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Most Wonderful Time of the Year

Another HRP A Annual Conference & Trade Show is once again upon us, and what an exciting time of year it is! It's hard to believe that this is my fourth year attending the event, and it's something I look forward to for months in advance.

You may notice that we've done something a little different with *HR Professional* this year. This issue that you're holding is 100 per cent exclusive to the HRP A Annual Conference. In it, you'll find information about the different keynote speakers and SuperSession presenters, the goings-on at HRP A and articles from featured sessions. I hope you enjoy this special edition of *HR Professional*!

If you haven't already heard, there are a lot of changes to *HR Professional* in 2017. We've transformed into a fully digital experience and (aside from this special edition) have eliminated the print editions altogether. This allows us to increase the magazine's frequency and reach a wider audience than the previous format allowed. Now, in order to read *HR Professional*, you have to visit the App Store or Google Play Store to download the *HR Professional* mobile app. Once you've installed the app on your smartphone or tablet, you can read optimized versions of the magazine at your leisure. Download now – you'll find a couple issues waiting for you! You can also drop by the HRP A booth in the trade show, where we'll have tablets set up and a couple of awesome *HR Professional* representatives to show you how it works.

I can't wait to meet you at #HRPA2017. I'll be attending the keynotes, dropping in on sessions and hanging out at the HRP A booth in the trade show. If you see me, be sure to say hello!

Happy reading,



Jill Harris
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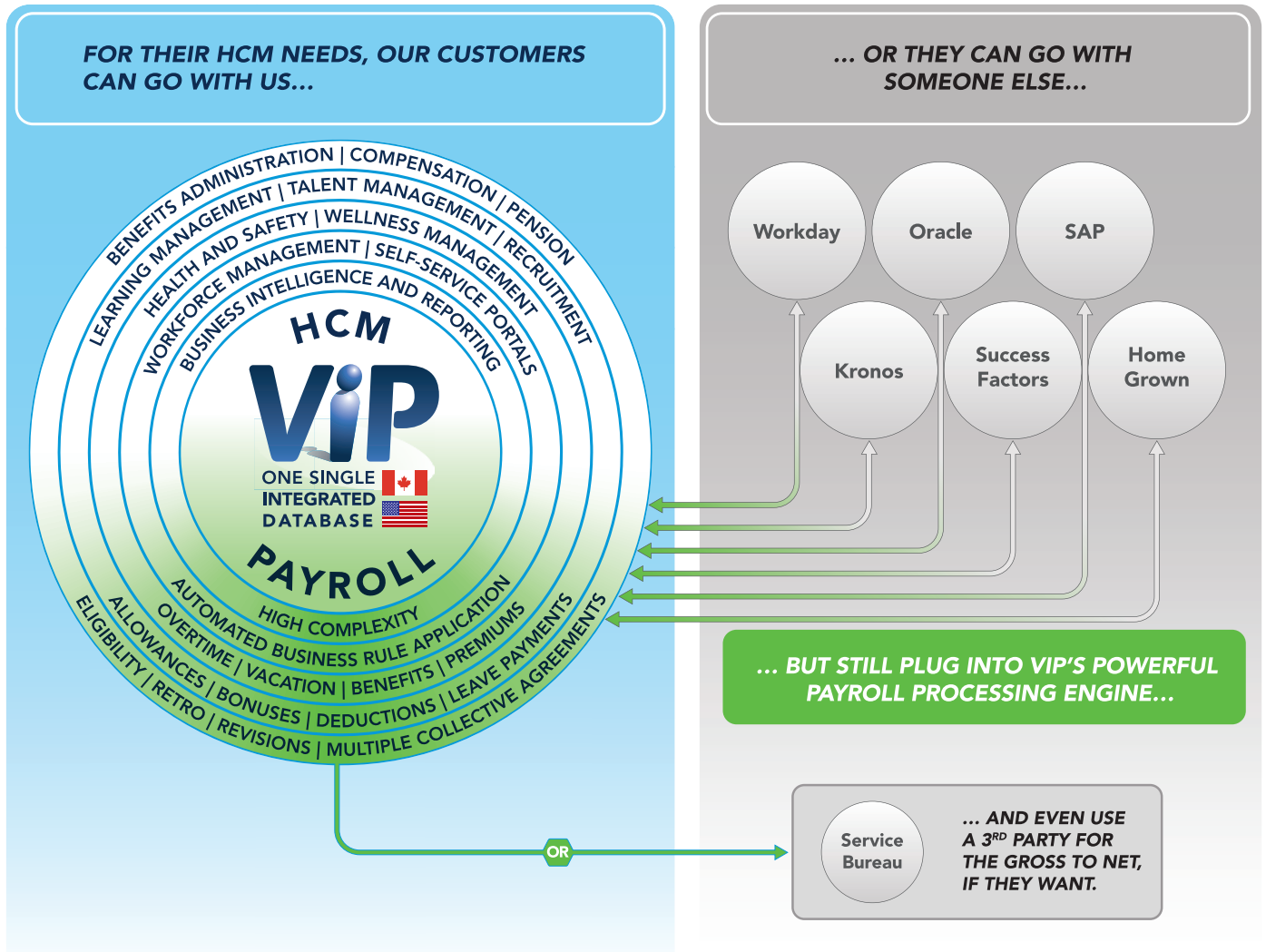
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By Brenda Clark, CHRE

Build Connections: GROW YOUR HR EXPERIENCE

Only one month in, 2017 has already been a year of firsts for *HR Professional* – the launch of our mobile app, our migration to a digital-only platform and our expanded ability to offer readers an increased selection of cutting-edge content and thought-leadership have all but

transformed the way we deliver the *HR Professional* experience.

But another first this year is this: our special Annual Conference issue. This is the first time we have created an exclusive, dedicated magazine issue designed to enhance and inform your experience at the Human Resources

Professionals Association (HRPA) Annual Conference and Trade Show.

This issue provides a wealth of extra content about our world-class keynote speakers, SuperSessions, special executive events, membership renewal prizes, the AC Games and much more, offering our members a new way to connect with

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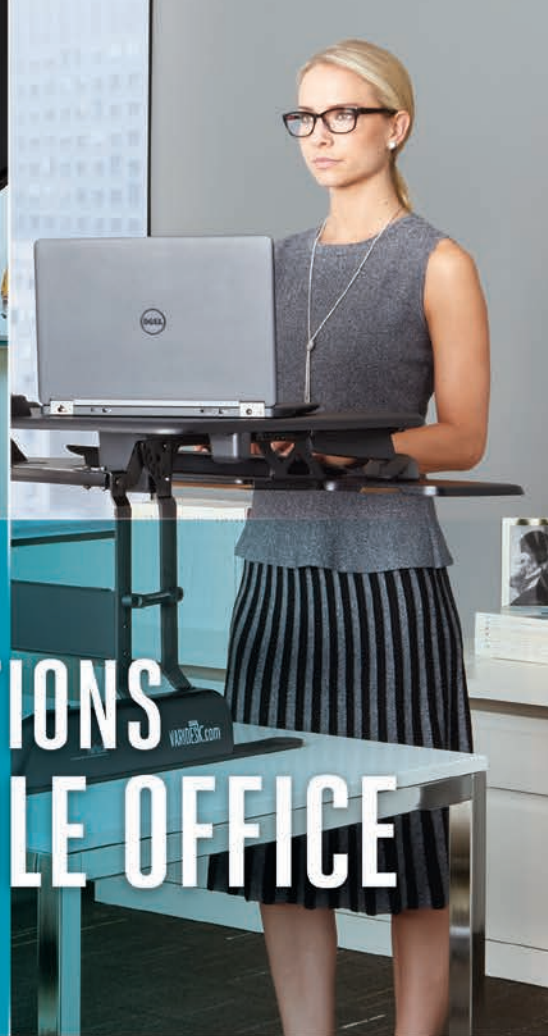
our Annual Conference programming. The cover story is all about connection, highlighting what HRPA has accomplished in the past few months in terms of our groundbreaking work with the International Standards Organization (ISO) toward creating an internationally recognized competency framework for the human resources profession.

You can also read more about some brand new offerings for the 2017 Annual Conference, including our first-ever AC Games. Using the mobile conference app, attendees can participate in the #ACGames contest by accumulating points throughout the registration and event period for the chance to win great prizes.

As you're reading through this issue of *HR Professional*, attending sessions and keynotes, networking with peers and colleagues and browsing more than 250 exhibitors at the Trade Show, my hope is that building connections becomes a continuing theme in your conference experience. There's no better place to meet such an outstanding group of industry peers and thought leaders who are truly advancing the profession across the province, across the country and around the world.

I wish you a wonderful conference experience this year – and I hope to connect with you! ■

Brenda Clark, CHRE, is chair of the Human Resources Professionals Association.



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Employment Law: 25 YEARS IN REVIEW

IMPORTANT CHANGES TO THE EMPLOYMENT RELATIONSHIP

By Hendrik Nieuwland

Over the past 25 years, Canadian employment law has undergone significant changes. These changes have impacted all facets of the employment relationship, including obligations owed by employers to employees and the strategies developed by employers to manage their workplace efficiently and proactively.

This article will highlight some of the key changes that have taken place, including changes to the duty to mitigate, the enforcement of bonus forfeiture provisions, the deduction of disability

benefits during the notice period and perhaps most importantly, termination clauses.

1. MITIGATION OBLIGATIONS

WHAT THE LAW WAS:

Canadian jurisprudence has long held that during the period of reasonable notice, employees have a corresponding duty to mitigate their damages. The mitigation of damages can be achieved when an employee makes reasonable efforts to minimize their damages through finding

alternative employment. If an employee fails to mitigate their losses, a court is entitled to reduce the notice period at common law.

WHAT'S CHANGED?

In 2012, the Court of Appeal's decision in *Bowes v. Goss Power* ("Bowes") changed the landscape of mitigation obligations. In *Bowes*, the employer relied on an employment contract that provided for a specific entitlement to "reasonable notice" upon termination but failed to mention

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TERMINATION CLAUSES ARE STILL COMMONLY USED BY EMPLOYERS IN EMPLOYMENT CONTRACTS. HOWEVER, AS THE CASE LAW INDICATES, EMPLOYERS SHOULD ENSURE THAT EMPLOYMENT CONTRACTS AND TERMINATION CLAUSES ARE DRAFTED WITH A CERTAIN LEVEL OF SPECIFICITY TO ENSURE COMPLIANCE WITH MINIMUM STATUTORY REQUIREMENTS.

any duty to mitigate. The employee was terminated without cause and was provided a termination letter that stated he would be paid reasonable notice but was required to seek alternative employment during this period. The employee was able to find comparable employment within 12 days. As such, the employer took the position that the employee had properly mitigated their damages and was only entitled to the minimum notice under the *Employment Standards Act*.

The Court of Appeal held that by contracting for a fixed notice period, the parties had contracted out of the common law “reasonable notice” approach. In addition, the court held that where an employment contract provided for a fixed notice period upon termination, and was silent about mitigation, the employee would not be required to mitigate their damages.

In 2016, the Court of Appeal in *Howard v. Benson Group* (“Howard”) provided clarification on the duty to mitigate

in respect to fixed term contracts. The court found that there was no reason to depart from the rule set out in *Bowes* – that there is no duty to mitigate where the contract specifies a penalty for early termination, even in the case of fixed term contracts. Parties who contract for a fixed term without providing enforceable means to end the contract early are contracting out of the common law. As such, absent any contractual provisions which stipulate a fixed period of notice, or any other provision to the contrary, under a fixed term employment contract, an employer is obligated to pay damages to the end of term without mitigation.

TAKEAWAY FOR EMPLOYERS:

The key takeaway for employers is that the duty to mitigate is not an implied term of every employment contract. There are certain situations where the common law is ousted, such as an employment contract with a fixed period of notice or fixed term contracts. As such,

employers must use clear and specific language in employment contracts if they hope to reduce damages on termination through an employee’s mitigation earnings.

2. DEDUCTION OF DISABILITY BENEFITS OVER THE PERIOD OF REASONABLE NOTICE

WHAT THE LAW WAS:

The deduction of short-term disability (STD) and long-term disability (LTD) benefits from wrongful dismissal damages has been another area of evolution in employment law over the past 25 years.

In 1997, the Supreme Court of Canada’s decision in *Sylvester v. BC* held that disability benefits paid for by an employer would be deducted from wrongful dismissal damages. The court found that a dismissed employee was not entitled to a “double recovery” of wrongful dismissal damages and disability damages.

legal words

In 2001, the Ontario Court of Appeal issued two decisions, *Sills v. Children's Aid Society* and *McNamara v. Alexander Centre*, which both dealt with the "private insurance" exception. Under this exception, the court found that disability benefits would not be deducted from wrongful dismissal damages if an employee had contributed to the benefits plan.

WHAT'S CHANGED?

In 2013, the Supreme Court of Canada's decision in *IBM v. Waterman* ("Waterman") introduced change in the law. The majority in *Waterman* found that disability benefits, unlike pension benefits, were intended to indemnify for lost wages. There is no question that receiving both disability benefits and wrongful dismissal damages lead to "double recovery," however the majority in *Waterman* specifically questioned the logic of using employee contribution to

the benefits as a justification for receiving both forms of compensation.

This critique from *Waterman* has given employer's counsel the opportunity to "right the ship." A number of recent decisions, including *Mazzuco v. Herer*, *Morris v. ACL Services Ltd.* and *Schulz v. Lethbridge*, have all followed the majority critique in *Waterman* and deducted disability benefits from wrongful dismissal damages.

TAKEAWAY FOR EMPLOYERS:

It is important to recognize the shift that has taken place from *Sylvester* to *Waterman* and appreciate that the presence of "employee contributions" to a disability benefits plan does not automatically justify "double recovery." Employers can now reasonably claim that wrongful dismissal damages should be reduced if an employee also receives disability benefits.

3. BONUS ENTITLEMENTS OVER THE NOTICE PERIOD

WHAT THE LAW WAS:

For a number of years, employers relied on bonus forfeiture provisions in their bonus plans in order to limit bonus entitlements to periods of "active employment." As such, a terminated employee would not be entitled to bonus payments during the notice period because they were no longer "actively employed" with the employer. However, two recent Court of Appeal decisions have effectively nullified these kinds of forfeiture provisions.

WHAT'S CHANGED?

In *Paquette v. TeraGo Networks Inc.*, an employer relied on a bonus forfeiture provision, which required participants to be "actively employed on the date of the bonus payout," in order to avoid a bonus payout during the reasonable notice period. The Court of Appeal concluded that a bonus forfeiture provision which purported to limit bonus entitlement to periods of "active employment" was not sufficient on its own to deprive an employee of their bonus entitlement during the period of reasonable notice.

