

INSIDE: BENEFITS OF LONG-TERM LEAVES | INFRASTRUCTURE FOR NEW HIRES | THE DIGITAL WORKPLACE TURF WAR

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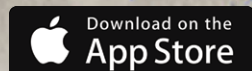
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AN INNOVATIVE APPROACH TO WORKSTATION ERGONOMICS

One in 10 Canadian office workers are affected by work-related repetitive strain injuries, many of which lead to decreased productivity and increased absenteeism, resulting in a higher number of disability claims.² To address these trends, ergonomic wellness is becoming a growing priority for a number of organizations. A common barrier, however, is implementing a cost-effective process that identifies those at high risk while providing ongoing value for the entire organization.

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What is ErgoBlitz?

ErgoBlitz uses an innovative online tutorial and the expertise of Registered Kinesiologists to provide a proactive, full-spectrum workstation health service. ErgoBlitz focuses on early intervention while giving companies a tool to manage work-related discomforts and identify employees who need in-person assessments.

ErgoBlitz – An early intervention workstation ergonomics solution designed specifically with the health of employees and employers in mind.

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- Provides aggregate reports to employers for building customized programming, effectively utilizing ergonomic budgets.
- Extends beyond one-time assessments, providing a system for ongoing management, monitoring, and ergonomic onboarding for new hires.

For more information, please visit <https://www.ergoblitz.com>.

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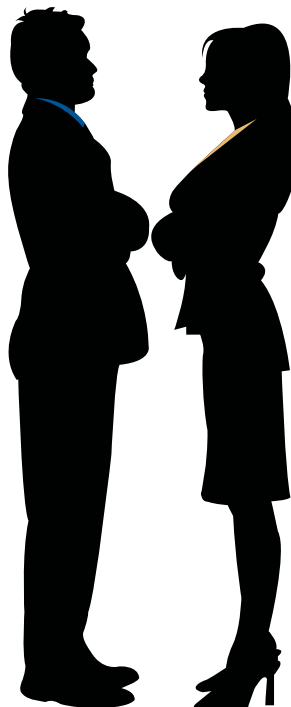
- Sylvie Chouinard, Human Resources Generalist
National Research Council Canada, Ottawa

"I have never attended a workshop where I learned so much. This process is outstanding and the chance to practise what was being taught was a very good learning tool."

- Marilyn Keene, Human Resources Manager
Samco Machinery Limited, Toronto

"It provided me with a great framework as well as a very useful toolbox of skills for resolving future workplace conflict."

-Mike Fowler, Human Resources, Memorial
University of Newfoundland, St. John's



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IN THIS ISSUE

With so many articles, studies and opinions out there about how to engage employees or encourage their best work, sometimes it can be difficult to know which ideas you should pay attention to. In this issue of HR Professional, we speak to some leading HR experts about what innovative practices might have merit, and what seems to be just a fad. Read the cover story on page 18.

contributors



HENDRIK NIEUWLAND

Hendrik Nieuwland is a partner at Shields O'Donnell MacKillop LLP. He is a litigator with significant experience for his year of call, who solves his clients' problems in a practical, efficient and cost-effective manner. Since joining the firm in 2007, he has represented individuals and businesses in a wide range of employment and labour disputes, including wrongful dismissal litigation, employment standards complaints, Canada Labour Code unjust dismissal complaints, human rights applications, union grievances and fiduciary litigation. In addition to his litigation practice, Nieuwland is a frequent writer and speaker on employment and labour law matters. Read Nieuwland's article about the enforceability of bonus forfeiture provisions in employment contracts, starting on page 15.



PETER GREEN

As senior vice-president, Business Solutions West – Sales at TELUS, Peter Green leads a team dedicated to supporting business customers with technology solutions. He is passionate about community giving and a steadfast champion of diversity and inclusion in the workplace. He was a member of the Caudwell Foundation in the UK, a past board member of the B.C. Children's Hospital Foundation and is currently chair of the board for the Dr. Peter Aids Foundation and global executive sponsor of Spectrum – TELUS' lesbian, gay, bisexual, transgender, queer and allied team member resource group. Read the article he wrote about how workplaces can be more supportive of LGBTQ employees, starting on page 37.



DARREN GIBBONS

Darren Gibbons is the co-founder of technology firm ThoughtFarmer. He is also president of OpenRoad Communications, one of Vancouver's largest digital agencies. With 20 years of experience consulting on technology projects, Gibbons understands the (often complex) relationship between people, process and technology. He writes on topics related to technology management, and how you can employ technology in combination with people and processes to create change inside your organization. Read the article he wrote about how HR, IT and communications departments tend to lock heads over workplace technology, and what to do about it, starting on page 39.



ERIN WORTHAM

Erin Wortham is the people engagement manager at Insights Learning and Development and manages the organization's global employee engagement strategy. She is a senior professional in human resources (SPHR) by the HR Certification Institute and senior certified professional with the Society for Human Resource Management. Wortham earned a Master's degree in human services from St. Edward's University and a certificate in human resource management from the University of Texas. Read the article she wrote about how to most effectively communicate with team members on page 48.



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GET READY FOR SOME BIG CHANGES IN 2017!

In what seems like the blink of an eye, the November/December issue of *HR Professional* has arrived. The cover feature is a fun one: writer Melissa Campeau spoke to several leading HR professionals about what they think of the latest HR innovations, like unlimited vacations, eliminating performance reviews and more. Using their opinions, we explore which current HR trends are worth keeping around, and which trends might just be flash-in-the-pan fads. Read the cover story, starting on page 18.

The Human Resources Professionals Association (HRPA) has important news for its members and readers of *HR Professional*. Starting with the January 2017 edition of *HR Professional*, the magazine will move to a completely digital publication, available to download as an app for all mobile devices, with an all-new web platform, HRProfessionalNow.com. The new website will also feature web-exclusive content to keep readers completely up-to-date on the HR landscape. I hope that you're looking forward to a brand new *HR Professional*! The possibilities that the new platforms will bring are endless, and we're so excited to share that with our current and future readers. Keep an eye on your inboxes and the Twitter, LinkedIn and Facebook pages for HRPA and *HR Professional* for updates and more information.

I hope that everyone is planning to attend #HRPA2017 in Toronto, Feb. 1-3 at the Metro Toronto Convention Centre. This will be my fourth year at the conference, and it's always a fun, informative and can't-miss event. I'll see you there!

As always, I can't wait to hear your feedback on this new issue of *HR Professional* (which is also now available on the *HR Professional* magazine app!).

Happy reading,



Jill Harris
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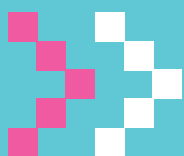
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By Brenda Clark, CHRE

The Innovation Balancing Act

The cover feature of this issue is all about separating fleeting fads from time-tested best practices.

The ability to make that differentiation is an essential one for HR, both on an individual practitioner level and for the profession as a whole. Yet it can be a challenge – we want to be innovative, to live on the leading edge of the profession, but we also want to preserve and build on the best practices that have stood the test of time.

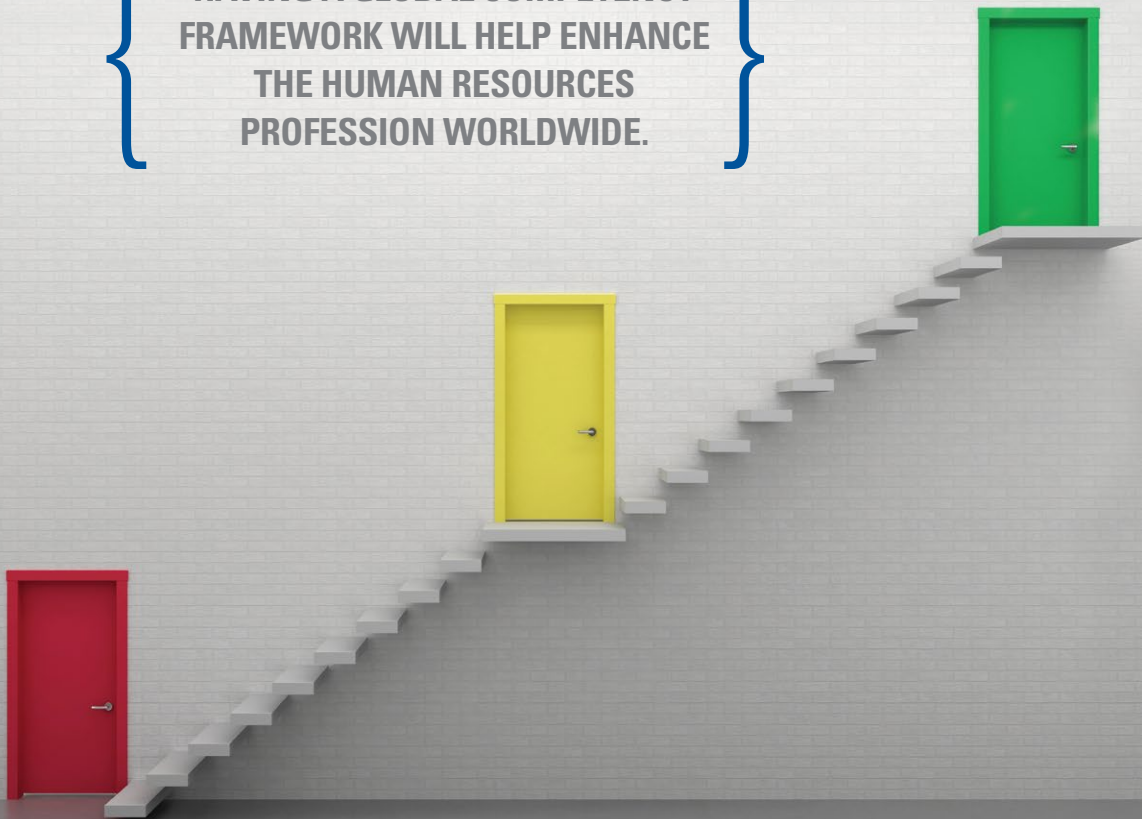
It's a timely topic for us here at the Human Resources Professionals Association – we've seen a lot of change over the past few years, particularly in regard to our designations, the HR certification

landscape in Canada and the need to keep pace with the increasing complexity of the business world.

The 2014 launch of our tiered designation framework – the CHRP, CHRL and CHRE – is one example of our own innovation balancing act. HRPA wanted to preserve the decades-old CHRP because it is well known and valued by our members, while also building and innovating on that foundation to create designations that meet the demands of top employers.

It's an important consideration when managing change and innovation that we keep an eye toward the evidence. According to two studies performed by PayScale on behalf of HRPA, HR professionals with a CHRP designation earn more than their

**HAVING A GLOBAL COMPETENCY
FRAMEWORK WILL HELP ENHANCE
THE HUMAN RESOURCES
PROFESSION WORLDWIDE.**



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non-designated counterparts, get promoted faster and enjoy a broader array of career opportunities. Designations matter. And now, the CHRP is not only the best-known designation in Canada, it is also offered exclusively by HRP.

INNOVATION ON A GLOBAL SCALE

Another balancing act we have in the works is a bit broader in scope: we're working with countries such as the U.S., the UK and Australia to share our respective competency frameworks in the pursuit of creating a global HR standard.

HRPA is using our designations and competency framework – the newest in the world – as a foundation to help create an innovative, global competency framework for the profession and extend the benefits of HRP membership globally.

In August, HRP presented its competency framework to a technical committee (TC260) of the International Standards Organization (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's proposal unanimously, and created a new working group to develop that harmonized framework. HRP CEO Bill Greenhalgh was named chair. There are 23 member countries participating, including the United States, United Kingdom, Australia, France, Germany, Sweden, India, Russia and Spain. There are also 22 "observing" countries.

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. It's a move that's highly innovative while still preserving the professional knowledge and expertise of all partner countries.

The next step 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 at three years.

If you'd like to be involved in this, or any of the other ongoing ISO standards HR projects, the first step is to be accredited by Standards Canada; please contact HRP's communications specialist, Liz Bernier, at lbernier@hrpa.ca for more information. As always, we welcome the input, expertise and involvement of our members – and it's an excellent opportunity for you to help shape an innovative future for HR.

Building an innovative future for HR while balancing the depth of knowledge and best practices of the past is a challenging and exciting endeavor, to say the least. We're working to master that balancing act, but the more expertise we have access to, the better. Successful innovation is rarely a solitary pursuit – it's a team sport. And we'd love to have you on our team. ■

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



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UPFRONT

CANADIAN ORGANIZATIONS NEED TO STRENGTHEN COMMITMENT TO EMPLOYEE LEARNING

Organizations that are committed to learning and development report better organizational performance than their competitors. However, a new Conference Board of Canada report finds that only 34 per cent of Canadian organizations say that they have a strong learning environment, while the remaining 66 per cent believe it is either moderate or weak.

“Canadian organizations have room to improve when it comes to making workplace learning a priority,” said Donna Burnett-Vachon, director, Leadership and Organizational Development Research at The Conference Board of Canada. “The key to doing so is for organizations to regularly evaluate the effectiveness of their learning practices and programs. Only then can they identify strengths and opportunities for improvement.”

