. Along those lines are people who give you lip service that they've bought into diversity because they think it's the "right" thing to do. I'd rather have you challenge me if you're not sure so that we can work together to understand why diversity and equity are important. False support is much more damaging in the long run to achieving diversity and inclusion goals. Very little offends me in my line of work. The reason I'm here is to educate.

### What do you like to do in your spare time?

**ST:** I don't have much spare time with two little kids. When I'm not working, I love spending time with my family and being outdoors. I also like to watch documentaries – usually about people, culture and food. ■

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# MEET THE HR INFLUENCERS:



# Julie Giraldi, CHRE PEOPLE PERSON

By Lisa Gordon





**J**ulie Giraldi never planned to become a human resources professional. With a university degree in criminology and Italian literature, the possibility hadn't even crossed her mind – that is, until a recruiter pointed out that her outgoing and approachable personality was well suited for a people-oriented career.

That was almost 30 years ago, and since then Giraldi's HR career has grown and matured. Today, she is chief human resources officer (CHRO) and vice president, Health HR Leadership at the Ontario Hospital Association (OHA), an organization she's been with for 15 years. Founded in 1924, the OHA serves and supports Ontario's 148 hospitals in their quest to deliver the best possible patient care.

Overall, the OHA only has about 100 staff – and 20 of them are on Giraldi's

team. Their goal is to “connect the dots on the provincial plan” and develop strategies to assist members by identifying HR best practices, conducting research and creating toolkits and resources to help hospitals focus on important issues like succession planning.

*HR Professional* sat down with Giraldi to discuss the challenges inherent in her current role, as well as key lessons learned throughout her HR career.

**When did you decide you wanted a career in human resources?**

**Julie Giraldi:** It all started with a smile, believe it or not! After I graduated from university, I was working at the TTC as a temporary summer student in the HR department. Meanwhile, I was applying for permanent positions there that related to my criminology degree. The head recruiter at the time pulled me aside and

recommended that I focus on HR. “It's your smile and your demeanor; you're approachable,” she told me. As I reflect on that, she was absolutely right! People need to feel at ease with you in HR. I focused my sights on HR and the rest is history.

**What was your first job in HR?**

**JG:** My first role was employee records clerk at the TTC. It was a great starter role, because it afforded me the opportunity to better understand the HR function and the organization. It also allowed me to build new skills that I would need to get into other positions in HR.

**Describe your current job. What are your main areas of responsibility?**

**JG:** My main responsibility at the OHA is to focus on provincial HR initiatives. Most notably, I've been involved in executive compensation. The government





is putting compensation frameworks in place for the broader public sector, including health care, that would include CEOs and their C-suite. In anticipation of this, I led the development of the first provincial compensation framework for hospital health care system leaders. It's grounded in best practice, and it helps a board of directors determine the appropriate compensation for a CEO based on a number of complexity factors. This initiative is important because health care is transforming as we speak. We need to make sure we can recruit and retain the right leaders to lead that transformational agenda. If government policy is not grounded in best practice, we won't be able to attract and retain the people we need to lead transformational change in the health care sector, and ultimately ensure Ontarians get the best health care.

I'm also involved in emerging issues – for example, we are currently working with a broad group of system stakeholders and partners to help identify root causes of workplace violence and better understand

**IF YOU'RE NOT COMMITTED TO SHARING THE RESULTS AND IMPLEMENTING AN ACTION PLAN, DON'T DO IT! HR WILL LOSE CREDIBILITY IMMEDIATELY, AND IT'S SO HARD TO GET THAT TRUST AND CREDIBILITY BACK.**

how we can prevent these incidents, all while ensuring both patients and staff are kept safe. We're developing a report based on feedback from key stakeholders and presenting it to the Ministries of Health and Labour, which I'm very excited about. I'm also responsible for the e-health and IT portfolios and am a trustee on the Healthcare of Ontario Pension Plan (HOOPP).

#### **What do you love about your job?**

**JG:** I love working with a great group of people. They're bright and full of energy with great ideas, and that really makes me tick! I've hired most of my staff, and

I love to see that through mentoring and coaching, they're getting to the next level of their careers. I also love that I can influence change at the provincial level; to me, that is really exciting and amazing.

#### **What are the challenges you experience in your job?**

**JG:** One of the challenges any association faces is managing the expectations of its members. The key is to engage the members – listen to them, learn from them, involve them in your work. This was the approach I took in building the compensation framework and it was successful.

Continued on page 66

*“The talent exists, just not here.”*

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Also, when I first arrived at the OHA, we had 31 per cent turnover. It took a lot of time, effort and disciplined focus to turn that around. But in the last eight years, we've hovered around 97 to 99 per cent employee engagement! That is phenomenal when you look back at the 31 per cent turnover. My biggest learning from that was the importance of engaging staff and delivering on your commitments.

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

**JG:** From my own experience, it's important during difficult times to be open and transparent with staff. Never underestimate culture – "culture eats strategy for breakfast!" It really is true. As an example, when we started repairing OHA employee engagement, I thought HR could just lead the way and do it. But that wasn't the case. We had to start from the bottom up, so we put together a staff relations committee that drove the development of our values and our behaviours. To this day, this committee continues to help us maintain the extraordinary engagement levels we've attained. Finally, I would say that if you're asking people for their opinion – for example, through employee engagement surveys – you need to embrace the results. If you're not committed to sharing the results and implementing an action plan, don't do it! HR will lose credibility immediately, and it's so hard to get that trust and credibility back.