Similarly, in *Lin v. Ontario Teachers' Pension Plan Board*, an employer relied on a bonus forfeiture provision that stipulated that any bonus entitlement not yet vested at the time of termination would be forfeited by the employee upon termination or resignation. The Court of Appeal concluded that the wording of this forfeiture clause did not alter or remove the employee's common law right to damages, which included compensation for the portion of the bonus earned during the reasonable notice period.

TAKEAWAY FOR EMPLOYERS:

As a result of these decisions, the enforceability of bonus forfeiture provisions in Ontario has become more complicated. An employer that attempts to rely on a bonus forfeiture provision to restrict a terminated employee's bonus entitlement needs to ensure that there is no ambiguity or uncertainty in the wording of the provision, such as a requirement



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MANY EMPLOYERS HAVE RELIED ON TERMINATION CLAUSES TO ENSURE THAT EMPLOYEES DON'T BECOME ENTITLED TO "COMMON LAW" REASONABLE NOTICE, WHICH IS OFTEN SIGNIFICANTLY HIGHER THAN ESA AMOUNTS.

of "active employment." Instead, employers need to craft specific language that removes any entitlement to damages for lost bonus or the lost opportunity to earn a bonus.

4. TERMINATION CLAUSES AND ENTITLEMENTS TO BENEFITS OVER THE NOTICE PERIOD

WHAT THE LAW WAS:

Often, employers will use a termination clause in their employment contract in order to limit an employee's entitlements upon termination. An employer can stipulate the amount of reasonable notice

an employee is entitled to, as long as it doesn't go below minimum standards provided under employment standards legislation (ESA). Many employers have relied on termination clauses to ensure that employees don't become entitled to "common law" reasonable notice, which is often significantly higher than ESA amounts.

WHAT'S CHANGED?

In 2012, the enforceability of termination clauses in Ontario came into question in the case of *Stevens v. Sifton Properties*. In this decision, an employee was terminated without cause and provided three weeks' pay in lieu of notice as

outlined in the termination clause of her employment letter. In addition to three weeks' pay, the employer also paid the employee's outstanding vacation entitlements and continued to pay her benefits during the period of reasonable notice.

The employee brought an action for wrongful dismissal and claimed that the termination provisions in her employment letter violated the ESA by denying entitlement to benefits during the statutory notice period. As a result, the employee claimed that the termination clause was a nullity and that she was entitled to common law reasonable notice.

Continued on page 18



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legal words

The court agreed with the employee and held that the termination clause in her employment letter was contrary to law. The termination clause did not expressly acknowledge that her benefits would continue during the notice period and was therefore contrary to sections 5(1) and 61(1) of the ESA. The court pointed out that even though the employer voluntarily continued the benefits during the notice period, the termination clause was still a nullity and therefore the employee was entitled to common law reasonable notice.

However, in 2016, the Court of Appeal in *Oudin v. Centre Francophone de Toronto* upheld a motion judge's determination that a termination clause that only referenced ESA notice but not all benefits was nonetheless enforceable. The motion judge found that there was no attempt by the employer to contract out of the ESA and that the parties had agreed that the ESA would be respected. In making this determination, the motion judge considered the circumstances of the parties, the words of the

agreement as a whole and the legal obligations between the parties.

TAKEAWAY FOR EMPLOYERS:

As a result of these decisions, the enforceability of termination clauses in Ontario has become more complex. Termination clauses are still commonly used by employers in employment contracts. However, as the case law indicates, employers should ensure that employment contracts and termination clauses are drafted with a certain level of specificity to ensure compliance with minimum statutory requirements.

As proven recently, the failure to make reference to all entitlements upon termination is not necessarily fatal to the enforceability of a termination clause. However, it may be wise for employers to err on the side of caution and ensure that their termination provisions make specific reference to providing all the minimum entitlements under the ESA upon termination. ■

Hendrik Nieuwland is a partner at Shields O'Donnell MacKillop LLP.

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Breaking Down Borders

By Liz Bernier

For knowledge workers in a brave new global marketplace, many of us are still surprisingly reluctant to venture far from home. Despite the ever-increasing prevalence of international opportunities, satellite offices, temporary work rotations and the importance of international experience to gaining a coveted seat in the C-suite, at least one in two Canadians (54 per cent) report that they will not move for work under any circumstances, according to a 2014 survey of 2,000 Canadians by the Canadian Employee Relocation Council (CERC).

Talent that's rooted in one place, reluctant to move, is perhaps one significant factor behind the skills gap, according to the Canadian Council of Chief Executives. Over one-third of companies experiencing talent shortages believe the cause to be that Canadians simply won't move for work, according to a 2014 survey.

LABOUR MOBILITY AND TALENT EXCHANGE IS INCREASINGLY CRITICAL
IN A RAPIDLY CHANGING GLOBAL ECONOMY – AND INTERNATIONAL
STANDARDS ARE THE ONLY WAY TO KEEP UP



cover feature

“If you’re looking at the big picture, there’s a global shortage of skills. Here in Canada, it’s expected that there will be a shortage of about two million skilled workers by 2026 – and just in British Columbia, for example, there’s going to be about a million job openings in 2019, and about 75 per cent of those are going

when you look at mobility and migration, I think that as policy makers and as businesses and associations or regulatory bodies, I think we’ve got to do a far better job going forward. What worked in the past is certainly not going to work in the future if we want to attract those people,” said Cryne.

immigrants who have come to Canada and that difficulty in having the credentials recognized, but also working within a system where you have both the federal and provincial governments having different jurisdictions over credentialing and recognition of credentialing,” she said. “This whole idea of credentialing has always been important and tied to immigration – and not just permanent immigration, as in immigrants coming to Canada, but also in temporary immigration in terms of migrant workers from the Temporary Foreign Worker Program.”

“IF YOU’RE LOOKING AT THE BIG PICTURE, THERE’S A GLOBAL SHORTAGE OF SKILLS. HERE IN CANADA, IT’S EXPECTED THAT THERE WILL BE A SHORTAGE OF ABOUT TWO MILLION SKILLED WORKERS BY 2026.”

—STEPHEN CRYNE, CANADIAN EMPLOYEE RELOCATION COUNCIL

to require post-secondary education. The reality is that we just don’t have the people who can fill those positions,” said Stephen Cryne, president and CEO at CERC.

“We’re competing with other jurisdictions for the same skills. From every corner of the earth, people are complaining that projects aren’t going forward, business is being lost as a consequence of not having skills.”

That’s why integration and mobility are really an important part of the solution.

“I’m not saying it’s the full solution – it’s a lot of other things (as well). But

CREDENTIAL RECOGNITION

Cross-border reciprocity and credential recognition are crucial pieces of the puzzle, but there is still plenty of ground to gain on that front, says Cryne.

Credentialing is critically important, as is recognition of credentialing, especially when there is labour mobility and globalized labour mobility, says Elizabeth Kwan, senior researcher at the Canadian Labour Congress.

“On the higher-scale national and international level, we have seen the issues with credential recognition with

WHAT’S HR TO DO?

This entire quandary is difficult enough as it is, but it becomes increasingly complex if professions do not have a solid foundation of competencies and credentials to work from. In HR in particular, much work has been done over the past two decades toward establishing, reevaluating and building on a strong competency framework for designated professionals.

Currently, there are only a handful of countries that have comprehensive and detailed core competency frameworks in HR; these include Australia, the U.S., the UK and the Human Resources Professionals Association (HRPA)’s in Canada. HRPA’s competency framework is the newest in the world.

Last fall, HRP A made a key move toward establishing an internationally recognized competency framework for the human resources profession. HRP A presented its comprehensive core competency framework to a technical committee (TC260) of the International Standards Organisation (ISO) with a recommendation that ISO should mandate a multinational working group to develop global standards in HR, integrating competency frameworks from various countries into a single global framework. The committee approved HRP A's proposal unanimously, and created a new working group to develop that harmonized framework. HRP A CEO Bill Greenhalgh was named chair.

Having a global competency framework will help enhance the human resources profession worldwide; create a common basis for education, training and talent selection; and facilitate the mutual recognition of designations between countries, says Greenhalgh.

"Once it becomes a standard, any country that wants to be considered to have a professional HR function will at least have to factor this new standard into their thinking," he said. "Ultimately, competency frameworks support designations and those are very important because they are an objective validation

of someone's capability. They tell an employer that if you have that designation, you have the ability, the skill, the background and the experience to be able to function well in a specific job."

The goal of the working group is to establish a single framework that all countries could accept in order to accelerate HR as a true global profession.

The next steps in the process will be for each national standards association to issue a call within their countries for subject matter experts to provide input. The timeline on establishing the framework to completion is estimated to be three years.

STRATEGIC STEP FORWARD

Working to establish a global competency framework supports HRP A's strategic direction by seeking to initiate programs and support global agreements for the mutual international recognition of designations, standards and HR professionalization.

"This is not only a huge recognition of HRP A's credibility as a global thought leader but it is also difficult to overestimate its importance as a major advance in our intent to develop common standards for HR professionals around the world and build a foundation to advance HR as a true profession," said Greenhalgh.

"It's a very useful tool to have agreements or memorandums of understanding with other countries in terms of a particular profession... we're talking about human resources professionals, but it would apply to a lot of other occupations, as well," said Kwan.

"Where it's important and helps (ease) some of the difficulties around recognition of credentials is when you have an agreement in place with another country... then it's sort of a tool to help facilitate that process a lot more, and people can assess the competencies of this, let's say, temporary worker coming into the country. They can right off the bat assess, 'Oh, okay, this person has this set of skills' or is particularly competent or experienced with x, y and z.

"It's a very useful tool to help with the process, because when you have someone go to another country to gain more experience or for whatever reasons... there are many steps to it, and... when you have a common way of understanding what those skill sets are, it's very helpful." ■

Liz Bernier is a communications specialist with the Human Resources Professionals Association.



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JOHN BOUDREAU

Can you really have a plan if you can't predict the future? That is one of the central questions John Boudreau asks in his comprehensive research on talent and human resources management.

"The standard approach to human resources planning was to connect it to strategy – that's a good thing," said Boudreau in a *Harvard Business Review* interview. "But very often it involved finding out what the strategists are doing, and then fitting the workforce to it. So, in a way, predicting the future, and then adapting the workforce and the human resources practices to create a workforce ready for that future.

"Increasingly, what we saw was that companies would say, 'Our predictions went out the window. Everything changed and we had to do something different.'"

Companies began to realize that you can't really have a "set" people strategy that can last 15 to 20 years – so how can you set a strategy in a changing, uncertain environment?

Businesses have been using the term "a VUCA environment" – volatile, uncertain, complex and ambiguous – for some time to describe the elements that make the future difficult to predict. There is going to be a certain level of inability to predict, and in different organizations that has led to a number of different approaches to planning and strategizing, says Boudreau.

"In the world of software, for example, you see a real evolution toward something

that says, 'Let's put imperfect things out there, admit that they're imperfect, let people use them, and be very, very good at revising them as we learn,' rather than, 'Let's figure out what the right solution is, take months or years to create it and then release it into the world in a fully finished form.'"

Leaders of organizations, and specifically HR leaders, are beginning to embrace some of the emerging ways of planning in an uncertain world.

CHANGING WORKFORCE, CHANGING RULES

People who are not employed by the organization they work for will soon accomplish an estimated 40 per cent of the work; however, virtually all present laws, organizational systems and HR processes are designed around managing full-time employees. Future leaders will focus on how to get the work done rather than how to manage staff. Learn how to successfully navigate and lead the world beyond "employment."

With the concept of adapting strategy to a VUCA environment in mind, Boudreau has developed a keynote presentation, titled, "Lead the Work: Organizing New Organizational Forms, Intermediaries & Alternate Work." He will present February 1 at HRPAs Annual Conference and Trade Show.

Boudreau, who is a professor and research director at the University of



Southern California's Marshall School of Business and Center for Effective Organizations, is recognized worldwide for breakthrough research on the bridge between superior human capital, talent and sustainable competitive advantage. He consults and conducts executive development with companies worldwide that seek to maximize their employees' effectiveness by discovering the specific strategic bottom-line impact of superior people and human capital strategies.

His February 1 conference keynote will offer insights into alternative work arrangements, including alliances, talent-trading, tours of duty and freelancers, along with more familiar options, such as outsourcing, temporary employment and contractors. It will also discuss how to help leaders make better decisions about work and talent in this shifting work environment.

Attend John Boudreau's keynote address at HRPAs Annual Conference and Trade Show, February 1 at 8:15 a.m.

"INCREASINGLY, WHAT WE SAW WAS THAT COMPANIES WOULD SAY, 'OUR PREDICTIONS WENT OUT THE WINDOW. EVERYTHING CHANGED AND WE HAD TO DO SOMETHING DIFFERENT.'"

KELLY JOSCELYNE AND ELIZABETH NYAMAYARO

“I think it is right that as a woman I am paid the same as my male counterparts. I think it is right that I should be able to make decisions about my own body. I think it is right that women be involved on my behalf in the policies and decision-making of my country. I think it is right that socially I am afforded the same respect as men. But, sadly, I can say that there is no one country in the world where all women can expect to receive these rights.”

Those were the words of actress Emma Watson at the very beginning of the United Nations’ “He for She” campaign. Launched in 2014, the campaign has garnered strong support from corporate partners and high-profile media attention.

And the woman behind the curtain, so to speak, is Elizabeth Nyamayaro – senior advisor to the executive director of UN Women – is one of two keynote speakers at the HRP Annual Conference, presenting “How to Create a Social Movement.”

A LEGACY OF WORK

Nyamayaro’s involvement in He for She comes after an impressive resume of social activism, and specifically feminist-focused initiatives. Nyamayaro has also worked at the forefront of Africa’s development agenda for more than a decade, helping to improve the lives of under-served populations. She came to UN Women after serving as senior leadership within the corporate strategy office at Merck, working in support of the company’s ongoing efforts to broaden access to medicine in the developing world.

During her tenure at Merck, Nyamayaro also served as director of external affairs and policy, Africa, where she supported

the launch of key women initiatives. Prior to Merck, Nyamayaro held positions with UNAIDS, World Health Organization (WHO) and the World Bank, where she led and supported key public health access initiatives.

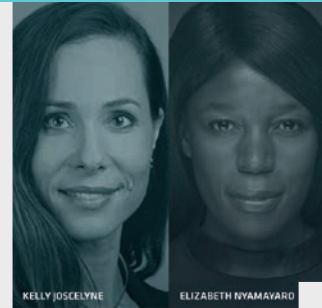
“It became really clear that if we were going to advance the conversation about young women, we needed something that was going to change how we look at gender equality in a positive way. We need to make it a global issue. If it remains a women’s issue, then progress will remain slow. Men still hold power so you can’t really speak about imbalance against women without finding a way to engage men as meaningful partners,” said Nyamayaro.