Regular assessment of learning and development programs allow organizations to better prioritize spending and resources to ensure strategies are working effectively. However, the percentage of Canadian organizations conducting evaluations of their learning practices has dropped by 25 per cent in the last 15 years.

The report highlights the Learning Performance Index (LPI), a proprietary assessment framework that can assist organizations in evaluating the quality and effectiveness of their learning environments. The report applies the LPI to a sample of 350 Canadian organizations and finds a strong positive link between learning performance and competitive organizational performance. Overall, organizations with strong LPI scores tended to have:

- Lower voluntary employee turnover rates;
- Enhanced employee performance and engagement;
- More effective organizational leadership;

- Effective succession management strategies; and
- Alignment of their employee development and HR strategies.

CANADIAN WORKERS WANT MORE INSIGHT INTO HOW THEIR EFFORTS AFFECT THE BOTTOM LINE

When it comes to their jobs, new research reveals many professionals would like more information about how their efforts contribute to the company’s bottom line. While half of Canadian workers in the Robert Half Management Resources survey reported they are always able to see the connection between their duties and their firm’s performance, the majority, 58 per cent, also said they want greater insight. Eleven per cent of those polled noted they rarely or never see how their work affects the organization.

The findings uncovered different sentiments among age groups. Fifty-eight per cent of professionals 55 years of age and older consistently see how their work contributes to the company’s bottom line, followed by 52 per cent of professionals 35 to 54 years old. Forty-nine per cent of respondents ages 18 to 34 said they are able to make the association between their efforts and organizational performance; this group also is the most likely to seek a greater understanding.

“When employees can easily recognize the impact their roles have on the overall success of the company they work for, they are more likely to be motivated and able to make decisions with long-term business goals in mind,” said David

King, Canadian president of Robert Half Management Resources. “Employees of all levels benefit from better understanding the value of their contributions, and it’s up to senior management to ensure that this information is being shared.”

Robert Half Management Resources highlights three ways employers can incorporate connecting individual roles to the bottom line into their staffing management:

- **Don’t stop at the top.** Discussions about company performance and goals need to happen with staff members at all levels. Understanding how their role contributes to the organization can help employees boost their own performance.
- **Make the discussions ongoing.** Managers should look for opportunities like staff meetings, performance reviews and regular check-ins to communicate how individuals’ contributions benefit the business.
- **Tap external perspectives.** Check with network contacts and consultants for their insights on how the company is faring and to learn best practices from other firms.

CASUAL DRESS CODE IN FASHION AT WORK

Dressing up for work continues to go out of style, new research from staffing firm OfficeTeam shows. One in five Canadian senior managers interviewed said employees wear less formal clothing than they did five years ago. In addition, 19 per cent of office workers stated they would

DISCUSSIONS ABOUT COMPANY PERFORMANCE AND GOALS NEED TO HAPPEN WITH STAFF MEMBERS AT ALL LEVELS.

IF ALL EMPLOYEES LIVING WITH DEPRESSION OR ANXIETY HAD ACCESS TO BETTER TREATMENT AND SUPPORT, THEN WORKPLACE FUNCTIONING WOULD IMPROVE SIGNIFICANTLY.



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prefer to be at a company with a business casual dress code; 32 per cent favour a casual dress code or no dress code at all.

But there are limits to what passes as acceptable office attire. When senior managers were asked about the most common dress code violation at work, wearing overly casual clothing was the top response (35 per cent), followed by showing too much skin (20 per cent).

“Workers should be aware of business guidelines and take cues from their peers, particularly as they look to advance their careers, in order to ensure they leave an impression that is consistent with their desired roles,” said Koula Vasilopoulos, a district president for OfficeTeam.

OfficeTeam offers seven questions employees should ask themselves when choosing what to wear for work:

- **Does this follow company policy?** If there’s a written dress code, abide by it. Also consider what your manager

and coworkers wear, and use that information to guide your choices.

- **Am I revealing too much?** Avoid clothes that show too much skin, and err on the side of caution when displaying tattoos or piercings.
- **Is this distracting?** In most workplaces, neutral colours and simple patterns, such as pinstripes, are a safe bet.
- **Am I overdoing it?** Take a subtle approach to jewelry, makeup, perfume and cologne. Also note that unconventional hair colours or styles and unkempt facial hair may be frowned upon at more conservative companies.
- **Do I feel confident?** If you’re uncomfortable in your outfit, it will show. Make sure your clothes fit well and don’t require a lot of readjusting.
- **Will I offend anyone?** Steer clear of wearing apparel with profanity, political statements or other questionable material.

- **Does it pass the final check?** Give yourself a once-over from head to toe. Look out for wrinkled, torn or stained garments and scuffed shoes.

UNMET MENTAL HEALTH CARE NEEDS COSTING CANADIAN ECONOMY BILLIONS

Depression and anxiety cost the Canadian economy at least \$32.3 billion a year and \$17.3 billion a year respectively in foregone GDP due to lost productivity, according to a new report from The Conference Board of Canada’s Canadian Alliance for Sustainable Health Care.

“A large proportion of working Canadians have unmet mental health care needs that prevent them from performing to their utmost abilities, and our report shows this has serious consequences for the Canadian economy,” said Louis Thériault, vice-president,

EIGHTY-NINE PER CENT OF THE PROVINCE'S POPULATION GROWTH IN THE COMING YEARS WILL HAVE TO COME FROM NET MIGRATION.

and supports. Improved prevention strategies are also needed, along with effective return-to-work programs.

SKILLS GAPS, DATA GAPS

It's no secret that the economy is changing quickly – especially in Ontario, where industries are shifting and technological innovation is changing job requirements faster than employers can write them.

Additional pressure is being placed on the economy as a result of the aging population: 89 per cent of the province's population growth in the coming years will have to come from net migration.

It's become very challenging for employers to find qualified workers with the necessary skills for the job. The Conference Board of Canada noted in 2013 that this province-wide skills gap may cost the economy as much as \$24.3 billion in lost economic activity.

Part of the problem, according to employers, is that there is not sufficient access to labour market information – exacerbating skills gaps. About 59 per cent of employers feel there is not sufficient labour market information, 31 per cent were unsure and only 10 per cent felt there is sufficient access to information, according to *Strengthening Ontario's Workforce for the Jobs of Tomorrow*, a new report by the Human Resources Professionals Association (HRPA).

Yet it's very important for jurisdictions to provide an accurate, up-to-date picture of labour market trends, found the report. Sixty-five per cent of employers said it is "very important" and 11 per cent said it's "fairly important." Zero per cent said it is "not important at all."

The report makes several recommendations to close skill gaps – and data gaps – in the province:

- Better data from the province on labour market research
- Consolidation of data sources
- Better guidance for students
- Better support for the skilled trades
- Industry-education collaboration
- College-university collaboration
- Better on-the-job training offered by employers
- Better hiring and integration of skilled, foreign-trained professionals. ■

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The Enforceability of Bonus Forfeiture Provisions

EMPLOYERS NEED TO ENSURE CLEAR, UNAMBIGUOUS LANGUAGE IN CONTRACT TERMS

By Hendrik Nieuwland

Some employers may choose to incorporate a bonus forfeiture provision into the terms of their employment contracts or bonus plans. The typical intent of a forfeiture provision is to limit an employee's bonus entitlement to periods of active employment.

Two recent Court of Appeal decisions, *Lin v. Ontario Teachers' Pension Plan Board* ("Lin") and *Paquette v. TeraGo Networks Inc.* ("Paquette"), have impacted the enforceability of bonus forfeiture provisions in Ontario. These two cases have awarded bonuses over the common law notice period to terminated employees despite the presence of bonus forfeiture provisions in their contracts.

In *Paquette*, the employer relied on the bonus forfeiture provision, which required participants to be "actively employed on the date of the bonus payout," to avoid a bonus payout during the reasonable notice period. At the Superior Court of Justice, the court found that a bonus was an "integral" part of the employee's compensation, but nonetheless denied payment of the bonus because the contract specifically stated that entitlement was based on "active employment."

In August 2016, the case went before the Ontario Court of Appeal, where it was subsequently overturned. The Court of Appeal concluded as follows:

A term that requires active employment when the bonus is paid, without more, is not sufficient to deprive an employee terminated without reasonable notice of a claim for compensation for the bonus he or she would have received during the notice period, as part of his or her wrongful dismissal damages.

In *Lin*, the Ontario Teachers' Pension Plan Board (OTPPB) originally had a bonus forfeiture provision that stated:

In the case the Participant resigns or the Participant's employment is terminated by [Teachers'], the Participant's Dollar Grants not yet vested at the time

of termination shall be forfeited forthwith without any right to compensation.

The Court of Appeal in *Lin* rejected the assertion that the above term restricted an employee's entitlement to compensation for a lost bonus in the event of a wrongful dismissal, holding as follows:

The wording does not unambiguously alter or remove the respondent's common law right to damages, which include compensation for the bonuses he would have received while employed and during the period of reasonable notice. A provision that no bonus is payable where employment is terminated by the employer prior to the payout of the bonus is, in effect, the same as a requirement of "active employment" at the date of bonus payout. Without more, such wording is insufficient to deprive a terminated employee of the bonus he or she would have earned during the period of reasonable notice, as a component of damages for wrongful dismissal.

In *Lin*, the OTPPB had actually sought to introduce new bonus plans with revised forfeiture language limiting bonus entitlement. The new bonus plans provided consideration to the employees by way of enhanced bonus compensation. The OTPPB sent letters to affected employees highlighting the specific forfeiture provisions and asking them to sign off on the changes. The majority of the employees rejected the changes. Despite this, the OTPPB proceeded to introduce the new bonus plans with the enhanced bonus compensation. The Court of Appeal found that because the employees rejected the forfeiture provisions, those specific provisions did not take effect despite the enhanced compensation received.

In contrast to these two decisions, the case of *Kielb v. National Money Mart Company* allowed for the enforcement of a clause that

BONUS



legal words

limited bonus entitlement upon termination. The clause said the following:

...Any bonus which may be paid is entirely at the discretion of the Company, does not accrue, and is only earned and payable on the date that it is provided to you by the Company. For example, if your employment is terminated, with or without cause, on the day before the day on which a bonus would otherwise have been paid, you hereby waive any claim to that bonus or any portion thereof. In the event that your employment is terminated without cause, and a bonus would ordinarily be paid after the expiration of the statutory notice period, you hereby waive any claim to that bonus or any portion thereof. You also hereby waive any claim to constructive dismissal based on the fact that a bonus is not paid, is less than was previously paid, or is less than is paid to another employee. ...

The court found that the clause and its consequences was clear and unambiguous, held that it was enforceable and concluded that the employee in that case was not entitled to a bonus over the reasonable notice period.

As a result of these decisions, the enforceability of bonus forfeiture provisions in Ontario has become more complex. Here

are the three main points that employers can take away from these decisions:

1. If an employee regularly receives a bonus, it will usually be considered an integral part of his or her compensation. If that employee is terminated without cause, he or she will ordinarily be entitled to damages in lieu of a bonus that would have been earned over the notice period, unless a contract clearly and unambiguously provides otherwise.
2. 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. If the bonus plan contains a requirement of "active employment" or states that entitlement ends upon termination, without any further limitation, the language should be revised.
3. Any attempt to change a bonus plan or employment contract to restrict a terminated employee's bonus entitlement needs to be made with fresh consideration. However, the employee must also accept the changes. An employee's rejection of any changes, even with consideration, will render the changes unenforceable and ineffective. ■

Hendrik Nieuwland is a partner at the law firm Shields O'Donnell Mackillop LLP in Toronto.

