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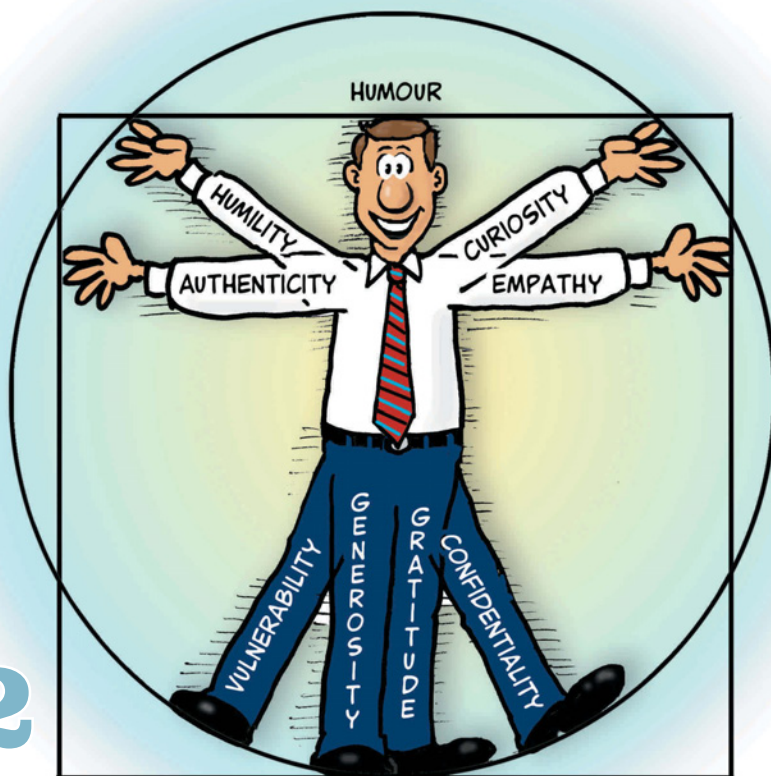


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MARCH 2011



**ED BERNACKI**

For a company to lead in its industry, it must build the capacity to innovate. Ed Bernacki, founder of the Idea Factory, reveals how on page 26.



**TOMMY SPAULDING**

Author Tommy Spaulding explains the concept of “netgiving”—creating a culture of serving others—and the nine ways organizations can embrace it, on page 42.



**ALYSON NYIRI**

Alyson Nyiri, CHRP, is a freelance writer, researcher and consultant specializing in human resources and career development issues. She lends her expertise to review the latest HR and business books, on page 39.



**MARY TURAN**

Mary Turan is a senior consultant at McDowall Associates Human Resource Consultants Ltd., in Toronto. She co-authored an article on the *Pay Equity Act* and the gender gap, on page 19.



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## PURSUIT OF EXCELLENCE

**M**y whole philosophy behind the magazine is to deliver an intriguing mix of stories that inspire ideas or provide readers with a new way of doing things to improve professional practice. This goal has long been the bailiwick of educational institutions. So in that vein,

*HR Professional* presents a primer on HR education, specifically post-graduate and certificate programs, on page 20.

Meant as a program guide, this is by no means a rating system or the definitive list. We attempted to include all programs within the realm of graduate and certificate HR programs and if a school was missed off the list, it is purely an oversight. What this information-packed feature will do is give you the background on what schools have to offer to help you make informed choices or provide sage advice to HR up-and-comers.

If going back to school is not realistic for you, then helping ensure HR and your organization is more innovative definitely should be. Ed Bernacki provides tips on how to build innovation into the organization through HR management practices, on page 26.

This issue also includes an article on the growing trend of family status discrimination in the workplace, on page 16, as well as one on closing the gender gap in employment equity, on page 19.

On HRPROMAG.com this month you will find our new regular finance column on understanding the information in (and the importance of) interim corporate financial reports.

Regards,  
Meredith



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**Ross A. Hennigar Memorial Award**

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Jennifer Kroft

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- Kelly Cudmore (May 2010)
- Jillian Leeder (October 2010)
- Leigh Rowen (October 2010)

**NPPA Top Scorer**

David Brown, CHRP (May 2010)

Leadership Awards

**Honourary Life Award**

Sharon Graham, CHRP

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- Brockville and District Chapter (Fewer than 250 members)
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**HRPA Chapter of Excellence Award**

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# LEADERSHIP MATTERS

BY ANTOINETTE BLUNT

## GOVERNANCE SKILL BUILDING

**M**ay 2011 brings to a close my term as chair of the Human Resources Professionals Association's board of directors. My experiences have been diverse including various chair roles such as appeals committee, government relations committee, chapter governance and the regulations committee, to name a few. My learning has been expansive and I believe I am more accomplished as a human resources professional as a result.

I cannot stress enough how much HR professionals can learn from volunteering, particularly by serving on the board of an organization. From my personal experience, I have learned that ongoing training in governance helps board members work effectively together. There are different versions of governance principles but there are also some common elements, no matter what style of governance you believe in. Over the years I have been on the board, I have learned that you need to continue to challenge each other on governance best practices because it evolves as the organization evolves.

Just as our association board has evolved, so too does our profession. Today, we are making more complex and far-reaching HR decisions than we did in the past. But there is more to

governor, you cannot do your job effectively. Part of good governance is learning how to work with people who have different skill sets. Volunteering on a board can help with that as boards turn over a number of their members annually and you must meet new people, bring them up to speed on the board's activities and strategies and learn to work with them. The challenge is to continually learn from and work with different people who come to the table with different skills and ideas.



At HRPAs, we believe so strongly in the role of governance that we have just embarked upon a formalized training program for all members of the board as well as training for chapter boards. There are always new situations and complex issues and if your governance knowledge is current, you can rely on that when undertaking new issues.

Governance training has provided an invaluable opportunity to me that I believe will serve me well in future years both professionally and in other volunteer roles. This is value that money cannot buy—you simply cannot gain this kind of experience by attending courses in leadership.

There is, however, a caveat to all this. Anyone considering board work should be aware that it is a job with significant time commitment and as such, prestige should not be a consideration for serving. The only considerations should be that you have something

of value to contribute, you want to be a part of something exciting, you want to help shape the future and are willing to commit some of your valuable time. If that is the case, you will be richly rewarded. **HR**

*Antoinette Blunt is chair of HRPAs board of directors.*

“Today, we are making more complex and far-reaching HR decisions than we did in the past.”

do. When we talk about being thought leaders, we are talking in terms of a futuristic goal. What can we do to make that happen? How do we enhance our careers so we can become thought leaders?

The same goes for governance: If you do not have an understanding of how to be a good

## BY THE NUMBERS

### Liar Liar

A SURVEY BY ADP CANADA HAS FOUND ONE IN FIVE CANADIANS WOULD FUDGE FACTS FOR A JOB.

ONE-THIRD OF CANADIANS SAID THEY KNEW SOMEONE WHO'D LIED ON THEIR RESUME

**19%** SAID THEY'D EXAGGERATE JOB RESPONSIBILITIES IN ORDER TO LAND A JOB

**6 in 10** EMPLOYERS DIDN'T CHECK THEIR REFERENCE

**27%** WOULD EXAGGERATE THEIR COMPENSATION

**17%** WOULD LIE ABOUT SKILLS THEY DON'T HAVE

**12%** WOULD FALSIFY CREDITS

**84%** SAID THEY WOULD BE FRUSTRATED IF THEY KNEW SOMEONE HAD BEEN HIRED OR PROMOTED AFTER LYING

Source: PostMedia News

## The beauty myth

A research study out of Israel found that beauty is indeed a curse for women when getting a job. Researchers sent more than 5,300 resumes to companies, and each company received two nearly identical resumes: one with a photo attached (common practice in Israel). Female candidates who didn't include a photo were called 16.6 per cent of the time. Pretty women had a 12.8 per cent response rate; less attractive women were called back 13.6 per cent of the time.

The same bias doesn't apply to the other gender however. Good looking men got an interview 19.7 per cent of the time, compared with 9.7 per cent of ugly men and 13.7 per cent of men who didn't include a picture.



### THE CONCLUSION

"Attractive women have to work longer and take more time searching to get a job," says Bradley Ruffie, the study's author.

Source: SunHerald.com

## FAST FACT



A typical business office generates about 1.5 pounds (0.7 kg) of waste paper per workday.

Source: ABC

# IRVING PARTNERS WITH UNB ON EXECUTIVE MBA



East Coast oil company Irving Oil is offering its employees the opportunity to get an EMBA at University of New Brunswick (UNB) Saint John and is covering the cost of tuition. The program classes are tailored to accommodate work schedules and take place in late afternoon and on weekends. Course content focuses on areas of particular interest to the oil industries and Irving's business. As well as free tuition, the Canadian oil giant is also providing its employees with

support through executive team mentoring, tutoring and wellness programming. The first 52 students began their first semester in September 2010.

"By partnering with UNB Saint John, we are enabling our employees, our most important asset, to advance their education as well as enhance their business capabilities," said Mike Ashar, president of Irving Oil. "That's a three-way win—for our people, for our business and for our community."

# VICTORY FOR GAY RIGHTS IN THE U.S.

On December 18, 2010, the U.S. Senate voted to repeal the military's 17-year ban on openly gay troops. The legislation to overturn the Clinton-era policy known as "don't ask, don't tell," was shot down by a vote of 65 to 31. "The Senate has taken an historic step toward ending a policy that undermines our national security while violating the very ideals that our brave men and women in uniform risk their lives to defend," said U.S. President Barack Obama. "By ending 'don't ask, don't tell,' no longer will our nation be denied the service of thousands of patriotic Americans forced to leave the military, despite years of exemplary performance, because they happen to be gay. And no longer will many thousands more be asked to live a lie in order to serve the country they love."

Unfortunately even when the bill is certified and becomes law, gay men and women in the military will have to proceed with caution about being open with their lifestyles, warn activists. Like any organization, it takes time to change culture.