A strong advocate for economic empowerment, she founded Africa IQ, an innovative social impact organization with a mission to promote Africa’s sustainable economic growth and development. Nyamayaro holds a M.Sc. in politics from the London School of Economics and Political Science.

Nyamayaro will be co-presenting with Kelly Joscelyne, global talent management leader at PwC. A senior HR professional currently based in the U.S. with international experience working in Australia and United Kingdom, Joscelyne has more than 20 years of HR management experience working in global consulting firms, professional services and banking and finance.

She has managed global cultural and behavioural transformation projects, and has specialist skills in strategic resourcing, international mobility, talent management, diversity and assessment strategies.

In her role at PwC, Joscelyne works closely with critical markets to develop



talent strategies for future business growth. She also runs PwC’s Leadership & Gender Equality Series, “Aspire to Lead.” Joscelyne consults and supports the United Nations Women team on the He For She movement.

HOW TO START A FIRE

How does an organization mobilize people around one critical issue to create a mass movement? That’s the central question this powerful keynote session will answer. Two dynamic, impactful and inspiring speakers, Nyamayaro and Joscelyne will share lessons corporations can adopt from the realm of social activism. With at least one man in every single country in the world signing on to the He for She initiative within its first week of launch, the campaign has become one of the most important social movements in the world today, and has been subject to more than two billion conversations online. Explore valuable lessons about creating a successful social movement as Nyamayaro and Joscelyne share campaign insights and perspectives.

Attend Kelly Joscelyne and Elizabeth Nyamayaro’s keynote address at HRP’s Annual Conference and Trade Show, February 1 at 12:00 p.m.

HOW DOES AN ORGANIZATION MOBILIZE PEOPLE AROUND ONE CRITICAL ISSUE TO CREATE A MASS MOVEMENT? THAT’S THE CENTRAL QUESTION THIS POWERFUL KEYNOTE SESSION WILL ANSWER.

NEIL PASRICHA

On paper, Neil Pasricha seems to have everything – multiple *New York Times* best-selling books, a career travelling the world inspiring and motivating business leaders to create happier organizations and devoted family and friends.

But his road to success wasn't without its bumps and bruises. In 2008 and 2009, Pasricha experienced a dark time. His marriage was ending, and one of his best friends – who had long suffered from mental illness – took his own life.

"It was a really heavy time, and as these dark clouds were circling me and I was finding it really, really difficult to think of anything good, I said to myself that I really needed a way to focus on the positive somehow," he said during a Toronto TED Talk.

"I came home from work one night, and I logged on the computer, and I started up a tiny website called '1,000 Awesome Things'. I was trying to remind myself of those simple, universal things that we don't talk about enough... and slowly, over time, I started putting myself in a better mood."

Pasricha's blog eventually evolved into the best-selling book, *The Book of Awesome* – leading to a highly successful writing and speaking career.

In his TED Talk – one of the most popular in the world – Pasricha identifies the "Three As of Awesome": attitude, awareness and authenticity.

"We're all going to get lumps and we're all going to get bumps. None of us can predict the future but we do know one thing about it, and that's that it ain't going to go

according to plan," he said, adding that your attitude is what makes the difference. "When that bad news washes over you and that pain sponges and soaks in, I really hope you feel like you've always got two choices. One, you can twirl and swirl and gloom and doom forever; or two, you can grieve, and then face the future with newly sober eyes. Having a great attitude is about choosing option two, and about choosing – no matter how difficult it is, no matter what pain hits you – choosing to move forward and move on."

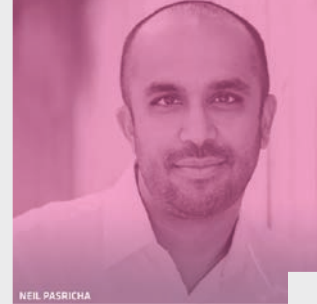
Secondly, awareness – "seeing the world with fresh eyes" – and finally, authenticity, are the other missing puzzle pieces to a happier life, he says.

"When you're authentic, you end up following your heart, and you put yourself in places, in situations and in conversations that you love, that you enjoy."

But Pasricha's work isn't just about being happy when you're off the clock – he has dedicated considerable time and research to discussing how to build a happier workplace.

Pasricha draws on the latest research in happiness to increase individual performance and create a more positive and productive workplace. In his twenties, Pasricha partnered with Harvard University to design one of the first global leadership development programs inside a Fortune 10 company, and as a management consultant, he advised Fortune 50 companies on top-level leadership strategies.

He spent a decade with Walmart, directly working for two CEOs and as the organization's director of leadership



NEIL PASRICHA

development. In the past few years, he has spoken to over 200,000 people at hundreds of events, including royal families in the Middle East, Ivy League deans and to CEOs at organizations such as Audi, Abbot and GE.

His session at HRPAs 2017 Annual Conference and Trade Show will focus on just that: happier people, happier organizations.

The strongest companies in the world have the happiest people working at them. And according to Pasricha, that's no coincidence. During his session, you will discover how to build support networks, manage energy and stress, drive engagement and high-performance results and create lasting happiness at your organization.

Learn the secrets Pasricha uncovered through research with top leaders at Harvard, developing leaders inside Fortune 100 companies and working with clients like Shell, Kraft and Viacom.

Attend Neil Pasricha's keynote address at HRPAs Annual Conference and Trade Show, February 1 at 4:30 p.m.

"WHEN YOU'RE AUTHENTIC, YOU END UP FOLLOWING YOUR HEART, AND YOU PUT YOURSELF IN PLACES, IN SITUATIONS AND IN CONVERSATIONS THAT YOU LOVE, THAT YOU ENJOY."

RASMUS ANKERSEN

When Rasmus Ankersen was at a conference in Finland to give a keynote address, he happened to meet three Nokia employees. Every single one of them had an iPhone in their pocket.

“I thought, ‘Working at Nokia and owning an iPhone must be an unforgivable sin,’” he said.

Six months later, Nokia’s phone division was sold to Microsoft.

“The company became a brutal reminder of the short distance from greatness to (a) fall,” said Ankersen. “From 50 per cent market share to three per cent in just five years. It made me think that while we talk a lot about how to achieve success, we rarely think about how to sustain success. To me, Nokia proved that it is harder to stay successful than to become successful. It’s harder to innovate when you have something to lose. And it’s a lot harder to create an urgency to improve when all you see around you is abundance. This is exactly the dilemma that any successful organization faces: how to create hunger in paradise.”

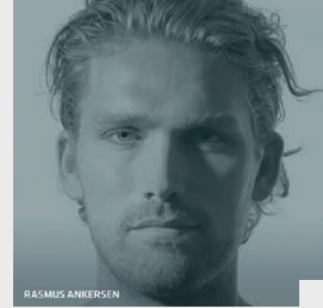
Hunger in Paradise: The War Against Complacency is the title of Ankersen’s most recent book, as well as his keynote at HRP’s Annual Conference.

While we talk a lot about how to achieve success, we talk too little about its consequences – about the complacency, arrogance and the fear of losing it all again, which often follow as a shadow of success. Success produces complacency. But how do you stay humble and keep innovating when the company cashes in record profits? That’s the central question Ankersen will address.

During the keynote, attendees will master the five lessons we need to learn avoid becoming another victim of complacency: never trust in success; burn your trophies; if it ain’t broken, consider breaking it; kill the illusion of perfect conditions; and create a compelling ‘why.’

Ankersen has trained with the planet’s best athletes to translate their secrets of high performance into usable strategies for leaders and businesses. His previous best-selling book, *The Goldmine Effect: Crack the Secrets of High Performance*, was written after Ankersen travelled around the world to unlock the secrets of success of top athletes.

Ankersen wrote his first book, *The DNA of a Winner*, and a year later, published his second book, *Leader DNA*, based on field studies of 25 high-profile leaders. Among Ankersen’s clients are organizations such



as Facebook, Boston Consulting Group, IKEA, Rotman Business School, Nasdaq and Ernst & Young. He has been featured on Sky News Business, CBC, Global and Fox Sports, and is also a regular columnist in several business magazines.

For his work, he has won a Berlingske business magazine award and has been named one of the three biggest business talents in Denmark. Ankersen is also the chairman of FC Midtjylland, and holds the position of co-director of football at Brentford FC.

Attend Rasmus Ankersen’s keynote address at HRP’s Annual Conference and Trade Show, February 2 at 12:00 p.m.

**WHILE WE TALK A LOT ABOUT HOW TO
ACHIEVE SUCCESS, WE TALK TOO LITTLE
ABOUT ITS CONSEQUENCES.**

LINDA NAZARETH

Linda Nazareth came up with the concept of “Econormorphics” to take the biggest trends in the world and find a way to use them for every organization, every individual – essentially, anyone trying to put together a strategic plan.

“We have big changes happening, demographic change... people understand it to an extent; however, I think we need to talk more about where there’s a demographic opportunity, where there isn’t one and how you can take those opportunities,” she said of her new book, *Econormorphics: The Trends Changing Today into Tomorrow*.

There are income changes, attitude changes, women progressing globally, changes to the international economy – myriad social, demographic and economic changes that seem overwhelming. But Nazareth narrows those changes down to 15 or 20 major, overarching trends – and what they mean for organizations.

“It doesn’t really matter how small your planning horizon, how small your organization, how limited you think your options are. The biggest trends make a difference.”

That’s why it’s so important to understand those trends and the potential impacts they will have.

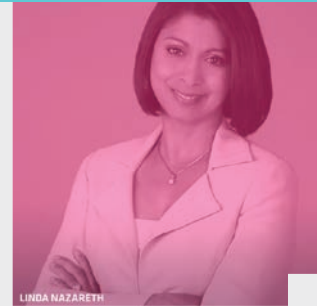
From globalization and urbanization to dealing with demographic change, the world we know is morphing into a different planet. In *Econormorphics*, Nazareth gives readers the knowledge they need to adapt to volatile, turbulent times, and to plan for the future.

In her keynote session, she will translate those lessons to her audience, taking an in-depth look at the biggest trends that will shape the next two decades as well as the challenges and opportunities they present to the economy, the labour market, the financial market and your industry.

Session attendees will learn about and understand the trends that will impact the future business environment, and how they will affect your strategic plan.

The senior fellow for economics and population change at policy think-tank The Macdonald-Laurier Institute, Nazareth is an expert in demographic and economic trends. Her talks focus on what will happen – and what you need to think about to be on the right side of change.

Through her career, Nazareth has used her combination of skills as an economist and communicator to work and consult in a wide variety of industries. Currently, she is a consultant to organizations in the public



and private sector, and for over 10 years she was the on-air economist for Business News Network. She has also been a senior economist at CIBC, and an economist with the Canadian federal government. She is a blogger for her own site as well as others, including *The Globe and Mail*. Nazareth has also been quoted as an expert in such publications as the *Wall Street Journal* and *Wired* magazine.

She is also the author of two previous books, *The Ever After Effect: Waking Up From the “Boom” Years* (Winding Stair Press, 2001) and her 2007 book, *The Leisure Economy*.

Attend Linda Nazareth’s keynote address at HRP’s Annual Conference and Trade Show, February 2 at 4:30 p.m.

“IT DOESN’T REALLY MATTER HOW SMALL YOUR PLANNING HORIZON, HOW SMALL YOUR ORGANIZATION, HOW LIMITED YOU THINK YOUR OPTIONS ARE. THE BIGGEST TRENDS MAKE A DIFFERENCE.”

JASON FOX

Jason Fox describes himself not as a consultant, motivation expert or sought-after speaker, although you could perhaps call him all of those things. But the first line of Fox's bio – before “leadership advisor” or “author” – says “modern day wizard-rogue.”

It's just one element of an approach to leadership, motivation and corporate education that is rooted in fresh thinking, cleverness, creativity and a solid dash of fun.

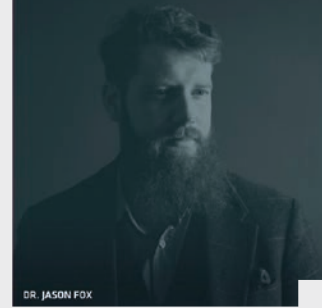
With deep expertise in motivation design, Fox shows forward-thinking leaders around the world how to unlock new progress and build for the future of work. His clients include Fortune 500 companies such as Microsoft, PepsiCo and McDonalds, and other multinationals like Toyota, Honda, Sony, Gartner, Telstra, Johnson & Johnson, Commonwealth Bank, Red Cross, Suncorp and The International Institute of Research.

Fox was named the Keynote Speaker of the Year 2016 by Professional Speakers Australia. He works particularly well with skeptical audiences who have “seen it

all before” and delivers fresh and relevant thinking to instill new curiosity for meaningful progress and future growth. He is the bestselling author of *The Game Changer* and the author of the recently released book, *How to Lead a Quest: a handbook for pioneering executives*. His research has been featured in *Smart Company*, *BRW* and *The Financial Review*.

According to Fox, the world of workplace motivation is rife with fluff, folklore, fist pumping rah-rah and stale old management practices that are fine for predictable work – but terrible for pioneering work. And pioneering through uncertainty is exactly the work your enterprise needs to enable if it is to stay relevant into the future. How can you prepare to change the game?

“I worry about the curse of efficiency, and the default thinking that brings us quick fixes, incremental improvements and a delusion of progress,” he said. “It pains me that some of the world's best people are being held captive to outdated notions of productivity.



“We all want to question, to ponder, to explore – to pioneer and find better ways. We need to. Because it's only by pioneering that we stand a chance at surviving – and a chance to stay relevant.”

At HRPAs Annual Conference and Trade Show, Fox's keynote is “The Game Changer: Craft a Culture Fit for the Future of Work.” You'll get to explore frontier research and insights in motivation strategy and design, learn how to effectively influence the culture of your enterprise and identify whether your organization is fit for the future of work.

Attend Jason Fox's keynote address at HRPAs Annual Conference and Trade Show, February 3 at 8:15 a.m.

**“I WORRY ABOUT THE CURSE OF EFFICIENCY,
AND THE DEFAULT THINKING THAT BRINGS US
QUICK FIXES, INCREMENTAL IMPROVEMENTS
AND A DELUSION OF PROGRESS.”**

ALEX SHEEN

Have you ever walked 245 miles across the state of Ohio? Driven all night to deliver disaster relief? Volunteered at 52 different non-profit organizations in one year?

Alex Sheen has.

The founder and spokesperson of “Because I Said I Would” makes a lot of promises and sets lofty goals. But what sets him apart is that he actually follows through.

Because I Said I Would is a social movement and non-profit organization that’s about making and keeping promises to help alleviate poverty and suffering and create more peaceful, giving communities.