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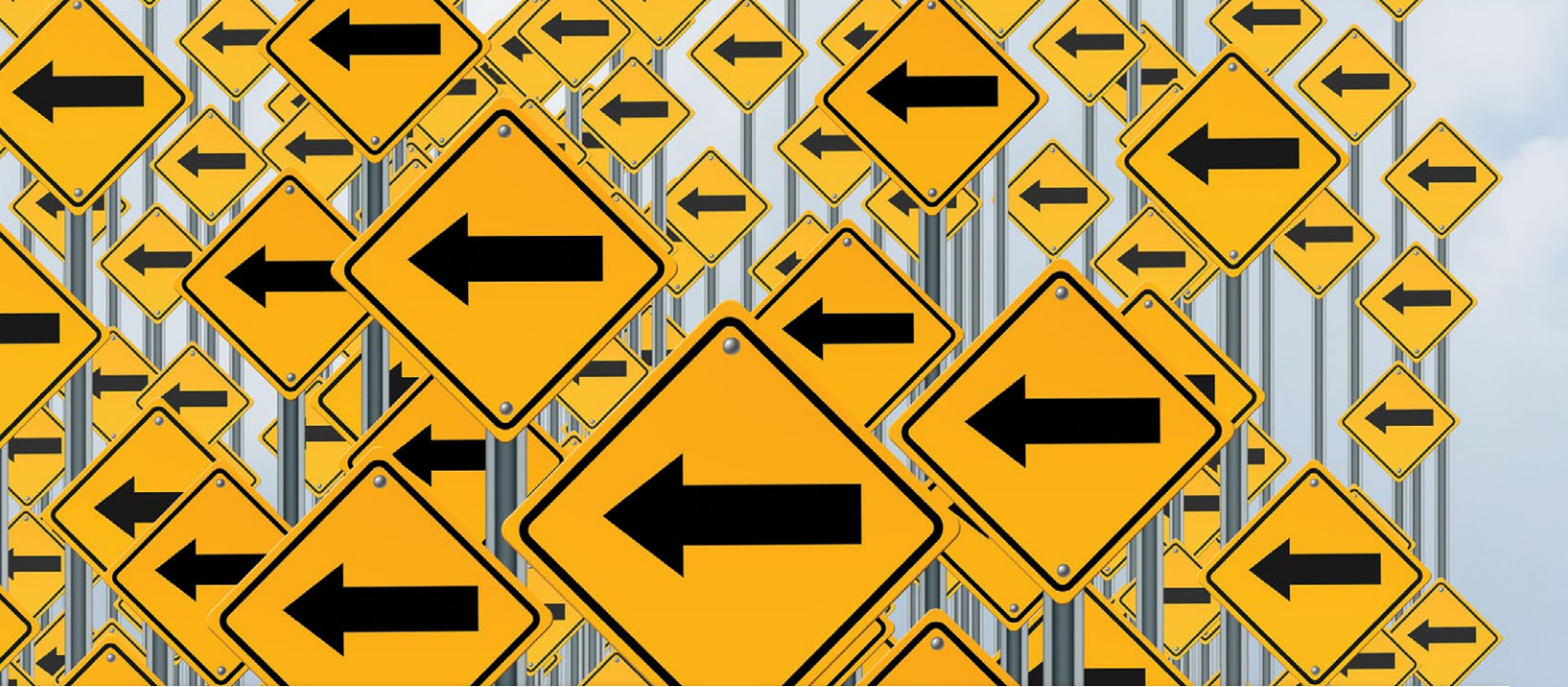
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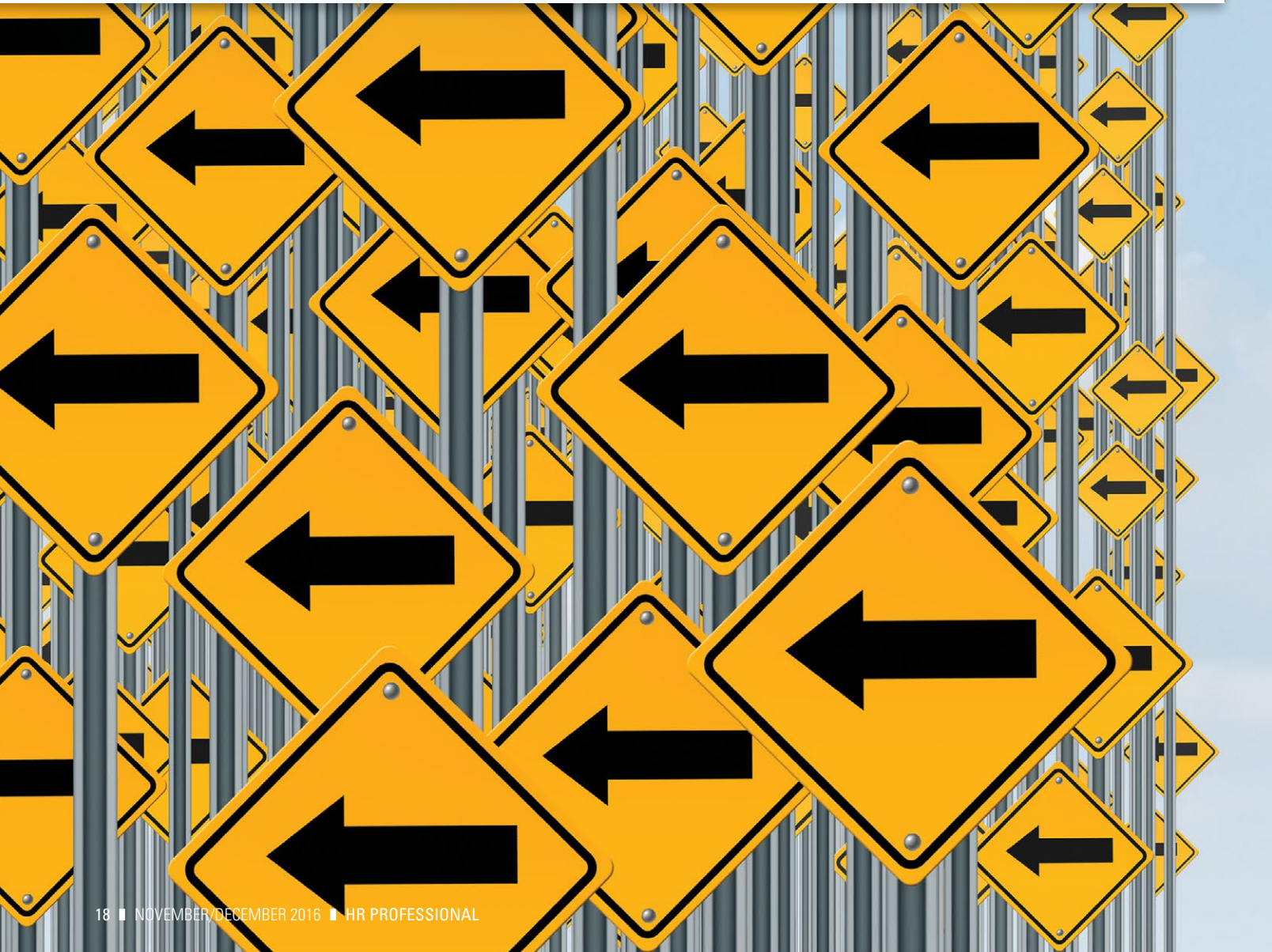
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INNOVATIVE HR

BEST PRACTICES VERSUS FADS

By Melissa Campeau



This past September, CBC radio's satiric series *This is That* aired a segment on a new – and fictional – “aquatic workplace” in Hamilton, Ont. A faux spokesperson said that for the sake of creativity and engagement, the made-up firm converted 70 per cent of its office space into a pool.

Plenty of listeners thought the aquatic workplace was real, which isn't so surprising given the exceptional lengths some organizations are willing to go to keep their workers happy. Tech firm Evernote, for example, has its employees' homes cleaned twice each month. And web development company Basecamp pays for its employees' vacations – not paid time off, but paid airfare and accommodations.

Competition to attract and retain talent is fierce, and creating a unique and collaborative culture is a top priority for most organizations. New and innovative HR practices can help, but how can an HR professional sift through the options and sort the impractical from the imperative? Much like a made-to-measure suit (given to each new employee in sales), it's all about individual fit.

VACATIONS, UNLIMITED

Take unlimited vacations, for example. The idea – offering employees as much time off as they'd like – has gained a fair bit of traction in some circles, but it's not for everyone.

“I've had two clients switch to this in the last few months, both in Silicon Valley,” said Liane Davey, co-founder and principal of 3COze, an HR and consulting firm based in Toronto.

A handful of megafirms, including Netflix, LinkedIn and Virgin, have jumped on board as well. And GE has also been rolling the plan out gradually, with reported success so far.

The idea makes sense when an employee's work is reasonably autonomous.

“If you're in a knowledge output job and you can do the work, get it done and then go off on vacation, I think it makes sense,” said Davey.

Despite the high-profile names in the mix, unlimited vacation is a long way from commonplace. A 2016 survey by the Society for Human Resources Professionals reports only four per cent

of organizations in the U.S. are offering it.

Still, it's a movement that reflects the shifting nature of how people are getting work done.

“The idea of unlimited paid time off interrelates with some of the other things going on in the workplace,” said Norm Sabapathy, executive director, People at Cadillac Fairview. “If you have a workforce that's contingent, distributed and variable, for example, what's the real value of a vacation policy? When your organization

is spread across jurisdictions, how do you compare U.S. and European vacation standards and rationalize the disparity for employees as they work with others around the globe? There's a big disparity.”

Unlimited vacation time can help solve that challenge.

The practice could also help address the costly problem of accrued holiday time. A 2015 study by Oxford Economics reports unused vacation time in the U.S. resulted in \$224 billion in liabilities for accumulated employee vacation time.

“There are practical limitations to the idea, though,” said Sabapathy. “Naturally, on an assembly line, you can't just leave whenever you want. But that's also true with the ‘virtual’ assembly line of knowledge workers; people are relying on you to get stuff done.”

As Davey points out, removing the structure of encouraging people to take their vacations might mean that, without the prompting, they'll wind up taking less.

There's also the daunting idea of supervising unlimited vacation time.

“How do you manage equity around this?” said Davey. “If someone takes five weeks of vacation and someone else takes two, what is a manager to do with that? Is it supposed to factor into performance management? How do we help people manage something that used to have a lot of structure and now has very little?”

While some organizations, like GE, report the transition is going well, it's clearly not a one-size-fits-all solution.

PERFORMANCE REVIEWS

Over the past several years, few HR-related initiatives have been in the spotlight more than performance reviews, and with good reason.

“The traditional performance review is widely considered to be broken,” said Sabapathy. “There are positives, but also many negative things that come out of them, including biased results, negative engagement, unhealthy competition and wasted time.”

Some organizations have ditched the annual review entirely. Others have modified their practice, moving to more frequent check-ins and a coaching approach.

“I think many managers are cheering at the thought because they don't like getting



“YOU’LL NEED TO SET UP SOME SORT OF SIGNAL THAT ALLOWS AN EMPLOYEE TELL OTHERS THAT THEIR ‘DOOR’ IS CLOSED.”

– LIANE DAVEY, 3COZE

or giving performance reviews, but the issue is they're likely no better at giving and receiving needed coaching and performance feedback," said Sabapathy. "Now that we've renamed it, leaders are no better equipped to deliver those necessary skills to boost performance than they were at doing performance reviews. How does HR now equip managers to do this on a more ongoing basis, and with more development focus?"

Technology might offer a few solutions. David Lahey, founder and president of Predictive Success and author of *Predicting Success: Evidence-Based Strategies to Hire the Right People and Build the Best Team*, points out that GE has begun using a new performance coaching app.

"It allows managers and co-workers to give people feedback in real time," said Lahey. "An employee might ask, 'How did I do in that meeting?' and they might receive a smile icon, a positive word or two or a constructive comment. I think tools like this are the future."

Technology can also help managers gain a deeper understanding of their employees, helping them communicate more easily and effectively.

"There are a whole host of behavioural traits that should be woven into counseling on demand or performance reviews," said Lahey. "That's where personality tests can help. What's in that employee's DNA? Is she going to want a lot of detail? Is she someone who is natively proactive? That level of detail can help a manager tailor how and what to say to help employees excel."

WIDE-OPEN SPACES

Much like the annual performance review, the office cubicle is beginning to seem like an old-fashioned idea.

Open-concept offices are having more than a moment, driven mainly by the theory that a lack of walls promotes better connection, collaboration and cross-functional teamwork. Some organizations even go as far as "hoteling," where workers have no assigned desks and are encouraged to sit in different locations each day. Soaring real estate prices are adding fuel to the fire, too, making the reduction of square footage a fiscal necessity.

"I see it as a very positive trend," said Lahey. "It can create unique areas where people can share and collaborate. It can also create a sense of urgency – if you're not producing, there's no chair to come back to."

Not everyone is convinced, however. In 2011, organizational psychologist Matthew Davis published a review of more than 100 studies about office environments. He discovered that while open-plan spaces did encourage a general sense of organizational mission and infused workspaces with an innovative feel, they also came with a long list of negatives, including reduced productivity and reduced creativity. Measured against workers in traditional office spaces, employees felt more stress, endured more interruptions and were less motivated.

Since the open-concept office is essentially a done deal in most workplaces – a recent survey by the International Facilities Management Association reports 70 per cent of American employees work in open-concept spaces – the next innovation will be about finding ways to make the spaces do what designers hoped they would.

"Personally, I think they're fantastic for collaboration and for innovation," said Davey. "But they have to be done well."

Davey advises hiring a designer who understands the flow of a workspace and knows what trouble spots to watch for. White noise is also must, she says, to encourage conversation (extreme quiet keeps people from talking at all) but also to muffle excessive noise.

Even the most social and extroverted worker needs to hunker down and have uninterrupted work time, on occasion.

"You'll need to set up some sort of signal that allows an employee tell others that their 'door' is closed," said Davey, and they'd like to work without interruptions. Private spaces, too, like conference offices or phone rooms, are essential elements of an open-concept space for personal calls, meetings and difficult conversations.

Telecommuting, when it's a viable option, pairs well with this office design, says Davey.

"There are days when you want to be collaborative, and there are days when you

want to have time to think and not have those kinds of distractions," she said.