Source: SHRM

# 11 HOT JOBS FOR 2011

THE FOLLOWING JOBS, WHICH FOCUS ON HELPING ORGANIZATIONS IMPROVE EFFICIENCY AND PROFITS, WILL BE IN DEMAND BY EMPLOYERS IN THE NEAR FUTURE, SAYS MAX MESSMER, CEO OF ROBERT HALF INTERNATIONAL.

1. PERFORMANCE ANALYST
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7. LAWYER
8. LAW CLERK
9. EXECUTIVE ASSISTANT
10. MEDICAL DATA ENTRY SPECIALIST
11. SENIOR ADMINISTRATIVE ASSISTANT

Source: Robert Half

## VINDICATION FOR VICTIM OF SEXUAL HARASSMENT

LISA RUNDLE, THE FORMER DIRECTOR OF DIGITAL RIGHTS AND CONTRACTS FOR PENGUIN WAS REINSTATED INTO THE JOB SHE WAS OUSTED FROM LAST YEAR.

FURTHER, HER FORMER BOSS, PRESIDENT OF PENGUIN CANADA DAVID DAVIDAR, WAS FIRED.

RUNDLE LAUNCHED A HALF-MILLION DOLLAR SUIT AGAINST BOTH PENGUIN AND DAVIDAR ALLEGING THE COMPANY FIRED HER AFTER SHE COMPLAINED ABOUT THE CAMPAIGN OF SEXUAL HARRASSMENT SHE SUFFERED FOR THREE YEARS, WHICH SHE HAS DROPPED AS A RESULT OF A RELEASE OF LIABILITIES WITH PENGUIN.

PENGUIN GROUP CHAIRMAN JOHN MARKINSON TOLD THE *GLOBE AND MAIL* THAT HIRING BACK RUNDLE WOULD BE A GOOD THING TO DO "COMMERCIALY AND ETHICALLY" AS SHE IS A VERY GOOD DIRECTOR OF RIGHTS.

Source: *The Globe and Mail*

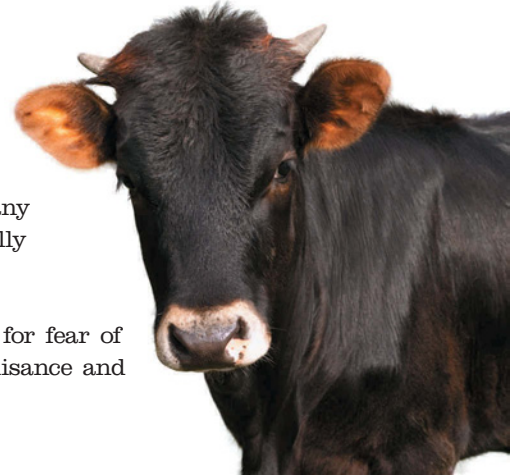
## Montreal employer bans meat

Matt and Nat, a Montreal accessories company specializing in purses and belts made from recycled materials, has banned its 18 employees from eating or wearing any animal products in the office and at client lunches.

Creative director Inder Bedi says that the company was founded on a principle of being environmentally conscious and, therefore, it was important to have employees embrace the lifestyle as well.

A former employee, who refused to be identified for fear of professional fall-out, told the CBC that it was a nuisance and the policy violates her rights as a non-vegetarian.

Source: *CBC News*



## Tyrannical toilet rules

A Norwegian company has ordered all female staff to wear red bracelets during their menstrual cycle—to explain frequent trips to the washroom.

A researcher doing a study looking into Norwegian employers' current obsession with lost productivity found a report made by a workers union reporting this tyrannical toilet rule.

The study claimed that there has been an increase in employers monitoring how much time employees were spending in the loo in an attempt to curb lost productivity.

The study also found:

- 66% of managers made staff ask them for an electronic key card to gain access to the toilets
- 1 in 3 companies place toilets under video surveillance while other firms made staff sign a toilet visitors book

"I cannot imagine that this approach to monitoring employees' lost productivity would ever be accepted in Canada," says Meighan Ferris-Miles, associate from Shields O'Donnell MacKillop LLP. "Differential treatment of women employees during the course of their employment on the basis of sex" is a human rights violation, she says. Further, in regard to video surveillance, "employers here do not have an unfettered right to use video surveillance as they see fit."

Source: *Daily Mail*



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## DISCRIMINATION BASED ON FAMILY STATUS

**F**amily status discrimination has received spotty analysis in case law. Expect this to change in view of a demographic that includes an aging population and the sandwich generation of wage earners caring for their aging parents while supporting their own children. Employers should therefore anticipate receiving more requests for accommodation where business decisions conflict with family demands. Unfortunately, the case law provides employers with inconsistent direction about when and under what circumstances they are required to make accommodations when family status is raised as the basis for the request.

### The traditional test

The Supreme Court of Canada espoused the *prima facie* test in discrimination cases in *Ontario (Human Rights Commission) v. Simpsons-Sears Ltd.* (1985). It held that the employee will make out a *prima facie* case of discrimination where he or she demonstrates adverse treatment in employment based on a prohibited ground. Arguably, this sets a fairly low hurdle for complainants before shifting the onus to the employer to show reasonable accommodation to the point of undue hardship.

*prima facie* discrimination based on family status where three elements were present: A change in a term or condition of employment imposed by the employer; the change results in a serious interference with a parental or family duty or obligation; and the parental or family duty or obligation must be substantial.

The court rejected a less strict approach, warning it would subject employers to an unfairly broad duty to accommodate.

### What's an employer to do?

The difficulty for employers rests in deciding which requests for accommodation must be addressed as a legal matter and which *prima facie* test applies. Get it wrong, and you have a human rights issue on your hands. As such, many employers, for the time being, err on the side of caution and accommodate virtually all requests. The danger is that this risks opening the floodgates wherever a business decision conflicts with family demands and this can have a chilling effect on workplace change initiatives.

The floodgates argument, without supporting evidence, has received little traction in case law. In truth, it has been routinely rejected. Instead, the proponents of the traditional test say that establishing a higher test at the threshold level is inconsistent with human rights principles and would create a hierarchy of human rights.

This leads to the unacceptable conclusion that, at this time, we really don't know with certainty when and under what circumstances an employer is required to accommodate an employee to the point of undue hardship where

family status is raised as the basis. Until case law settles, employers are left largely to their own devices with little direction or certainty that they are "getting it right." **HR**

“Get it wrong, and you have a human rights issue on your hands.”

### The Campbell River test

The traditional test, when applied to family status cases, has not been without its critics. The leading case is *Campbell River & North Island Transition Society* (2004), (“*Campbell River*”) decided by the British Columbia Court of Appeal. The court held that a complaint would only prove

*Michael Fitzgibbon is a founding partner at Watershed LLP, a boutique management-side labour and employment law firm located in Oakville, Ont.*





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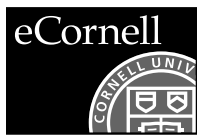
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## PAY EQUITY ACT: CLOSING THE GENDER GAP

**I**t has been more than 20 years since the introduction of the *Pay Equity Act* in Ontario. Judging by what we see in the news, it appears there is still much work to be done in closing the wage gap between jobs traditionally held and performed by men and jobs traditionally held and performed by women.

There are a number of different ways an organization can become involved with the Pay Equity Commission, including:

1. Direct complaint filed from employee(s) to the commission
2. Bargaining unit representatives challenge an employer on pay equity issues
3. Educational programs provided by the commission
4. Pay Equity Commission's monitoring program

In the case of No. 4, the commission conducts an active monitoring program to help increase the effectiveness of the act, as well as to help organizations become compliant. We often find that employers that created a pay equity plan in the early 1990s failed to maintain it. Too often we hear employers not taking action because they were under the impression that pay equity legislation was cancelled, when in actual fact they are confusing this with *Employment Equity* legislation in Ontario that was repealed in December 1995. Another common misconception is that pay equity is the same as "Equal Pay for Equal Work," but this is an entirely different requirement in force under Ontario's *Employment Standards Act, 2000*.

Often an employer becomes aware of an issue when there is a complaint from an employee, a union or a visit from a review officer from the Pay Equity Commission. It is in these situations

that pay equity can have a significant impact on an organization, both in terms of financial liability as well as employee/union relationships.

Without a doubt, implementation of a pay equity plan brings with it structure, process, discipline, equity and, where committees are involved, transparency about how jobs are valued and how pay is established.

The outputs from the implementation of Pay Equity in the workplace yields:

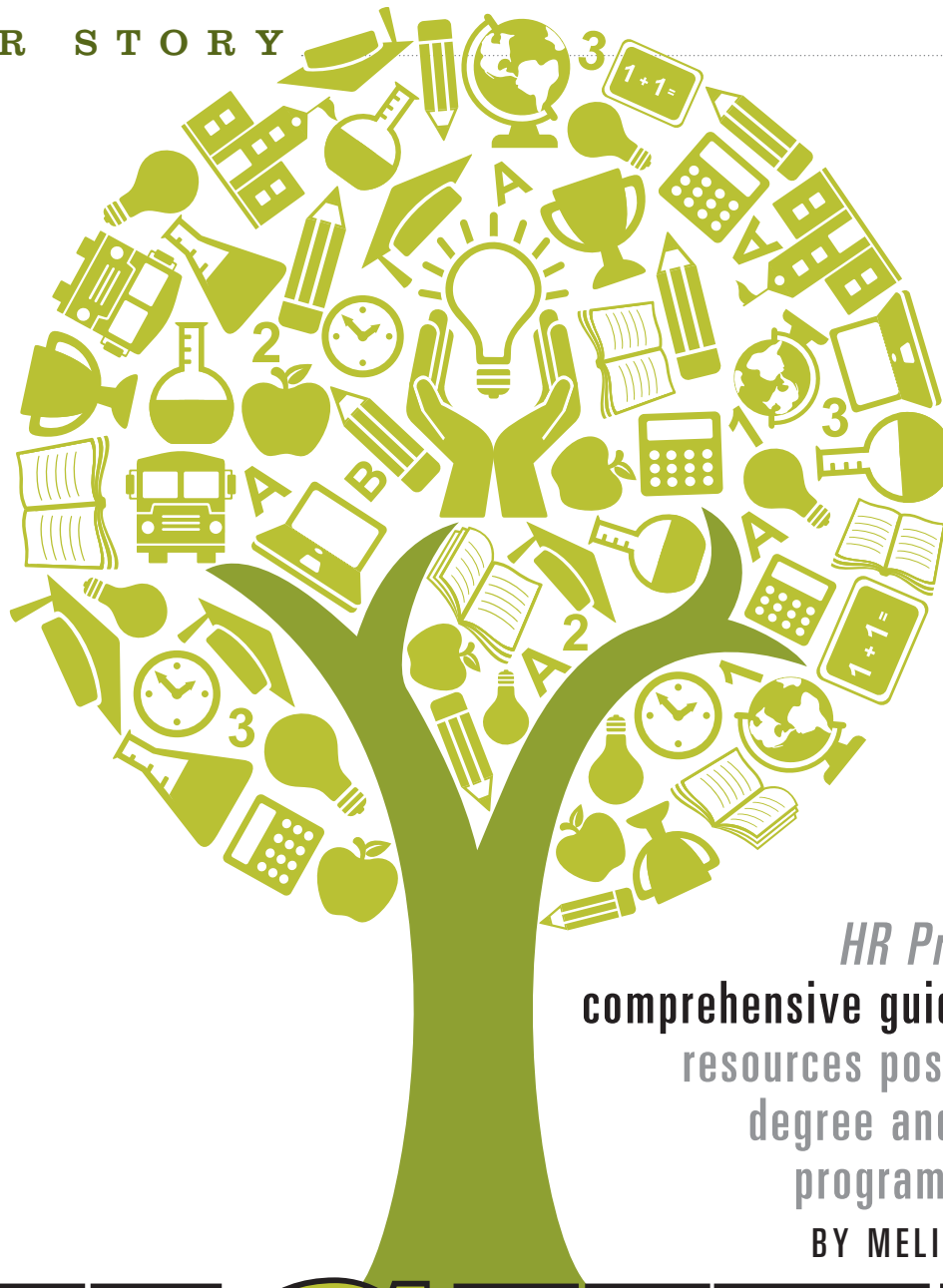
- Defensible compensation practices
- Employers increased understanding of what employees do in their jobs
- Broadened transparency in the workplace
- Better compensation policies and practices, which leads to an organization's increased performance

The knowledge and tools that have evolved since the inception of the *Pay Equity Act* include:

1. Assimilation of an effective and gender neutral comparison system (GNCS) in the workplace
2. Banding of jobs by similar value results in the development of internal equity
3. With the banding structure in place, benchmark market assessment can be completed
4. Maintenance aspects of pay equity help organizations stay current with their compensation philosophy and practices.

Whether you are in the midst of your first Pay Equity study or are conducting ongoing job evaluation efforts in order to ensure the maintenance aspects under either *Pay Equity Act*, pay equity will have many positive impacts on your organization. **HR**

*Mary Turan is a senior consultant and Susan Tang is a senior analyst and consultant at McDowall Associates Human Resource Consultants Ltd. in Toronto.*



*HR Professional's*  
**comprehensive guide to human  
resources post-secondary  
degree and certificate  
programs in Ontario**

BY MELISSA CAMPEAU

# HIGHER LEARNING

**W**HETHER YOU'RE A NEW grad just starting your HR career, or a seasoned professional looking to expand your horizons, Ontario's colleges and universities can help you reach your goals. Human Resource Management Certificate programs are widely available at a range of institutions across the province. And for management-minded HR professionals, post-grad degrees and specialized executive programs are also on offer. Use this primer to help you choose the program that best suits your needs.

All prices for all schools are approximate and subject to change.

**BROCK UNIVERSITY**, St. Catharines, Ont.

**Program:** MBA with a specialization in HR

**Study options:** part time and full time

**Admission requirements:** Honours Bachelor degree, or equivalent, in any discipline with an overall average of not less than B. Professional work experience is a valuable asset. Some introductory knowledge of statistics and economics is recommended, but not required. A minimum score of 550 on the Graduate Management Admissions Test (GMAT) is required.

**Sample courses:** Recruitment and Selection, Managing Health and Safety, Negotiating in Organizations

**Program goal:** The human resource management stream is designed to provide students with a strong foundation of knowledge in the theory and practice of human resources management. Further expertise is developed through courses in specific specialty areas of human resource management and industrial relations.

**Price:** \$19,918 \*

**Contact:** 905-688-5550

**CAMBRIAN COLLEGE**, Sudbury, Ont.

**Program:** Human Resources Management Certificate

**Study options:** Full time

**Admission requirements:** Graduate of a recognized two- or three-year post-secondary program.

**Sample courses:** Organizational Behaviour, Managerial Accounting, Labour Relations

**Program goal:** The program is designed to provide graduates with the skills and knowledge necessary to pursue careers as human resources practitioners.

**Price:** \$6,295.88

**Contact:** Carolyn Gaunt at 705-566-8101, ext. 7772; carolyn.gaunt@cambriancollege.ca

**CARLETON UNIVERSITY**, Ottawa

**Program:** MBA with a Concentration in Management and Change

**Study options:** full time, part time

**Admission requirements:** Applicants are expected to hold an Honours bachelor degree or equivalent, with a minimum overall average of B, as well as a minimum GMAT score of 550.

**Sample Courses:** Power and Influence, Fundamentals of Organizational Change Concentration Integration, Leading and Managing Organizational Change Concentration Integration

**Program goal:** This unique program offers several courses that enable students to develop a strong complement of skills in HRM and general management. The program provides students with key areas of knowledge and skill needed to effectively manage both processes and people in organizations.

**Price:** \$12,810

**Contact:** 613-520-2525, graduate\_studies@carleton.ca

**More about Carleton:** "Consistent with a general recognition in industry that HR needs to be better aligned with the strategic objectives of the firm (and demonstrate how it contributes to the delivery of bottom-line results), our program places an emphasis on preparing students to take on a more strategic role in implementing the HR function," says Greg Sears, assistant professor of Human Resource Management and Organizational Behaviour at the Sprott School of Business, Carleton University. "We provide training that is useful for those who end up employed in jobs in HR as well as in a general management role."

**CENTENNIAL COLLEGE**, Toronto

**Program:** Human Resource Management Certificate

**Study options:** full time, part time

**Admission requirements:** none

**Sample courses:** Employment Law, HR Resources Management Systems, Dispute Resolution

**Program goal:** This certificate program provides both the necessary general knowledge and the specific skills to allow a graduate to function effectively in a human resource management capacity. The program is designed to meet the needs of practitioners, as well as those interested in entering the field.

**Price:** \$10,400

**Contact:** Joan Davis at 416-289-5000, ext. 2247; jdavis@centennialcollege.ca

**CONESTOGA COLLEGE**, Kitchener, Ont.

**Program:** Human Resources Management Certificate

**Study options:** full time, part time, online

**Admission requirements:** Two- or three-year college diploma or university degree from an accredited college or university.

**Sample courses:** Training And Development, Change Management and Facilitation, Strategic Compensation Management and Payroll Systems

**Program goal:** Program graduates will be able to offer the services of a competent human resources specialist.

**Price:** \$5,100

**Contact:** 519-748-5220

**CONFEDERATION COLLEGE**,

Thunder Bay, Ont., plus regional campuses

**Program:** Human Resources Management Recognition of Achievement

**Study options:** full time, part time, online

**Admission requirements:** Ontario Secondary School Diploma (or equivalent) with courses from college or university; or successful completion of mature student test.

**Sample courses:** Labour Relations Law, Collective Bargaining, Human Rights in Employment

**Program goal:** The program will provide students with the skills and knowledge to contribute to an organization's HR strategy, including the interpretation and administration of collective negotiations and agreements.

**Price:** \$3,110

**Contact:** 1-800-465-5493, eLearning@confederationc.on.ca

**DURHAM COLLEGE**, Oshawa, Ont.

**Program:** Human Resources Management Certificate

**Study options:** full time, part time, online

**Admission requirements:** Three-year college diploma or university degree; a minimum of three to five years of related business experience in a business setting; and an Ontario Secondary School Diploma.

**Sample courses:** Compensation Management, Field Placement, Training & Development

**Program goal:** Program graduates will develop skill, knowledge and abilities in key areas of HR Management, including compensation management, HR planning, performance appraisals, organizational change, training and development and more.

**Price:** \$2,945

**Contact:** 905-721-2000

**FANSHAWE COLLEGE**, London, Ont.

**Program:** Certificate in Human Resources Management, Corporate Learning and Development

**Study options:** full time, part time, online

**Admission requirements:** Ontario Secondary School Diploma or equivalent (with some specific courses required) plus University or College Courses

**Sample courses:** Organizational Business Communication, Compensation and Benefits, Skills for Managing People

**Program goal:** Students will learn the skills necessary to develop and deliver workplace learning and performance initiatives within an organization. Graduates will be positioned to become learning specialists, organizational change agents, instructional designers, facilitators, staff development officers, instructional material developers, curriculum or program consultants, and presenters.

**Price:** \$3,225.82

**Contact:** 519-452-4444

**FLEMING COLLEGE**, Peterborough, Ont., plus regional campuses

**Program:** Human Resources Management Certificate

**Study options:** full time, part time, online

**Sample courses:** Compensation Management; Recruitment and Selection; Organizational Theory, Structure and Design

**Program goal:** Professionals seeking career advancement and managers and supervisors with key

human resource responsibilities will deepen their knowledge of important HR practices.

**Price:** \$2,536.80

**Contact:** 1-888-269-6929

**GEORGE BROWN COLLEGE**, Toronto

**Program:** Human Resources Certificate Management

**Study options:** full time, part time

**Admission requirements:** None. A diploma or degree, or experience working in the human resources field, is recommended.

**Sample courses:** Organizational Behaviour, Accounting for Decision Making, Employment and Human Rights Law

**Program goal:** This certificate assists those already working in human resources administration to expand or update their skills and meets the needs of those wishing to enter the field.