We live in a society that often does not respect the importance of a promise. It is too easy to say, “I’ll get to it” or “tomorrow.” In many ways, we have become numb to disappointment and broken commitments, according to Sheen. This expectation starts to fade into our character as individuals – integrity and keeping your promises are forever interwoven.

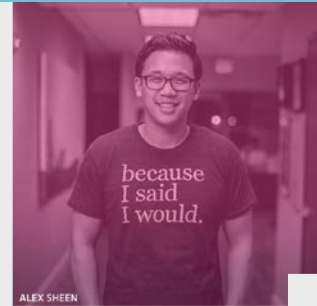
That’s why Sheen believes that accountability is the driving force behind positive change.

Because I Said I Would is a force for good that was sparked by tragedy, when Sheen’s father passed away from cancer in 2012.

“What my father did do was keep his promises – particularly to me and my brother,” said Sheen. “He really taught us to be true to our word, keep our promises, and that’s why I started Because I Said I Would.”

The social movement uses “promise cards” to represent the commitment and accountability people put forward to improve themselves, their communities and the world around them.

In just two years, Because I Said I Would has sent over 3.15 million promise cards to over 153 different countries. The promises written on these cards have made headlines around the world. Sheen’s charitable projects and awareness campaigns have been featured on ABC World News with Diane Sawyer, CNN, The Today Show, NPR,



The Los Angeles Times and many other programs.

In Sheen’s keynote session at HRPAs Annual Conference and Trade Show, you will hear insights and actionable ways to become better at fulfilling commitments, and understand how to become more accountable to your promises through compelling, real-life examples.

Attend Alex Sheen’s keynote address at HRPAs Annual Conference and Trade Show, February 3 at 2:00 p.m. ■

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Shift Happens

It's a competitive world and we know how quickly one unhappy customer can negatively affect your company's brand. The same goes for employees.

As a business owner, you understand that your customers are the heart of your business but have you ever thought about the impact that employees - whether they are past, present, or future - have on your success?

You've spent thousands of dollars recruiting, hiring, training, promoting, and working to retain your employees and now you are in a position where your business needs are changing and you need to depart staff that you have invested in.

Are you willing to let your investment walk out the door with nothing to show for it but a few disgruntled employees? Instead, consider maximizing the opportunity to build your business through Outplacement Services.

Outplacement Services are provided through a third-party organization to help displaced staff land in a new job quickly. This service gives you the opportunity to be proactive in protecting your brand by minimizing the impact of employee damages as a result of termination.

Outplacement Services helps the employees better understand the reasons for the company's decisions, allows them to vent their angry feelings in a consultant's office rather than within their network of friends, and will shift their focus towards the future and away from possible expensive lawsuits.

This service also demonstrates to your customers and stakeholders that you are a brand worth backing because you care about your staff even when departing an employee.

Are you willing to let your investment walk out the door or will you take the next step to redefine change and create a brand ambassador?

Agilec can assist you throughout the entire Outplacement process from pre-planning to post-implementation, to ensure that all those affected quickly move forward. Our clients find new employment significantly faster than the national average, reducing the real costs of downsizing and minimizing the negative impact that change can have within an organization. Call us today for a free business consultation.



HELP PROTECT YOUR BRAND REPUTATION



Redefine Past-Employee Relationships

Salvage relationships with past employees and stakeholders by demonstrating that you care for employees - it will build upon your brand by becoming an employer of choice and a brand that is commended for putting their employees first.



Support Remaining Employees

Remaining employees will often feel more secure in their roles when outplacement has been provided to departing employees as they know that the company values their staff even when offboarding. Providing Outplacement Services also minimizes the stress of the Manager responsible for termination.



Maintain a Positive Online Image

Your business reputation is everything. It is important to keep your business reputation positive, especially in the online world where feedback and reviews can be reviewed 24/7 by customers. Your employees - whether past, present, or future - bring a large network of connections. Providing Outplacement Services to displaced employees can reduce the chances past employees or their connections will leave negative comments that will affect your business.

Meet the THOUGHT LEADERS

SUPERSESSION PRESENTERS

By Candice Ball

BRANDIN O'CONNOR

A co-presenter of the “Employer Do’s and Don’ts in Responding to a Union Organizing Drive” SuperSession, Brandin O’Connor practises law at a Shields O’Donnell MacKillop LLP, a boutique management-side labour and employment law firm based in Toronto.

O’Connor maintains a broad labour and employment litigation practice and advises management in all areas of workplace law, including the administration of collective agreements, employee discipline and dismissal, provincial employment standards and drafting contracts and policies. He has acted for clients before Ontario’s Superior Court, Commercial List, Human Rights Tribunal, Labour Relations Board and private arbitrators and mediators.

Graduating with the Bronze Medal, O’Connor earned his Juris Doctor from Osgoode Hall Law School in 2012. At

Osgoode, he was awarded the prize in constitutional law and represented Canada in the International Finals of the American Bar Association’s Negotiation Competition in Copenhagen, where his team placed second. Maintaining school ties, he lectures for Osgoode Hall Law School’s “Lawyer as Negotiator” course and volunteers as a peer mentor. He is currently vice-chair of the board of directors of Cycle Toronto.

During the SuperSession, O’Connor and his co-presenter Julie O’Donnell will address the three most important topics HR professionals need to learn about union organization in workplaces. He will answer questions such as: what are the first signs of union organization and how can it be lawfully avoided? What is the legal process for union organization? What are employers allowed to say and do during a union organizing drive?



After attending the session, you will take away practical tips about how you can learn if an organizing drive is happening in your workplace. You will hear about the first steps you can take when you are served with an application for union certification. You will also learn about what you can and cannot say in opposition to the union drive before employees vote.

Attend “Employer Do’s and Don’ts in Responding to a Union Organizing Drive” on February 1 at 10:00 a.m.

HRPA
ANNUAL
CONFERENCE &
TRADE SHOW

2017



FEBRUARY



JULIE O'DONNELL

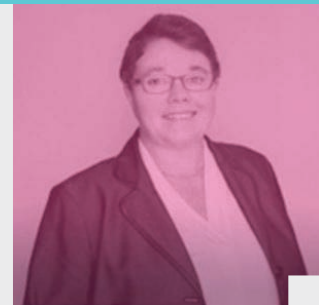
A co-presenter of the “Employer Do’s and Don’ts in Responding to a Union Organizing Drive” SuperSession, Julie O’Donnell practises law at Shields O’Donnell MacKillop LLP, where she is a partner. With an emphasis on management labour and employment law, she acts for both private and public sector clients.

O’Donnell has been involved in all aspects of collective bargaining and in the enforcement and administration of collective agreements. She also has substantial experience in labour disputes and in the obtaining of injunctive relief to restrain picketing in such disputes. She has appeared before provincial and federal labour relations boards and before all levels of Ontario courts. Her practice also includes human rights, workers’ compensation, employment standards, occupational health and safety and dismissal

matters. She graduated from Osgoode Law School in 1988 with a Bachelor of Laws. She also holds a Bachelor of Arts from Trent University.

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Attend “Employer Do’s and Don’ts in Responding to a Union Organizing Drive” on February 1 at 10:00 a.m.

JULIAN CHAPMAN

With more than three decades of experience leading teams and organizations, Julian Chapman, the presenter of the SuperSession, “For Your Own Good: Persuasion for Fun and Profit,” has helped both small and large organizations achieve extraordinary results. He joined Forrest & Company Limited in 2002 and became president in 2014 after he retired from his “second” career as a member of the Canadian Armed Forces at the rank of Brigadier-General. Today, he travels extensively to help Forrest’s clients design systems based on the Forrest methodology that helps them achieve their goals. Chapman is one of the world’s select few Master Trainers for Effective Intelligence – a system for learning how to choose the best thing to do (intelligence) and to make sure it gets done (effectiveness).

Known as a pioneer of thinking in the workplace, Chapman’s thoughts on organizational development and accountability have been published in numerous magazines, periodicals and newspapers, including *HR Reporter Magazine* and *The Bottom Line*. He holds a Bachelor of Arts from the University of Toronto and is a graduate of the Canadian Army Command and Staff College, the Canadian Forces College and the U.S. Army War College.

After attending Chapman’s SuperSession, you will be able to put your wealth of technical expertise to work for your organization by learning some powerful techniques of persuasion to achieve the requisite buy-in from your colleagues to implement your plans. Before your next effort to convince someone to choose your option above all others, learn a robust and easy-to-use, eight-step persuasion and



influence process first developed by the Dutch tech giant, Philips. You will be empowered with eight steps of persuasion and influence and you will learn the best way to use your thinking at each step. You will also be able to identify powerful prompting questions to help explore each step to your specific challenge or solution.

Attend “For Your Own Good: Persuasion for Fun and Profit” on February 1 at 10:00 a.m.

CURT STEINHORST

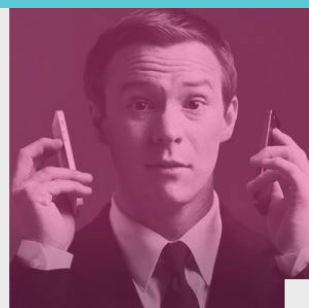
With a childhood diagnosis of ADD, there is no one better qualified than Curt Steinhorst to lead the “Thriving in the Age of Distraction” SuperSession. As a business owner, entrepreneur and founder of FocusWise, he has made it his mission to help the workforce overcome the ubiquitous digital distractions we all face every day. After devoting years to the study of the impact of technology on human behaviour, he now empowers professionals across the world to work smarter in the era of digital distraction.

As a sought-after speaker, Steinhorst has spoken to prestigious audiences across the globe, including Nationwide, McDonalds, Wells Fargo, Wyndham Hotels, J.P. Morgan, Marriott and General Motors. Widely regarded as a leading voice on strategic communications in the age of distraction, he is a certified speaker at the Centre for Kinetics

and he speaks more than 90 times a year. He has served as speaking coach and speechwriter for TED Talk presenters, NHL Hall of famers, Olympic gold medalists and TV personalities.

Steinhorst discovered his gift for capturing the attention of large audiences at an early age. As a student, he was elected president of his 10,000-member class at Texas A&M University, where he graduated Magna Cum Laude.

With the constant bombardment of advertisements, emails, texts and disruptive notifications, you know how hard it can be to attend to tasks at hand. During Steinhorst’s SuperSession, he will describe what our attention spans are up against. For instance, today, without any barriers to connectivity and communications, we are asked to process four times the information that people processed in 1986, with less time to think and process. The constant bombardment



of information has altered the way people work, engage, communicate and relate to one another. Steinhorst will help you understand how lack of focus affects your workplace and its leaders. You will also take away strategies to help your workforce win the battle against digital distractions.

Attend “Thriving in the Age of Distraction” on February 1 at 3:00 p.m.

Continued on page 38



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- Employer logo – standard
- Help desk – standard
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- Microsites to profile your organization and employment brand

MEMBERS.

Looking for your next HR job?

New options to help you find the right position:

- Exclusive to HRPAs members
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- New user friendly web platform
- Search jobs by designation, seniority, sector, function, salary
- Help desk

Hire Authority Canada: Where Canada's top HR talent meets Canada's best employers

TIMOTHY CAULFIELD

Timothy Caulfield, presenter of the SuperSession, “Is Gwyneth Paltrow Wrong About Everything?” is an unrivalled communicator and critical thinker who debunks myths and assumptions about innovation in the health sector. Although he frequently writes for popular press and has authored *The Cure for Everything: Untangling the Twisted Messages about Health, Fitness and Happiness* (Penguin 2012) and *Is Gwyneth Paltrow Wrong About Everything?: When Celebrity Culture and Science Clash* (Penguin 2015), Caulfield has also earned accolades for his academic contributions. He has won numerous academic awards and is a Fellow of the Royal Society of Canada and the Canadian Academy of Health Sciences. He is currently Canada Research Chair in Health Law and Policy and a professor in the Faculty of Law and the school of Public Health at the University of Alberta. He earned a Bachelor of Science and a Bachelor of Law from the University of Alberta and completed his Master of Laws degree at Dalhousie University.

Caulfield’s involvement in interdisciplinary research endeavors afforded him the opportunity to publish more than 300 articles and book chapters. He is a Fellow of the Trudeau Foundation and the Principal Investigator for a number of large, interdisciplinary projects that explore the ethical, legal and health policy issues associated with a range of topics, including stem cell research, genetics, patient safety, the prevention of chronic disease, obesity policy, the commercialization of research, complementary and alternative medicine and access to health care. He is and has been involved with a number of national and international policy and research ethics committees, including: Canadian Biotechnology Advisory Committee; Genome Canada’s Science Advisory Committee; the Ethics and Public Policy Committee for International Society for Stem Cell Research; and the Federal Panel on Research Ethics.

Like it or not, celebrities have influence that goes well beyond fashion. Research shows that popular culture has a profound influence on



our health and that our ideals of beauty and success are shaped by a celebrity-dominated worldview. In his SuperSession, Caulfield will examine what science tells us about the influence of popular culture.

After the session, you will have a better understanding of why celebrity culture has such power and influence and how it shapes perceptions and behaviours when it comes to health and beauty. You will also learn about common health myths and get practical, evidence-based recommendations about living a healthy lifestyle.

Attend “Is Gwyneth Paltrow Wrong About Everything?” on February 2 at 10:30 a.m.

JACOB MORGAN

Recognized as one of the world’s leading authorities on the future of work, employee expertise and the ever-changing workplace, Jacob Morgan is a bestselling author, keynote speaker and futurist who advises business leaders and organizations around the globe. As a co-founder of The Future of Work Community, a global innovation council of the world’s most forward-thinking organizations, Morgan is uniquely qualified to deliver the SuperSession, “Employee Experience: Creating an Organization where People Want to Show Up, Not Need to Show Up.”

The SuperSession will draw on research from his latest book, *The Employee Experience Advantage: How to Win the War for Talent by Giving Employees the Workspaces they Want, the Tools they Need, and a Culture They Can Celebrate* (Wiley, March 2017), which analyzes over 250 global organizations to determine how to create an organization where people genuinely want to show up to work. After graduating with honours in business

management economics and psychology, Morgan took a job in the corporate world, but when a CEO came out of his corner office and handed him a \$10 bill and said, “I’m late for a meeting, go grab me a cup of coffee, and get something for yourself as well,” Morgan made a decision to go off on his own and has never held another corporate job. His experiences in the corporate world compelled him to help organizations make workplaces better. Morgan’s work has earned accolades from leaders such as the CEO of SAP, the president of Turner International, the global chairman of KPMG and the CEO of Whirlpool.