### What skills are important for success in HR?

**JG:** I think fundamentally you need to know how to motivate and engage people, and get them working at an optimal level. You also need to understand the culture and strategy of the organization, because if you don't understand it you can't deliver on the business side. How can you recruit the right people? We all know recruitment is an art, and not a science.

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

**JG:** The biggest tip is to understand the various aspects of the business beyond the HR function. Get involved in the budget and strategic planning processes; this

## IN A NUTSHELL

**First job:** I started off as a summer student receptionist at the Metro Separate School Board [now the Toronto Catholic District School Board], and there I was able to really develop my interpersonal skills.

**Childhood ambition:** I wanted to be either a teacher or a ballerina.

**Best boss and why:** I do have specific people in mind, but I think it's several people. I work the best when I work for people who recognize my potential and challenge me to live up to it.

**Current source of inspiration:** My mom. She was my first business coach. When I entered the workforce, she coached me through a time when I had to face an uncomfortable situation head-on. That's been the best counsel she's ever given me, and that's how I deal with things today – I don't shy away from difficult situations.

**Best piece of advice you ever got:** At the TTC, I was promoted to a people leader position within HR. All of a sudden, I had a group of employees I was responsible for, and a brand new portfolio. My boss gave me three pieces of advice: "Deliver, deliver, deliver – and you'll succeed." It was true.

**Favourite music:** Because of my daughter, I'm into modern country and also pop.

**How you spend your time away from work:** I prefer to be on vacation: Barcelona or Sardinia – always in the sun.

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HOW TO DO THE BASICS  
REALLY WELL – LEARN  
THE VARIOUS ASPECTS  
OF HR AND LEARN WHERE  
YOUR STRENGTHS LIE.**

expands your understanding of the organization and sets you up for future success. You need to know how to do the basics really well – learn the various aspects of HR and learn where your strengths lie. Create your brand as an HR professional.

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

**JG:** HR continues to evolve. I think it's going to remain an integral part of future organizations. I think what will happen is that the journey into future senior leadership positions will include HR in a more overt manner. I think it has to be embedded in future roles – business leaders need to have a solid understanding of HR techniques and practices. Also, recruiting and retaining top talent will continue to be a challenge. The competition is fierce, not just in Ontario and Canada, but also worldwide. So you will need leaders who understand the fundamentals of HR in order to be competitive and attract and retain the best and brightest. ■

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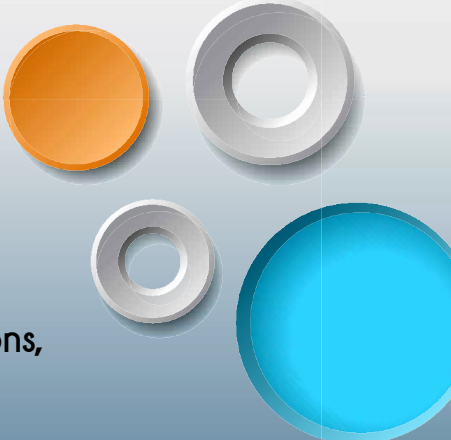
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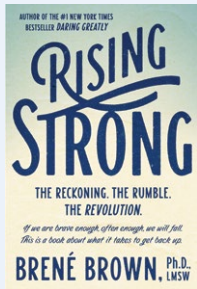


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# OFF THE SHELF

By Alyson Nyiri, CHRL



## RISING STRONG: THE RECKONING, THE RUMBLE, THE REVOLUTION

Brene Brown  
Penguin Random House, 2015

As a researcher and storyteller, Brown weaves data and story into the complexities and nuances of human experience of failing, where judgement and shame often accompany failure. The book takes a careful and compassionate look at the anatomy of failure and its impact. While failing is painful, without it, there would be no innovation, learning or creativity. With examples from individuals, institutions, organizations and cultures, Brown demonstrates what it takes to rise from failure.

### Talking point

Moving through failure requires the same work for organizations as it does for individuals. Both must move through the desperation, shame and panic before reaching the bravery necessary to learn and grow from the experience.



## BIG MAGIC: CREATIVE LIVING BEYOND FEAR

Elizabeth Gilbert  
Riverhead Books, 2015

Creativity is enjoying a renaissance in the world of business. For some, creativity has no place in workplace: it's seen as disruptive and naïve. For many others, though, it holds the key to forging new ways of operating and leading. The lines between creative work and working creatively are continuously collapsing, offering hope and inspiration for both workers and workplaces. Gilbert's lively and inspiring book delves deeply into creativity. "When people try to kill off their fear, they often end up inadvertently murdering their creativity in the process."

### Talking point

Whereas most career advice directs us to follow our passion, Gilbert argues it is better to follow our curiosity. Learning how to uncover and nurture those moments of curiosity can help us find moments of engagement at work.



