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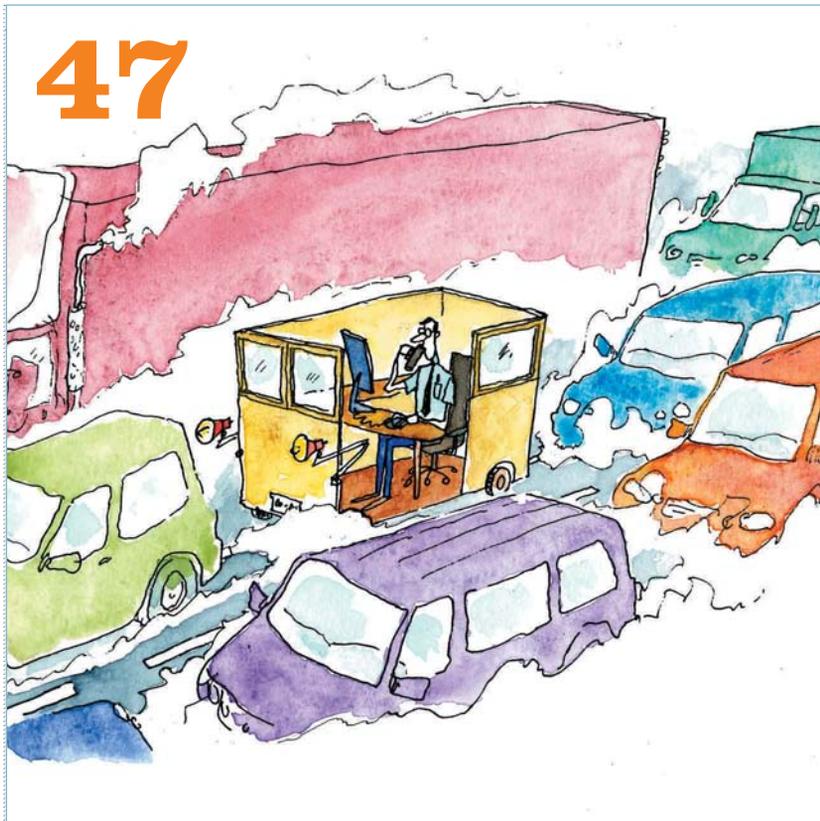
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By Meredith Birchall-Spencer

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Cover image: Getty Images/Peter Dazeley

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CREATING SAFER, MORE ACCESSIBLE WORKPLACES

Ontario's Accessibility Standards for Customer Service are the first in a series of mandatory standards set by the Accessibility for Ontarians with Disabilities Act, 2005 (AODA) aimed at making the province accessible to all citizens by 2025. Through training and implementing accessibility policies and procedures, the standards will create an environment where persons with disabilities can be full participants.



Much of the public sector has already made significant customer service changes in their workplaces to comply with the AODA deadline of January 1, 2010. While the private sector, including non-profit, still has some breathing room on its compliance deadline of January 2012, a lack of urgency is misguided.

You may face major changes that will take the full two years to implement. Writer Duff McCutcheon talks to two organizations who have met the standards to illuminate potential pitfalls and highlight best-practices on their

journey to accessibility, on page 24.

Violence in the workplace

Also on subject of legal compliance, Bill 168 becomes law on June 15. HRPAs board chair, Antoinette Blunt, weighs in on the implications of Bill 168 for strategic HR thinkers beyond June 15, on page 11; and to help you prepare, Malcolm MacKillop and Alison Adam from Shields O'Donnell MacKillop LLP outline the five most significant requirements and how they will affect your workplace, on page 17.

Enjoy the issue,

Meredith Birchall-Spencer
Meredith

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MAY/JUNE 2010



REBECCA SCHALM

Rebecca Schalm, PhD, RPsych, is a practice leader for RHR International, an executive and organizational development firm in Calgary. She writes about managing internal leadership transitions, on page 41.



ALISON ADAM

Alison Adam, a lawyer at Shields O'Donnell MacKillop, co-authored an article on what employers need to do now to prepare for Bill 168 when it becomes law on June 15. Read about it on page 17.



MICHAEL EDDENDEN

HR 101 is one of *HR Professional's* most popular features in large part to the illustrations of Michael Eddenden. This month he lends his artistic talents to the subject of flex-work policies, on page 47.



DUFF McCUTCHEON

Duff McCutcheon is communications specialist at the Human Resources Professionals Association and frequent contributor to *HR Professional*. He investigates the obligations of employers under the AODA, on page 24.



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Mila Lucio, VP HR
A.P. Plasman Corp

Last year, during the collapse of the North American auto sector, Mila Lucio, MBA, CHRP, SHRP, vice president of HR at Windsor auto parts supplier A.P. Plasman Corp, led a painful restructuring to align her organization's human capital needs with the new realities of the auto market.

Thanks to her commitment to ongoing open and transparent communication, employees supported these difficult changes—even during layoff announcements.

Mila's professionalism, empathy and transparency in the face of crisis are what set her apart as a **Senior Human Resources Professional (SHRP)**—a senior HR designation for proven, high-impact leaders.