During his SuperSession, Morgan will discuss how we spend a great deal of time and money trying to create meaningful experiences for ourselves. Most organizations hear plenty about the customer experience, but what about the employee experience? There are changes your organization can make to focus on the employee experience as a way to attract and keep top talent.



In this SuperSession, you will gain insight about what some of the world’s most forward-thinking companies are doing to create meaningful employee experiences. Morgan will describe and explore the three environments – digital, cultural and physical – that can create employee experiences. You will gain an understanding of what makes the three employee experience environments meaningful and engaging and be able to implement these strategies in your workplace.

Attend “Employee Experience: Creating an Organization where People Want to Show Up, Not Need to Show Up” on February 2 at 10:30 a.m.

SÉBASTIEN SASSEVILLE

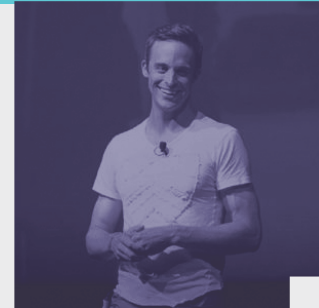
After Sébastien Sasseville received a diagnosis of Type 1 diabetes, the most severe form of the disease in 2002, he vowed that his condition would never keep him from living life to the fullest. He delivered on his promise to himself and turned challenges into opportunities for growth and empowerment. From 2008 to 2012, Sasseville reached the summit of Mount Everest, finished six Ironman triathlons and completed the mythical Sahara Race, a 250-kilometre ultra marathon in the harshest desert on the planet. In 2014, took on his biggest challenge to date: running a 7,200-kilometre journey across Canada, the equivalent of running 170 marathons in nine months.

Sasseville spent the first 10 years of his career working for Fortune 500 companies. He holds a bachelor's degree in communications and went on to become a communications expert extraordinaire as a TEDx speaker.

As an inspirational speaker, Sasseville applies the lessons he has learned as an endurance athlete to the workplace. Bringing inspiration to business, he speaks about three main topics: change management, peak performance and leadership. His SuperSession will delve into how to achieve peak performance during adverse conditions.

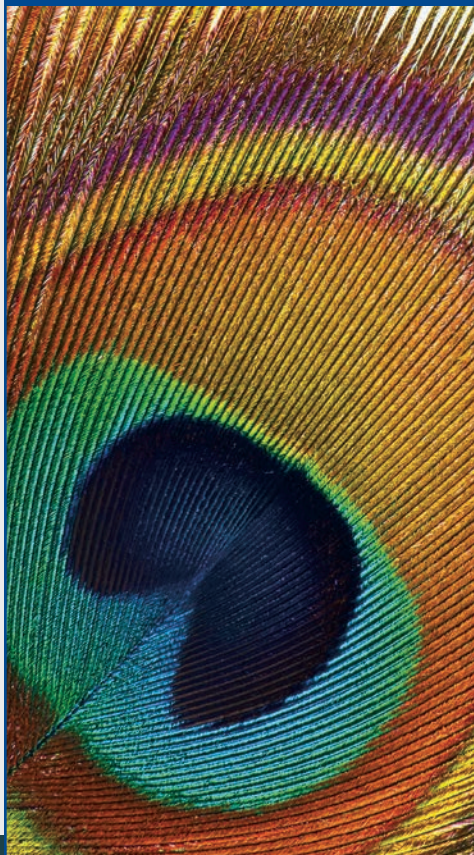
Sasseville will draw on the lessons he learned as an endurance athlete: peak performance is about economy. It's not about being good all the time; it's about being unbeatable when it matters. He will present the logic of success, giving you tools to help your organization perform successfully in a ferociously competitive marketplace with increasingly demanding customers. You will learn how to leverage obstacles, such as disruptive technologies and volatility, and create a culture of excellence.

In addition to exploring the mechanics of peak performance, including how to



create it, maintain it and transmit the desire for excellence to all team members, you will also learn the importance of always communicating a vision or a strong "why" and the real added value of product, idea or project. Finally, you will learn why you should always raise the bar, setting goals above your organization's expectations and how to achieve those goals while adapting to an ever-changing marketplace.

Attend "Peak Performance in Unforgiving Climates, Changing Industries & Unstable Markets" on February 2 at 3:00 p.m.



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MICHAEL HYATT

A self-made millionaire by the time he was 25, Michael Hyatt is a serial entrepreneur, active investor and the executive chairman of Bluecat, one of Canada's most successful private software companies. He also co-founded Dyadem with his brother, which was purchased by IHS Inc., a Colorado-based information analysis company, in 2011.

Most Canadians will already be familiar with the presenter of the SuperSession, "Leading with Grit, Passion & People: Evolve or Die." Hyatt is a weekly business commentator on CBC's "The Exchange," CBC's "Business Panel" and a Dragon on CBC's "Dragons' Den – Next Gen Den."

He is a founding partner at the Rotman School of Management Creative Destruction Lab and he is on the CEO Board of Advisors at Georgian Partners. He is also a finalist in Ernst & Young's Entrepreneur of the Year Award, a recipient

of the Top 40 Under 40 Award and chairs his family's charitable foundation.

He is an active speaker with Speakers Spotlight and in his SuperSession, Hyatt will describe the real opportunity for us all lies in the "The Golden Era" ahead: billions of people are coming online in the very near future; computing power is growing exponentially; artificial intelligence is advancing into its smartest days yet; and disruption is the new normal as we continue to break conventional business models in our hyperconnected world. To successfully realize opportunities in this era requires us to prepare for a marathon, not a sprint. Hyatt predicts that the leaders who will win will be those who understand how to embrace change, harness opportunity, find and motivate A-players while effectively managing adversity.

After his SuperSession, you will understand the "Rules of Opportunity" and how



to harness them. You will also learn how to identify what employees really want and bring it to life in your organization and know what to consider when you are building for success.

Attend "Leading with Grit, Passion & People: Evolve or Die" on February 3 at 11:00 a.m.

ALEX TAPSCOTT

A globally recognized thought leader, speaker and writer focused on the impact of emerging technologies on business, society and government, Alex Tapscott is a passionate advocate for the disruptive potential of new technology. His SuperSession, "Disruptive Technologies and Business Opportunity," will focus on concepts discussed in the critically acclaimed #1 *Globe and Mail* non-fiction best-seller, *Blockchain Revolution: How the Technology Behind Bitcoin is Changing Money Business and the World* (Penguin Random House 2016), which he co-authored with Don Tapscott. Tapscott's writing has been featured in *TIME*, *Fortune*, *Forbes*, the *Harvard Business Review*, the *Toronto Star*, *The Globe and Mail* and dozens of other publications. He is a graduate of Amherst College (cum laude) and is a CFA Charterholder.

Tapscott is currently the CEO and founder of Northwest Passage Ventures, a venture capital firm that invests in companies in the blockchain market. He sits on the Advisory

Board to Elections Canada, the independent, non-partisan agency responsible for conducting federal elections and referendums. He is also a founding member of the World Economic Forum's Global Futures Council on Blockchain. As a philanthropist, he founded CAMH Engage, an organization committed to developing an innovative fundraising platform at the Centre for Addiction and Mental Health.

During Tapscott's SuperSession, he will describe blockchain, the open-access, secure global platform behind currencies like Bitcoin. He views blockchain as a technology that will transform the way we do business over the next decade. Blockchain facilitates an authenticated, peer-to-peer transfer of value without an intermediary like a bank, in a way that is transparent, public, permanent and completely anonymous. Its functionality can be applied to both private exchanges and to permanent storage like voting, legal contracts, government records and more.



He will tell you how blockchain will shift the dynamic between consumers and companies and provide significant entrepreneurial opportunities as it revolutionizes the way we transact our lives. After the session, you will understand blockchain's transformative capabilities, its potential applications in global finance, government, healthcare and education, as well as its promise for the start-up world.

Attend "Disruptive Technologies and Business Opportunity" on February 3 at 11:00 a.m. ■

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This program has been approved for 30 continuing professional development (CPD) hours under Section A3 of the continuing professional development (CPD) log of the Human Resources Professionals Association (HRPA).

Program Directors

Natalie C. MacDonald
Rudner MacDonald LLP

Stuart E. Rudner
Rudner MacDonald LLP

Certificate Details

DATES

March 23 - April 18, 2017

5 days over 5 weeks

In Person and Webcast

LOCATION

Osgoode Professional
Development

1 Dundas St. West, 26th Floor
Toronto, ON

Get Connected

Every single industry, profession, sector and organization is in the midst of massive digital disruption – and HR is certainly no exception. But the digital shift doesn't have to be a risk factor or a slow, reluctant shuffle toward new technologies.

Instead, it can be an opportunity to thrive and grow – and to connect.

Connection is one of the overarching goals of HRPAs Annual Conference and Trade Show – one we've taken every opportunity to create for you. To that end, we are striving to enhance your conference experience with a full-featured, immersive digital app.

Download our free conference app to your phone to navigate the conference with ease. Featuring an interactive conference floor plan, this easy, intuitive app lets you quickly find and bookmark speakers, sessions and trade show exhibitors. In order to access the mobile app, you will need to log in using the email you used to register for the event. The app is available for iOS, Android, Windows and Blackberry devices.

GET GAMING

Scrolling through the conference app is quick, helpful and convenient – but this year, it's also a chance for you to get your game on. We've gamified the conference app with #ACGames, a new mobile app contest for conference attendees.

It's easy to play – the contest is based on a points system, and attendees will accumulate points throughout the registration and conference period. The attendee with the highest total points in the game will win our Grand Prize, while the runners up will be able to choose from donated exhibitor prizes via our Prize Draft. The Grand Prize will be an Apple iPhone 7, and there are plenty of other great prizes up for grabs! #ACGames is sponsored by Jobillico. ■

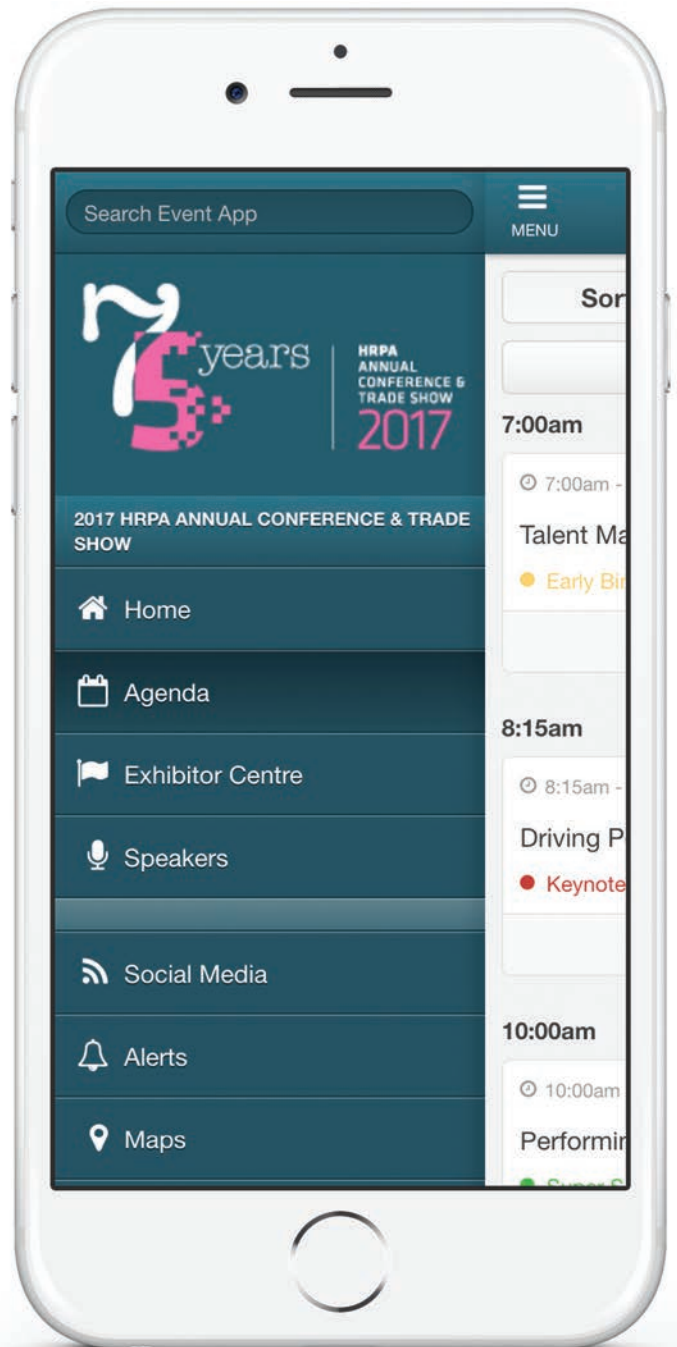


Photo of woman: Production Perig/Shutterstock.com
 Image of cell phone: HRPAs



Relocating families comes with its challenges

Knowing the move will be taken care of is comforting

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Passport to Renewal

RENEW YOUR MEMBERSHIP DURING THE CONFERENCE AND WIN!

Renew your HRPAs membership at the Annual Conference and Trade Show and be entered to win one of several incredible trips, including a Grand Prize trip for two to Maui. You have multiple chances to win – drop by the HRPAs booth to renew!

MAUI (GRAND PRIZE)

Spend a week in paradise with our Grand Prize: a trip for two to Maui, Hawaii! Soak up the sun on one of the island's breathtaking beaches, peer over the precipice of an active volcano, take a surfing lesson on the ocean, experience local food and culture, hike a coastal trail, go on a zip lining eco-tour and snorkel with sea turtles. Or better yet, get off the beaten path – rent a jeep and spend a day exploring the island's extraordinary vistas, or rent a tent.



Tyler Rooke/Shutterstock.com

NEW YORK CITY

Visit the city that never sleeps and find your niche in the Big Apple! In a city that truly has something for everyone, there are endless options to choose from. Soak up the arts and culture scene by visiting classic stops like the Metropolitan Museum of Art and taking in a Broadway show. Go on a walking food tour, visit the Highline, see one of NY's sports teams in action, go to Saturday Night Live and take in the landmarks. Or if your tastes run more toward the obscure, take in a real-life trial at Night Courts, visit an experimental art show or go to a secret bar.



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SAN FRANCISCO

Spend some time exploring beautiful, vibrant San Francisco! See the iconic Golden Gate Bridge, visit Alcatraz Island, Pier 39, see the colourful Victorian houses and go for a cable car ride, go to the Palace of Fine Arts or explore Lombard Street.



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SAN DIEGO

Visit the beautiful Pacific Coast with a trip to San Diego. Visit the famous San Diego Zoo, go to the Air and Space museum, take in the retro beachside amusement park vibe at Belmont Park, go snorkeling or scuba diving at La Jolla Cave, explore a historic aircraft carrier at the USS Midway Museum, go on a mountain and desert tour or go kite surfing over picturesque oceanside cliffs.