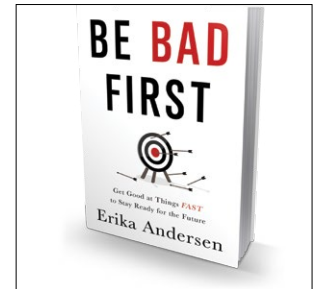
## CONTAGIOUS CULTURE: SHOW UP, SET THE TONE & INTENTIONALLY CREATE AN ORGANIZATION THAT THRIVES

Anese Cavanaugh  
McGraw Hill, 2016

Leaders are under more pressure than ever to be approachable, innovative, compassionate and effective. Leading based on titles, skills, competencies and even emotional intelligence are gone. Leaders must find new ways to mobilize staff to reach organizational goals. Successful leaders, according to Cavanaugh, stay connected to their purpose and stay present when it counts. The leader is the contagion, creating culture every day with their intentions. Cavanaugh offers a provocative and pragmatic process for leaders at all levels to revitalize or reinvent their leadership capabilities.

### Talking point

While paying attention to numbers and the bottom line, measurement and reward systems also reward a mindset of collaboration and helping each other do well.



## BE BAD FIRST: GET GOOD AT THE THINGS FAST TO STAY READY FOR THE FUTURE

Erika Anderson  
Bibliomotion Inc., 2016

New research confirms our ability to learn throughout our lives. We know that our brains are capable of continuous learning and we are intrinsically motivated toward mastery. What causes the most trouble is our resistance to not being good at things. Coaching employees, at an executive or entry level, requires skill and understanding of what motivates others to learn and adopt new behaviours. Though considerable literature exists, Anderson offers an immediately accessible and useable model to help individuals "get good" at the skills a new or existing role demands

### Talking point

Curiosity is emerging in many recent books. Curiosity is a gentler master than passion or drive. It asks us to cast our eyes toward something, to consider it, to try it on. This shift is a welcome change and pairs well with collaboration. ■

WANT A MORE IN-DEPTH LOOK? READ EXTENDED BOOK REVIEWS ON WWW.HRPATODAY.CA.



# How to Escape a Desk Sentence

## CREATIVE WORKPLACE HABITS PROTECT EMPLOYEE HEALTH

By Dr. James Aw

**A**s early as 2002, well before the FitBit craze and the 10,000 steps phenomenon, Dr. James Levine of the Mayo Clinic warned physicians that excessive sitting was a lethal activity. Later studies went on to confirm Dr. Levine's findings: prolonged sitting is associated with a higher risk of obesity, diabetes, heart disease, cancer and premature death.

To make matters worse, time spent sitting was independently associated with total mortality. So going to the gym after work would not offset the risks accumulated from sitting all day. Headlines like "Sitting is the new smoking" have since gone viral – leading many to think they and their colleagues are guilty of a pack-a-day habit.

It turns out that sitting isn't the main problem. It's the drawn-out periods of muscle immobility that come with a chair-based lifestyle. Simply put, human bodies are not meant to be still for that long. Even the slightest muscle contraction helps control blood sugar and cholesterol levels. Dr. Levine calls these minor movements non-exercise activity thermogenesis (NEAT).

With NEAT, Dr. Levine offers a ray of hope. Anyone can offset the risks of sitting by moving around (standing, turning, stretching, bending or fidgeting) during the day.

Here are some suggestions employees can adopt to increase NEAT in the office:

### EVERY HOUR, MOVE, STRETCH OR WALK AROUND

Sitting is a flex posture; everything is bent in or curled over. So to change things up, every hour perform a motion that is the opposite of sitting – stand up tall, angle the head as high as the neck allows and extend arms as widely as possible. Deep breaths expand the rib cage.

Other options include visiting the file cabinet instead of rolling a chair, walking over to a coworker to chat instead of emailing or taking the long way to the bathroom. It's also okay to fidget: bounce a leg or occasionally adjust sitting positions. Set an alarm every hour as a reminder to move.

### BOOK WALKING MEETINGS

Studies have found that walking can lead to more creative thinking. Big thinkers like Twitter's Jack Dorsey, Facebook's Mark

Zuckerberg and Arianna Huffington have all said they book walking meetings.

Another alternative is to take a conference call while walking on a treadmill. Using a headpiece or earphones, listen in and contribute to the meeting while walking at a manageable pace.

### ESTABLISH A STANDING-DESK AREA

A lot of desks can elevate on command, which allows workers to stand and work when they wish. Dedicating part of the office space to standing activities like talking on the phone or reading can also encourage more movement. An easy trick is to place the printer a distance away.

### ADOPT AN ERGONOMIC WORKSPACE

Whether sitting or standing at a workspace, it's important to maintain a neutral posture. Most offices offer an ergonomic assessment to ensure the lumbar spine is supported and the wrists don't sit at wonky angles.

Some people like sitting balls, which can certainly boost NEAT. Ensure safety by getting a cradle to keep the ball secure and make sure there's proper lumbar support.

### MONITOR STEPS

Using a pedometer or one of the latest wearable tech devices is a fun way to motivate movement and increase activity levels.

Set a goal of 10,000 or 15,000 steps, and make it happen. Taking the stairs or parking near the back of the parking lot are great ways to reach one's goal.