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LEADERSHIP MATTERS

BY ANTOINETTE BLUNT

FUTURE IMPLICATIONS OF BILL 168

In December, the Ontario Legislature passed Bill 168—*An act to amend the Occupational Health and Safety Act with respect to violence and harassment in the workplace and other matters*. Bill 168 expands the definition of what constitutes a safe workplace and clearly defines what we must do as employers to comply with this new law. This bill, which comes into effect June 15, will significantly impact organizations and HR departments across the province. (For details on what will be required from your workplaces, see page 17).

In a nutshell, the bill requires all Ontario employers to prepare policies regarding workplace violence and workplace harassment, review them annually and develop programs to assess, identify and control risks of workplace violence and harassment. The bill also provides authority to make regulations including designating a workplace co-ordinator with respect to violence and workplace harassment; a new dimension of the role of the human resources professional.

Proactive measures

As human resources professionals, we should be considering a broad scope of preventative measures in addition to achieving the legislative requirements of Bill 168. We need to consider the importance of relationships and communications in the workplace; develop required standards for all employees in these critical areas, and ensure employees are advised of the requirements. We must also make sure they receive adequate training.

The dynamics of most workplaces are complex and with multigenerational employees, multicultural employees and other diverse workforce characteristics, effective relationship management and communication skills are challenges.

To facilitate compliance with the legislation, position descriptions for all employees should include the responsibility for promotion of a safe workplace and understanding of the obligations

set forth in the *Occupational Health and Safety Act*. In addition, all employees should be required to demonstrate exemplary conduct and personal integrity. It is also important to engage in effective communications with others in the organization as well as external stakeholders one deals with in the course of one's employment. This means respecting and valuing others, actively listening and facilitating healthy relationships.

When recruiting new employees, human resources professionals should make a point of emphasizing the importance the organization places on effective relationships and communications. This should be a component of all orientation programs. In addition, as issues arise in the workplace, they should be dealt with immediately. Early intervention can help prevent workplace violence.

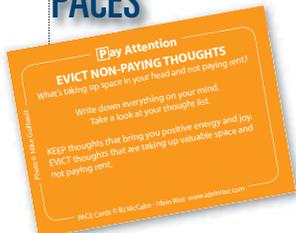
The awareness of the potential for domestic violence will also be challenging for many employers. Human resources professionals must ensure employees understand their need to be aware of the potential for domestic violence so they can take reasonable precautions to protect employees.

If human resources professionals have developed effective relationships and communications with employees, those employees will, in turn, feel comfortable coming forward and seeking out HR when they see the potential for domestic violence. This is a very sensitive and personal area for most employees and disclosure will only happen if there is a trusting relationship between HR and employees. Trust is earned through behaviour. **HR**



Antoinette Blunt is chair of HRP's board of directors.

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THE CARDS SELL FOR \$18.95 AND ARE AVAILABLE THROUGH WWW.IDEINRISE.COM.

ATLANTIC CANADA

COLLECTIVE BARGAINING IN N.B.

In February, the New Brunswick government tabled Bill 35, *an act to amend the Public Service Labour Relations Act*, which will allow casual and part-time civil servants to join the union immediately after being hired.

If it becomes law, public sector employers will have to ensure these groups of workers, including seasonal employees and students, have access to union rights such as grievance and right of recall and are paid a minimum of 80 per cent of the

classification in which they work. This will mean a rise in public sector payroll expenditures.

Currently, civil servants in N.B. must wait six months to gain union rights but in many cases these employees would be laid-off before they reached the qualifying date. The public sector union feels the exclusion is contrary to the freedom to associate in the *Canadian Charter of Rights and Freedoms*.

If passed, the bill will come into force in June.

Source: HRinfodesk.com

Recognizing Excellence



BRENDA BROWN (LEFT) PICTURED WITH DEB GALLANT FROM THE *TORONTO STAR*.

On January 26, 2010, *HR Professional* was there when *Canadian HR Reporter* and the Human Resources Professionals Association hosted the second annual HR Summit Awards gala recognizing HR excellence.

The awards celebrate HR thought leadership by honouring individuals who have contributed to the profession and Canadian business community through innovative HR programming and practices.

2009 Winners:

Toronto Star HR Professional of the Year

Brenda Brown, SVP, HR, Compass Group Canada

Carswell Rising Star Award

Heidi Hauver, CHRP, HR manager, Canadian Internet Registration Authority

Right Management HR Academic of the Year

Deborah Zinni, PhD, associate professor, Brock University

Teva Novopharm Overall Talent Management

Andrew Miller, SHRP, director of training, Sysco Foodservices Canada

Export Development Canada Innovation in Employment Branding

Guilherme Dias, director, strategic talent management, Pitney Bowes Canada

GlaxoSmithKline Innovation in Total Rewards

Sandi Channing, director, total rewards, Compass Group Canada

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Sandra Cain, director, HR shared services, Pitney Bowes Canada

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HR usually spends an inordinate amount of time culling together information for the expats they hire or transfer to another country. If this weren't time consuming enough, ensuring the info is up-to-date and reliable is another hurdle.

To meet this need, ExpatInfoDesk.com features online guides for workers and HR departments, written by expats for expats who live in the cities they write about.

Created by George Eves, who has worked in five different countries in the last six years, and knows first hand that there are few resources available that tackle the issues of relocating to a new city.