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ORLANDO

Take a break from reality and experience some movie magic in Orlando! Visit Universal Studios, Walt Disney World resort and the futuristic Epcot theme park, or explore the Wizarding World of Harry Potter. Visit the Orlando Science Centre, play a round of golf on one of the gorgeous world-class courses, check out the Kennedy Space Centre and go on an eco-tour or airboat tour of the Everglades.



Kamira/Shutterstock.com

LAS VEGAS

Take in the larger-than-life glitz and glamour of Las Vegas! Go shopping along the strip, spend an afternoon poolside at one of the beautiful resort pools, eat all you can manage at one of the decadent casino buffets, make a day trip to the Grand Canyon, see a magic show, a legendary star with a Vegas residency or a Cirque du Soleil show, visit the mob museum or Fremont Street and play some table games or slots at one of the high-energy casinos. ■



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Executive Dinner Series

SENIOR HR LEADERS CAN FURTHER THEIR KNOWLEDGE THROUGH DINNER CONVERSATION AND NETWORKING IN THESE EXCLUSIVE HRP A EVENTS

What does Brexit mean for your recruitment strategy and your international assignments? What impact will President Trump have on your organization's cross-border business deals or your U.S. hiring?

With competing priorities, looming deadlines and so many things on our plates, it's easy to become a bit preoccupied with the day-to-day and spend significantly less time on the bigger picture. But as senior leaders of your organization – and leaders in the HR profession – forgetting the big picture can be a big problem.

Further your understanding of international affairs and macro economic trends over an intimate evening of conversation and networking with world-class conference keynotes. Join Dr. Tim Oliver on Thursday, February 2 to learn about the business implications of Brexit; join Jeffrey Pfeffer on Wednesday, February 1 to learn about fixing the leadership problem; or join John Boudreau on Tuesday, January 31 to learn about organizing new forms of work and emerging employment models.

These exclusive dinner events are limited to senior executives only in order to foster a high-level discussion among experienced peers.

No matter how specialized your industry or professional practice, it's critical to have a solid understanding of the overarching macro trends impacting the economy and the business world. In 2017, HRP A is pleased to offer a curated selection of opportunities – like the Executive Dinner Series – exclusively for senior leaders to connect, network, learn and share insights about how these trends trickle down to impact the day-to-day operations,

objectives and cultures of their organizations, as well as how they may shape organizational strategy.

HRP A is also pleased to share world-class thought leadership through our newly reimagined digital journal, *HR Professional*. Stay tuned throughout 2017 for expanded content offerings! ■

HOW TO ATTEND

Location: Toronto Metro Convention Centre
4th Floor, Room 401

Time: 5:30 p.m. – 6:00 p.m. – Registration
6:00 p.m. – 6:45 p.m. – Dinner
6:45 p.m. – 7:45 p.m. – Keynote

Fee: * each price is per event.
HRP A Member/Non Member – \$149 + TAX
HRP A Member/Non Member + Guest – \$249 + TAX
Table of 6 – \$499 + TAX

Note: You do not need to be registered for the 2017 HRP A Annual Conference to attend these events.

Disclaimer: Registration for dinners is open to senior executives and key team members only.

Registration: Please submit registration requests with date of dinner and your contact information to Kevie Carr at kcarr@hrpa.ca.

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What's New with the Office of the Registrar?

COMPUTER-BASED TESTING IN 2017

This year, HRPAs has begun offering computer-based testing (CBT) for all exams, including the CKE 1, CKE 2 and employment law exams. Through CBT, HRPAs is striving to provide members with a more convenient way to schedule exams, as well as a more secure and rigorous testing technology than traditional paper-based Scantron exams. Our vendor has a well-established track record of experience and success, and is the same vendor that provides SAT testing.

Test-takers will now be able to schedule their exam time within a window of time slots, instead of only on Saturdays. Test periods will take place three times per year instead of two. The exams will still be in the same multiple-choice format as they are now and will be the same degree of difficulty as they are now. Please note that test-takers will still need to complete the exam at a test centre location – the exams are proctored and are offered on a computer. The new process will involve a simple, three-step registration:

1. Establish your eligibility with HRPAs
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3. Schedule your seat and testing window directly on the exam vendor's site at www.prometric.com/hrpa

Learn more about the new testing process online at www.hrpa.ca.

PLEASE NOTE THAT TEST-TAKERS WILL STILL NEED TO COMPLETE THE EXAM AT A TEST CENTRE LOCATION – THE EXAMS ARE PROCTORED AND ARE OFFERED ON A COMPUTER.

Don't forget! Visit the CPD Clinic at the HRPAs booth to find out more about continuing professional development – and make sure you count your conference hours as qualified CPD hours!

Continued on page 50

Meet Rebecca Durcan, HRPA's Regulatory Counsel

HRPA 2017 ANNUAL CONFERENCE –
TUESDAY, FEB. 1, 10:00 – 11:00 A.M.



A very important role at HRPA is that of regulatory counsel. With the passage of the *Registered Human Resources Professionals Act, 2013*, the sophistication with which HRPA must conduct its regulatory function has increased significantly. As a professional regulatory body, HRPA's key mandate is to promote and protect the public interest by governing and regulating the practice, competence and professional conduct of members of the association, students and firms in the public interest. In doing so, HRPA must take into consideration the rights of all stakeholders. The standards are quite high.

Regulatory counsel assists HRPA with the correct interpretation and application of its *Act* and other acts which apply to professional regulation. Drafting by-laws is an area where the input of regulatory counsel is especially important. Regulatory counsel provides advice to the association in regards to establishment of proper regulatory procedures. Regulatory counsel also provides advice as to the best course of action in specific cases. Although the association is one of the parties, in any adjudicative proceeding HRPA also has an overarching duty of fairness and impartiality towards all parties. There is also a delicate balance between the level of protection provided to the parties to any regulatory proceeding and the necessity to deal with matters without unnecessary delay. Finding this balance is not always easy; again, the advice of regulatory counsel is important.

At HRPA, regulatory counsel is Rebecca Durcan, partner at Steinecke Maciura LeBlanc, a firm dedicated to professional regulation matters.

REBECCA DURCAN, PARTNER, STEINECKE MACIURA LEBLANC

Rebecca Durcan attended Queen's University to study history and obtained her law degree from the University of Windsor in 2000. In 2006, she completed her Masters in Health Law from Osgoode Hall.

Durcan's practise is dedicated solely to professional regulation. She acts as general counsel and prosecution counsel to numerous professional regulators, and as independent legal counsel to discipline committees. She previously worked as defence counsel to health care professionals and institutions. This provides Durcan with unique insight when she acts as general counsel, prosecution counsel or independent legal counsel to regulators.

In her role as general counsel, Durcan assists regulators with a wide variety of matters including registration, complaints, investigations, quality assurance and governance. She has recently spent much of her time assisting the transitional councils of the "new" Ontario health colleges and directly assisted in the transition of two to become regulated health colleges.

When not working, she can be found running after her three boys, Harry, Jude and Teddy. ■

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Mental Health

A FOCUS AREA AT HRP A'S ANNUAL CONFERENCE

As always, HRP A offers several conference streams around which content, keynotes and sessions are structured. The conference streams are the building blocks of the professional development we offer every year at the Annual Conference – and this year, we have a special focus on mental health as a sub-domain of Health, Wellness and Safe Workplace.

2017 marks the 10th anniversary of the Great-West Life Centre for Mental Health in the Workplace, a valued partner of HRP A. The Centre was established in 2007 and has three main objectives:

- Increase knowledge and awareness of workplace psychological health and safety
- Improve the ability to respond to mental health issues at work
- Turn knowledge into action through practical strategies and tools for employers

The Annual Conference will offer a panel discussion on Wednesday, February 1 entitled *Panel on Psychological Health and Safety: A Vision for Your Future Efforts*. The panel will feature Mary Ann Baynton, program director of the Great-West Life Centre for Mental Health in the Workplace; Dr. David Satok, corporate medical director at Rogers Communications; and Sari Sairanen, national health and safety director for Unifor.

On any given week, more than 500,000 Canadians will not go to work because of mental illness; implementing tools and resources to promote employees' psychological health makes good business sense in any organization. Learn more about how to create a culture that supports mental wellness. ■

FEATURED SESSIONS ON MENTAL HEALTH

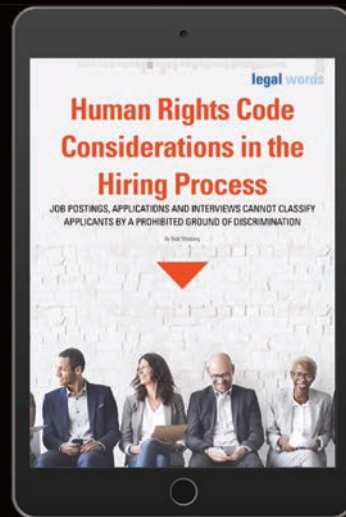
- Panel on Psychological Health and Safety – A Vision for your Future Efforts with Mary Ann Baynton, Dr. David Satok and Sari Sairanen (February 1, 10:00 a.m.)
- Health & Safety in your Pocket: There's an App for That with Tanya Morose and Rachel Mitchell (February 1, 10:00 a.m.)
- Taking the Workplace Bully by the Horns with Renée Gendron (February 1, 3:00 p.m.)
- Are Employers Dealing with a Coping Crisis or a Mental Health Crisis? With Dr. Bill Howatt (February 1, 3:00 p.m.)
- Improving Mental Health at Work: Promising Practices for Employers to Adopt with Sarika Gundu and Nitika Rewari (February 2, 10:30 a.m.)
- Thriving in a 24/7 World with Peter Jensen (February 2, 10:30 a.m.)
- Practical Strategies to Build Team Resilience with Mary Ann Baynton (February 2, 3:00 p.m.)
- Bill 168 WWH – A Practical Translation and Application for Everyone in the Workplace with Valerie Harrison (February 3, 11:00 a.m.)
- Handling the Politics of Workplace Bullying with Valerie Cade (February 3, 1:00 p.m.)
- Pillars of Health — Truly Sustainable Health and Wellness in the Workplace with Jacob Lay and Scott Tate (February 3, 1:00 p.m.)

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Booth #605

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Canadian Business SenseAbility is a network of Canadian businesses that recognizes the immense value that people with disabilities bring to their organizations as employees, consumers and investors. SenseAbility offers resources, training and advisory services to assist businesses in employing people with disabilities and attracting them as customers. For more information contact us at Info@SenseAbility.ca. #SenseAbility

Booth #609

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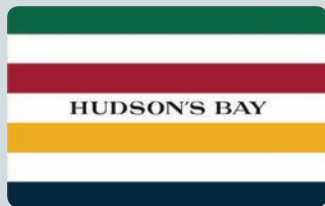


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Using Powerful Questions to Enhance Team Effectiveness

EQUIP YOUR TEAM WITH TOOLS TO BECOME MORE SELF-RELIANT AND PRODUCTIVE

By Carolynne Fletcher Wintrip

Today's organizations increasingly rely on teams to accomplish important business goals. Sales teams, project teams, patient care teams, leadership teams, retail teams, product teams, service teams and more: teams are essential for achieving results. When an organization needs to make important changes, a team is often formed to look at the issues, generate options and plan for and implement new approaches. Innovation, strategic change, digital disruption and fast moving markets all benefit from the diverse knowledge, perspectives and skillsets that teams can offer.

Despite the importance of teamwork, many teams are not operating in a way that brings out their best. According to research conducted by the Human Capital Institute, 92 per cent of employees surveyed saw teams as important for organizational success, while only 23 per cent believed their teams to be effective. Poor communication and lack of clearly defined roles and responsibilities were noted as top challenges for teams. Like people, teams can form patterns and habits. They develop certain ways of doing

things and may not take time to question their approach. People on the team may just tolerate or live with the status quo.

If teams are crucial for organizational success, what can HR professionals do to help their organizations to create the conditions and supports for teams to thrive?

Research indicates that teams that regularly conduct debriefs outperform those that don't by 20 to 25 per cent. Debriefs are a quick and powerful way for teams to enhance their performance. Providing team members with skills and tools to conduct effective debriefs can lead to improved results and increased engagement. Since many employees are on multiple teams, debriefing skills gained with one team can benefit other teams as well.

WHAT IS A DEBRIEF?

During a debrief, team members discuss the team's recent experiences and explore where they can make improvements. Structured debriefs produce better results and allow team members to prepare for involvement in the discussion. To get the most out of a

**TEAMS THAT REGULARLY CONDUCT DEBRIEFS
OUTPERFORM THOSE THAT DON'T BY 20 TO 25 PER
CENT. DEBRIEFS ARE A QUICK AND POWERFUL WAY
FOR TEAMS TO ENHANCE THEIR PERFORMANCE.**

debrief, it is helpful for a team to focus on specific questions that will help them acknowledge what they are doing well, and discuss ideas for improvement.

WHEN SHOULD A TEAM DEBRIEF?

The best timing for a debrief will depend on the work of the team. For fast-paced work with high interdependence, a team may need to debrief as frequently as once a week. For other teams, a monthly or quarterly pattern makes more sense. Quick debriefs can also be included at the end of each team meeting. After, Action Reviews can be scheduled after achieving specific goals or milestones and at the mid-point and end of projects.

WHO SHOULD FACILITATE THE DEBRIEF?

When getting started, it may be helpful for someone outside the team to facilitate the debrief, however many teams can manage the debrief process and conversation effectively on their own. Providing guidelines and focus questions will help the team to manage the process and get good results.

The facilitator needs to help the team create a climate for maximum participation. Beginning the debrief with some clear ground rules for participation will help set the tone for positive participation. It is important that everyone has an opportunity to contribute to the debrief discussion. The research shows that equal talk time is a key characteristic of high-performing teams.

CREATING POWERFUL QUESTIONS

What types of questions work well for team debrief discussions? As with many people issues, the best questions depend on team context and purpose. Good questions are future-focused, open-ended and clear. Questions should be structured to help the team explore and discover what's working and what they can do differently that will help them get even better results.

SAMPLE DEBRIEF QUESTIONS

Any of these questions can easily be incorporated into a regular team meeting. Each team member needs to be given the

opportunity to voice his or her perspective. Providing the questions in advance can help encourage participation. Debrief discussions should always end with clear commitments for action items, next steps and related accountabilities.

- When have we been at our best as a team, and what contributed to that?
- What are our top priorities for this week/month/quarter?
- What will success look like?
- What do we need to do more of?
- Which of our processes can we "tweak" for better results?
- What can we stop doing without compromising on results?
- What's getting in our way? How can we address it?
- How can we make our team communication even better?
- How effective was this meeting? What did we do well? What took us off track? What can we do to ensure our meeting time is spent wisely?
- What has been our biggest accomplishment? What did we do that helped us achieve it?
- Four questions that work well for After Action Reviews, which typically focus on key incidents, milestones, initiatives or projects include: What was expected to happen? What actually occurred? What went well and why? What can be improved and how?