**Price:** \$2,700

**Contact:** 416-415-5000, ext. 2163

**GEORGIAN COLLEGE**, Barrie, Ont., plus regional campuses

**Program:** Human Resource Management Certificate

**Study options:** full time, part time

**Admission requirements:** None

**Sample courses:** Labour Economics, Negotiation and Mediation, Employment Law

**Program goal:** This program provides graduates with the skill, knowledge and attitude necessary to be an effective manager of people and change.

**Price:** \$3,428.65

**Contact:** 705-728-1968, ext. 1140

**HUMBER COLLEGE**, Toronto

**Program:** Human Resources Management Certificate

**Study options:** full time, part time

**Admission requirements:** none

**Sample courses:** Recruitment and Selection, Salary and Compensation, Human Resources

**Program goal:** The Human Resources Management Certificate program is designed to assist those in the field of human resources who want to expand or update their skills, or, for those students who are seeking an opportunity to enter this field.

**Price:** \$2,961

**Contact:** 416-675-6622, ext. 4174, cebusiness@humber.ca

**More about Humber:** "Faculty members have two objectives for the program at Humber," says Graeme Simpson, program manager of human resources post-graduate at Humber College. "One is to provide students with sufficient information in all subject areas to equip them to successfully pass the HRP National Knowledge Exam (NKE), and to prepare them for further education (i.e., MBA, MIR, law school). The second is to give students the tools and practical information to begin a career in HR."

**LAMBTON COLLEGE**, Sarnia, Ont.

**Program:** Human Resources Management Certificate

**Study options:** full time, part time, online

**Admission requirements:** A college diploma or university degree, or three years of related work experience

**Sample courses:** Alternative Dispute Resolution, Training and Development, HR Research and Information Systems

**Program goal:** Graduates of this program will gain the skills and knowledge required to obtain positions in the field of human resources management. Those already working in the field of human resources management will have an opportunity to expand and update their skills and knowledge.

**Price:** \$2,330

**Contact:** 519-542-7751, ext. 2433

**McMASTER UNIVERSITY**, Hamilton

**Program:** Human Resource Management Certificate; PhD in Human Resources

**Study options:** full time, part time, online (full time only for PhD program)

**Admission requirements:** Certificate program has no admission requirements. PhD program requires a Masters degree in a related field with a minimum B+ grade point average or equivalent, a minimum Graduate Management Admissions Test (GMAT) score of 600 or comparable Graduate Records Exam score.

**Sample courses** (for certificate program): Finance & Accounting for Non-Accountants, Principles & Practices of Supervision, Wellness in the Workplace.

**Program goal:** The **Human Resources Management Certificate** program has been designed in association with the DeGroot School of Business to help human resources professionals succeed as strategic partners within their organization.

**PhD program in Management of Organizational Behaviour and Human Resources** has a strong research emphasis and is designed to prepare highly motivated individuals for academic careers as scholars in Organizational Behavior, Human Resource Management, and Industrial Relations.

**Price:** Certificate program, \$4,815; PhD program, \$6,009

**Contact:** Certificate program, 905-525-9140; PhD program, Carolyn Colwell, 905-525-9140, ext. 23373

**MOHAWK COLLEGE**, Hamilton

**Program:** Human Resources Management Certificate

**Study options:** full time, part time, online

**Admission requirements:** university degree or three-year college diploma

**Sample courses:** Strategic Human Resources Planning, Recruitment and Selection, Compensation Administration

**Program goal:** Participants will acquire the theoretical and practical knowledge and skills required to become a successful practitioner of human resources management in the areas of recruitment, training, performance management, compensation, health and safety and labour relations.

**Price:** \$2,320

**Contact:** Cassandra Saiciuc at 905-575-2714

**NIAGARA COLLEGE**,

Niagara on the Lake, ON

**Program:** Management of Human Resources Certificate

**Study options:** full time, part time, online

**Admission requirements:** none

**Sample courses:** Organizational Behaviour; Recruitment, Selection and Interviewing Techniques; Disability Administration in the Workplace

**Program goal:** The certificate program will provide participants with the essential tools to become an effective HR practitioner.

**Price:** \$2,592

**Contact:** 905-735-2211, ext. 7559

**QUEEN'S SCHOOL OF BUSINESS**,

Kingston, Ont.

**Program:** Executive Development Human Resources Program

**Duration:** One five-day course

**Admission requirements:** none

**Program goal:** This intensive program will help participants better understand the critical role that HR must play in successful organizations, and will provide valuable tools and techniques for creating value and driving organization performance.

**Price:** \$8,900

**Contact:** 1-888-393-2338

**ROYAL ROADS UNIVERSITY**, Victoria

**Programs:** Graduate Certificate in Strategic Human Resources Management; Master of Business Administration in Human Resources Management

**Study options:** online

**Admission requirements: Graduate Certificate in Strategic Human Resources Management** is open to senior managers and other individuals who are directly responsible for organizational HR activities.

The **Master of Business Administration in Human Resources Management** requires the completion of a four-year related undergraduate degree and a minimum of seven to 10 years of related full-time work experience with three years at a management level and increasing levels of responsibility.

**Sample courses:** (Certificate program) Managing Organizational Change, Best Practices in Human Resources, Strategic Implementation for Human Resources Management

(Master's program) Building Strategic Human Resources Management Capacity, Managing Workplace Diversities, Understanding Organizations Through People

**Program Goals:**

The **Graduate Certificate in Strategic Human Resources Management** provides Human Resource professionals with the strategic skills and tactical understanding to participate at the executive management table. These skills are essential to effectively manage a diverse workforce and organizations undergoing change.

The **Master of Business Administration in Human Resources Management** program provides graduates with enhanced HR management skills, and a superior understanding of organizations as a whole. Faculty with hands-on experience in the workplace deliver this sought-after degree which integrates best practices from both a business and human resources perspective, and gives human resource professionals the tools to interpret their organization's strategic needs.

**Price:** Graduate Certificate in Strategic Human Resources Management, \$5,500; Master of Business Administration in Human Resource Management, \$36,470

**Contact:** 1-800-788-8028

**RYERSON UNIVERSITY, THE CHANG SCHOOL,** Toronto

**Program:** Human Resources Management Certificate

**Study options:** full time, part time, some courses offered online

**Admission requirements:** Ontario Secondary School Diploma or mature student status, and some experience in business.

**Sample courses:** Introductory Financial Accounting, Employment and Labour Law, Diversity and Equity in the Workplace

**Program goal:** This certificate program provides comprehensive education in current human resources management techniques. It is ideal for human resources management professionals who wish to expand or update their skills, and for those seeking employment in the human resources field.

**Price:** \$3,331

**Contact:** 416-979-5035

**More about The Chang School:** "The Chang School is the largest university-based provider of adult education in Canada and the leading provider of university based online education in Ontario," says Naza Djafarova, director, digital education strategies at Ryerson's The G. Raymond Chang School of Continuing Education.

New for the fall 2011 semester is a Certificate in Organizational Leadership program. "The certificate will help to develop the ability of an individual to

influence, motivate, and enable others to contribute toward the effectiveness and success of organizations of which they are members," says Djafarova.

**RYERSON UNIVERSITY, TED ROGERS SCHOOL OF BUSINESS,** Toronto

**Program:** MBA with a Human Resources Management Specialization

**Study options:** full time, part time, online

**Admission requirements:** Completion of a four-year bachelor's degree with a minimum B range average in the final half of an undergraduate degree, a score of 550 or more on the GMAT test. Contact Ryerson for the complete list of requirements.

**Sample courses:** Organizational Design and Theory, Comparative Employment Relations, Compensation and Labour Markets

**Program goal:** The human resources management specialty is designed to provide students with the opportunity to understand the complex issues facing managers with diverse workforces in countries and individual differences in human resources challenge leaders responsible for attracting, training, motivating, compensating, protecting and evaluating their human capital.

**Price:** \$14,284.82

**Contact:** 416-598-5925

**SAULT COLLEGE,** Sault Ste. Marie, Ont.

**Program:** Human Resources Management Certificate

**Study options:** Part time, online

**Admission requirements:** None

**Sample courses:** Human Resource Planning, Financial Managerial Accounting, Training and Development

**Program goal:** Sault College's Human Resource Practices Certificate gives graduates the tools to

launch or further their careers in human resources management.

**Price:** \$2,831.05 to \$3,625.45

**Contact:** 1-800-461-2260

**SENECA COLLEGE,** Campuses throughout the Greater Toronto Area

**Program:** Human Resources Management Certificate

**Study options:** full time

**Admission requirements:** Degree or three-year diploma from a recognized college/university and/or mature student with three-to-five-years related work experience including references.

**Sample courses:** Personnel Research Techniques, Design and Administration of Compensation Plans, Industrial Relations

**Program goal:** This program gives participants the opportunity to acquire a comprehensive background in the functions of human resources from both theoretical and practical perspectives. The focus of the program is on applied, relevant and current learning.

**Price:** \$3,881

**Contact:** Alfonsina Chang at 416-491-5050 ext. 6094, alfonsina.chang@senecac.on.ca

**SHERIDAN,** Campuses located in Mississauga, Brampton and Oakville, Ont.

**Program:** Human Resource Management Certificate

**Study options:** full time

**Admission requirements:** Post-secondary diploma or degree and/or demonstrated competence through related work and/or educational experience.

**Sample courses:** Compensation Administration, Industrial Relations, Leadership Development

## CERTIFICATION PROGRAMS AND THE CHRP DESIGNATION

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**Program goal:** This intensive certificate program gives students the practical skills needed to contribute as an HR leader in a company, non-profit organization or government agency.

**Price:** \$5,058

**Contact:** Oakville/Mississauga, 905-845-9430; Brampton, 905-459-7533

**ST. CLAIR COLLEGE**, Chatham, Ont.

**Program:** Human Resources Management Certificate

**Study options:** part time

**Admission requirements:** None

**Sample courses:** Managerial Accounting, Organizational Behaviour, Collective Bargaining and Dispute Resolution

**Program goal:** This graduate certificate program is intended for those seeking employment in human resources management or for individuals already in the field who wish to update and expand their skills in order to pursue a career in Human Resources Management and secure professional accreditation).