The site offers free resources on international relocation, including tips to negotiating a contract, a blog and global calendar of expat events. Comprehensive guides to more than 30 cities—including Toronto, New York, Hong Kong, London and Dubai, Vancouver—on five continents can be purchased for £22.25. These guides, featuring city-specific info and resources including child care, legal requirements, mobile service providers, shopping, customs, language, accommodations and cost of living are written and updated by expats living in those cities.

For more information, visit www.ExpatInfoDesk.com.

Video Interviewing

Taking video interviewing to the next level, Minavox Inc., a web-based video software provider, launched mobileSavi at HRPAs Annual Conference and Trade Show in January.

mobileSavi builds on Minavox's hrSavi, which allows organizations to conduct interviews, training programs and employee surveys online with the ability to capture and review participants' responses using video, audio and text. Participants can respond freely and spontaneously to scripted questions and the questions can be customized to respond depending on the answers of the participant. For example, if candidate answers Question A one way, he or she jumps to Question C. This eliminates interviewer bias and allows organizations to filter and sort a wider base of candidates.

The mobileSavi application enables any mobile phone user to utilize this functionality on any Smartphone. This further streamlines the process and saves HR professionals time on reviewing and sending videos.



POACHING PEOPLE

A NEW STUDY ON COMPETITIVE RECRUITING BY THE INSTITUTE FOR CORPORATE PRODUCTIVITY FOUND NEARLY A QUARTER OF COMPANIES REPORT THEY RECRUIT NEW TALENT BY CONTACTING THEIR COMPETITORS' EMPLOYEES DIRECTLY.

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Source: i4cp

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CHIP CONLEY, CEO OF JOIE DE VIVRE HOSPITALITY, CALIFORNIA'S LARGEST BOUTIQUE HOTEL COMPANY AND AUTHOR OF *PEAK: HOW GREAT COMPANIES GET THEIR MOJO FROM MASLOW*, SPOKE TO *HR PROFESSIONAL* ABOUT CREATING SERVICE EXCELLENCE:

"A COMPANY THAT IS REALLY GOOD AT PAYING AND RECOGNIZING PEOPLE IS DOING GREAT THINGS BUT THEY ARE RELYING ON EXTERNAL MOTIVATORS. WHEN YOU CREATE A SELF-ACTUALIZED EMPLOYEE, THEY FEEL THE SENSE OF INTRINSIC OR INTERNAL MOTIVATION AS A MEANING OF WHAT THEY DO OR WHAT THE ORGANIZATION DOES OR BOTH. WHEN YOU CAN TAP INTO THAT, YOU HAVE TAPPED INTO THE MOST POWERFUL HUMAN MOTIVATING FORCE."

For more of Chip Conley's interview with the editor, visit www.HRProMag.com.

SKIPPING VACATION



Two-thirds of employees in North America did not take all their vacation time in 2009, according to a survey by Right Management.

Responding to the question, have you taken all your vacation time this year:

67% No
33% Yes

Pent-up fears of job insecurity may be the cause, says Bram Lowsky, general manager at Right Management. "Using vacation time is key to staying well and productive. Not taking vacation time can increase stress and create health issues, which interfere with work," resulting in increased turnover, retention and decreased productivity, says Lowsky.

Source: Right Management

New Travel Management Tool

American Express Canada recently launched aXcentis, a travel management program for small to mid-sized companies. The program focuses on reducing waste by evaluating a company's travel planning process and how effectively it spends its budgeted travel dollars. Each organization has a dedicated client management advisor who offers suggestions for savings opportunities.

Additional benefits of the program include an automated travel manager suite that allows clients to manage expenses online; traveller tracking and budgeting tools, access to exclusive negotiated deals with suppliers, and the ability to recover unused airline tickets.

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FIVE PRACTICAL WORKPLACE APPLICATIONS OF BILL 168

In recent years concerns regarding workplace violence and harassment have escalated. Extreme incidents such as the 2005 murder of nurse Lori Dupont by her ex-boyfriend Dr. Marc Daniel at the Hotel Diéu Grace Hospital in Windsor have raised public awareness of workplace violence, not only in Ontario, but across Canada.

On December 9, 2009, the Ontario government approved Bill 168: *An Act to amend the Occupational Health and Safety Act (OHSA) with respect to violence and harassment in the workplace and other matters*. It received Royal Assent on December 15, 2009, and the amendments will take effect on June 15.

Bill 168 amendments both add new provisions to the current OHSA and extend existing duties to cover situations of workplace violence and harassment. These amendments impose complex new obligations on employers.

Requirements for employers

With the amendments outlined in Bill 168, the OHSA will now require employers with more than five regularly employed workers to take positive steps to prevent violence and harassment in the workplace. The most significant new requirements include:

1. Risk assessment
Under the new legislation, employers are required to conduct a risk assessment to determine the risks of workplace violence that may arise from the nature of the workplace, the type of work or the conditions of work. The results of the assessment will be reported to the Occupational Health and Safety Committee where one exists and otherwise to the workers. The employer is required to reassess the risks in the workplace as often as necessary to ensure that workers are protected from workplace violence.

2. Written policies and implementation programs
The Bill 168 amendments to the OHSA require employers to develop policies

and programs with respect to both workplace violence and workplace harassment. First, written policies must be developed and posted. Second, employers must design programs to implement those policies.