Effective teamwork is crucial for organization success and innovation. Research shows that team debriefs lead to improved performance. HR professionals can support team effectiveness by encouraging regular team debrief discussions and action planning. ■

Carolynne Fletcher Wintrip is a learning and team effectiveness specialist and founder of Luminus Learning Inc. Attend her session at the HRPA Annual Conference, entitled "Powerful Questions to Enhance Team Effectiveness," on February 1 at 10:00 a.m.

Don't Be Fooled by the "Standard" in Employment Standards

AS LEGISLATION EVOLVES, EMPLOYERS NEED TO ENSURE THEIR COMPLIANCE

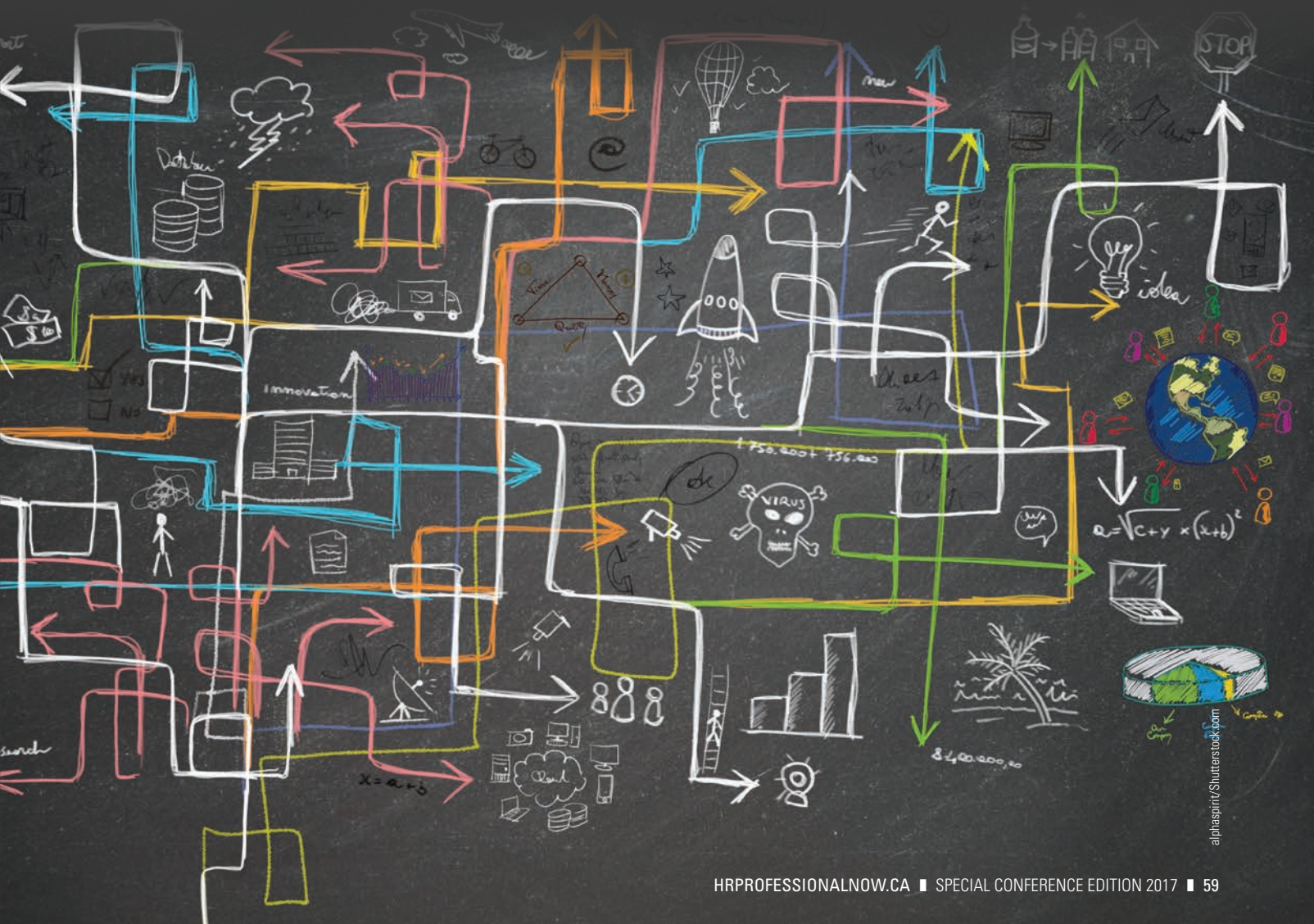
By Stuart Ducoffe

The Ontario Employment Standards Act, 2000 (the Act) and other similar legislation across Canada sets out minimum requirements for employment-related standards such as vacation, overtime, hours of work, termination and leaves of absence. Although the setting of minimum standards would appear to be relatively straightforward, as a result of including myriad exemptions, industry-specific variations and lack of definitions for certain key words in the Act, employers are often faced with significant challenges in meeting the requirements.

MANAGERIAL/SUPERVISORY EXEMPTION

One of the exemptions that gives rise to consistent problems for employers is the managerial/supervisory exemption from hours of work limitations and overtime. In fact, the governing language is not even in the Act itself; it is found in one of the regulations to the Act. The actual language in the regulation is:

"a person whose work is supervisory or managerial in character and who may perform non-supervisory or non-managerial tasks on an irregular or exceptional basis."



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Although the reference to “supervisory or managerial” work seems clear enough, that clarity gets bogged down with the reference to “and who may perform non-supervisory or non-managerial tasks on an irregular or exceptional basis.” What does “on an irregular or exceptional basis” mean?

This means that assuming an employee functions as a true manager or supervisor, the employee *cannot* perform non-managerial work on any sort of regular basis. In other words, an employee who satisfies the requirements for being characterized as a manager or supervisor *but* who also undertakes non-managerial tasks on a regular basis will no longer be considered a manager or supervisor.

The application of this provision is notably problematic in the quick-service restaurant industry, where managers or supervisors will participate in non-managerial duties by covering breaks for other employees or working to serve customers where long line-ups are present. Given many of these tasks are considered non-managerial in nature and managerial staff are regularly engaged in these tasks, claims for unpaid overtime are on the rise amongst managers who feel they are regularly performing non-managerial duties.

It is important to bear in mind that the non-managerial duties can be very limited in nature. It is not the “extent” of these non-managerial duties that matter but instead whether these duties are conducted on a regular non-exceptional basis.

AS A RESULT OF INCLUDING MYRIAD EXEMPTIONS, INDUSTRY-SPECIFIC VARIATIONS AND LACK OF DEFINITIONS FOR CERTAIN KEY WORDS IN THE ACT, EMPLOYERS ARE OFTEN FACED WITH SIGNIFICANT CHALLENGES IN MEETING THE REQUIREMENTS.

PROBATIONARY PERIODS

Another challenge for employers as it relates to interpreting the *Act* is with respect to probationary periods. In many cases, employers utilize a probationary period (typically three months) in order to confirm that a candidate or new employee is a good fit for both the organization and the role he or she has been hired to fulfill. Unfortunately, there is a common misconception among employers that by simply extending the probationary period when the employer is not completely satisfied with the probationary employee, any terminations that are ultimately carried out during that probationary period are exempt from the notice of termination obligations under the *Act* (as well as the obligation to satisfy the common law obligation to provide reasonable notice of termination).

Under the *Act*, an employer is required to provide one week's notice of termination or compensation in lieu thereof after the employee has worked consecutively for the employer for three months or more (but less than one year). Accordingly, and regardless whether the probationary period is extended to four, five or even six months, if the employer elects to terminate the employee's employment after three months, notice of termination under the *Act* is owed to that employee.

DEDUCTIONS FROM WAGES

It is often the case that employers seek to directly recover monies from employee wages. The *Act*, however, states in very clear terms that “an employer shall not withhold from wages payable to an employee...”

Of course, the *Act* goes on from there to identify certain exceptions to this rule including an “employee's written authorization.” Presumably, therefore provided an employer has entered into some

form of written agreement with the employee permitting the employer to withhold from wages that would satisfy the requirement. Unfortunately, however, there are exceptions to the exceptions!

Once of the key limitations to the ability of the employer to withhold from wages based on a written agreement is that the agreement itself must clearly set out a specific amount or a clear formula for the determination of the amount. In other words, general language in an employment agreement permitting the employer to withhold from employee wages where appropriate will not satisfy this requirement under the *Act*. The written agreement must either specify exactly the amount that may be subject to withholding from wages or set out a formula. A blanket authorization from the employee is not acceptable.

FINAL THOUGHTS

The foregoing examples are only a few of the myriad challenges employers face when it comes to the interpretation of the *Act*. Accordingly, employers must direct a fulsome consideration to each applicable employment standard in the *Act* to ensure compliance. ■

Stuart Ducoffe is a seasoned employment and labour lawyer and one of only a small group of employment and labour lawyers certified by HRPAs as a Certified Human Resources Leader (CHRL). He is the founder of e2r and partner and co-founder of Woolgar VanWiechen Ketcheson Ducoffe LLP. Attend Ducoffe's session at the HRPAs Annual Conference, entitled “Employment Standards: The Questions You Should Be (Afraid of) Asking,” on February 1 at 10:00 a.m.



Cutting through the Noise

EVERY TIME YOU ACTIVELY PUSH AWAY A DISTRACTION, YOU ARE SAPPING RESOURCES THAT WILL REDUCE YOUR ABILITY TO EFFECTIVELY DO IT THE NEXT TIME.

HOW TO RE-FOCUS IN A WORLD DESIGNED TO DISTRACT

By Curt Steinhorst

Everyone knows this smartphone-driven reality we live in has gone a little overboard, but most of us aren't up for doing much about it because we like it.

It's our passion. We're devout. Think about it – we're the most conversational people in the history of the world. But it also feels impossible to disconnect. Between sunrise and sunset, we now receive and send an average of 215 emails. In the same span, we collectively post a staggering 2.5 billion pieces of content to Facebook and tweet 500 million times, which helps explain the approximately 150 interactive sessions each of us manages to have with our phone before bed. Our entanglement with our devices is increasing so fast that by the time you finish reading the blurb on your phone that says Americans now look at their phones once every six minutes, you've just helped push the national average to 5.5.

Thanks to our constant connectivity, the world has never been noisier. There's too much coming at us interfering with our tasks and relationships. It's made it harder, quite frankly, to do anything and everything well. But what it has undoubtedly impacted most is our capacity to focus on our most important work in the quiet of our offices. Studies reveal that we are interrupted every three minutes during work and it takes us 23 minutes on average to get back to the original task, and more than half of our distractions are completely self-inflicted.

Attention is one of your most valuable resources, and you can learn to take that resource back. By intentionally putting a few strategies in place, you can separate yourself from the competition and enrich your life along the way. You can reclaim your time, energy and focus and put them towards the things that matter most.

professional practice

1. More trees. Less brick. You know those moments when you are completely unable to concentrate due to mental fatigue? Psychologists studied people at that very moment. Group A then took a short walk through a busy downtown. Group B walked through various natural environments (parks, etc.). Group A's walk did not help them upon returning to work, but Group B received significantly better results in their ability to focus on key tasks. Even simply reviewing photos of nature can have the same effect, according to the Attention Restoration Theory. If your mind is in a constant state of chaos, review photos of nature, or take a walk through the local park. Your work will benefit.

2. Prioritize prioritization. Your prefrontal cortex is in large part the area of your brain responsible for focus. It's an amazing muscle, but it's a muscle that tires easily. Every time you actively push away a distraction, you are sapping resources that will reduce your ability to effectively do it the next time. The solution? Start your



day by setting your priorities, from the most mentally draining to the least, rather than on the basis of who wants a response fastest. Put the most mentally draining work at the early part of the day (assuming you don't have a hangover). Fight to keep the first two hours of work sacred. Ask for meetings to be later in the day so you don't have your most precious mental resource robbed.

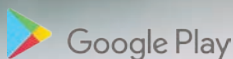
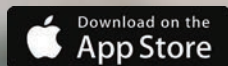
3. Move the calendar front and centre. While prioritized task lists are a huge step up from the "let my newest email tell me what's important" strategy, it's not enough. Take your priorities and assign time chunks to cover each one. Your calendar, rather than your inbox or task list, should now be the primary "screen" on your computer.

4. Utilize technology. Can't resist the quick peak at Facebook when you are on a tight deadline? It's time to use technology to protect us from technology. There are many programs and apps available on your smartphone, tablet and laptop that will help you focus. ■

Curt Steinhurst has spent years studying the impact of tech on human behaviour. As a business owner, entrepreneur, and founder of FocusWise, he sees how lack of focus impacts today's workplace and its leaders. Attend Steinhurst's session at the HRPA Annual Conference, entitled "Thriving in the Age of Distraction," on February 1 at 3:00 p.m.

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THE EXPECTATION GAP

WHAT THE HR FUNCTION NEEDS
TO DO TO DEMONSTRATE VALUE

By Jeff Dawley

Through the eyes of your average co-worker, manager, executive or founder, HR has long been seen as a service provider, handling benefits and payroll information, managing the recruiting and hiring process, employing “soft skills” in advocating for employees and providing a conscience around compliance with existing and emerging legislation. This type of role would best be described as a service provider or the back office within an organization. While other functions have started from a similar position, in some cases, they have successfully bridged the gap from service provider to business executive.

One of the most successful functional groups in this regard are accountants, who have evolved in the view of founders and operators from bookkeepers with green eyeshades, ledgers and sharp pencils to being candidates for the CEO chair in nearly all companies. With repeated downturns over the past century, each economic

SENIOR LEADERSHIP COMING UP THROUGH THE HR FUNCTION SHOULD BE DESCRIBED USING TERMS LIKE TALENT OPTIMIZATION, REGULATORY NAVIGATION, LEADERSHIP, ADVOCATE, ANALYST, STRATEGIST...

recession saw companies turning to their financial leader to guide the company, creating an inherent training ground for future financial-sourced CEOs.

IT professionals have traveled a similar path, however, have not quite bridged the gap outside of service companies and technology-based organizations. The added benefit behind the rise of the chief information officer has been the explosion of technology in business over the past 30 years, and the lack of regulation around the function, basically allowing entrepreneurial programmers to develop leadership skills while creating and marketing products of their own design.

This broader exposure to the other functions within a business has allowed those entrepreneurs to take leadership positions with companies and increase the exposure for their particular field.