### MAKE IT OKAY TO MOVE

An office culture that encourages creative alternatives to the chair-based workplace is standing up for employee health and wellness. ■

*Dr. James Aw is the chief medical officer at Medcan.*





# Introducing—The Williamson Group's HEALTH CONNECTED

Helping Employers Take a Strategic Approach to Wellness

We help organizations take a strategic and 'connected' approach to wellness. Our targeted solution promotes the understanding of daily health habits and enables employees to act on this understanding and better manage their health goals. This employee wellness program goes beyond traditional approaches by leveraging the latest in digital and mobile health technologies. Powered by MediResource, The Williamson Group's Health Connected program is designed to promote the daily engagement and behavioural changes necessary for measuring meaningful impact on employee well-being and organizational health over time.

## Make Wellness Count

- ✓ Validated personal health risk assessments.
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# 2016 HALF DAY MANAGEMENT PROGRAMS

## SUCCESS STARTS HERE




1. Managing People for First Time Supervisors
2. Dealing with Workplace Conflict
3. Developing Leadership Skills
4. Using Progressive Discipline
5. Enhancing Employee Performance
6. Understanding Labour & Employment Law

### Dates & Locations

Halifax	Feb 22, 23 & 24	Thunder Bay	Feb 1, 2 & 3	Calgary	Feb 3, 4 & 5
Montreal	Jan 25, 26 & 27	Windsor	Feb 10, 11 & 12	Kelowna	Feb 22, 23 & 24
Ottawa	Jan 20, 21 & 22	Winnipeg	Feb 10, 11 & 12	Prince George	Jan 25, 26 & 27
Toronto	Feb 24, 25 & 26	Saskatoon	Jan 13, 14 & 15	Vancouver	Feb 17, 18 & 19
Hamilton	Feb 10, 11 & 12	Regina	Jan 25, 26 & 27	Victoria	Feb 24, 25 & 26
London	Feb 8, 9 & 10	Yellowknife	Feb 17, 18 & 19	Nanaimo	Jan 27, 28 & 29
Sudbury	Feb 22, 23 & 24	Edmonton	Jan 20, 21 & 22		



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## PROGRAM 1

# Managing People for First Time Supervisors

*“Developing your supervisory toolbox is your key to success”*

As a supervisor, you are the link between your employees and the organization. It is your ‘supervisory’ skills that will either help your employees succeed or fail in their roles. With so much at stake, have you been properly trained?

In this program, you will learn the how-tos of management, learn the best practices according to successful senior executives and learn what you need to know before you become overwhelmed by employee issues. Once you are placed in a position of authority, how you uphold policies and procedures, set and apply standards, and your ability to communicate and delegate, will all directly influence your employees’ morale, motivation, and performance. Learn how to confidently gain control and respect from your team.

## HALF-DAY PROGRAM

9:00 am to 12:00 pm

Halifax	Feb 22
Montreal	Jan 25
Ottawa	Jan 20
Toronto	Feb 24
Hamilton	Feb 10
London	Feb 8
Sudbury	Feb 22
Thunder Bay	Feb 1
Windsor	Feb 10
Winnipeg	Feb 10
Saskatoon	Jan 13
Regina	Jan 25
Yellowknife	Feb 17
Edmonton	Jan 20
Calgary	Feb 3
Kelowna	Feb 22
Prince George	Jan 25
Vancouver	Feb 17
Victoria	Feb 24
Nanaimo	Jan 27

## PROGRAM CONTENT

- ✓ What must you do as a supervisor?
- ✓ Effective communication strategies
- ✓ The Supervisory Toolbox – what tools can you rely on?
- ✓ Using motivation to address problematic employees
- ✓ The principles of progressive discipline
- ✓ 5 steps to coaching employees
- ✓ Setting performance goals
- ✓ Determining when to coach or discipline
- ✓ Consistent treatment is not identical treatment
- ✓ Avoiding the top 3 supervisory pitfalls

## TAKE OUR SHORT QUIZ

1. What are your supervisory responsibilities by law?
2. What should you do when an employee refuses to follow your instructions?
3. T/F: You should treat everyone that you supervise equally.
4. When is ‘management at fault’ with regards to employee issues?
5. T/F: Participative leadership is only appropriate when your employees are willing to participate.
6. What are aggravating and mitigating factors of discipline?
7. T/F: If two employees are having a conflict, it is best to let them resolve it on their own.
8. In what situation would it be appropriate to coach an employee?
9. T/F: As a supervisor, you must alter your approach depending on the employee; even though this may make you appear inconsistent.
10. T/F: Employees should always be given an opportunity to improve their behaviour.

## UPCOMING 2016 3-DAY INTENSIVE PROGRAMS

March & April/November & December

**Managing Employees in a Unionized Environment**  
**How to Become a Better Manager of People**

May & June

**Union Contract Negotiations**  
**Winning Grievances & Arbitrations**

July & August

**Developing Leadership Skills**  
**How to Manage Workplace Issues**

For more information on our 2016 programs call 1-888-452-6422, visit us online at [www.cpmsnational.com](http://www.cpmsnational.com) or email us at [inquiries@cpmsnational.com](mailto:inquiries@cpmsnational.com)

## PROGRAM 2

# Dealing with Workplace Conflict

*"It begins by adopting an active management approach"*

Employee conflict is common in all work environments, but if left unmanaged it will have negative consequences on the workplace. Often we take the passive approach to managing conflict, and naively hope that the issues will somehow be resolved. Unfortunately, the issues typically become worse over time and the negativity spreads, resulting in poor employee morale, loss of productivity, absenteeism, staff turnover and a 'poisoned' work environment.