**Price:** \$2,320

**Contact:** 519-354-9100

**ST. LAWRENCE COLLEGE**, Kingston, Ont.

**Program:** Human Resources Management Certificate

**Study options:** part time, online

**Admission requirements:** none

**Sample courses:** Organizational Behaviour, Human Resources Planning, Health, Safety and Security Administration

**Program goal:** This program is designed for front-line supervisors and human resources office staff or those aspiring to these positions.

**Price:** \$2,682 to \$3,682

**Contact:** Kim Cloutier, 1-866-276-6601, ext. 1670

**UNIVERSITY OF TORONTO**, Toronto

**Program:** Human Resources Management certificate

**Study options:** part time

**Admission requirements:** none

**Sample courses:** Compensation, Recruitment and Selection, Organizational Behaviour

**Program goal:** The courses in this program are designed for those wishing to obtain the recognized academic requirement leading to the CHRP designation, for those seeking employment in the human resources field, or for human resources management professionals who wish to expand or update their existing skills.

**Price:** \$5,805

**Contact:** 416-978-2400

**UNIVERSITY OF TORONTO, ROTMAN SCHOOL OF BUSINESS**

**Program:** Advanced Program in Human Resources Management

**Study options:** Four five-day training modules spread over six to eight months

**Admission requirements:** The program is designed for people with a minimum of eight to ten years of professional experience, at least three at the managerial level.

**Sample courses:** Training module topics include Investing in Human Capital, Career Development and Succession Planning, and Mergers and Acquisitions

**Program goal:** The Advanced Program in Human Resources Management helps organizations develop the HR expertise and systems needed to become and remain great performers and top employers.

**Price:** \$13,500

**Contact:** 416-978-6690

**More about Rotman School of Business:**

"The Advanced Program in Human Resources Management has been *the* program for senior HR professionals and is in its 25th year," says Jim Fisher, vice-dean of the Rotman School of Management. "With more than 2,000 graduates, its focus is on strategy and change, with the goal of helping its graduates to become effective, confident contributors to the corporate mission, not just administrators of the HR program."

**YORK UNIVERSITY, North York, Ont.**

**Programs:** Masters in Human Resources Management, PhD in Human Resources Management

**Study options:** full time, part time (full time only for PhD program)

**Admission requirements:** The Masters in Human Resource Management program requires an Honours undergraduate degree a with a minimum B+ average. The PhD program requires the completion of a Masters degree with a minimum B+ average. (Contact York University for more information about admission to the Masters and PhD programs).

**Program goal:** The executive-style **Masters in Human Resources Management** program is designed to provide professional Human Resources Management specialists with the skills and credentials necessary to become senior-level professionals. Students will explore issues such as organizational change and development, labour relations, strategic compensation, international HR, and the impact of HR policies, practices and programs on employee and organizational performance.

Students completing the York **PhD in Human Resources Management** program will have a distinct advantage. In addition to knowledge and expertise in quantitative research methods, students

will gain exposure and training in alternative methods that critically evaluate the ontological assumptions and epistemological approaches of much of current HRM scholarship.

**Price:** Masters in Human Resources Management, \$29,000; PhD in Human Resources Management, **Contact:** 416-736-5000

**More about York:** "Our vision is to become the leading institution for HR education in Canada and globally," says Parbudyal Singh, associate professor and director, School of Human Resource Management at York University. "The knowledge and experience gained through our programs will help students become critical thinkers and experts in their fields of choice," says Singh. "As researchers and educators, our collective goal is to extend the boundaries of organizational and management research and theory while simultaneously maintaining and developing the relevance of our work."

**YORK UNIVERSITY, SCHULICH**

**Program:** MBA with specialization in Organizational Studies

**Study options:** full time, part time

**Admission requirements:** An undergraduate degree from a recognized university with at least a B average in the last two full years (or equivalent) of academic work; an acceptable score on all four measurements of the Graduate Management Admission Test (GMAT); and two years of relevant full-time work or life experience post degree.

**Sample courses:** Financial Accounting for Managers, Skills for Leadership, Managing for Value Creation

**Program goal:** The specialization elective courses within organizational behaviour/industrial relations prepare graduates to work effectively with others in today's challenging environment. They provide opportunities to explore in greater depth, among others, issues such as the impact of organizational change on individual and organizational effectiveness; leadership; conflict management; decision-making; motivation; and diversity.

**Price:** \$25,712

**Contact:** 416-736-5096, orgs@schulich.yorku.ca





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# THE LIGHT SPARK

Creating and shaping more innovative HR services BY ED BERNACKI

**W**HILE EVERYONE LIKES to think of themselves as being innovative, what are you doing to make your work innovative? In interviews with HR managers, I ask what makes their work innovative. I am told of mission statements or company values that talk about innovation. What I rarely hear are the strategies or programs that help build the capacity of HR to innovate.

The irony is that talking about innovation and expecting to be

innovative is as effective as talking about physical fitness and expecting to be fit. Talking may provide the incentive and conviction to act but it is not an action. One response I often hear is, “Our organization is investing in new technology.” I interpret this as, “I am investing in running shoes to be more physically fit.” The shoes do not make you fit any more than technology makes you innovative—it’s what you do with them that gets results.

HR can play a crucial role to focus on the need for innovation in the way we manage people. This area is often overlooked and worse, trivialized as the soft stuff. Yet our internal processes, structures and strategies for people are crucial to profitably deliver the products and services of the business. It starts by investing one of the most valuable resources we have—time—to consider how we can shape more innovative HR services.



# “Talking may provide the **incentive** and **conviction** to act but it is not an action.”

For HR to lead, begin by answering these questions:

- Where does the organization need new ideas for processes or programs to be more successful?
- What are the HR challenges facing your organization?
- What resources can you harness to focus on these challenges?

Recognizing that we cannot solve all problems at once, how can we spread your challenges over the next 12 months to create a plan for change and improvements in HR?

## CREATE OPPORTUNITIES TO INNOVATE

An example of an organization that creates opportunities to innovate HR practices is the Canadian Food Inspection Agency. It created an HR Process Lab to foster more creativity in HR management. There are two parts of the HR Process Lab. Each helps to balance the need to identify process improvements and the need for systematic, longer-term change.

**Innovation Experiments:** Managers can try new ways of carrying out HR actions such as staffing, recruitment or learning. This effort is seen as an experiment to model a new approach. HR advisors are assigned to work with the manager to provide advice so they see the risks, advantages and limitations of their options. Managers must act within their authority, and must uphold laws, collective agreements and values. Afterward, they report what they did to show what was learned.

**Invention Sessions:** If a manager is facing a specific challenge, they can ask for help to solve the problem. A group of people will be assembled to brainstorm new ideas for the challenge. The team also helps with identifying the actions and steps to bring the change into reality. Ideas are shared so that best

practices can be used by others and to further an innovative culture.

## MANAGING PEOPLE AND IDEAS

The essence of HR is the effective management of people. Yet the research suggests that the most innovative organizations also develop an expertise in management of ideas and how they flow through an organization. Numerous studies on innovation find that the top performers focus on developing capabilities to turn their ideas into action via well defined idea management processes, for example:

- Seek ideas and knowledge widely from customers, suppliers, employees, other industries and competitors.
- Allow ideas and knowledge captured to be shared, stored in user-friendly form, and made freely accessible.
- Actively encourage diversity of viewpoint, talent and expertise.
- Delay the premature evaluation of new ideas by giving managers considerable discretion to pursue ideas without subjecting them to a formal appraisal.

A key aspect of these policies is to create opportunities for individuals and groups to collaborate to solve difficult challenges.

## FOCUS TRAINING ON TOOLS FOR INNOVATIVE THINKING

Communications theorist and educator, Marshal McLuhan once said, “We shape our tools and they in turn shape us.” So what tools do you use to shape your thinking to be innovative? A place to begin is to focus on your skills (and those

of your HR team) to solve problems and make effective decisions. The research on how we solve problems as teams does not paint a pretty picture of our effectiveness. The most common findings are:

- We get the definition of the problem wrong the first time—then we invest in fixing the solution.
- We quickly jump to a solution based on experience instead of exploring more effective ideas.
- We fail to notice the spin-off problem: the impact of one solution often creates another problem. This is normal and we should anticipate these future challenges.
- We wait for a precipitating event—a crisis—before we decide to act.

The challenge to consider is how HR can improve problem solving in your organization by focusing on improving decision making.

## MAKE INNOVATION AN ORGANIZATION VALUE BUT...

I recently met with a government department that lists innovation as one of its values. I asked the HR managers in this meeting, “What does innovation means to you?” They could not articulate an answer. For example, what would I do differently if I bring a sense of innovation to my work?

To shape a more innovative organization, start with some simple and clear ideas for all staff that helps them to understand what it means to be innovative. Your future could depend upon it. **HR**

*Ed Bernacki is the founder of the Idea Factory, a firm designed to help people and organizations build innovation capacity to innovate.*

## THE IMPORTANCE OF INTERNAL COMMUNICATION TO THE PRACTICE OF MANAGEMENT

**W**ith an increasing number of organizations providing services around the clock, working non-standard hours, in high-stress environments and in geographically dispersed offices, the occasion for meaningful face-to-face exchanges between the employees and their managers becomes increasingly difficult to achieve.

It is no secret that communication is central to the practice of management. The research evidence indicates that internal communication practices between managers and supervisors and an organization's employees are essential in building trust, a sense of belonging and job satisfaction. In the past, research on internal communication has generally been limited to analyzing the communication practices of management in disseminating relevant information. As a result, Dr. Jules Carrière, associate professor at the Telfer School of Management, and Christopher Bourque, a Telfer student, decided to examine the importance of communication satisfaction as a mediator between an organization's internal communication system and job satisfaction and affective organizational commitment

### State of emergency

Carrière chose a large Canadian municipal land ambulance service as the focus organization for his study. The scheduling dichotomy of managers working traditional hours and the paramedics working shifts, the prolonged isolation of paramedics from their co-workers and managers, the incessant mobility of paramedics responding to high call volumes all contributes to minimizing the ability to engage in meaningful internal organizational communication and, as a result, increases frustration among employees. It is not surprising that the land ambulance emergency services suffer from high turnover and a shortage of skilled personnel.