By comparison, HR professionals are responsible for the effectiveness of the largest and most important part of any business: its people. Each hire a company makes is made through qualified HR professionals. Every employee of a company is impacted by decisions and policies set by qualified HR professionals.

According to research, people resource costs make up approximately 44 per cent of total expenses and 36 per cent of total revenue of an average organization, significantly higher than any other expense line item. Getting it right in managing your people resources is critical to having any kind of sustainable success.

In spite of this critical responsibility, HR is frequently left out of the executive team, reporting to either the chief financial officer or the chief operating officer in many organizations, smaller entrepreneurial businesses in particular. Small businesses, where owners try to do everything themselves, have the most to lose due

to poor people management choices as they are, by definition, a small group of critical people. Having senior level assistance in the HR area should be one of the most highly prioritized additions to the decision-making group.

HR professionals today don't see themselves as back-office workers, administrators and compliance monitors. Today's dynamic people resource manager has been redefining the HR role and function, renaming the top HR roles to better reflect the reality of their training and ambitions – chief people officer, vice president of organizational effectiveness, etc.

The HR function has developed exceptional training and support programs, national professional organizations and clearly articulated and marketed HR designations. While this is a helpful step in the process, there is a further evolution required for most HR professionals who aspire to leadership roles within organizations, especially in smaller, growing businesses.

Senior leadership coming up through the HR function should be described using terms like talent optimization, regulatory navigation, leadership, advocate, analyst, strategist – partner or executive. This operates in sharp contrast to many businesses' current view of the HR function described earlier and characterized as a service provider or back office function.

HR professionals who aspire to executive roles within businesses, in particular those led by their founders, can best improve their chances of success using the following suggestions:

- Lead by example – run your department as though you are running a service company
- Demonstrate commitment to the business – when costs are to be saved, be proactive and volunteer sacrifices to improve other areas of the business
- Respect the dollar – show that you value the bottom line, and understand financial drivers
- Volunteer to lead cross-functional projects – further develop your understanding of the business and demonstrate to other functions the value of your leadership and advice
- Lead social interaction – let your team organize the events, you need to be representing the business, not monitoring behaviour
- Develop a function skillset outside of HR – IT, accounting, production, marketing, etc.
- Access the strategic planning process – you must be part of the early planning and strategic discussions, rather than a customer of the result of those conversations

The most successful HR executives in the country today do all of this and more. The profession has reached a point where every business needs to have executive participation from its HR function, whether through an in-house resource or an external consultant. By recognizing the expectation gap and acting on it, HR professionals have an opportunity to not only help themselves, but to drive the organizations for whom they work to even greater success. ■

Jeff Dawley is the chief financial officer at BridgePoint. Attend his session at the HRPA Annual Conference, entitled "The Expectation Gap: Who We Are, Who Others Think We Are and Who We Should Be," on February 2 at 10:30 a.m.



Colleges: Your Talent Recruitment Partner

EMPLOYERS PLAY A
CRITICAL ROLE IN THE
DEVELOPMENT OF
COLLEGE PROGRAMS

By Anne Sado

Colleges have long played a key role in the development of workplace-ready talent, but if you think this role is limited to technical training, think again. Today's colleges are leaders in experiential learning, applied research, innovation and soft skills development. Working in close collaboration with industry and community partners, colleges prepare graduates to hit the ground running in fields ranging from business to culinary arts and design to health care. Whether you're looking for fresh talent, research and development support or ways to address skill gaps in the workforce, partnerships with colleges can help.

Although Canada is home to a vast array of colleges, we're all united by one core mission: bridging the gap between learners and employment. We're constantly evolving to meet the demands of the labour market, creating new programs that combine theoretical knowledge with innovative applied learning methodologies. But we don't do this alone. Employers have a critical role to play in the development of college programs, courses and curriculum – and their input benefits students and hiring managers alike.

Made up of industry and community partners as well as alumni and faculty, program advisory committees contribute real-world insight to the planning process, ensuring that course content is timely, relevant and reflective of industry trends. By joining a program advisory committee, you can help identify and correct gaps in your industry, ensuring that the skills you need are the ones colleges teach.

A recent employer survey conducted by George Brown College looked at which skills were most in-demand, and how today's colleges deliver on those needs. The research found that, beyond technical skills, employers rate soft skills as the most important attribute in new graduate hires, followed closely by education that integrates workplace



EMPLOYER COLLABORATION IS ESSENTIAL TO THE EDUCATIONAL PROCESS, AND THESE PARTNERSHIPS CARRY AN IMPRESSIVE RETURN ON INVESTMENT FOR EMPLOYERS.

experience. Through experiential learning partnerships with employers – including field education placements and applied research projects – colleges are able to deliver both.

Field education placements allow students to gain practical workplace experience while honing the technical skills and people skills they've developed at college. But students aren't the only ones who benefit. Employers tell us that hosting a field education student increases productivity, brings fresh energy into the workplace and offers a way to meet and assess potential future employees.

Because of the career-focused education they've received at college, students arrive ready to contribute to the workplace immediately by filling in short-term employment gaps or supporting new projects. Many partners are so pleased with their field education experience that they end up hiring the students as permanent

staff or requesting field education students from additional academic areas.

Of course, field education is just one of the partnership opportunities available to employers at Canadian colleges. Visit campuses and you'll find industry partners working with students and staff to prototype and test new products ranging from healthy snack foods to heart monitoring devices. Tour state-of-the-art labs and you'll see them learning how to use new capabilities like building information modeling, a 3D imaging technology that's radically changing the construction industry. The depth and breadth of applied research opportunities available at today's colleges is truly remarkable.

Collaborating on applied research allows small- and medium-sized businesses to access resources that might otherwise be out of reach, including the expertise, equipment and funding support needed

to develop innovative products and services. By engaging college students and staff as researchers, these businesses are able to stay competitive, while helping prepare job-ready graduates with the skills to innovate and lead. Like field education, it's truly a win-win opportunity.

As you can see, employer collaboration is essential to the educational process, and these partnerships carry an impressive return on investment for employers. Whether you're looking to fill roles at your organization now or enhance the quality of future job candidates, you'll find a powerful talent recruitment partner in today's colleges. ■

Anne Sado is president of George Brown College, a position she's held since 2004. Attend Sado's session at the HRPA Annual Conference, entitled, "Colleges: Your Talent Recruitment Partner," on February 2 at 3:00 p.m.



How Learning Contributes to Organizational Success

CHARACTERISTICS OF HIGH-PERFORMANCE LEARNING ORGANIZATIONS

By Michael Nolan

Human resources professionals and learning leaders understand that investing in workplace learning initiatives is a critical enabler to a skilled, engaged and effective workforce. Learning continues to be viewed as one of the ways that organizations will ensure success. But to have a positive impact on an organization and contribute to its bottom line, there is mounting pressure on HR and the learning function to demonstrate the value of workplace learning in business terms and the improvement of operational efficiency.

The good news is research has uncovered a blueprint that identifies some common characteristics of how an organization can meet those demands and become a high-performance learning organization (HPLO).

All HPLOs provide evidence that:

- Learning has value in the culture
- They have leveraged technology in learning
- They provide innovative learning and performance initiatives
- There is a link between learning and performance

HPLOs RECOGNIZE THE NEED TO INCREASE THE AMOUNT OF EXPERIENTIAL LEARNING (COMMONLY KNOWN AS ON-THE-JOB LEARNING), REDESIGN THE CLASSROOM EXPERIENCE, INCREASE THE AMOUNT OF INFORMAL LEARNING AND EMBRACE THE NEED FOR NEW TECHNOLOGIES AND NEW MODALITIES.

HPLOs have six characteristics in common:

1. ENSURING ALIGNMENT

Demonstrating value is a foundational characteristic of all HPLOs. Value is established by focusing on a formal process to align learning and performance improvement solutions and priorities with business strategies. Alignment, as a key characteristic of HPLOs, begins with a learning strategy that maps learning resources to: competencies, individual development plans, roles, models of performance and corporate goals.

2. PROVIDING LEARNING OPPORTUNITIES

Another critical characteristic of HPLOs is their provision of a broad range of internal and external formal and work-based opportunities using a more blended learning environment. HPLOs recognize the need to increase the amount of experiential learning (commonly known as on-the-job learning), redesign the classroom experience, increase the amount of informal learning and embrace the need for new technologies and new modalities. By pulling experiences from all across the learning spectrum, HPLOs not only create an environment with more frequent learning opportunities, they also create a blended learning experience that improves key performance indicators, such as: revenue, employee engagement, customer satisfaction, turnover and organizational productivity.

3. MAXIMIZING LEARNING EFFECTIVENESS AND EFFICIENCY

Improving learning effectiveness and efficiency are two common characteristics of HPLOs. Maximizing the effectiveness of learning is achieved by aligning learning initiatives with business needs and providing timely access to relevant blended learning opportunities. HPLOs also demonstrate effectiveness by monitoring individual and organizational performance indicators and linking changes in performance to both learning and non-learning performance improvement activities. HPLOs typically use an assortment of process and reporting tools such as balanced scorecards to assess learning's impact on individual and organizational performance metrics by gauging key performance indicators or performance objectives.

4. CONSIDERING NON-LEARNING SOLUTIONS

It is estimated that HPLOs devote a significant portion of their time (40 per cent) to non-learning solutions, which are often under the general heading of performance improvement solutions. These solutions may include a wide range of activities such as organizational development, process analysis and improvement, talent management, job-specific tools and resources, performance

coaching and feedback, knowledge management, performance management, incentives and non-incentive motivational strategies.

5. MEASURING SUCCESS

Efficiency of learning in HPLOs balance centralized and decentralized aspects of the learning function, along with internal process improvement, use of technology and strategic outsourcing. HPLOs also demonstrate efficiency by monitoring time, usage and cost indicators and linking decreases in these to changes in the processes and practices of the learning function.

6. DEMONSTRATING C-LEVEL INVOLVEMENT

A final characteristic of HPLOs is C-level involvement, which means visible involvement and support from senior learning and business leaders with the learning and performance improvement initiatives. Vice-presidents and C-level executives of HPLOs continue to support learning in several ways, such as public statements of the value of workplace learning and performance, the participation as facilitators or speakers in the learning initiatives and by including learning objectives as part of performance goals. Support for learning initiatives from CEOs and senior executives in performance goals is critical, because their vision determines the learning structure and environment in the entire organization. The organization's strategy forms the platform from which business unit goals and then individual development plans and key performance indicators are identified. Therefore, the organization's goals, strategies and competencies provide a framework under which the development of business unit-level and individual-level learning initiatives fall.

CONCLUSIONS

With priorities cascading down to business units and individual performance plans, employees can clearly envision how integral their performance is to the success of the organization. With the connectivity of the organizational and individual levels, employees in HPLOs are more accountable for business results, such as, increased revenue or increased customer loyalty, and are rewarded when their individual performance contributes to business results.

It goes without saying that HR and learning leaders in HPLOs have the influence to be a strategic part of the senior leadership team. Without access and knowledge to the organization's overall business goals, objectives and strategies, as well as the individual business unit goals, learning will not be able to align and demonstrate its true value. ■

Michael Nolan is president of Friesen, Kaye and Associates. Friesen, Kaye and Associates is celebrating 50 years in the learning and performance improvement field. Attend Nolan's session at the HRPA Annual Conference, entitled "Characteristics of High Performance Learning Organizations," on February 2 at 3:00 p.m.



Get a Guide

DON'T GET LOST IN THE EVER-CHANGING LANDSCAPE OF EMPLOYEE BENEFITS

Canada's drug costs are among the highest in the world and our health plans are cracking under the strain...The main driver of this financial burden is a small category of high-cost drugs.

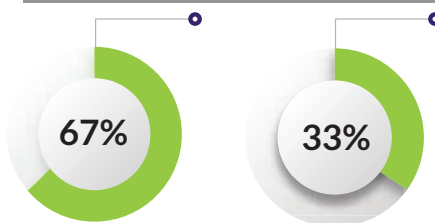


Sovaldi, a treatment for hepatitis C, costs at least \$55,000 to treat a virus that infects 4,000,000 Canadians. How do you get costs under control before it's too late?

Transition over the last several decades from Defined Benefit Plans to Defined Contribution Plans has presented a whole new set of challenges for employer sponsored retirement plans.

How do you engage your employees? What do you do to educate them and how do you get them access to the tools they need to properly control their retirement assets?

You get a guide. Someone willing to challenge the status quo with experience and knowledge, and navigate the dynamic road of health and retirement benefits. Reviews, audits, education, and cost control are necessary tools, but are only a part of the solution. To attain a more successful employee benefits plan, you need a guide.



67% of plan members **45+** yrs. want assistance with retirement savings decisions

33% want their employer to offer a **financial advisor**

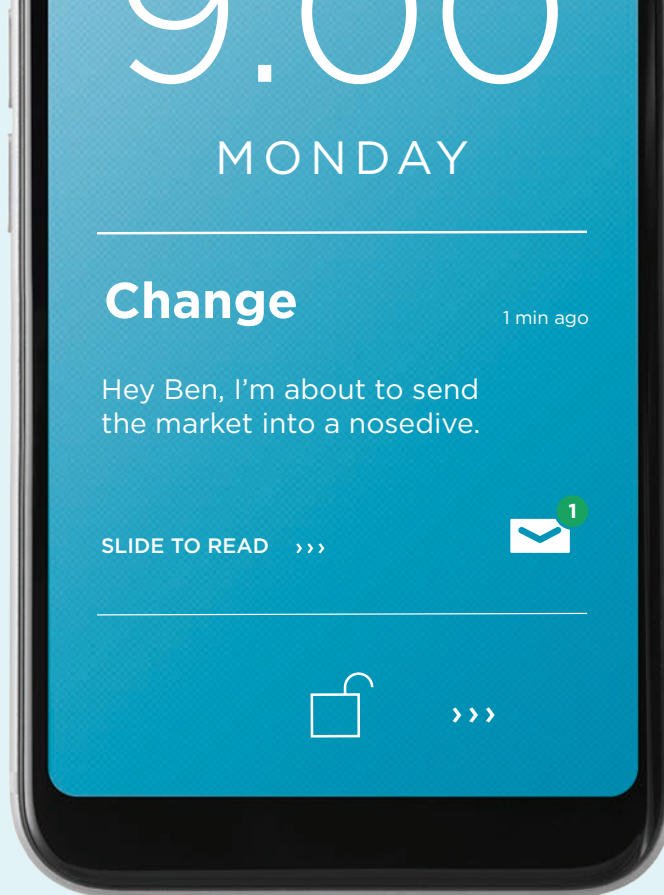
To find your guide, contact The Benefits Company.



the benefits company.

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guide@thebenefitscompany.ca

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Change doesn't always go your way.

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