Another plus of an open-concept office: it's easier to adapt to new setups down the road.

"We no longer have situations where for five years, the exact same configuration is going to work," said Davey. "So organizations need to consider how they can keep things flexible, on the fly."

FLEXIBLE WORKFORCE

The emphasis on agility is one factor behind the growth in the number of contractors, freelancers and other non full time, permanent workers in the workforce. The ability to remain flexible – to quickly expand a team to work on a project, and then dismantle the team once their project is complete, from any place at any time – makes practical and financial sense.

Retailers, for example, might bring in extra workers during the holidays. There's also agile hiring, where an organization might bring in specialists to work just a few hours, as necessary.

"Holt Renfrew, for example, hires fashion specialists who are experts at what they do, but don't need to work a 50 or 60 hour week," said Lahey. "This works for the employee and it works for the company to keep the costs down."

In cases where organizations have increased their part-time headcount, it may simply reflect a mutually beneficial relationship with older workers.

"An increase in part-time workers will be something we'll continue to see, and that [could become] the choice of [some] older workers," said Lahey. "These are Baby Boomers who have enough money to retire, but who have a strong work ethic and are doing a second career because they want to stay busy and engaged."

How well the mix works can depend on the intent and design behind the hiring.

"Many companies play games with headcount and end up stringing temporary workers along for years," said Davey.

It may amount to a short-term benefits cost savings, but there's a downside. "Organizations are losing out on all the sense of belonging and the sense of culture. If you tell people, 'You aren't one of us,' then you should expect them to behave like they aren't one of you."

A 2015 study by research firm Intuit examined the growth of the on-demand economy and predicted that in the U.S., the contingent workforce would grow from its current 36 per cent to 43 per cent by 2020. Most of these workers will be freelancers, who may only have temporary ties with a specific organization.

“That doesn’t mean that culture will no longer be important,” said Sabapathy. “It actually means that the issue is more complex and culture becomes more important than it’s ever been. These workers could choose to work anywhere they want, and get to make that choice regularly, if not daily. You have to find a different way to have them choose you, and to ensure engagement.”

BEYOND THE RESUME

An employer’s first contact with potential employees can help to reinforce or introduce the brand.

Getting beyond the resume – that marginally useful document often packed with hyperbole and questionable statements – and using other tools, such as video interviews, can engage the potential employee more effectively, leaving a stronger impression of brand and culture.

From the perspective of the hiring manager, using alternative screening methods can help them develop a more three-dimensional picture of a candidate.

“We’re seeing many more companies include additional radar detectors, like equal-opportunity-compliant personality tests,” said Lahey.

Cadillac Fairview recently started conducting video calls to help filter which applicants make it to the in-person round of interviews.

“We’re finding that it’s really helping speed up our ability to assess a candidate,” said Sabapathy. “It’s also a benefit from an administration point of view. We can process multiple candidates across multiple recruiters and managers without having to coordinate meeting and travel schedules.”

Another potential step beyond the resume involves asking a short list of contenders to complete an assignment.

“It’s amazing how much variance you can see when you do this, and how well it allows you to assess things that matter in the job but don’t necessarily show up on a resume,” said Davey. Some organizations

even hire candidates to do short freelance assignments to test out their skills and abilities. And if the projects happen to yield ideas you’d like to use, but you don’t hire the freelancer for full-time work, you can still use the idea since you’ve paid for the work.

With video interviews and in-person screening, however, there’s an increased potential for bias to creep in.

“As long as you’re careful that what you’re assessing is what’s really going to matter in the job, then I think using these methods adds a lot,” said Davey. “It’s worth investing in finding out how to do these things without a bias, because there’s so much insight to be gained.”

PERKS ‘R’ US

Over the past few decades, tech companies and startups have been trailblazers when it comes to offering employees extravagant perks. Those over-the-top gestures have made goodies like Ping-Pong tables in boardrooms and espresso machines in common kitchens seem nearly commonplace.

“To me, the important thing is to make you sure what you’re offering is something employees want, and to make sure those things you give fit the culture you’re aspiring to,” said Sabapathy.

Sometimes, it’s the simplest things that employees value the most.

“In our company, one of the top reasons people tell us they like working here is our benefits,” said Sabapathy. “If you just try to copy what they’re doing in the California tech startups, you’re not living out the culture your company needs.”

Research suggests it’s probably worth investing, thoughtfully, in some kind of extra for your employees.

“Companies that offer perks that people genuinely value tend to have a higher productivity ratio,” said Lahey. “Plus, employees just like them. If you look at Glassdoor comments, a lot of them are about the perks. They’re absolutely not going away any time soon.”

PERFECT FIT: TAILORED BUT FLEXIBLE

Whether you’re offering free dry cleaning services, unlimited vacation time or apps for instant workplace feedback, the right mix of measures will be unique to each organization, in support of a culture that helps move that business forward.

“I think most of the innovative practices that are trending ultimately reflect an increased demand for flexibility in how people get work done,” said Sabapathy. “Our priority should be to give some serious thought to how we support this and create an environment that really nurtures a culture of trust and agility.” ■

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How Inclusive Are You?

CREATING A TRUE EMPLOYER INCLUSIVITY INDEX FOR CANADA

By Zakeana Reid and Cathy Gallagher-Louisy

There's no denying that inclusiveness has become the watchword of the day. But how can we measure how inclusive an employer is? This has been a very difficult question to answer.

As an HR professional, you know there are multiple types of lists recognizing the “best employers” in a variety of categories – be they sector, industry, size, etc. Your own employer may be on one of these lists; you might have even been tasked with applying to get your employer there.

The lists can be very useful: we use them as marketing tools for recruitment, for our brand image and to enhance the public perception of our organizations. Further, they play an important role in allowing organizations to be recognized for their good work. However, the sheer number of “best employer” lists published every year, along with the fact that some of them contradict each other, can lead you to wonder: how accurate can these lists be?

While some of the lists have a clear and transparent methodology, not all lists are created equal. When one starts to delve a little deeper into the rigour of how employers are chosen to be on some of the lists, questions arise about the precision or evidence to back up who gets on the list and who doesn't.

While there are lists of best employers for employee engagement, diversity, newcomers, etc., there was no index in Canada that provided a true measure of how inclusive an organization actually was – until now.

In 2016, the Canadian Centre for Diversity and Inclusion (CCDI) has been piloting their new Inclusivity Index with employers in Alberta. Using specific measurable criteria, the Index distinguishes between the intent of organizational diversity and inclusion plans and leadership commitment, and the actual experience of employees in the workplace. This index eliminates any subjective guesswork in assessing how inclusive a workplace is, ranking each employer based on qualitative and quantitative research with a score that reflects its true inclusivity.

The Inclusivity Index was developed using the internationally respected Global Diversity and Inclusion Benchmarks as the primary guideline for questions and scoring. To ensure that a wide range of inclusion perspectives were incorporated, the developers also consulted several renowned inclusivity indexes such as the Human Rights Campaign Corporate Equality Index (which considers LGBT inclusion in organizations), the

Continued on page 25

IF AN EMPLOYER SAYS THEY HAVE A DIVERSITY STRATEGY, AND ONLY 10 PER CENT OF EMPLOYEES KNOW ABOUT IT, THAT'S AN INDICATION THAT THERE'S ROOM FOR IMPROVEMENT IN THE EMPLOYERS' COMMUNICATIONS AND STRATEGY EXECUTION.



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Disability Equality Index from the American Association of People with Disabilities, the Inclusive Workplace Index developed by the Toronto Region Immigrant Employment Council (which considers inclusion of skilled newcomers) and the Canadian National Standard for Psychological Health and Safety.

For organizations interested in measuring their own inclusivity, the process for participating is quite simple. The first step is a self-assessment of the organization. A representative from the organization completes an online questionnaire indicating the type of initiatives undertaken by the organization to promote inclusivity. For some of the questions, the organization is asked to provide evidence by uploading supporting documentation.

The second level of assessment involves third-party subject matter experts who review the supporting documentation against indices and rubrics that have been developed based on the Global Diversity and Inclusion Benchmarks.

The third level of assessment consists of a survey that is sent to a random sampling of employees in the organization to validate the employer's responses and gauge the employees' perceptions of inclusivity. Why is this step necessary? Why do we need to validate employers' responses? Simply put, strategies and initiatives that look great on paper might not be as easily and effectively implemented. For example, if an employer says they have a diversity strategy, and only 10 per cent of

employees know about it, that's an indication that there's room for improvement in the employers' communications and strategy execution. If an employer publicly declares themselves a champion of diversity, yet employees in the organization do not believe it is an inclusive employer, that helps to determine areas for improvement.

The final deliverable from the Index is a detailed report to the organization outlining the organization's score, comprehensively explaining it and providing detailed explicit steps and actions that can be taken to improve the inclusivity of the organization.

The scores provided back to the organization are not meant to be viewed as a final grade or exam mark. Every score above zero is a win for diversity and inclusion, indicating that the company has taken some action and is interested in moving their own diversity journey forward. The additional commentary is to provide direction based on the relative stage at which the organization is currently operating. Each organization is on a unique diversity journey with individual goals and strategies. There is no "one size fits all solution" for diversity and inclusion; the suggested actions from the Index are tailored to the specific performance and issues identified for each individual organization.

Pilot participants in Alberta have had great feedback on the process. Many have expressed appreciation because the act of

Continued on page 27

First Aid and Your Workspace

Mental Health First Aid

Mental health issues affect everyone in the workplace. Making sure your employees can support those experiencing mental health issues in a compassionate and effective way will help alleviate misconceptions and reduce the stigma around mental illness.

With the support of **Bell Let's Talk**, Canadian Red Cross will add Mental Health First Aid content to our programs in 2017. This fall, our **First Aid App** will carry strategies and tools to help those supporting people with a mental health crisis. We encourage you to start a dialogue around mental health in your workplace.

What First Aid Content Do Your Employees Need?

Guidelines affecting first aid and resuscitation are changing. To support first aid education in the workplace, the lead training agencies in Canada have built a consensus around the guidelines for Canada. These can be found at redcross.ca/firstaidguidelines.

Using evidence-based practice can in fact help us save more lives. As our global understanding of clinical and educational science continues to evolve, we can use the latest science to update our practices for better outcomes for persons in need of care.

The International Federation of Red Cross and Red Crescent Societies (IFRC) just released international guidelines for 2016, which reflect the latest in evidence-based science on how to reduce suffering and save lives. The Canadian Red Cross will develop more comprehensive educational techniques as training is more than the direct interventions applied in an emergency; how we engage our learners is also a critical component.

A New Standard for Workplace Injury Reduction

There is an exciting new initiative spearheaded by the Canadian Red Cross, Canadian Standards Association (CSA), and the Workplace Injury Reduction Collaborative (made up of provincial worker safety regulators, labour groups, and other training agencies) that will build a competency framework for workplace first aid training.

Human resource professionals who have employees in more than one province can attest to the differences in first aid training requirements based on legislation. It is very tricky to ensure that all employees meet legislation requirements and also have the same level of safety training across Canada.

The CSA is working with the Collaborative and a working committee to support the development of a standard for workplace first aid in Canada. More on this initiative—due in the spring of 2017—can be found on the CSA website csagroup.org.

Free First Aid App



For the employees who have smartphones or tablets, here is a tool to make first aid training part of their life. The app helps people learn or refresh skills, can be a quick reference for emergency situations, and provides mini tests to validate knowledge. Obtaining one or more of the badges (which can also be shared on social media) can be a weekly goal to help keep health and safety education top of mind.

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feature

EMPLOYMENT

going through the exercise of completing the questionnaire helps them to consider diversity and inclusion's impact on their organization in many different ways. The tool does not just look at internal (HR-related) impacts, but also products and services development and delivery, marketing and communications, suppliers and many other areas throughout the organization where diversity and inclusion can have a tremendous impact.

Employers have also remarked that the questions within the Self-Assessment portion of the Inclusivity Index sparked internal discussions around topics that their organizations had never previously considered. Some organizations used the questions to initiate such simple initiatives as conducting a WCAG (accessibility) assessment of the organization's online presence and print materials. One organization realized that increasing employees' knowledge of the internal practices of job classification and promotion information would help eliminate the corporate perception that managers were free to give salary adjustments and promotions out on their own without process and oversight.

When employers are armed with new information about the performance of their organizations and the perceptions of their employees, they can create data-driven strategies and initiatives to improve organizational performance. ■

Zakeana Reid is CCDI's director of Western Canada, and project manager for the Employer Inclusivity Index. Cathy Gallagher-Louisy is CCDI's director of knowledge services. CCDI has become the trusted advisor for all issues related to diversity, inclusion, equity and human rights management within Canada's workplaces.

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Bringing Life to Work

Leaves
Part 1

USING LONG-TERM LEAVES TO SUPPORT A GREAT WORKPLACE

By Spencer Perry

It's something we've all thought about: taking some serious time off work to travel the world or make a real dent in some other passion project.

We so rarely have the opportunity in our working lives to have an extended period of time away from the office. Vacations are one thing, but what about encouraging employees to take long-term leaves or sabbaticals?