In this program, you will learn effective strategies to resolve workplace conflict and how to manage employees who challenge your authority. By understanding the different stimuli to conflict and why poor employee behaviours develop, you will begin to resolve employee conflict for the long term. With this program you will gain the tools necessary to develop confidence and actively manage the conflict around you.

## PROGRAM CONTENT

- ✓ Understanding the supervisors' role in shaping behaviours
- ✓ Learning effective behavioural change models
- ✓ Understanding the different stimuli to conflict
- ✓ Determining when to coach, or discipline a poor employee
- ✓ Building commitment to a behavioural change plan
- ✓ Using 'power' or 'interest' in resolving disputes
- ✓ Using coaching and mentoring as a tool
- ✓ Determining the true interests behind employee conflict

## TAKE OUR SHORT QUIZ

1. How do you manage an employee who denies his poor behaviour?
2. When do you involve a third party in dispute resolution?
3. What are the steps to a coaching plan?
4. T/F: Managers must always coach an employee prior to using progressive discipline.
5. T/F: Managers should allow his employees to resolve their issues independently unless they seek him for assistance.
6. How does a supervisor contribute to employee conflict?
7. T/F: You can not manage a conflict that resulted from a 'he said, she said' scenario.
8. Can you discipline employees for poor behaviours in spite of their ability to meet your other performance goals?
9. T/F: You should spend more time managing your poorly performing employees even though you may appear discriminatory.
10. What are the 3 most common mistakes managers make when trying to resolve poor employee behaviour?

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## HALF-DAY PROGRAM

1:00 pm to 4:00 pm

Halifax	Feb 22
Montreal	Jan 25
Ottawa	Jan 20
Toronto	Feb 24
Hamilton	Feb 10
London	Feb 8
Sudbury	Feb 22
Thunder Bay	Feb 1
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Edmonton	Jan 20
Calgary	Feb 3
Kelowna	Feb 22
Prince George	Jan 25
Vancouver	Feb 17
Victoria	Feb 24
Nanaimo	Jan 27



Certificates will be presented upon completion of each program.





## PROGRAM 3

# Developing Leadership Skills

*“Great leaders are the few, not the many”*

What is legitimate leadership and what makes you an effective leader? Is leadership a position or an activity? There are formal and informal leaders in all organizations. What makes them stand out? Can leadership be learned? We say it can.

In this program, learn which interpersonal and social attributes make an effective leader. Once these traits are identified, you can then build strategies to develop, to practice and to refine your skills. Learn that there are several types of leadership styles and that each style is appropriate for a certain set of circumstances. Learn to quickly analyze the situation so that you can utilize the most effective style. Become an effective leader by learning these strategies so that your organization stays ahead of the competition.

## HALF-DAY PROGRAM

9:00 am to 12:00 pm

Halifax	Feb 23
Montreal	Jan 26
Ottawa	Jan 21
Toronto	Feb 25
Hamilton	Feb 11
London	Feb 9
Sudbury	Feb 23
Thunder Bay	Feb 2
Windsor	Feb 11
Winnipeg	Feb 11
Saskatoon	Jan 14
Regina	Jan 26
Yellowknife	Feb 18
Edmonton	Jan 21
Calgary	Feb 4
Kelowna	Feb 23
Prince George	Jan 26
Vancouver	Feb 18
Victoria	Feb 25
Nanaimo	Jan 28

## PROGRAM CONTENT

- ✓ Identifying key attributes of an effective leader
- ✓ Knowing when to use a different leadership style
- ✓ How to avoid common leadership errors
- ✓ Identifying the four critical components of leadership
- ✓ Learn strategies to develop effective leadership
- ✓ Preparing your team for situational leadership
- ✓ Learning the “leadership formula” to achieve results
- ✓ Decision Making Model – learn how leaders make effective decisions
- ✓ Understand the effect of time on your leadership style

## TAKE OUR SHORT QUIZ

1. T/F: Leaders must be charismatic in order to motivate their employees.
2. List five key interpersonal attributes that effective leaders develop and practice.
3. T/F: Leaders lacking in process cease to be leaders over time.
4. T/F: Effective leaders practice situational leadership based on known variables.
5. What are the four critical components of leadership?
6. T/F: Leaders will sometimes need to bend the truth in order to get buy-in from their employees.
7. How does time affect leadership?
8. T/F: Leaders should try to practice participative leadership style with all employees.
9. T/F: Being a leader means you never apologize for any decision you make.
10. T/F: Most effective leaders are born with innate “leadership” traits.

## WHAT OUR CLIENTS SAY ABOUT OUR PROGRAMS

“Great job. Very informative and insightful. Would attend other seminars in the future.”

**Mr. Lube**

“Excellent communicator. Course exceeded my expectations!”

**Riverside Court Medical Clinic**

“Everything was above expectations.”

**Cameco**

“Enjoyed the half-day format of the course; gives us time to reflect on the content without being oversaturated with information. Good use of case studies.”

**Canadian Dairy Commission**

“Very enlightening! I now look at issues through a different set of eyes.”