With respect to workplace violence, once the risks inherent to a particular workplace are identified, employers must develop and post a workplace violence policy and create a program to implement that policy, which must include the following elements:

- Measures and procedures to control the risks identified in the required assessment;
- Measures and procedures to summon immediate assistance where workplace violence occurs or is likely to occur;
- Measures and procedures to allow workers to report incidents or threats of workplace violence to the employer; and
- The procedure the employer will follow to investigate and deal with incidents of workplace violence.

With respect to workplace harassment, workplaces will be required to develop and

BILL 168 DEFINITIONS

WORKPLACE HARASSMENT:

Engaging in a course of vexatious comment or conduct against a worker in a workplace that is known or ought reasonably to be known to be unwelcome.

WORKPLACE VIOLENCE:

The exercise of physical force by a person against a worker in the workplace that causes or could cause physical injury to the worker; an attempt to exercise physical force against a worker in a workplace that could cause physical injury to the worker; or a statement or behaviour that is reasonable for a worker to interpret as a threat to exercise physical force against the worker in a workplace or that could cause physical injury to the worker.



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“The **OHSA** will now require **employers** with more than five **regularly** employed workers to take **positive steps** to **prevent** violence and harassment in the workplace.”

post a policy regarding workplace harassment and create a program to implement that policy. The program to implement the workplace harassment policy must include measures and procedures for employees to report incidents of workplace harassment and set out the way in which employers are to investigate incidents of workplace harassment.

3. Extension of existing health and safety obligations to workplace violence

Bill 168 amendments extend the obligations contained in Section 25 of the *OHSA*, which requires employers to provide information and training, and Section 27 of the *OHSA*, which imposes on a supervisor the duty to advise workers of any potential hazard, to apply in situations of workplace violence.

Additionally, the right to refuse work has been extended under the legislation. Currently under Section 43 of the *OHSA*, an employee has the right to refuse unsafe work. The modifications contained in Bill 168 extend the right to refuse unsafe work to an employee who has reason to believe that workplace violence is likely to endanger him or her. It should be noted that the right



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to refuse work has not been extended to cover a situation of workplace harassment.

Under Section 52 of the *OHSA* the employer must now notify the Ministry of Labour if a worker is disabled from his or her regular duties, or requires medical attention, as a result of workplace violence.

4. Domestic violence in the workplace

Ontario is the first Canadian province to specifically address domestic violence in the workplace. As a result of the amendments to the *OHSA*, if an employer is aware or ought to be aware that domestic violence will likely expose

a worker to physical injury in the workplace, the employer must take every reasonable precaution to protect the worker.

5. Disclose risks of violence to employees

The new amendments require employers to provide information, including personal information, related to a risk of workplace violence from a person with a history of violent behaviour if the worker can be expected to encounter that person in the course of his or her work; and the risk of workplace violence is likely to expose the worker to physical injury. Employers are limited to disclosing only personal information that is reasonably necessary to protect the worker from injury.

Preparing for the new requirements

Prior to June 15, employers must develop and implement programs that will comply with the amendments to the *OHSA*. Many employers already have workplace discrimination and harassment policies that will need to be evaluated and adapted to meet the new requirements of the *OHSA*.

In addition, employers must now also address workplace violence. This process begins with an assessment of the risks inherent to the individual workplace. Employers must then develop a workplace violence program that includes policies, procedures and implementation. **HR**

Malcolm MacKillop is a partner and Alison Adam is an associate at Shields O'Donnell MacKillop LLP, a boutique employment and labour law firm.

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MERCER'S 2009 GLOBAL DC SURVEY

Several surprises emerged from Mercer's 2009 Global DC Survey. Responses from more than 1,500 plan sponsors, including 193 Canadian respondents, relate to the shift from defined benefit (DB) to defined contribution (DC) plans, plan sponsor views of their role in DC plans, evolving DC plan governance practices and concerns regarding the low level of member understanding resulting from current member communication practices.

Shift from DB to DC

According to the survey results, the shift from DB to DC plans is well under way globally. In Canada, approximately 10 per cent of DC plans have been set up in the last three years, and more than 50 per cent indicated they have closed their DB plans to new hires.

No doubt DC plans have been very effective at shifting risk and responsibility to plan members, but they have not done as well in providing members with the support they need to properly plan for retirement.

selection and selection of investment options tend to be handled locally, likely because differences in local market conditions and requirements make centralization of these aspects more challenging.

Member communication

After the market downturn, member understanding is seen as an even greater challenge than poor investment returns. Three in four Canadian survey respondents identified limited member understanding as one of the top three challenges facing their DC plans. An overwhelming number of respondents indicated that addressing these challenges is a key area of focus in the next 24 months.

Member communication practices may be falling short due to the gap between good intentions and actual results. While seven in 10 plan sponsors indicate that their goal in communicating with members is to empower them to make good retirement planning decisions, most respondents continue to rely on the generic member communication materials provided by suppliers. Less than 10 per cent report undertaking targeted member communication in response to

what members are actually doing in the DC plan.

If plan sponsors see themselves as facilitators, they should do more to engage members such as putting their stamp on member education, designing member communication and education with behavioural outcomes in mind, conducting

research to identify the barriers and challenges that members face, and ensuring that member communication materials are fun and relevant. Ultimately, if members do not understand the relevance of the information provided, they will not use it.

In addition, sponsors also need to look to other means of helping underengaged members to achieve retirement readiness including auto features and investment solutions such as target date funds. **HR**

“Member communication practices may be falling short due to the gap between good intentions and actual results.”