In July 2015, Caterina Sanders, then lead of strategic projects at Habanero Consulting Group, did just that. Her family put their lives on hold and left Vancouver for a yearlong trip to every corner of the world. Sanders and her family traveled every continent except Antarctica and North America. The adventure took 11 months, with one month spent at home after returning as buffer time before returning to work.

Careful planning was critical in making this trip come to life, and part of that careful planning included early discussions with Sanders' and her husband's workplaces to see how or if they could support the adventure. Here in Canada, employers have already made the leap to accepting one-year leaves for maternity or parental leave. Yet people are often unsure how to bring up the idea of a leave of absence that's not for family or health reasons.

PREPARING YOUR ORGANIZATION FOR LONG-TERM LEAVES

First, you have to look at your culture and decide if your company is ready to truly support someone who wants to step back for a while. As an employer, it should be more than just holding someone's job until they return; you have to decide if the organization is genuinely supportive of a move like this or if it will be secretly resented or considered career-limiting for any employees who apply for the benefit.


Some employers view extended leaves as introducing greater risk into the organization, since finding coverage for a person for one year has its challenges and there's no way to control if the employee will come back and make all that effort worthwhile. Time away can potentially cause a person to realize that they don't want to come back.

"That's actually positive," said Sanders. "You don't want employees who don't want to be there." A year off will likely quicken a decision that they were beginning to wrestle with pre-leave.

"It's much easier to keep going when someone doesn't return post-leave because you've already made arrangements to not have this person there, and have had a long time to get used to their absence," said Sanders.

Photos by Caterina Sanders/Habanero Group





“YOU’RE GETTING CLOSER TO HELPING THAT PERSON FEEL MORE FULFILLED – WHICH IS THE HEART OF EMPLOYEE ENGAGEMENT. THAT’S BEING A GREAT WORKPLACE: HELPING YOUR PEOPLE GROW AND EVOLVE.”

– CATERINA SANDERS, HABANERO GROUP

If the person comes back with a new outlook, it may be they find they can’t go back to what they were doing before their departure.

“You may need to have a career development discussion to find the right place for them,” said Sanders. “In this scenario, you’re getting closer to helping that person feel more fulfilled – which is the heart of employee engagement. That’s being a great workplace: helping your people grow and evolve.”

Another possibility is the person returns and goes back into the role they played before they left, only this time they have 12 months of energy reserves to hit the ground running.

Finally, there’s the chance that you get really used to the person’s absence and have a much clearer picture of the sort of performance management required for their return and the expectations you now have of success in their role.

“In my case, after close to a decade in senior-level management roles, I was ready for a different challenge,” said Sanders. “My trip helped bring me clarity on what that challenge could be. Now that I’m back, I’m in a completely different position – one where I get to consult face-to-face with clients again. The transition was easy since I was already removed from my old responsibilities.”

TRANSITION PLANS ARE THE KEY TO SUCCESS

About 18 months before her planned departure date, Sanders spoke with her partners at Habanero about the as-yet-unused sabbatical clause in their partnership agreement. The team’s reaction was positive. They were genuinely supportive and happy for her.

At the time, Sanders was vice-president and had previously served as director of employee experience. During her tenure, Habanero became nationally recognized for its workplace culture and approach to people.

“We came up with a transition plan where I could move permanently out of my VP role, split my accountabilities across a few people who were keen to take on different responsibilities and

then defined what a temporary, six-month, pre-trip role would look like,” said Sanders.

“We mostly followed the same formula as we currently use when planning for a parental leave or long-term disability leave, so in some regards this was very much business as usual,” said Steven Fitzgerald, president of Habanero.

THE BIG TAKEAWAY: AUTHENTICITY

The key to providing long-term leaves for employees is authenticity.

Employers have to be upfront with people who are looking for extended time away from the office, especially in terms of their career prospects with the organization. At the same time, employees need to be open to changes in their role upon their return. It’s a two-way relationship that has a lot of potential to benefit both parties if everyone understands each other.

Similarly, organizations can’t fear long-term leaves as a stepping-stone to someone leaving the company. Often, time away reinforces existing feelings and gives people the space to think about what they really want outside of work. Employers who give people the ability to be open about their goals inside and outside of the office will see the return in the form of deeper engagement with the broader organization.

There are a growing number of companies looking beyond how to give people the best work lives possible. Instead, these employers are thinking about ways to help employees feel fulfilled in all aspects of their lives.

In Sanders’ case, she’s returned with renewed energy and moved back into an area of the organization that’s more aligned with where she wants to spend time. This kind of reset likely wouldn’t have happened as smoothly without time away for her to think about where the next stage of her career would go.

“A well-timed long-term leave might be the best thing someone can do for their career and wellbeing,” said Sanders. ■

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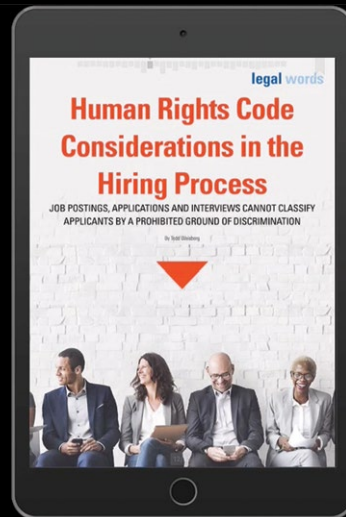
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Extended Leave Policies a Winning Move

ORGANIZATIONS AND EMPLOYEES ALIKE CAN BOTH COME OUT AHEAD

By Heather Hudson

When Felicia Shafiq woke one Saturday morning with chills, she thought she had the flu. Never one to let a minor illness keep her down, she popped a couple of Tylenols and headed out to compete in a volleyball tournament. By evening, lower back pain had set in. But it wasn't until breathing became a struggle that she allowed her mother to take her to the hospital.

Within hours, she was in a coma.

Two weeks later, she woke to learn that she was recovering from an acute form of pneumonia and a blood infection that almost killed her.

Gangrenous feet. Huge blisters on the palms of both hands. A month of dialysis while her kidneys recovered (the back pain she experienced was her kidneys failing). Amputation of some of her fingertips. Intense physical therapy to rehabilitate her hands

and feet. And the eventual amputation of both of her legs below the knees.

Almost as excruciating as her recovery and rehabilitation was being away from her beloved job. A long-time senior support engineer at SAP Canada in Vancouver, Shafiq is passionate about her work.

Overall, she spent about a year in the hospital and 3.5 years away from work. She credits her company's support as one of the main things that motivated her to recover and get back to work.

"[It wasn't only] my friends and colleagues, but management and upper management would visit me in the hospital and at home and send me encouraging emails," said Shafiq. "The biggest thing they did was remind me to focus on my recovery and assure me that my job was secure and would wait for me as long as I needed to be away. That took a huge weight off my shoulders and allowed me to focus on recovery."



Photo courtesy of Felicia Shafiq

"THE KIND OF SUPPORT AND CARE THAT SAP GIVES ME MAKES ME WANT TO GIVE BACK TO THE COMPANY. I'M MORE INVOLVED IN DIFFERENT PROJECTS AND INITIATIVES AND I'M INTERESTED IN PARTICIPATING IN PROJECTS THAT GO BEYOND THE SCOPE OF MY REGULAR WORK. IT MOTIVATES ME TO DO MORE."

— FELICIA SHAFIQ



“IN A TIME WHEN IT CAN BE VERY CHALLENGING TO FIND THE RIGHT TALENT, IT’S IMPERATIVE FOR ORGANIZATIONS TO BE ATTUNED TO WHAT OUR TALENT NEEDS.”

— AGNES GARABA, SAP CANADA

Back at the office at SAP Vancouver, Agnes Garaba was the HR business partner for Shafiq’s unit. She didn’t know Shafiq at the time, but remembers the tremendous faith her managers and team had in her ability to recover.

“Felicia was off for a long time, but her team never doubted that she would be back,” said Garaba. “I’m really proud of the team for making sure she wasn’t forgotten in the years she was off and making her feel welcome and included in the SAP life.”

Today, Garaba is the head of HR for SAP Canada and believes in the importance of supporting the diverse needs of all employees.

“In a time when it can be very challenging to find the right talent, it’s imperative for organizations to be attuned to what our talent needs,” she said. “Sometimes, that means people go through ups and downs. Even if it takes 3.5 years to get back to work, it’s important to support them.”

According to the Canada Labour Code, most employers must protect employees from dismissal, lay-off, suspension, demotion or discipline because of an absence due to illness or injury for any absence not exceeding 17 weeks.

However, some companies, including SAP Canada, offer extended benefits that accommodate longer-term disability leaves and leaves of absence for a variety of reasons. Garaba says their programs serve to help employees bring their best to the workplace.

“Whether it’s recovering from an illness or pursuing a passion, we provide employees with opportunities and programs that give them time off without having to worry about their job being at risk,” said Garaba.

SAP Canada’s short- and long-term disability program allows employees to touch base with the company if they fall ill and need to be off for more than 10 consecutive days. If an illness requires more time off, a member of the Leave of Absence team gets involved to help.

“Our Leave of Absence team is in place as an intermediary to help employees talk to our [insurance] vendors and provide the information they need,” said Garaba.

When Shafiq was ready to return to work, SAP Canada arranged an ergonomic assessment to determine what kind of set-up and equipment she might need.

“For the most part, everything is as it was,” said Shafiq. “We made sure the monitors were at the right level, my seat was comfortable and that I had a low-profile keyboard to help with my hands.”

It wasn’t long after she was digging into new and old projects at work that Shafiq was approached by a physiotherapist about joining a sitting volleyball team. It hit a sore spot: even watching standard volleyball on TV made her emotional.

She dismissed the idea, but told a friend about it.

“He told me to do it,” she said. “[My friend] said, ‘I can see you on a podium one day accepting a medal for sitting volleyball.’”

She gave it a try. Last year, Shafiq and her sitting volleyball team competed in the Parapan Am Games in Toronto and qualified for the 2016 Paralympic Games. They travelled to Rio this past September to play.

The pursuit of this passion has meant intensive training, including flying to Edmonton once a month. Once again, Shafiq availed herself of SAP Canada’s progressive leave options. Garaba says the company is happy to support her.

“We’ve found that when we allow people to take time away from work to pursue personal goals, they are enriched,” said Garaba. “The energy they get from fulfilling a goal comes straight back into the workplace.”

A flexible work environment, including working from home and self-managed hours are just a couple of ways they make it work.

“We don’t have a written program about our flexible environment. Each department has its own subculture about what works and what doesn’t,” said Garaba.

Shafiq also takes advantage of SAP Canada’s Month of Service program, which allows employees to volunteer time to non-profit organizations. It’s no surprise that she’s teaching kids with different abilities how to play sitting volleyball. She says it’s job benefits like these that help her make the most of her life – before and after her illness.

“The kind of support and care that SAP gives me makes me want to give back to the company,” she said. “I’m more involved in different projects and initiatives and I’m interested in participating in projects that go beyond the scope of my regular work. It motivates me to do more.” ■



On Board for Success

WHEN STAFFING INCREASES, IT'S CRITICAL TO GET THE INFRASTRUCTURE AND TRAINING RIGHT

By Sarah B. Hood

“Where are we going to put them all?” At one time, this was the first question likely to be asked upon the arrival of a flock of new recruits. Flex hours, smartphones and a host of other workplace innovations have moved some of the focus away from chairs and tables and onto data plans. However, it’s still vital to put the right infrastructure in place before adding to your workforce numbers. But what kind of infrastructure?

“It certainly depends on what type of company you’re coming into,” said David Dourgarian, CEO of TempWorks,

based in Minneapolis, Minn. “I work in the software business and when my company hires people, the most important thing for us is having a process and a group of individuals in place to welcome employees, help them with their on-boarding process, do a reasonable job of evaluating that employee’s skill and determine what their best position with the company is.”

TempWorks brings a somewhat flexible approach to its staffing process.

“[When a new hire arrives,] it’s important for me to have eyes on that person during the first couple months of their

employment so we can make sure that position is right for them,” said Dourgarian.

If that first position isn’t the best fit, the company will explore other areas. For instance, the current vice president of implementation services at TempWorks was originally hired as a project manager.

On the other hand, he said, “Our customers are temporary staffing agencies. They hire people temporarily to act as recruiters; they also place temporary employees for third parties. [For them,] infrastructure revolves around having a good technology system, and a relationship with a good background screening



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**“IF THE NECESSARY
INFRASTRUCTURE ISN'T IN
PLACE, YOU ARE GOING TO
HIRE LESS EFFECTIVELY.”**

— DAVID DOURGARIAN, TEMPWORKS

company and a testing company to make sure that they're able to screen and train temporary staff as they come in.”

A similar view comes from Stephanie Bruha, operations manager for Kavaliro, a staffing agency based in Orlando, Fla.

“We don't focus as much on furniture and hardscapes,” she said. “We have a pretty big team of recruiters and account managers; we focus a lot on technology. But more than that, [we focus on] training, because what we do is technology-based.”