**Atomic Energy of Canada**

## PROGRAM 4

# Using Progressive Discipline

*“When coaching has failed, use progressive discipline”*

Progressive discipline, if used appropriately, is an effective management tool. For most employees, a disciplinary warning and the potential consequences of further discipline will act as a deterrent and result in immediate and improved performance and behavioural change.

For other employees who continue to challenge authority, this first warning can be used to build a history of poor performance. By using progressive discipline, management can respond to an employee’s repeated misconduct with a more severe form of discipline. For chronic poor performers, management now has the option to terminate employment for ‘just cause.’ Learn how progressive discipline is the tool to use to deter, correct or when necessary, terminate employment.

## PROGRAM CONTENT

- ✓ Principles of progressive discipline
- ✓ How to prove poor performance
- ✓ Discipline versus coaching – deciding when to use each
- ✓ Mitigating and aggravating factors
- ✓ Effective use of the disciplinary process checklist
- ✓ Identifying ‘management is at fault’ issues
- ✓ What is the culminating incident?
- ✓ Determining the harm of the infraction
- ✓ What are disciplinary themes?
- ✓ Learning how to determine the correct level of discipline

## TAKE OUR SHORT QUIZ

1. Why is documentation important?
2. T/F: The employee’s age ought not be considered in disciplinary issues.
3. What are some ways that an employee’s conduct can harm the organization?
4. T/F: You need a witness in disciplinary situations.
5. T/F: Performance issues are more difficult to prove than behavioural issues.
6. List some of the negative effects of an undisciplined workforce.
7. T/F: An employee’s performance history can be an aggravating or mitigating factor.
8. Why should employees be disciplined for the theme and not the act?
9. T/F: A culminating incident is the straw that breaks the camel’s back and need not be a large misconduct.
10. Under what circumstance is termination the only appropriate action?

## ORGANIZATIONS THAT HAVE ATTENDED OUR PROGRAMS

Canadian Coast Guard, Crown Packaging, Labatt Breweries, Vancouver School Board, Blue Cross, BC Transit, Waste Management of Canada Corporation, Minolta, The Law Society of BC, Coca-Cola, University of Saskatchewan, City of Calgary, Vancouver Police Department, City of Lloydminster, Island Farms Dairies, Van Houtte Coffee, Capital Health, Westin Hotels, Lilydale Foods, Calgary Fire Department, Canadian Association of Chiefs of Police, Interior Health, Insurance Council of MB, Fairmont Hotels & Resorts, Investors Group, BC Principals & Vice Principals Association, Chartered Institute of Management Accountants, BCAA, Greater Victoria Public Library, Calgary Herald, Queen’s University, Department of National Defence, McCain Foods, SaskPower, Boeing Canada, City of Saskatoon, Chevron and more...



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Nanaimo	Jan 28

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## PROGRAM 5

# Enhancing Employee Performance

*“If you can’t identify it, you can’t measure it; if you can’t measure it, you can’t improve it”*

An organization’s viability is directly related to the performance of its employees. A well managed organization has an effective performance management system that aligns individual employee performance goals with the organization’s mission and vision. A comprehensive performance management system will link an employee’s performance to compensation, promotion opportunities, training and development and discipline.

In this program, learn how to identify and quantify good performers from poor performers. Learn why it is important to develop standards of performance and individual performance objectives. More importantly, learn how to communicate these objectives while still creating motivation and commitment.

### HALF-DAY PROGRAM

9:00 am to 12:00 pm

Halifax	Feb 24
Montreal	Jan 27
Ottawa	Jan 22
Toronto	Feb 26
Hamilton	Feb 12
London	Feb 10
Sudbury	Feb 24
Thunder Bay	Feb 3
Windsor	Feb 12
Winnipeg	Feb 12
Saskatoon	Jan 15
Regina	Jan 27
Yellowknife	Feb 19
Edmonton	Jan 22
Calgary	Feb 5
Kelowna	Feb 24
Prince George	Jan 27
Vancouver	Feb 19
Victoria	Feb 26
Nanaimo	Jan 29

### PROGRAM CONTENT

- ✓ Subjective and objective data collection
- ✓ Establishing performance criteria
- ✓ Identifying critical incidents
- ✓ Building a ‘File of Accomplishment’
- ✓ How to quantify behavioural criteria
- ✓ Building a performance plan
- ✓ Communicating performance objectives in an empowering manner
- ✓ Linking employee goals with organizational goals
- ✓ Performance Standards – can you articulate them?
- ✓ Learn why performance management is an on-going process and not a single event

### TAKE OUR SHORT QUIZ

1. T/F: All performance criteria can be measured.
2. List all the ways that management can link employee performance to organizational goals.
3. T/F: The sandwich approach is an effective method to provide feedback.
4. How can you motivate an employee who is already a star?
5. Why can performance appraisals be easily challenged and difficult to defend?
6. How many topics should be discussed during a single performance meeting?
7. T/F: You should meet with poor performers more often than good performers.
8. Why should you keep your employees thinking about performance?
9. What can you do if your employee does not participate in a performance meeting?
10. T/F: Good performers do not require performance appraisals.