In order to obtain the required data, Carrière developed and distributed a questionnaire to

paramedics via the organizations' internal mail systems. His questionnaire was based on three pre-existing work-related psychometric measures: the Communication Audit Survey to measure employees' perception of organization's internal communication practices; the Communication Satisfaction Questionnaire to evaluate aspects of organizational communication; and the Minnesota Satisfaction Questionnaire to assess employees' job satisfaction.

The findings of Carrière's study demonstrate that regardless of the quantity and quality of the information transmitted internally to employees, the employees will not foster a sense of job satisfaction or effective organizational commitment unless the communication method cultivates satisfaction among employees.

This is significant for a number of reasons. Generally, managers are told that more communication is better than less, resulting in information overload. Carrière's study proves that it is vital for managers to provide timely and highly valued information to their employees in a way that generates communication satisfaction. Only when managers understand both the types of communication methods most appreciated by their employees, as well as the amount and quality of information required for the employees to perform their jobs competently, can they set up an internal communication system able to satisfy the employees' communication requirements and needs.

While the research here was conducted on data from the emergency services, many organizations face similar challenges to varying degrees. Human resources professionals need to champion the implementation of internal communication systems that generate communication satisfaction among employees. In doing so, turnover rates will be reduced and employee job performance and satisfaction will be increased. **HR**

*Sandra Clark is a research project coordinator at the Telfer School of Management, University of Ottawa.*



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## EXPANDING MAT LEAVE BENEFITS

**M**ost HR professionals are long-standing advocates for maternity leave benefits, citing them as an essential pillar in talent management strategy. Yet, according to Statistics Canada, approximately one in five—or 20 per cent—Canadian female employees on parental leave receive maternity top-up benefits from employers and this has remained steady for the past decade despite shifts in our economy. Young families are busier now more than ever, working to balance busy schedules at both home and work.

At Best Buy Canada, to help maximize staff retention and showcase our company as a desirable place for women to work, there is an ongoing dialogue with our female employee base. We use this feedback to build programs that demonstrate our commitment to advancing female leaders throughout the company. We do this through a variety of engagement methods. The feedback includes everything from creating cross-functional networking opportunities to evolving our employee benefits.

### Meeting societal needs

A maternity top-up benefit is a need that impacts a wide range of female associates and employees at all levels. Therefore Best Buy expanded maternity leave benefits to include a top-up of 75 per cent for 17 weeks to expectant mothers working throughout the organization, including full-time retail staff at Future Shop, Best Buy, Geek Squad and Connect Pro; as well as our head office, distribution centres and service depots.

To do this, Best Buy gathered data from our internal environment and then looked at benefits provided by other companies with similar employee profiles. Leveraging our internal and external research, we then built various scenarios to present to our management team that demonstrated the meaningful business outcomes of this expansion of benefits to our female workforce.

Moral considerations aside, we were able to demonstrate that there is a strong business case for offering supplemental maternal benefits to our female employees. Studies show that

“Studies show that replacing a worker may cost up to 1.5 times her salary.”

replacing a worker may cost up to 1.5 times her salary. Research also reflects that 96 per cent of new mothers with paid benefits and a top-up plan return to their employer within 18 months of their child's birth. This job continuity opens doors

As part of this dialogue, we received employee feedback regarding improved flexibility and a better benefit around maternity. We were already offering family friendly benefits such as a flexible work program that enables head office employees to work from home on specified days; but our employees were telling us we could do more.

inside Best Buy for women, aids in their career development and contributes to Best Buy Canada's success as a retailer. **HR**

*Annalisa King, senior vice-president and chief financial officer of Best Buy Canada Ltd., is a three-time recipient of The Women's Executive Network's Canada's Most Powerful Women: Top 100 Award.*

## EMBEDDING CSR VALUES INTO CORPORATE CULTURE



ILLUSTRATION BY MICHAEL EDDENDEN

**T**here is little question that Corporate Social Responsibility (CSR) initiatives can be good for a company's culture. But the benefits of sustainability initiatives don't have to end there. A growing number of companies are recognizing that collaborative, grassroots-based CSR programs can provide a tremendous amount of personal and professional satisfaction for employees. And when an organization uses an inclusive approach to developing and executing sustainability plans, the result can be greater program success and an even bigger win for the community.

### **Bringing meaning to work**

Indeed, "engaging employees is a key part of the sustainability and CSR journey," says Andrea Baldwin, vice-president, member experience, Canadian Business for Social Responsibility (CBSR). "In some of our member companies, employees are the No. 1 audience for CSR efforts and reports, and CSR corporate initiatives have come about due to employee suggestions and grassroots action."

Today's employees are often looking for ways to reach out and be part of something bigger than themselves. "People need meaning from their work beyond simply solving business problems,"

says Dave Robitaille, director, corporate citizenship and corporate affairs, IBM Canada Ltd. HR has an opportunity to tap into this desire and provide a deeper level of satisfaction for staff. “Allowing and incenting employees to devote some of their creative energy and talents in service to communities around them delivers on this promise of bringing meaning to work for many employees,” says Robitaille.

### **Enhancing performance**

This can have professional rewards, too. “This type of service sparks entrepreneurial ingenuity,” which leads to “economic prosperity and

in their homes,” explains Chris Miller, manager of corporate consciousness, Seventh Generation. “During the past five years, the program has led to an almost 20 per cent reduction in our employees’ combined carbon footprint,” he says.

“But the real ROI for the company is in helping our community members think differently about energy use, which, in turn, has led to employees thinking creatively about energy use at work,” says Miller. As a result, Seventh Generation has seen its carbon footprint per unit of sales decline by 49 per cent over five years.

an engaged employee base and social and environmental performance. “Internal collaboration is critical to change,” says Baldwin. “All parts of the business must be engaged in efforts to go green—the CSR or sustainability team can’t do it alone.”

Barbara Turley-McIntyre, director, sustainability and corporate citizenship, The Co-operators Group Limited, agrees. “The reality today is that if you don’t do a good job engaging your employees, you won’t be successful in this area.”

### **Embed sustainability**

Examples of successful collaborative CSR initiatives can be seen at many leading organizations. “A few years ago,” says Turley-McIntyre, “The Co-operators embarked on formalizing a company-wide sustainability strategy. “We decided to establish a sustainability vision, policy and strategy, but wanted to engage staff in its development,” Turley-McIntyre explains. “Our CEO went across the country to 10 locations and held focus group sessions, which included staff from data entry processors to senior executives, collecting input and feedback about what sustainability meant to them personally and in their professional roles.”

In IBM’s case, Robitaille says the initial challenge was in transforming a large organization from being a global company to being integrated across the world as a global community. “So, in 2005 we invited all 320,000 of our employees to come together in an online discussion called ‘values jam’ to guide where we

“People need meaning from their work beyond simply solving business problems.”

social problem solving,” says Robitaille. “Structured and high quality community service assignments — especially team assignments — can be the most effective form of employee training and capacity building.”

At Seventh Generation, the company has seen significant corporate benefits as a result of encouraging employee creativity. “We have a program that provides forgivable loans (meaning repayment of the loan will not be required if the borrower meets certain criteria)—up to \$5,000 per employee per year—that can be used towards the purchase of high efficiency automobiles, including hybrids, as well as to support energy efficiency

### **Attracting top talent**

Successful CSR initiatives may have a positive impact on a company’s ability to recruit the best and brightest, too. “The war for talent will intensify in tomorrow’s creative economy,” says Tom Ewart, managing director, Network for Business Sustainability. “Innovation will be required for firms to survive, and bright, engaged employees will help firms innovate. For tomorrow’s leaders, sustainability is not an option, but an imperative,” he says.

### **Successful CSR requires a team**

Baldwin points out that recent research conducted by CCSR and Hewitt Associates confirmed the link between



would go as an organization,” he says. IBM followed this in 2007 with Innovation Jam, when the company invited employees (400,000 at the time) as well as clients, business partners and community stakeholders to join in another online forum to discuss the top issues facing the world’s future, and to begin to discuss possible solutions. “Much of our current solution portfolio [of CSR initiatives] is a direct result of asking our stakeholders what they wanted IBM to focus on, and in fact what they wanted IBM to become to the world,” says Robitaille.

### Turning collaborative visions into tangible results

At Co-operators, the organization developed an e-learning course for staff members, built on the subject of sustainability. “Staff can learn online at their own pace and take a course on issues that relate sustainability to both the business and the planet at large,” says Turley-McIntyre. “It’s been a huge success.”

“We’ve also partnered with the David Suzuki Foundation,” she says. “Together we created a social media environment on our company’s intranet for sharing ideas and information about four specific sustainability issues—transportation, food, energy and water.”

### Keep it real

There is no shortcut to success when it comes to CSR initiatives, say the experts. “For those companies engaging in CSR initiatives as a marketing tactic—that’s not what sustainability is about,” says Turley-McIntyre. For the most part, though, she believes the imposters will not survive. “I think

people will call disingenuous companies out—in a public and influential way.”

Instead, sustainability success needs to come from changes to the core of corporate culture. And it may follow that in the years ahead, CSR programs and values need to be part of corporate culture for a business

to succeed at all. “In my opinion, the idea of corporate citizenship is just hitting its stride,” says Turley-McIntyre. “In 10 years, this will just be how we do business. Companies who don’t get on board will be left behind.” **HR**

*Melissa Campeau is a Toronto-based freelance writer.*



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## CANADIAN DEPARTMENT OF DEFENCE'S LUC MAILLET DISCUSSES HR CHALLENGES IN A WAR ZONE.