A typical new hire may already have a lot of HR experience, but less familiarity with the newest HR technology.

“We spend a lot of time integrating people into the forefront of recruiting,” said Bruha. “A couple of weeks or months into their time with us, we set up one-on-one or phone-based training that goes through real-life scenarios with people. They've already got their feet wet, so these sessions teach them how to implement their systems better [and give them] those little secrets that become more apparent when you've been on the job.”

These sessions don't necessarily add extra costs to the hiring process.

“Some of [those costs are] built into what we already spend,” said Bruha. “A lot of our vendors — the job-board websites like Monster — come with training built in. We take advantage of any free training. The more advanced training does come with a price tag, but if you have an employee who's already proven their skills and their worth, you're going to get that money back right away because they're going to use those new skills to bring in new clients.”

Whether it consists of technology or training, there are dangers in failing to put the right infrastructure in place before

increasing the number of new hires to the team.

“It's simple math,” said Dourgarian. “If the necessary infrastructure isn't in place, you are going to hire less effectively; you will spend more per hire; and your turnover will be higher. That [lack of] infrastructure also contributes negatively to the culture. It has negative effects on the morale inside the office.” It can even influence whether or not a company is eventually exposed to employment litigation, he says.

CREATE A PLAN

One of the first questions for HR professionals to ask before a staffing increase in today's workplace is: “Who's going to train the new employees?”

“You need to make sure you're growing your current staff so they can grow to become mentors,” said Bruha. “That's actually a hard thing that we run into: you have five employees and you want to bring on five new employees, but none of your people are ready to take on a management role, or they're not interested. It's important to ask when they're developing their careers, ‘Are you interested in managing or mentoring?’”

One of the most important aspects to the overall training process is to make sure that everyone is clearly aware of the goals of the program.

“The anchor [to the training process] is making sure that HR and other managers are all on the same page in terms of that company's mission and core values,” said Dourgarian. “[Every new hire who walks through the door is] being instilled with that culture, and that is more or less uniform throughout the company.” ■



Supporting Employees' Whole Selves

WHY LEADERS MUST CHAMPION LGBTQ DIVERSITY AT WORK

By Peter Green

This summer, on Parliament Hill and at Pride celebrations across the country, Canadians raised the rainbow flag to celebrate the LGBTQ community. While we should be extremely proud of the progress we've made embracing LGBTQ diversity and inclusiveness in Canada, we still have much to do in this regard – and business leaders play an essential role.

In July, TELUS commissioned a study to examine how Canadian businesses can better support LGBTQ diversity in the workplace and create safer and more inclusive working environments. The eye-opening study brought to light the challenges that many LGBTQ Canadians continue to face in the workplace.

The study revealed that one-third of Canadians do not agree that their workplace is safe and inclusive for LGBTQ employees, while 45 per cent do not agree their workplace is safe and inclusive for transgender employees. Additionally, 30 per cent of LGBTQ respondents said they had experienced or witnessed homophobic or transphobic discrimination or harassment at work, and nearly half of these incidents went unreported to employers. Only 43 per cent said their employer has clear policies and procedures in place to address discriminatory or harassing actions against LGBTQ employees – indicating an obvious area where Canadian businesses need to do better.

Surprisingly, the study also found that 57 per cent of LGBTQ Canadians are not fully “out” at work. Despite how far we think we've come with regard to LGBTQ equality in our country, more



THE STUDY ALSO FOUND THAT 57 PER CENT OF LGBTQ CANADIANS ARE NOT FULLY "OUT" AT WORK.

than half of LGBTQ Canadians still do not feel comfortable bringing their whole selves to work.

Amidst these challenges, the study revealed some of the most impactful ways Canadian businesses could create more diverse and inclusive working environments. Survey respondents identified actions and activities they felt would most improve workplace diversity while also indicating whether these were currently offered by their employer – uncovering some of the biggest opportunities:

- Anti-harassment/discrimination policies (only offered by 69 per cent of Canadian businesses)
- Diversity and inclusiveness training (only offered by 34 per cent of Canadian businesses)
- Supporting/taking part in Pride celebrations (only offered by 18 per cent of Canadian businesses)

- LGBTQ employee support/resource groups (only offered by 17 per cent of Canadian businesses)
- Senior leaders supporting LGBTQ causes and events (only offered by 15 per cent of Canadian businesses)

As leaders look for ways to help their organizations become more diverse and inclusive for their LGBTQ employees, one of the most effective actions is to simply start a dialogue.

BETTER FOR BUSINESS

Embracing diversity and inclusiveness isn't just the right thing to do; it can also provide a significant competitive advantage. In a world of increasing competition and customer choice, a diverse and inclusive environment introduces new perspectives and fuels innovation.

The study showed that Canadians agree: 64 per cent (86 per cent of LGBTQ respondents) think businesses that support the community better understand the needs of their customers; 59 per cent (81 per cent of LGBTQ respondents) think they are more innovative; and 49 per cent (83 per cent of LGBTQ respondents) are more likely to purchase products and services from them.

A safe, diverse and inclusive working environment can also play a big role in attracting, maintaining and motivating top talent. According to the study, 56 per cent of Canadians (86 per cent of LGBTQ respondents) are more likely to consider working for businesses that support the LGBTQ community, and Canadians working in LGBTQ-friendly workplaces are more loyal and engaged than those who don't. The study found that 71 per cent of Canadians working in LGBTQ-friendly workplaces said it would take a lot to get them to leave their employer, compared to only 43 per cent for those in workplaces that aren't inclusive.

From fueling innovation, to better understanding customers, to driving employee engagement, fostering a diverse and inclusive environment creates a whole that is greater than the sum of its parts.

Business leaders have a responsibility to champion diversity and foster a culture of acceptance, appreciation and inclusiveness within their organizations and this study brings to bear that there's still much work to be done. It is critical that everyone – regardless of gender, gender identity, sexual orientation, race, culture or abilities – feels comfortable bringing their whole selves to work and sharing their personalities and uniqueness with confidence and trust that they will be respected and valued. ■

Peter Green is senior vice-president, Business Solutions West – Sales at TELUS and global executive sponsor of Spectrum, TELUS' LGBTQ team member resource group.

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IT vs. Communications vs. HR

NAVIGATING THE DIGITAL WORKPLACE TURF WAR

By Darren Gibbons

Successfully launching a digital workplace project can be hard. While the expected challenges are usually technological, often the biggest issues are within the organization, as the digital workplace becomes an inter-departmental political battlefield.

These digital tools are implemented with the goals of improving employee engagement and increasing productivity. However, conflict arises as inter-departmental teams try to work through the details of implementation. IT, which has long-owned enterprise software inside organizations, selects software based on their top priorities, such as detailed feature requirement lists and best security practices. Meanwhile,

communications departments, in an effort to increase engagement, want broad access with social features. And HR can sometimes be terrified by all of this: what if employees act inappropriately with social tools?

Unfortunately, the biggest loser in this battle is often the employee, who could potentially end up with tools that are underutilized and fail to deliver value, and engagement numbers that are stubbornly low.

ACCESS AND SECURITY

This is consistently an area of friction in implementing a digital workplace – how do you keep sensitive documents safe

inside and outside your organization? Security policies are written with the best intentions; however, they often leave employees with limited access to the documents they need. In an effort to reduce risk, these measures sometimes fail to differentiate between high-risk and low-risk information. Instead, they often severely restrict access across the board, including on mobile devices, which are increasingly valuable resources for employees. With more HR departments recognizing the retention and engagement benefits of flexible working arrangements, this limits employees' ability to work from home or remotely. Many security-focused organizations also remain fearful of cloud



SECURITY POLICIES ARE WRITTEN WITH THE BEST INTENTIONS; HOWEVER, THEY OFTEN LEAVE EMPLOYEES WITH LIMITED ACCESS TO THE DOCUMENTS THEY NEED.

technologies, which often results in out-of-date software versions that IT doesn't have time to manage.

Instead of limiting access, try creating policies that take sensitivity and risk into account. MD Financial Management implemented an "open-by-default" policy that encourages employees to create and share content, and saw adoption skyrocket. Documents deemed sensitive can still be restricted to certain users, or restricted to within office walls. Likewise, cloud opens up better access and more modern tools. Use identity management tools to add an increased layer to cloud security. Offering more accessible digital tools to your employees will actually help increase security, as it minimizes the need to send secure documents through email or share them with unauthorized third party tools.

FEATURE PRIORITIZATION

The next area of concern is assigning value to different digital features – who gets to decide which features are most important? This commonly leads to laundry lists of feature requests, or one department squashing the needs of other departments. The best way to get consensus is to use real employee data to drive decisions. Instead of conflicting hypotheses about what business leaders think employees want, use actual employee research to guide decision-making. These observations pull teams together as they try to find a solution to the core business problems, instead of fighting over individual priorities.

We often see teams overvalue features as a percentage of their overall weighting. Pick out a smaller set of features that

you think will truly drive business results – and then focus on implementing them flawlessly. Ease-of-use and implementation are often much bigger factors in digital workplace success.

ADOPTION

Lastly, if employees don't adopt the new tool, all of your efforts are lost. HR often wants to limit social features like commenting and profile pictures in order to avoid potential infractions. Employees themselves may be scared to try out new tools, where their content can be viewed across the organization. Instead of limiting engagement features, try creating clear guidelines that encourage participation, but still document what's considered unacceptable. Then, use leaders inside the organization to model positive collaboration to get the ball rolling.

As IT, communications and HR departments disagree over digital workplace politics, employees aren't getting the quality resources they need to do their jobs. This is often thought to be a technology problem: the tools aren't providing enough functionality; are too hard to use; or are poorly connected. However, the root cause of these issues is often a people problem – siloed departments can't agree on organizational priorities. When you bump into common pitfalls like security problems, feature fights and adoption issues, remember to focus on the employee experience first. Make it easier for employees to do their jobs, and employee engagement and productivity will follow. ■

Darren Gibbons is the co-creator of ThoughtFarmer.

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HR CAREER PATHS:

Leah Reilly, CHRL

START-UP HR CONSULTANT

By Kristy Rydz



What do a bachelor's degree in anthropology, an MBA in management of innovation and new technology, 12 years of experience in project-based HR for national and global companies and launching a consulting business have in common?

For Leah Reilly, founder and principal consultant at Parkhill Reilly Consulting, they have all been crucial parts of her successful career.

After finishing her MBA at McMaster University in 2002, she started working as a project manager in systems and technology at Bell Canada. Two years later, while running strategic planning sessions as an in-house facilitator, she and a group of colleagues were moved over to Bell's People & Culture team in HR. Joining the team that had the task of developing a people strategy, Reilly knew she had discovered her niche.

"It was great because it took my interest in studying and understanding culture and married with my project management interests – the really 'nerdy' side [of my personality] where I love to build projects and Gantt charts, figure out project plans and do reporting," she said.

Moving up the corporate ladder, including a global vice-president position at Guy Carpenter, a reinsurance provider in 70 countries, Reilly continued to strive and take on more significant roles and projects. However, in 2015, nearly three years into

her job as senior vice-president, HR business partner and global PMO leader at Guy Carpenter's sister company, Marsh, she knew that constant travel and long hours were taking a toll on her time with her two children and her husband.

The best solution, she determined, was to launch her own consulting company, allowing her more flexibility in her schedule and a better pace for her personal life.

Just over a year in, Reilly spoke to *HR Professional* about what it's like to be a one-woman HR business and why her project management skills are more important than ever.

In your current position, what are your main areas of responsibility?

Leah Reilly: I'm finance, operations and everything in between. I've been trying to follow the 80/20 rule and not spend too much time overthinking things that are internal, like the website. I'm really focused on business development and getting myself out there.

In terms of my billable work, typically what happens is that I make a connection with someone, which has primarily come through referrals or networking. We speak about their potential needs – I do an analysis, really digging into what their current situation is and what that could entail in terms of the work I would do for them. I'll put together a proposal that outlines what I heard, what I propose and lay out a draft of what the work would look

Top photo: tsyhun/Shutterstock.com
Portrait: courtesy of Leah Reilly

career paths

like, including cost. My project management background is very helpful in this regard because it allows me to divide the work and figure it out in terms of how many hours I think I'll spend on each component. It's a nice balance of being able to work out of my home and then, at times, being in my clients' offices for interviewing, information gathering or delivery.

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

LR: I get up at 6 a.m. take my dog for a walk and then read the paper before everyone gets going. I do check my email a little bit, but I really try to have some time for myself. And then the kids are awake and I get them off to school. I come back and respond to emails or do work I need to do, or I may have a client visit. I have my days down to about 9 a.m. to 3 p.m. There may be time in the evening where I could be working but it's much more balanced than it was. I'm a fairly organized person, so I have my day blocked out in terms of what I need to accomplish.

What do you love about your job?

LR: Having variety in the work that I do. I don't get bored easily but I like to always be doing something new. I love meeting with new people. I like the creative buzz that I get from problem solving and thinking through what could be, and then actually seeing it through. I really do like being my own brand and not being slowed down. If you're on the client side, there are often organizational hurdles, whether they're finances or procurement, for example. But on my side, I don't get slowed down. I can just continue to push through because I'm a business of one.