### WHAT OUR CLIENTS SAY ABOUT OUR PROGRAMS

“Very knowledgeable and dynamic presenter... role play & practice were critical to gain understanding.”

**Shaw Communications Inc.**

“Definitely worth the investment to gain the confidence to manage staff more effectively.”

**Burlington Hydro Inc.**

“Exceeds expectations.”

**Sunrise School Division**

“We liked the pace & case studies”

**Canadian Association of Radiologists**

“Extremely informative and very useful material and knowledge. Great session!”

**Sleeman Brewery Ltd.**

“Very clear presentation of concepts. Tools helpful. Stories and past experience really add to the learning. Great course.”

**Meyers Norris Penny**

## PROGRAM 6

# Understanding Labour & Employment Law

*"It really can be a win-win situation for everyone"*

As a supervisor or manager, there are several laws that govern your fundamental obligations to your employer and your employees and by law you must know these with precision. Ignorance will not protect you from your duties or the impending fines if you are found negligent.

This program will highlight your key responsibilities under the Employment Standards Act, the Occupational Health & Safety Act, the Human Rights Code and the various labour codes. Not only will you learn about your obligations, but did you know that these laws also protect you? Gain the knowledge about these laws so that you can prevent unnecessary liabilities while expanding your management rights.

## PROGRAM CONTENT

- ✓ Understanding the Employment Standards Act and your obligations
- ✓ The Human Rights Code – do you comply?
- ✓ What are the employer's rights and obligations in the Occupational Health and Safety Act?
- ✓ Using 'variances' to help you manage
- ✓ The prohibitive grounds of discrimination
- ✓ Privacy versus anonymity in a sexual harassment complaint investigation
- ✓ Managing workplace refusals
- ✓ Who does the labour legislation apply to?
- ✓ The Employment Contract
- ✓ What function does the Employment Standards Tribunal provide?

## TAKE OUR SHORT QUIZ

1. T/F: Employment standards only apply to non-union employees.
2. What 'must' you do when an employee refuses to work for safety reasons?
3. What is a bona fide job requirement?
4. What is the difference between the Employment Standards Legislation and the Labour Relations Legislation?
5. T/F: You have to accommodate every employee with a disability.
6. What is systemic discrimination?
7. T/F: Supervisors who have harassed an employee can be temporarily demoted.
8. What must every employment contract include?
9. T/F: Employers do not generally appeal WCB claims in fear of employee retribution.
10. T/F: You can't be accused of discrimination if there are no negative outcomes.

## ON SITE FACILITATION SERVICES

Whether you require a customized program, or would like the convenience of bringing a facilitator to your organization, at CPMS we can do both. We will design a program curriculum to specifically meet your learning objectives, using scenarios and case studies that are applicable while tailoring the discussions to meet the education and experience level of the participants. In this setting, participants will gain the added advantage of learning with their peers while discussing situations that they may currently experience. Our expertise includes Managing Employees in a Unionized Environment, Union Contract Negotiations, How to Become a Better Manager of People, and Developing Leadership Skills. For more information please call 1-888-452-6422.

## HALF-DAY PROGRAM

1:00 pm to 4:00 pm

Halifax	Feb 24
Montreal	Jan 27
Ottawa	Jan 22
Toronto	Feb 26
Hamilton	Feb 12
London	Feb 10
Sudbury	Feb 24
Thunder Bay	Feb 3
Windsor	Feb 12
Winnipeg	Feb 12
Saskatoon	Jan 15
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# MANAGEMENT SKILLS PROGRAMS REGISTRATION FORM