Governance practices

There appears to be some movement by global multinationals toward more centralized DC plan management. Nearly half stated their DC plans are managed and overseen by either global committees or individuals in the corporate head office. Another 13 per cent centralize DC plan management at the regional levels. Canadian multinationals appear to favour centralization to an even greater degree.

The aspect most likely to be centralized is DC plan design, with more than 70 per cent of multinational respondents playing an active role in setting the DC plan contribution rate. Provider

Oma Sharma is national partner and leader of Mercer's DC investment consulting business in Canada.

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ACCESSIBILITY

Two employers reveal what it takes to lead change and inclusiveness in Ontario's workplaces

BY DUFF McCUTCHEON



POP QUIZ

A CANDIDATE ARRIVES AT YOUR HR OFFICE FOR A JOB INTERVIEW. SHE HAS VISION IMPAIRMENT AND USES A LONG WHITE CANE TO HELP HER NAVIGATE HER SURROUNDINGS. WHEN YOU COME TO ESCORT HER TO THE INTERVIEW ROOM, DO YOU:

- A)** SAY, "I'M OVER HERE, PLEASE FOLLOW MY VOICE."
- B)** GRAB HER ARM AND GUIDE HER TO THE ROOM.
- C)** ASK HER IF SHE NEEDS ANY ASSISTANCE.

If you or your employees don't know how to answer this question (it's "C"), you soon will, thanks to the Ontario government's *Accessibility for Ontarians with Disabilities Act, 2005* (AODA), legislation that aims to make the province accessible to all citizens by 2025.

The act's first mandatory accessibility standard—customer service—came into force for public sector organizations on January 12, 2010 (private sector organizations must comply by January 12, 2012).

and physicians can assist people to overcome those barriers.”

The meeting provided the platform from which the hospital developed its training, policies and procedures to meet (and exceed) its AODA customer service obligations.

CUSTOMER SERVICE TRAINING

The biggest piece to meeting these obligations was (and is) training staff and a key part of the hospital's training regimen is its People First brochure—an overview of how to

of Ontario Universities to develop a university-specific training program to educate staff on customer service standards.

“With funding from the Ministry of Social Services' EnAbling Change Partnership Program, the council hired an elearning firm, and collaborated on an online course on the customer service standards,” says Parsons. Again, in keeping with the AODA's compliance requirements, certain topics were covered off, “but Queen's has been dealing with disability issues for decades and we

“The biggest piece to meeting these obligations was (and is) training staff.”

When Ontario first announced the new customer service requirements for public sector organizations a few years ago, the Thunder Bay Regional Hospital put an Accessibility Advisory Team together and then reached out to the city's disability groups for guidance.

“We sponsored a conference with local disability groups, including the Canadian National Institute for the Blind (CNIB), the Canadian Hearing Association, Persons United for Self-Help in Northwestern Ontario, among others and it was very useful,” says Don Halpert, chief human resources officer at the hospital. “They discussed barriers they face at the hospital, and how staff

deal with persons with disabilities targeted at hospital staff, volunteers, doctors and interns. In keeping with the AODA's customer service training requirements, it covers what disability is, general communication tips and a guide to serving customers with different disabilities (hearing and vision loss, mobility disabilities, developmental disabilities and mental health). “Every employee received this brochure, as do new employees when they come on board,” says Halpert. (View the brochure at www.HRProMag.com.)

On the other side of the province at Kington, Ont.'s Queen's University, Jeanette Parsons, the school's full-time accessibility coordinator, worked with the Council

wanted to use this training as a way of leveraging some of those ongoing issues. The final product was a mix of both—it looked at customer service standards from a university environment.”

For example, what do you do if you've got a person with a service animal seated beside someone with a dog allergy? (*Answer: In keeping with accessibility for all, you must accommodate both disabilities, therefore you would move the two individuals far from one another.*)

A NEW WAY OF THINKING

Sometimes issues aren't as clear cut, especially since accessibility must be guided by the accessibility

What is a disability?

DISABILITY AND **HANDICAP** HAVE TWO VERY DIFFERENT MEANINGS. **DISABILITY** REFERS TO A RESTRICTION IN A PERSON'S ABILITY TO PARTICIPATE IN A SPECIFIC ACTIVITY.

HANDICAP REFERS TO AN ENVIRONMENTAL OR ATTITUDINAL BARRIER THAT PREVENTS THE PERSON WITH A DISABILITY FROM PARTICIPATING TO THEIR MAXIMUM POTENTIAL.

“Accessibility has always been kind of low priority in this province, but this legislation—and the training requirements—is changing that.”

principles of independence, integration, equality of opportunity and dignity. For example, many professors ban laptops in the classroom because they feel it takes away students' attention. However, some persons with hearing disabilities require computers or personal-assistive devices to fully participate. Barring most students from using laptops but making an exception—singling out—for a person with a disability is an accessibility no-no.

“AODA is all about removing barriers so people with disabilities don't have to raise their hand and say, ‘Hi, I'm different, do something different for me.’ It's about creating an equal opportunity environment where they can participate without having to draw attention to themselves. As soon as you introduce a rule like that and don't consider the accessibility implications, you revert back to what we've always done—creating special considerations for those with disabilities,” says Parsons.