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

LR: Just that uncertainty that comes with being a start-up and having the confidence in myself that I can really do this. But as I've gotten more and more wins and clients, I feel it building. The nuts and bolts of running a business have been a bit of learning curve for me, but in a good way.

What skills do you possess that make you a great fit for your position?

LR: I'm a fairly adaptable individual. I'm a relatively quick study so I can assess situations quickly and creatively think about options and what we might do. Having a project management and planning background has been really helpful – I can build out projects and box them into meaningful chunks of work, which has been really great on the consulting side. I also think that my written communications skills have served me well.

What are your ultimate career goals?

LR: Long term, as in the next two to five years, I'd like to become a certified executive coach because I think that would help my practice. Also, I'd like to continue partnering with other great coaches and consultants. Ultimately, I want to build a practice of my own that has a solid reputation and a client base that looks to me for good work and counsel. ■

"I LIKE THE CREATIVE BUZZ THAT I GET FROM PROBLEM SOLVING AND THINKING THROUGH WHAT COULD BE, AND THEN ACTUALLY SEEING IT THROUGH."

– LEAH REILLY



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MEET THE HR INFLUENCERS:

Mike Harwood, CHRE

STAYING TRUE TO YOURSELF TO LEAD A SUCCESSFUL TEAM

By Kristy Rydz

While Mike Harwood knew early in life he wanted to work in HR, he describes the rest of his career as a series of left turns.

From using his bachelor of arts degree in social organization and human behaviour from the University of Western Ontario in the financial services field, to a brief stint in retail to the motorcycle industry, and finally arriving as general manager, Operations for ole Rights Management, a music rights management company, earlier this year, Harwood's job history shows how universal the practice can be.

"To me, that's one of the great things about HR. Your skills are transferrable; they're not necessarily industry-specific. I can do what I do in terms of managing people, strategy implementation, performance management – those apply in any organization in any industry," he said.

Harwood spent 13 years honing those abilities in a "soup-to-nuts" position as the director of human resources for Deeley Harley-Davidson Canada, before the Motor Company acquired them in 2015.

The move to ole Rights Management in April gave him the opportunity to broaden his career and responsibilities beyond solely HR.

Harwood shared his thoughts with *HR Professional* on seeing your employees as clients, paying your dues and earning your seat at the table.

What was your first HR job?

Mike Harwood: I went to work for a small boutique recruitment and consulting firm that specialized in IT in the mid-'80s. It was half recruitment and half performance management consulting. I learned the strengths of the recruitment function but also was working on performance management programs for an IT department at a bank, and that literally evolved into a full-time position with that client. I was the first "personnel officer" for the newly formed Consumer Services Group of Citibank Canada at the time.

Tell me about your current job. What are your main areas of responsibility?

MH: I'm the general manager of operations for a Canadian music rights management and publishing company called ole. We are the fastest growing music rights management company – certainly in Canada, if not North America.

I have an opportunity to combine both strategy and human capital management and play a fairly significant role in the strategic direction and execution of our business plan.

What do you love about your job?

MH: I love the variety. I lead the business operations team, which means we have offices in the UK, in multiple places in the U.S. and our corporate office here in Toronto. I'm involved in everything from facilities and leasing issues, business systems and IT – it really is a general operations role with the added responsibility of being the chief HR officer. We're not a very large organization but we have a fairly broad scope. It's an organization of about 150 people but likely to double over the next two years.

What are the challenges you experience in your job?

MH: Certainly talent acquisition and retention. Making sure that as we grow, we're putting the right kinds of programs in place to further develop the careers of our people. We want to attract the best and retain the best, and making sure that we've got the right programs and processes in place to do that in a growing, acquisition-minded organization is definitely a challenge. Especially taking on new



"I'M FOREVER HEARING PEOPLE COMPLAIN ABOUT HR AS THE POLICY POLICE, BUT IT DOESN'T NEED TO BE THAT WAY. YOU EARN YOUR SPOT AS AN ADVISOR AND COUNSELLOR TO THE BUSINESS BASED ON THE STRENGTH OF YOUR SKILLSET AND VALUE OF YOUR CONTRIBUTION."

– MIKE HARWOOD

companies and integrating them into the ole framework, yet being sensitive to the existing cultures of the companies that are being acquired because, in most cases, it has been those cultures that have made them successful. We want to maintain that but we also want to ensure that there's an overarching ole framework that maintains true to our vision, mission and values.

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

MH: Commitment to the strategy and people management programs – essentially being true to oneself. Being a voice for the organization in terms of working with the executive team and keeping those principles front and centre. You want to maintain the strong value system that you've built and continue it going forward.

What skills are important for success in HR?

MH: Dealing with ambiguity would certainly be one. I think empathy and ability to listen to understand, as [Stephen] Covey would say, so you are giving voice to people but also helping them see the corporate picture. You're reinforcing that message so that you have a constant view on organizational alignment. I'm a big believer in putting responsibility and accountability in the hands of the people who are doing the work but ensuring that there's a direct line of sight back to organizational direction and goals. The strategic planning process, the goal setting process, how you manage KPIs – that whole infrastructure is extremely critical to overall success.

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

MH: This is going to sound pretty old school but you have to pay your dues a little bit. You need to understand the various disciplines in HR – I'm certainly no specialist in terms of compensation or benefits, but I think you have to have some fundamental experience and knowledge in each of the various disciplines to then be able to provide counsel and expertise to your client base.

You also need to have a customer service mentality. The organization is your client base and you need to treat them the way you expect your frontline employees to deal with the company's customers. I think we lose sight of that sometimes and we get too hung up on process and policy. I'm forever hearing people complain about HR as the "policy police," but it doesn't need to be that way. You earn your spot as an advisor and counsellor to the business based on the strength of your skillset and value of your contribution. So, getting to the point where you're sought out for your insight and your counsel should be goal of every HR person.

The HR field has been evolving. What changes excite you the most?

MH: I have to say the move towards more rigorous discipline within the profession. I've been fortunate to be one of the early waves of designees for what was the Senior Human Resources Professional (SHRP) designation, now the Certified Human Resources Executive (CHRE) from the Human Resources Professionals Association (HRPA). I'm on the selection panel for

CHRE applications and was also part of the review committee for the new competency model that identifies Certified Human Resources Professional (CHRP), Certified Human Resources Leader (CHRL) and CHRE differentiation. I really like the framework that has been put into place that provides legitimacy to the profession. Having that body of knowledge as guidance for up-and-coming HR professionals is a tremendous thing.

What's the future of HR?

MH: I hate the discussion where people say that HR has to have a seat at the table – well, you don't have to have it, you earn it and you should be at the table. I've been fortunate enough to work in organizations where I've been at the table, not because I've asked to be there but because I've demonstrated a value-added contribution worthy of being at the table. You have to think with the end goal in mind. You need, early on, to demonstrate your value-added contribution to the organization. ■

IN A NUTSHELL:

First job: Part-time sales person for Jack Fraser Menswear at 15 years old

Childhood ambition: I think after watching *JAG*, being a military lawyer would have been a pretty cool adventure.

Best boss and why: My boss at Deeley Harley-Davidson Canada, Buzz Green, our SVP and general manager. Always the smartest guy in the room, knew everyone's job and how they did it but was never arrogant enough to tell them. He knew how to dig into the detail, how to get to the root cause of things but also knew how to maximize the efforts of the team so everybody was successful. To me, those are absolute hallmarks of an incredible leader.

Current source of inspiration: Watching my three daughters grow into young adulthood and take on the world in their own way

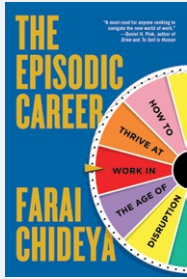
Best piece of advice ever received: Never take anything for granted. It was given in relation to learning to ride a motorcycle but I think it has application across many platforms. Don't take your job for granted, don't take your family for granted – everything has to be worked for.

Favourite music: I have a very eclectic music taste – classic rock but I also enjoy listening to classical. With my kids' influence, some country. But I listen to everything – I like some new indie music and some coffeeshop-type stuff, too.

Last book read: I read voraciously, and I just read the last three James Rollins novels – *The Bone Labyrinth* is the one I just finished.

OFF THE SHELF

By Alyson Nyiri, CHRL



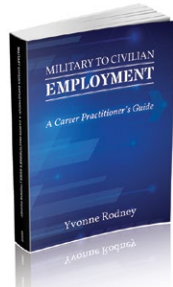
THE EPISODIC CAREER: HOW TO THRIVE AT WORK IN THE AGE OF DISRUPTION

By Farai Chideya
Atria Books, 2016

Despite the temptation to favour candidates with steady employment histories, candidates with episodic careers – including breaks, transitions and repositions – are becoming the norm, often bringing with them a greater variety of skills. The recent recession decimated many jobs, forcing people to rethink the work they would be willing to do in order to make ends meet. Central to Chideya's book is the focus on integrating our work within the larger framework of our lives.

Point of interest

No one gets a free ride in life or work, writes Chideya. Whether you call it resilience, grit or optimism, in the world of jobs we must learn to evolve into a different form, tapping into what we have done, finding a new focus and leveraging aspects of ourselves previously dormant.



MILITARY TO CIVILIAN EMPLOYMENT: A CAREER PRACTITIONER'S GUIDE

By Yvonne Rodney
CERIC, 2016

This guide is written for those with little experience working with former or current military members of the Canadian Armed Forces (CAF). It offers an overview of how families support the military member, the challenges in providing that support and best practices for career coaches and counsellors working with members and their families. Many of those who leave the CAF have little or no experience in the civilian job market. However, the skills attained through their service include a broad range of transferable skills useful to the civilian workplace. The book includes a helpful guide of civilian occupations and the military equivalent, as well as a section on the career needs of military spouses.

Point of interest

In the military, the first priority is the mission, then the team and finally the self. In civilian work culture, this is often reversed. Military members can find it challenging to move from a hierarchical, conforming environment with clearly defined roles to organizations with little structure or clear roles.



MAKING IT WORK! HOW TO EFFECTIVELY MANAGE MATERNITY LEAVE CAREER TRANSITIONS: AN EMPLOYER'S GUIDE

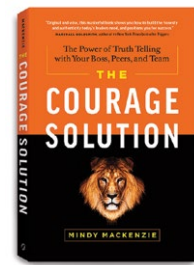
By Avra Davidoff, Laura Hambley, April Dyrda, Julie Choi, Collen Lucas, Rebecca Teebay-Webb
CERIC, 2016

A disproportionately large number of new mothers felt that taking maternity leave had negatively impacted their career opportunities, according to research by Canada Career Counselling. Surveyed employers felt that maternity leave had either a neutral or positive impact on the career development of their employees.

While this manual provides proven practices to manage maternity leave career transitions, it also sheds light on the nature of career transition faced by new and expectant mothers and how employers can ensure that working mothers reach their potential.

Point of interest

Maternity leave is a pause in a career much like a medical or education leave, and should not be viewed as a year off. Doing so can negatively impact other aspects of a working mother's career, such as years of service, pensions, benefits or promotional opportunities.



THE COURAGE SOLUTION: THE POWER OF TRUTH TELLING WITH YOUR BOSS, PEERS, AND TEAM

By Mindy Mackenzie
Greenleaf Book Group, 2016

Mackenzie is a 20-year veteran of HR and a trained psychotherapist. *The Courage Solution* brings the best of what she learned over her career with Walmart, Jim Beam and Campbell Soup. This is not a book about leadership theory or big data. Instead, Mackenzie shares from the heart how she built enduring relationships, transformed team effectiveness and accelerated positive peer relationships. In an age where honesty and vulnerability are hard to come by, she argues both are essential for personal and professional transformation.

Point of interest

Identifying and analyzing systems and utilizing the latest data to pivot are popular strategies in business management and human resources. But sometimes we need to hear that all we can control at our company is ourselves. Mackenzie offers techniques to take ownership and accountability for creating a career you want. ■

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Owning Your Role on a Team

IT'S CRUCIAL TO KNOW HOW TO COMMUNICATE EFFECTIVELY WITH YOUR DIFFERENT TEAM MEMBERS

By Erin Wortham

When people come together to form a team, they come with their professional role, which is connected to their official responsibilities, and they also come with their personal role, which is connected to their personality and interpersonal preferences. This combination of personal and professional roles manifests in different ways for different teams. For instance, a high-level strategist might be the first to come up with the concept or idea for a team project, a detail-oriented tactician might jump in to craft team program deadlines, an energy-filled manager may be the first to delegate and execute a plan and an events coordinator could be the first to start the team email thread to make sure everybody knows the plan.

Regardless of the strengths and weaknesses of each person in a team, the group's collective success can be traced back to the ability of each person within the team to be able to do two things: understand themselves and understand others. When individuals are armed with both self-awareness and the ability to recognize and respect other peoples' differences, the teams they're a part of will benefit.