REGISTRATION FORM						
	1 Managing People for 1st Time Supervisors <i>9:00 am – 12:00 pm</i>	2 Dealing with Workplace Conflict <i>1:00 pm – 4:00 pm</i>	3 Developing Leadership Skills <i>9:00 am – 12:00 pm</i>	4 Using Progressive Discipline <i>1:00 pm – 4:00 pm</i>	5 Enhancing Employee Performance <i>9:00 am – 12:00 pm</i>	6 Understanding Labour & Employment Law <i>1:00 pm – 4:00 pm</i>
HALIFAX	Feb 22, 2016	Feb 22, 2016	Feb 23, 2016	Feb 23, 2016	Feb 24, 2016	Feb 24, 2016
MONTREAL	Jan 25, 2016	Jan 25, 2016	Jan 26, 2016	Jan 26, 2016	Jan 27, 2016	Jan 27, 2016
OTTAWA	Jan 20, 2016	Jan 20, 2016	Jan 21, 2016	Jan 21, 2016	Jan 22, 2016	Jan 22, 2016
TORONTO	Feb 24, 2016	Feb 24, 2016	Feb 25, 2016	Feb 25, 2016	Feb 26, 2016	Feb 26, 2016
HAMILTON	Feb 10, 2016	Feb 10, 2016	Feb 11, 2016	Feb 11, 2016	Feb 12, 2016	Feb 12, 2016
LONDON	Feb 8, 2016	Feb 8, 2016	Feb 9, 2016	Feb 9, 2016	Feb 10, 2016	Feb 10, 2016
SUDBURY	Feb 22, 2016	Feb 22, 2016	Feb 23, 2016	Feb 23, 2016	Feb 24, 2016	Feb 24, 2016
THUNDER BAY	Feb 1, 2016	Feb 1, 2016	Feb 2, 2016	Feb 2, 2016	Feb 3, 2016	Feb 3, 2016
WINDSOR	Feb 10, 2016	Feb 10, 2016	Feb 11, 2016	Feb 11, 2016	Feb 12, 2016	Feb 12, 2016
WINNIPEG	Feb 10, 2016	Feb 10, 2016	Feb 11, 2016	Feb 11, 2016	Feb 12, 2016	Feb 12, 2016
SASKATOON	Jan 13, 2016	Jan 13, 2016	Jan 14, 2016	Jan 14, 2016	Jan 15, 2016	Jan 15, 2016
REGINA	Jan 25, 2016	Jan 25, 2016	Jan 26, 2016	Jan 26, 2016	Jan 27, 2016	Jan 27, 2016
YELLOWKNIFE	Feb 17, 2016	Feb 17, 2016	Feb 18, 2016	Feb 18, 2016	Feb 19, 2016	Feb 19, 2016
EDMONTON	Jan 20, 2016	Jan 20, 2016	Jan 21, 2016	Jan 21, 2016	Jan 22, 2016	Jan 22, 2016
CALGARY	Feb 3, 2016	Feb 3, 2016	Feb 4, 2016	Feb 4, 2016	Feb 5, 2016	Feb 5, 2016
KELOWNA	Feb 22, 2016	Feb 22, 2016	Feb 23, 2016	Feb 23, 2016	Feb 24, 2016	Feb 24, 2016
PRINCE GEORGE	Jan 25, 2016	Jan 25, 2016	Jan 26, 2016	Jan 26, 2016	Jan 27, 2016	Jan 27, 2016
VANCOUVER	Feb 17, 2016	Feb 17, 2016	Feb 18, 2016	Feb 18, 2016	Feb 19, 2016	Feb 19, 2016
VICTORIA	Feb 24, 2016	Feb 24, 2016	Feb 25, 2016	Feb 25, 2016	Feb 26, 2016	Feb 26, 2016
NANAIMO	Jan 27, 2016	Jan 27, 2016	Jan 28, 2016	Jan 28, 2016	Jan 29, 2016	Jan 29, 2016

## Step 1. Registrants

Name \_\_\_\_\_ Title \_\_\_\_\_  All  1  2  3  
 4  5  6

Name \_\_\_\_\_ Title \_\_\_\_\_  All  1  2  3  
 4  5  6

Name \_\_\_\_\_ Title \_\_\_\_\_  All  1  2  3  
 4  5  6

Name of Organization \_\_\_\_\_

Mailing Address \_\_\_\_\_  
 \_\_\_\_\_ Postal Code \_\_\_\_\_

Telephone \_\_\_\_\_ Email \_\_\_\_\_

## Select Program(s)

## Step 2. Select Location

- Halifax- Westin- 1181 Hollis Street
- Montreal- Delta- 475 Avenue du Président-Kennedy
- Ottawa- Marriott- 100 Kent Street
- Toronto- Hilton Toronto- 145 Richmond Street W
- Hamilton - Convention Centre- 1 Summers Lane
- London- Delta Armouries- 325 Dundas Street
- Sudbury- Holiday Inn- 1696 Regent Street
- Thunder Bay- Victoria Inn Hotel- 555 W. Arthur St.
- Windsor- Caesars Windsor- 377 Riverside Drive E
- Winnipeg- Fort Garry Hotel- 222 Broadway
- Saskatoon- Radisson Hotel- 405 Twentieth Street E
- Regina- Delta Regina- 1919 Saskatchewan Drive
- Yellowknife- The Explorer Hotel- 4825 49th Ave.
- Edmonton- Westin- 10135 100 Street NW
- Calgary- International Hotel- 220 4th Ave SW
- Kelowna- Delta Grand Okanagan- 1310 Water St.
- Prince George- Ramada Plaza- 444 George Stret
- Vancouver - Marriott Pinnacle- 1128 W Hastings St.
- Victoria- Marriott Inner Harbour- 28 Humboldt St.
- Nanaimo- Conference Centre- 101 Gordon St.

## Step 3. Payment Information

**SAVE \$240** Save \$240 When you and/or your colleagues register for a combined 6 or more seats at \$159 per seat plus tax.  
 Save \$80 When you and/or your colleagues register for a combined 4 or more seats at \$179 per seat plus tax.  
 Regular: \$199 per seat per half-day program plus tax. (GST/HST# 874032162)

Invoice my organization  Visa/MC/Amex  Cheque enclosed is payable to CPMS Inc.

Card Number \_\_\_\_\_ Expiry Date \_\_\_\_\_

Cardholder's Name \_\_\_\_\_

Security code (3 or 4 digit code) \_\_\_\_\_

Signature \_\_\_\_\_

**Cancellation Policy:** Minimum 10 working days prior to the program for reimbursement. A credit note will be issued for all other cancellations. Substitutions can be made at any time. Venue subject to change.

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 By Tel: 1-888-452-6422 / 604-688-2641  
 By Email: [registrations@cpmsnational.com](mailto:registrations@cpmsnational.com)

By Mail: 388 - 1111 West Hastings Street  
 Vancouver, BC V6E 2J3  
 By Fax: 604-688-2642