It's a way of looking at accessibility that's new to most people, many of whom saw it previously in terms of installing wheelchair ramps or allowing access to service animals to accommodate persons' disabilities. “Accessibility has always been kind of low priority in this province, but this legislation—and the training requirements—is changing that,” says Parsons. “Now you've got a lot more people aware of accessibility issues than they ever were before. For example, we've had 2,900 Queen's staff take the training so far. During the training we ask their opinions about the content: 92 per cent said they found it informative; 88 per cent said the content was useful in their work; and 83 per cent said it stimulated their interest in disability issues.”

POLICY AND PRACTICE

Back in Thunder Bay, Halpert and his accessibility team are build-

ing an accessibility culture around understanding, caring and enquiring how to meet peoples' needs. It's a perfect fit with the hospital's Patient and Family Centred Care Model of service delivery and its prompted policy and practice changes around how it deals with persons with disabilities.

One simple example is providing persons with hearing disabilities in the emergency room with visual pagers to alert them when it's their turn to see the doctor. “The pagers light up when it's their turn,” says Mary Jane Kurm, nursing unit manager and chair of the hospital's Accessibility Advisory Team. “Being in ER is stressful for anyone, but if you're deaf and can't hear your name called, it's that much worse. This makes a huge difference to these folks.

“Another simple practical change is when we identify a deaf person, we place a sticker on their chart so medical staff understand they're dealing with a person with

Taking action

Tips for implementing the customer service standards

Communicate: Get out and talk to the disability groups in your area. They'll provide input on the barriers they face and how your organization can best overcome them.

Plan: Prepare an action plan highlighting what you want to accomplish with customer service training. Identify groups who are taking the training and try to match training needs to their specific needs. For example, a customer-facing employee will require different training than someone in maintenance.

Manage: Take a project management perspective and look at all requirements, identifying all the steps you need to achieve.

Answer the question: Who do we need to consult to build policies and implement them?

Allocate: If you think you have plenty of time to meet the 2012 deadline, think again. “You're going to need the full two years, especially big organizations,” says Queen's Jeanette Parsons. “Get started now.”

Focus: Ensure you're always looking at this from the perspective of people with disabilities.

Collaborate: If you can find a group of likeminded organizations that serves a similar public, pool your resources and work together.



1.85 million

or one in seven people in Ontario have a disability

40%

of Canadians over age 65 report having some form of disability

70%

of all persons with disabilities report needing support with daily activities

1.03 million

Ontarians' with disabilities can work

1.5 million

adult Canadians report having some form of vision loss and over a million report some form of hearing loss— not corrected by eyewear or hearing aids

57%

of adults with disabilities require some type of aid or device

One in five

Ontarians will be 65 or older by 2025

Source: Canadian Council in Social Development and Accessibility for Ontarians with Disabilities Act, 2005 (AODA), its Purpose and Goals, a webinar available at HRPA.ca/aodawebinars.

a disability and can arrange for a pocket-talker device or a sign-language interpreter.”

Thunder Bay has also taken a collaborative approach to creating accessibility policy (also required under the AODA customer service obligations) around things like service animals, use of personal-assistive devices, support people and temporary service disruptions. It belongs to an umbrella group—Accessible Thunder Bay—made up of other local public organizations like the City of Thunder Bay, Lakehead University and Confederation College, among others, who’ve banded together to meet AODA obligations. They share best practices and policies, most of which can be tweaked to fit an organization’s unique circumstances.

CAPITAL REQUIREMENTS

Accessibility isn’t cheap. Jeanette Parson at Queen’s is a full-time employee, with all the costs around that. But she says the biggest cost is the time it takes to train staff. “If you’re training more than 4,000 people at about one hour and 15 minutes per head, that adds up to a lot of people hours,” she says. And in Thunder Bay, Halpert and his team have identified \$160,000 per year in costs that are tied to accessibility, including a \$20,000 operating budget for producing brochures and developing programming.

Luckily, both Queen’s and the Thunder Bay Regional Hospital belong to broader associations (the Council of Universities and the Ontario Hospital Association)

that partnered with the Ministry of Community and Social Service’s EnAbling Change Partnership Program, which provided funding to develop training modules.

But ultimately, both organizations are committed to welcoming the full participation of persons with disabilities. “The changes we’re making really improves the experience of persons with disabilities at Queen’s—can you put a dollar value on that? Sometimes these kinds of investments are necessary to achieve that,” says Parsons.

Halpert agrees: “Accessibility fits squarely into the services we provide and it’s the right thing to do to be inclusive. Starting now, accessibility is a priority.” **HR**

For a full range of web resources on AODA, visit HRProMag.com.