**A**mid all the warplanes, guns and Canadian soldiers battling the Taliban in Afghanistan, there's an important HR component that's just as crucial to winning the war. While not HR professionals *per se*, Canadian civilian contractors are busy recruiting and managing Afghans to perform the day-to-day tasks—cooking, cleaning, construction, translation—necessary to rebuilding the embattled country. And as part of NATO's Afghan First policy, which is based on the fundamentals of Afghan leadership and ownership, it's crucial to winning local hearts and minds as well as developing Afghan skills, supporting the local economy and currency, while reducing support for the insurgency.

*HR Professional* talked to the Canadian Department of Defence's Luc Maillet on the HR challenges involved in the war in Afghanistan.

**HRP:** Tell us about your work and what kinds of roles you're recruiting for in Afghanistan.

**LM:** In Canada, I was procurement officer. The job I will go back to [in Canada] is Chartered Airlift with Department of National Defence. I'm a civilian employee. I'm here because I have a background in contracting.

In Afghanistan, I'm with the Canadian Department of Defense' Joint Contracts Cells. We are subject matter experts and oversee contracting activities in theatre [where Canadian Forces are active around the world]. We contract for goods, services and construction, and personnel are included in this. Our training is strictly in contracting and contract management.

"Locally engaged personnel" are often instrumental for successful Canadian Forces missions abroad because they can address



shortfalls by providing invaluable labour and other services that cannot be found within the task force. We recruit for unskilled contractors such as general labourers, kitchen helpers, cleaners; then more skilled personnel, such as barbers, tailors or plumbers, carpenters; up to high-skill contractors including logistics and language assistance.

As of the end of October 2010, we had approximately 272 active locally engaged personnel contracts.

**HRP:** Is it Canadian Forces policy to recruit locals while in theatre?

**LM:** Yes, this is standard for us to contract locally—especially in Afghanistan where we want



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## INTERVIEW

to engage the local population. It's a goodwill gesture—we're here to win hearts and minds and it's all part of the broader "Afghan First" policy.

**HRP:** How have your recruiting policies and procedures evolved to reflect the realities in Afghanistan?

**LM:** We do have policies, procedures and guidelines that we use for contracting for services; and like most policies and procedures, they evolve over time. Afghanistan is no exception. We learn about their culture and practices and they learn about ours; and as we move along we adapt as required.

Customs are a good example. Whereas we'll be at the office Monday to Friday, Friday is their holy day and we've adapted for that. They won't come in Fridays, but they normally work six days a week, whereas we take the weekends off.

Another example is punctuality. That's not something that's valued as highly by Afghans. However, as they work with us, they've been adapting. Plus, it falls under contract management: They understand that when they sign a contract, there are terms and conditions and their contract can be terminated if those are breached. It's made clear at the

“We learn about their culture and practices and they learn about ours; and as we move along we adapt as required.”



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beginning that you have to show up and if you don't, then you don't get paid.

**HRP:** What kinds of background checks do you have to perform to ensure you're not recruiting an enemy?

**LM:** All contractors go through robust background checks. We have our own security section in Afghanistan that administers this and we only contract with personnel that have been screened and cleared—that's our main method of ensuring that we don't contract with the wrong people.

In addition, we have procedures for dealing with Afghan contractors, including controlled access. We give them access to certain areas and we know when they come and leave.

**HRP:** What have been your biggest HR challenges in recruiting and managing contractors in Afghanistan?

**LM:** The biggest challenge is that we lack the mechanism to post contract opportunities. In Canada we advertise on the online government tendering system (Merx.ca). We don't have that option here, but we do have people coming to us looking for work. Also, now that we've been here for awhile, we have people who have done work for us spread the word so others come seeking work as well. It's been a gradual thing.

Another challenge is navigating the various clan and tribal affiliations that are so important to local life in Afghanistan.

For example, if you're building a road and you have to cross tribal boundaries, some tribes don't want a contractor from a rival tribe building on their turf, so we'll end up contracting with several different tribes so they each build a section of the road.

Our process is open and transparent and we invite people to come and bid. We try to spread the wealth as much as possible, but we don't intentionally award contracts to various tribes or ethnic groups. We don't go looking for contractors, we ask them to come to us.

Don't know how much history Afghans have with bidding process, but some are very good at it and some need help.

There have been no other significant challenges. We have very few terminations—Afghans are providing the services that are spelled out in their contracts. Why does it run so smoothly? I think we have a pretty good system in place. In Canada, you have to



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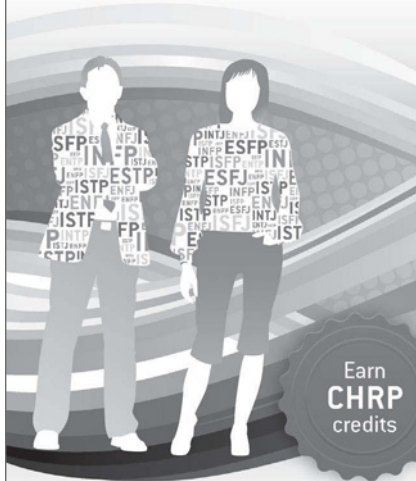
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## INTERVIEW

deal with bureaucracy and paperwork that can often cause difficulties. Here, if someone shows up at the gate with a resumé, we have our policies and procedures, the wheels start turning and we have them fill out some paperwork, screen them, have them sign a comprehensive contract and they're working. The procedure is very simple. Many of the Afghans we deal with are not overly educated, especially the unskilled contractors. We pay them a fair wage and it just works.

**HRP:** What's life like for you personally living and working in Afghanistan?

**LM:** The Kanadaha base is like living in a small city. There are a whole lot of people confined in a very small area. You work in close quarters, live in close quarters with a roommate; eat in crowded dining facilities. There's not a lot of privacy. And your living conditions depend on what nation you

come from: some have good accommodations, others less so. Canada has one of the better accommodations.

There are inconveniences: extreme heat in summer, lots of dust, lots of traffic.

*Post script: In arranging this story, the writer asked the Canadian Force's Task Force Kandahar Public Affairs Officer for photos of local Afghan contractors working alongside Canadians.*

*Her response illustrates the fact that Canada's work in Afghanistan can be deadly:*

"For security reasons, we do not release imagery of some of the Afghans who provide a wide range of services to Canadians deployed in Afghanistan or to NATO Forces in general. LEP [Locally Engaged Personnel] take some risks by providing services to the international community. As such, we do our best to protect them, and one example consists of not releasing their picture." **HR**



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# OFF THE SHELF

BY ALYSON NYIRI

## WHAT'S WORTH READING

***Leading Outside the Lines: How to Mobilize the (in) Formal Organization, Energize Your Team, and Get Better Results***

Jossey-Bass, 2010

By Jon R. Katzenbach and Zia Khan  
Katzenbach and Khan know a thing or two about management consulting. Katzenbach is senior-vice president of Booz & Company, which is the oldest management consulting firm still in business (founded in 1914 by Edwin Booz) and Khan is vice president of strategy and evaluation at the Rockefeller Foundation.

According to the authors, books on organizations tend

to fall into one of two camps: Writers are either formalists, offering order to what they see as chaotic in organizations, or informalists, arguing that organizations are too orderly and need more soul. *Leading Outside the Lines* represents a new direction, say the authors, which focuses on the informal organization but does so with a realistic context that incorporates both the formal and the rational dimension of organization performance.

Using case studies from businesses around the world, government and non-profit organizations, Katzenbach and Khan illustrate how companies utilizing both the informal and formal aspects of an organization effect quicker and more substantive change. To move an organization in a new direction, leaders typically start out by establishing metrics, setting goals, defining rules of engagement and refining or creating processes. All too often these formal efforts don't yield adequate change as quickly as leaders would like. It is the informal aspects, like culture, social networks, individual values, ad hoc communities, that can make or break a leader's quest for change. Katzenbach and Khan provide a clear methodology, enabling readers to formulate their own methods for finding a balance between formal and informal processes. The book also offers a diagnostic tool so readers

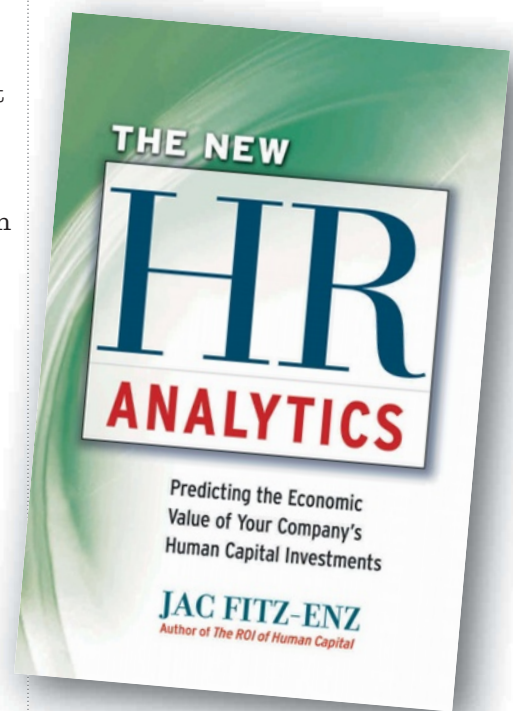
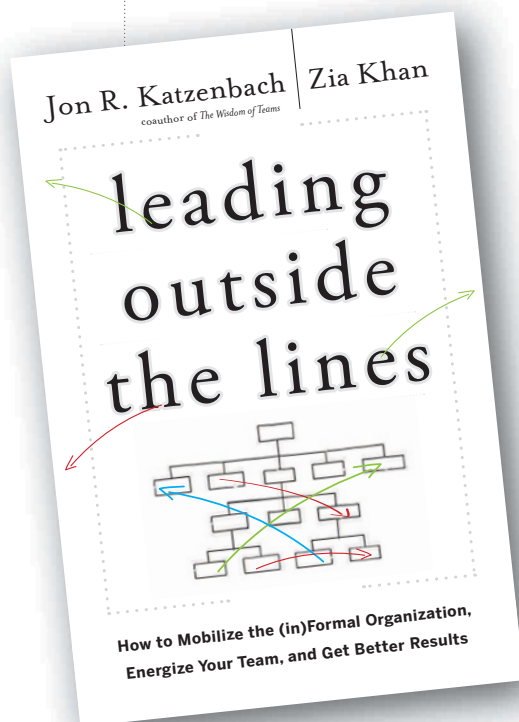
can begin to assess their own "organizational quotient" by scoring formal and informal strengths.