Below are some tips to start strengthening these characteristics:

- **Be mindful of your own personality.** If you spend a little time trying to figure out how you come across to others, you are rewarded by getting increased insight into how to work with others. Development opportunities rooted in personality assessment methodology can help individuals and teams identify interpersonal preferences. You can also start with a personal inventory. Write down the answers to these questions: *What are the top three strengths I bring to the team? How do my strengths contribute to the success of the team? Have I ever showed up to team efforts without bringing my strengths?* and *What can I do today to increase my responsibility for the team's success?* The key is to move from "I"-type thinking to "we"-type thinking.

- **Pretend you're a private eye – and then use what you learn.** Take an inventory of your other team members. List what value they bring to the team, both in terms of skills and personal attributes. Watch their style and their body language, and ask them questions. Find out whether they prefer email communication to speaking face-to-face. See if they like to gather their thoughts on an issue by group brainstorming out loud, or if they prefer to reflect on their own for a bit and later send written responses. Then, speak to your teammates in their language, not yours. Use what you've learned to communicate in a way that is most comfortable to them. Since most teams include a variety of different personalities, you'll build up a wide toolset of communication styles and adapting techniques that can help you connect with colleagues in almost any scenario.
- **Worry about the conversations you're not having.** Unspoken issues can become big roadblocks to team effectiveness. Working through issues together brings about a stronger team bond. If you're thinking about discussing an issue with another team member, first ask yourself: *How can I broach this topic respectfully?* As you listen to their responses, be sure to offer the most respectful interpretation you can to their words and intentions.

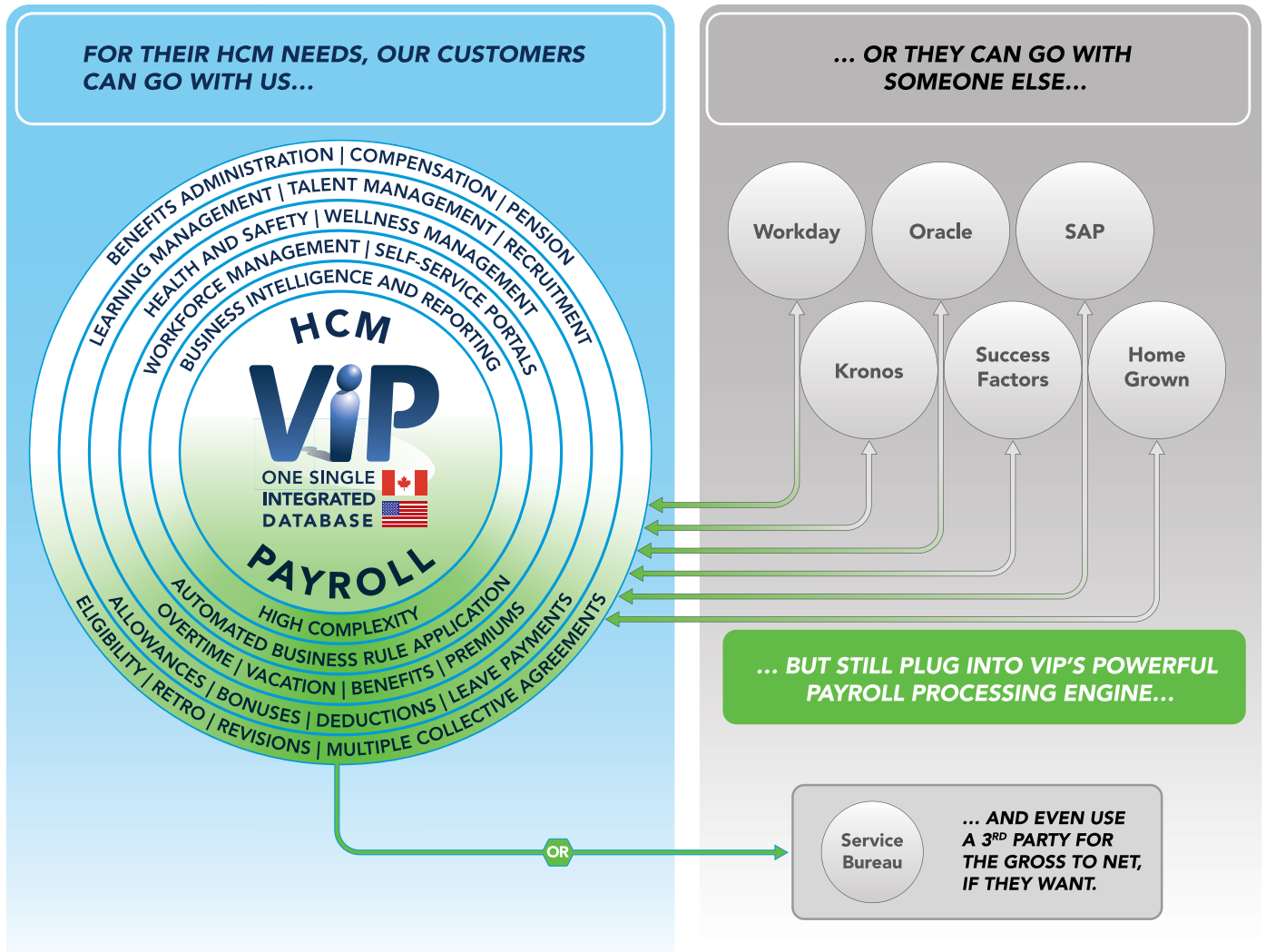
Almost 90 per cent of employees and employers in a recent survey cited lack of collaboration or ineffective communication for workplace failures. Taking the time to understand other team members, nurture communication and work through issues pays off in both productivity and increased job satisfaction. ■

Erin Wortham is the people engagement manager at Insights Learning and Development and manages the organization's global employee engagement strategy.



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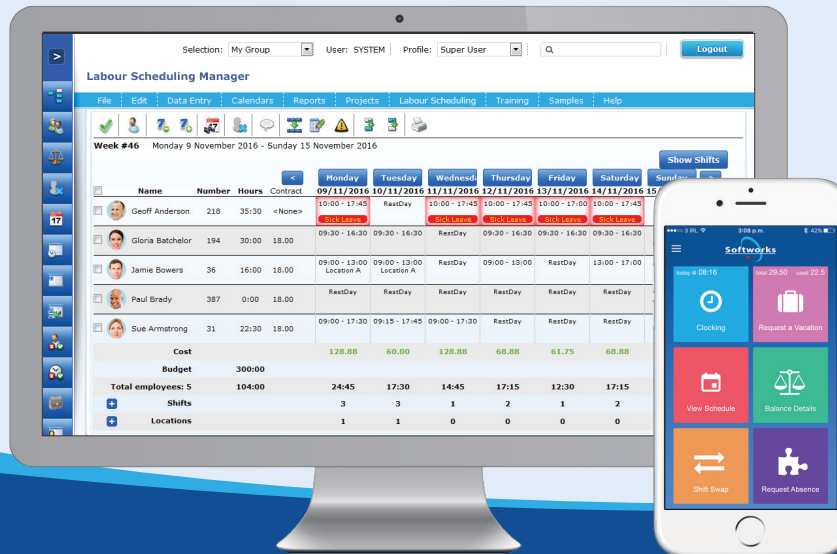


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- Show new starters, leavers, and any planned absences that may affect that selection.
- Add daily comments & see daily counts.
- Caters for split shifts & shift swapping.

The screenshot shows the 'Labour Scheduling Manager' interface. At the top, it displays 'Selection: My Group', 'User: SYSTEM', and 'Profiler: Super User'. Below this is a menu bar with options like 'File', 'Edit', 'Data Entry', 'Calendars', 'Reports', 'Projects', 'Labour Scheduling', 'Training', 'Samples', and 'Help'. The main area shows a weekly schedule for 'Week #46' from Monday 9 November 2016 to Sunday 15 November 2016. The schedule is presented as a grid with columns for each day and rows for employees. Employees listed include Geoff Anderson, Gloria Batchelor, Jamie Bowers, Paul Brady, and Sue Armstrong. Each row shows their contract details, hours, and assigned shifts. A summary table at the bottom provides a breakdown of costs and employee counts.

	Monday 09/11/2016	Tuesday 10/11/2016	Wednesday 11/11/2016	Thursday 12/11/2016	Friday 13/11/2016	Saturday 14/11/2016	Sunday 15/11/2016	Cost
Geoff Anderson	10:00 - 17:45	RestDay	10:00 - 17:45	10:00 - 17:45	10:00 - 17:00	10:00 - 17:45	RestDay	337.27
Gloria Batchelor	09:30 - 16:30	09:30 - 16:30	RestDay	09:30 - 16:30	09:30 - 16:30	09:30 - 16:30	RestDay	0.00
Jamie Bowers	09:00 - 13:00 Location A	09:00 - 13:00 Location A	RestDay	09:00 - 13:00	RestDay	13:00 - 17:00	RestDay	0.00
Paul Brady	RestDay	RestDay	RestDay	RestDay	RestDay	RestDay	RestDay	0.00
Sue Armstrong	09:00 - 17:30	09:15 - 17:45	09:00 - 17:30	RestDay	RestDay	RestDay	RestDay	180.00
Cost	128.88	60.00	128.88	68.88	61.75	68.88	0.00	517.27
Budget	300.00							2000
Total employees: 5	104.00	24.45	17.30	14.45	17.15	12.30	17.15	0.00
Shifts	3	3	1	2	1	2	0	0
Locations	1	1	0	0	0	0	0	0

The screenshot shows the 'Softworks Labour Scheduling' interface. It features a grid with columns for days of the week (Su 21 to Su 28) and rows for different shift types. The shifts listed include Day 9-17, Early 7-11, Late 12.00-18.00, Late 14:00-20:00, Late 18.00-22.00, Long 10-20, Long 8.00-20.00, Long 8.00-21, Long 8.30-18.30, Night 21.00-8, SO15-24_7-10.30, SO15-24_8-14, and Training Course. Each cell in the grid contains the name of the employee assigned to that shift, such as John Walsh, Ryan Jones, Lee Evans, Ann Stewart, Nicola Peters, Rob Costello, and Michelle Adams.

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GET CERTIFIED. BE IN DEMAND.

- + Myers-Briggs Type Indicator® Certification Program
- + MBTI® Master Class Series Workshops
- + MBTI® Optimizing Team Performance Program



MBTI® Certification Program

4 DAYS THAT WILL CHANGE YOUR LIFE AND YOUR CAREER.

MBTI® Certification maximizes your potential, giving you the expertise and tools to immediately make a positive impact on individuals, teams, and leaders.

Benefits of Attending:

- + Our highly interactive certification program will engage, inspire and motivate you!
- + Help people become effective communicators, develop leadership skills, resolve conflict, build better teams, explore career options, and transform their organizational culture.
- + Master the skills you need to administer and interpret this powerful tool successfully – individually and in groups.
- + Learn simple, practical, engaging exercises to apply the MBTI assessment in your work.
- + Gain access to extensive resources, ready-made training materials, and professional development opportunities.

MBTI Certification Program Agenda

Day One: How to use the MBTI tool with teams and organizations

- + Presenting the MBTI® instrument to organizations
- + Using the MBTI instrument with teams
- + Activities, tips and resources
- + Action planning with teams and organizations

Day Two: Administration, interpretation and ethics

- + How to use the MBTI tool with individuals
- + The **science** behind the MBTI tool: assessment construction, reliability and validity
- + An interactive interpretation session

Day Three: How to use the MBTI tool for individual and leadership development

- + Type development
- + Using type to **manage stress**
- + Activities to help coach, guide and motivate individuals

Day Four: Working with the MBTI® Step II™

- + Development and uses of the Step II instrument
- + Using the Step II Interpretive Report
- + Step II activities

The MBTI Certification Program is officially recognized by CPP as a qualifying program to administer and interpret the MBTI instrument. MBTI, Myers-Briggs, Myers-Briggs Type Indicator, the MBTI logo, Step II are registered trademarks of the Myers & Briggs Foundation in the United States and other countries.

MBTI® Certification Program

EARLY Registration: \$1995 + required materials, HST/GST

REGULAR Price: \$2195 + required materials, HST/GST

2016:

Calgary Oct 17 – 20

Mississauga Nov 21 – 24

2017:

Vancouver Feb 6 – 9

Mississauga Feb 27 – Mar 2

Winnipeg Mar 27 – 30

Toronto May 1 – 4

Edmonton May 29 – Jun 1

Ottawa July 17 – 20

Vancouver Aug 14 – 17

Halifax Aug 21 – 24

Toronto Sep 25 – 28

Calgary Oct 16 – 19

Mississauga Nov 27 – 30

Save \$200 Register by:

Aug 22

Sep 26

Dec 12

Jan 2

Jan 30

Mar 6

Apr 3

May 22

Jun 19

June 26

July 31

Aug 21

Oct 2

*Onsite programs are available.
Bring our experts to your organization!*

“THE FACILITATOR’S ENERGY AND ENTHUSIASM WAS CONTAGIOUS!”

– Zaia Lazar, Ontario Police College