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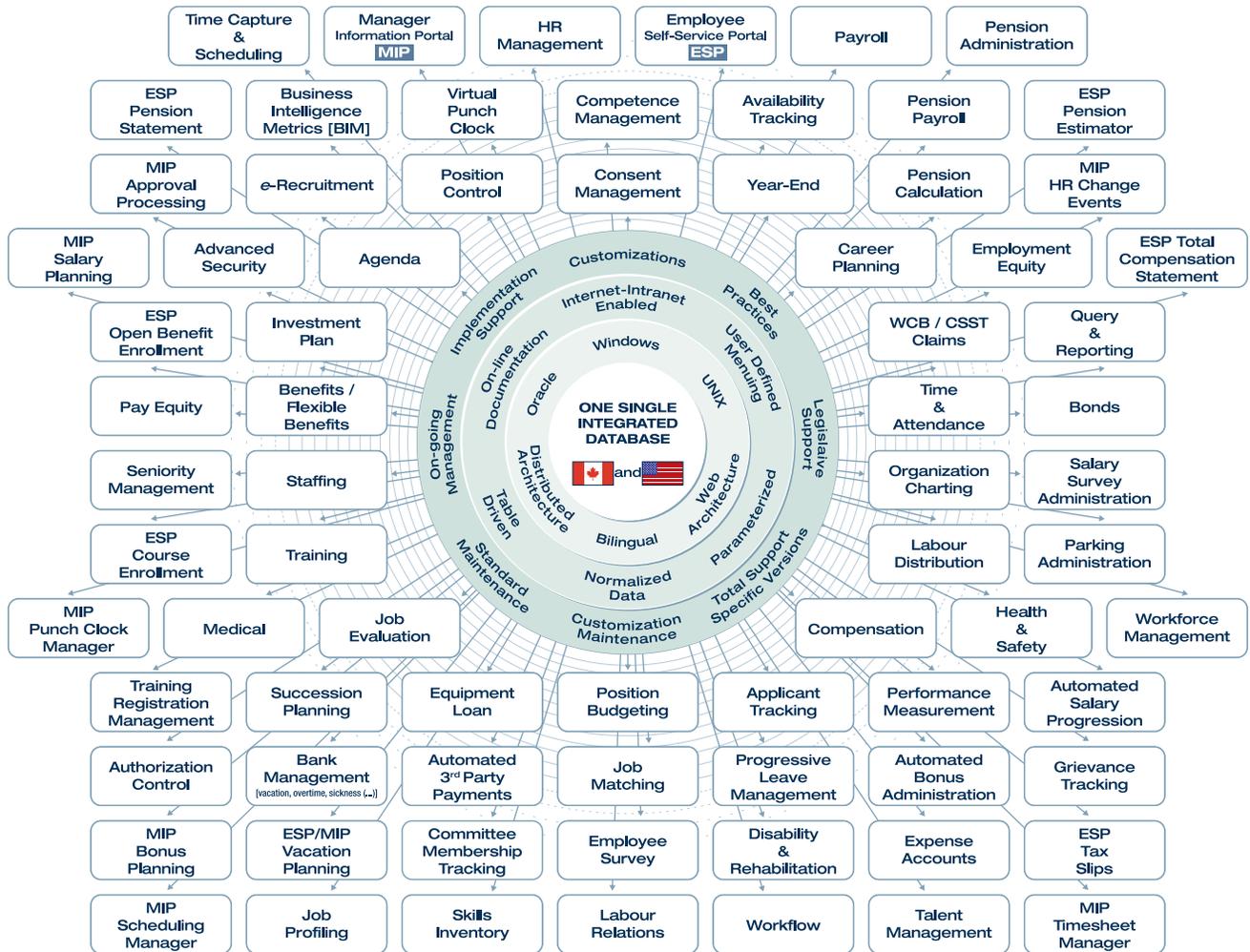
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MANAGING INTERNAL LEADERSHIP TRANSITIONS

Companies have invested considerable time and resources over the past decade to strengthen their talent management capability. It began with the looming threat of the war for talent and has insinuated itself into the fabric of organizations. Even boards have pressed management to address succession planning in a more strategic way. This trend has been good for everyone. But what if we've overlooked a critical piece of the succession planning puzzle?

Recent studies by the Institute for Executive Development (2008) suggest the failure rate of internal transfers and promotions is about 25 per cent. Considering all the work we've done to identify and develop talent, that's not encouraging.

In-depth interviews with more than 150 senior leaders globally cast some light on why internal transitions fail. The research revealed these transitions take too long and too many leaders are at risk of derailing long after organizations think they have integrated.

Six key success factors leaders need to manage were identified.

Role clarity and alignment. Everyone assumes the new leader knows what they should be doing but understanding expectations and how to deliver results is one of the biggest challenges internal transfers face.

Re-contracting relationships. Internals overlook the need to renegotiate relationships with key stakeholders and struggle to quickly gain influence.

Adapting to a sub-culture. Every team, function, level in an organization has its own culture.

Early wins. Internals ride their reputation and overlook the importance of earning credibility early on.

Accelerated learning. Just because you have been part of the organization does not mean you

know everything. There is a lot of learning to do, often at the same time as the leader is doing two jobs—their old one and the new one.

Targeted development. Many months into the new job leaders realize they lack the capabilities required to be successful. Higher-level leadership and business skills show up as consistent gaps.

What HR can do

Define the role. Before hiring someone from the outside, clearly define the role and the criteria for success.

Assess thoroughly and objectively. Most organizations use multiple assessment methods for selecting a new external hire: multiple internal interviews, psychometrics and third-party leadership assessment. In a recent poll (RHR International, 2009), only 20 per cent of HR leaders said they apply the same selection processes to both internal and external hires.

Make sure everyone is on board. Forcing someone to take a role benefits no one and if the boss does not support the decision, trouble is lurking.

Provide feedback. Your assessment process will reveal what the leader needs to develop in order to be successful in the new assignment.

Support the transition. Identify what support the leader will need to increase the likelihood of their success.