***The New HR Analytics: Predicting the Economic Value of Your Company's Human Capital Investments***

AMACOM, 2010

By Jac Fitz-Enz

Jac Fitz-Enz, PhD, is the acknowledged father of human capital strategic analysis and measurement. He first published about human resources metrics in 1978. His landmark book, *The ROI of Human Capital*, presented a system of powerful metrics for quantifying the contributions of individual



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## OFF THE SHELF

employees to a company's bottom line.

In his latest tome, he demonstrates how his new model HCM: 21 (human capital management for the 21st century) can be used for predictive management. HCM: 21 is a four-phase process that starts with scanning the marketplace and ends with an integrated measurement system. In between, workforce and succession planning are addressed in new ways, showing how to "optimize and synchronize" the delivery of HR services.

Collaborating with other leading human resources experts on an 18 month study called the "Predictive Initiative," Fitz-Enz presents a comprehensive breakdown of predictive analytics. Part I introduces predictive analytics, Part II presents the HCM: 21 model with how-to research essays by practitioners and thought leaders, and Part III offers approximately 20 detailed cases of how various companies use human capital analytics to solve business problems. Part IV discusses what we know and what we need to know about human capital analytics and the Appendix provides numerous sample worksheets, which can be used to translate the model into spreadsheets. **HR**

*Alyson Nyiri is a freelance writer and HR consultant.*

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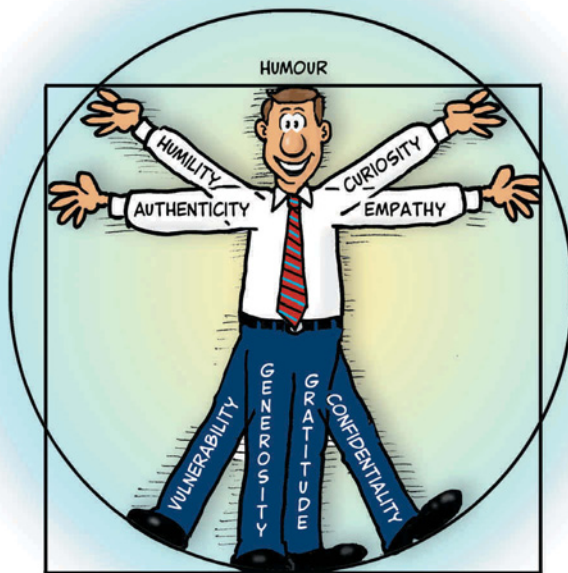


ILLUSTRATION BY BRIAN FRAY

**A** friend once took a 25 per cent cut in pay to move from vice-president of one company to president of another company. It was a decision he's never regretted, and not just because he got to run his own show. In changing jobs, he also changed cultures. He went from one in which people came to the office, did their work and seldom cared for each other to a culture where relationships were valued from the board of directors down.

This reality provides us with incredible opportunities to appeal to the best and brightest in the workforce by embracing a concept called "netgiving." Netgiving picks up where traditional networking falls short. When we create a culture based on transactions, we invite employees to look for a better deal, to see relationships as part of their network for personal gain. But when we create a culture that focuses on serving each other and the broader community, we invite employees to discover the power of a larger purpose in their lives and in their work, which generates significant return on relationships and measurable, bottom-line improvements.

**DNA of netgiving**

**Authenticity.** If you and top leaders don't genuinely care about other people, then take a step back and examine that reality. Then take steps forward to address how you see others.

**Empathy.** Understanding employees, clients, customers and the community around you shows that you care and creates trust. This sometimes requires that you go against the short-term returns that come from transaction-based thinking because you know the long-term investment in a person is of greater value.

**Vulnerability.** Leaders need an aura of strength and competence, but not perfection. Don't be afraid to cultivate a culture in which you and other leaders own your mistakes, so long as you also commit to fixing them.

**Confidentiality.** If you're going to encourage vulnerability, you must live out confidentiality. Guard sensitive information about others like the gold at Fort Knox.

**Curiosity.** Think back to when you were a child and it was OK to ask a million questions because life was all about learning something new. Life's still about learning something new; we've just been conditioned to stop asking.

**Generosity.** Giving begins with the individual. Giving time, talents and money. Giving to each other. Giving to the community. Great leaders create ways for the people around them to give generously.

**Humility.** Most successful people face times when success goes to their heads. Maintaining a sense of humility—of recognizing and honouring others around us—not only promotes a team culture, but it helps guard us against the inevitable fall that follows pride.

**Humour.** There's something about laughter that prevents a slow fade into bitterness and resentment toward others. The ability to laugh and have fun as a team humanizes relationships.

**Gratitude.** Our sense of thankfulness for our work, for our clients, for the people around us—this is the most important trait we can cultivate. When our attention is on our gratitude for relationships, we're far less likely to take them for granted or abuse them. Attitudes of entitlement are a cancer, and gratitude is the cure. **HR**

*Tommy Spaulding is the New York Times bestselling author of It's Not Just Who You Know: Transform your life (and your organization).*



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- Anger Cycle and Escalation Scale
- Styles of Anger
- Potential Aggressor Attributes
- Warning Signs
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After a violent incident, it is not uncommon to find that many different people were aware of clues that an attack was being planned. Yet, without the proper mechanism to gather information and assess the situation, prevention is nearly impossible. This workshop provides a communication and decision-making model to help businesses, schools, organizations and communities become proactive in their management of threats. Strategies to help you identify, assess, and manage individuals who make threats will be explored.

### Some of the topics covered

- Types of Threats and Behaviours of Concern
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- Threat Assessment Team and Plan Development
- Guiding Principles Assessment
- Determining Level of Risk

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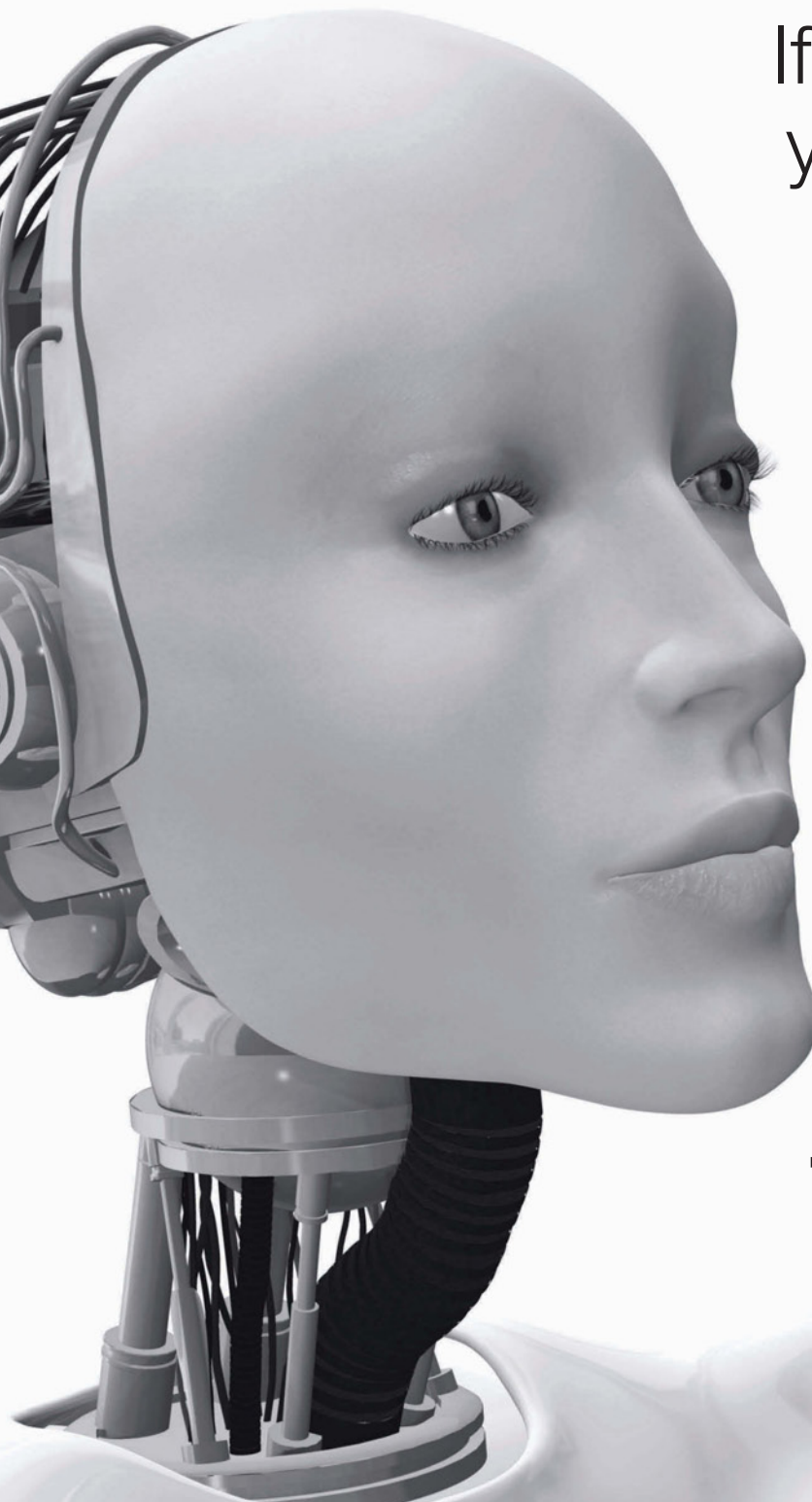


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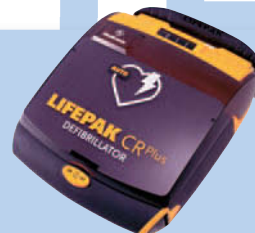
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