Monitor progress. Internal transfers often find themselves struggling well past the six-month mark.

Proactively managing internal leadership transitions has been a gap in talent management, but is one organizations can close. Consistently applying robust selection and onboarding practices, or putting those in place if they don't exist, can significantly increase the probability that leaders will be successful, and the succession plan will be realized. **HR**

Rebecca Schalm, PhD, RPsych, is a practice leader for RHR International in Calgary, an executive and organizational development firm.

TURNING BOTTLENECKS INTO BREAKTHROUGHS

Senior managers focused on getting work out the door may dismiss or overlook the signs of a bottleneck. They chalk it up to personality clashes and breakdowns due to changes in process, equipment or procedures. In addition, managers may not realize that what seem like minor complaints from one department are also shared by other departments that aren't speaking up. Yet underneath the surface an explosion is brewing because the bottleneck affects others up and down the line. They compensate or tolerate it until one day they just can't put up with it any more.

Be on the look out for these bottlenecks:

Authority and decision-making. Decision making authority is concentrated in the hands of too few senior players.

Information. Information needs to be shared and updated strategically across departments up and down the line to make timely decisions and alert employees to potential consequences.

Staffing and resources. Unintended bottlenecks will occur when resources aren't adequate to get the job done when demand is highest.

Problems aren't solved at the level they are first expressed

When things are going wrong in a get-it-done-right-the-first-time-and-keep-moving environment, there's an understandable tendency to look for fast solutions. When problems are solved at the level at which they are first expressed, we rarely get to the bottom of the problem's cause, much less the solution. The result is winding up at the wrong end of a bottleneck—the dreaded moment in time where demand for a product, process or service exceeds

the ability to respond. Before you know it, the blame starts flying and one department points the finger at another but the problem isn't usually a department's lack of dedication. It is often a failure to communicate clearly and be heard about what's not working, why and what could make it work better.

Take an enforced pause

You begin to shift the culture of blame to constructive, time-saving problem-solving when you embark on a "break the bottleneck" process. Starting with a bottleneck meeting, create an environment of safety by suspending the blame game and secure participation from senior managers and the CEO. Teach them tools to enable them to ask different questions and embody a mindset that sheds new light on solutions without triggering people's defenses. Some of those questions are:

- What's working and why?
- What's not working and what's the assumptive cause?
- What are we missing?
- What is your complaint and what is your request?
- How do we begin to make things work better?
- What new solution could we try?

Successful bottleneck meetings often result in improved collaboration among departments—a positive result that quickly translates to the bottom line and helps your managers build the communication intelligence skills needed to identify, resolve and prevent conflicts and work stoppages. **HR**

Nance Guilmartin specializes in increasing communication intelligence and problem prevention skills, and is the author of The Power of Pause: How to Be More Effective in a Demanding, 24/7 World.

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Dave Dinesen
Founder, President and CEO
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TEN TIPS TO CONTROL HR TECH PURCHASES

The IT department might be well meaning when it purchases a cool new employee tool and passes it along to HR to implement. Unfortunately, what is cool to IT may not be useful for HR. The IT group can help with evaluating security and the purchasers can help with the contracts, but HR should lead the way in determining needs, seeking vendors and evaluating options because it is ultimately responsible for the success or failure of the new technology. With this in mind, the following 10 tips will ensure HR is prepared to take the lead in all upcoming HR technology purchases.

- 1) Become an expert in HR technology. Keep up with legacy systems, current technology and future trends. Learn the pros and cons of each system and its vendor's performance record.
- 2) Develop an HR technology road map. Include both short- and long-term goals, a brief summary for each technology with the value and expected return on investment. Share with senior management and IT.

- 5) Network with your peers. Develop and maintain a network of HR professionals in person and online. Talk with your colleagues about technology, vendors and lessons learned.
- 6) Nurture relationships internally. Develop a good relationship with your IT department. If the IT manager likes, trusts and respects you, she's more apt to come to you first rather than dumping technology at your doorstep.
- 7) Nurture executive relationships. Develop a good relationship with your CEO and other senior leaders. They must feel confident in your skills and abilities when it comes to employee-related matters. Your CEO shouldn't consider making an HR technology decision without you.
- 8) Participate in the HR technology discussion. Use blogs or social networking sites to learn from others and share your expertise. If you don't use technology, those outside of HR assume that you are afraid of it.
- 9) Speak up. Summarize what you learn at an HR technology conference or provide a

“If the IT manager likes, trusts and respects you, she's more apt to come to you first rather than dumping technology at your doorstep.”

- 3) Start a technology cheat sheet. Keep a running list of all the vendors in the HR space, both large and small. As you hear positive feedback from peers about vendors and their products, make notes on your sheet.
- 4) Keep your ear to the ground. Listen for information on problem vendors, technology that doesn't live up to expectations and vendors struggling financially. Make notes.

write-up of your most and least favourite vendors. Talk about HR technology successes from peer companies. If executive and IT managers view you as knowledgeable, they are more likely to include you in the conversation when a vendor calls.

- 10) Be direct. Pre-empt being kept out of the loop by directly asking IT and senior managers to include you in discussions on HR/workforce programs. Provide a specific list with all types of HR programs. Be aware that some vendors may intentionally call HR-related programs something that sounds less like HR technology in order to keep HR out of the loop. **HR**

Beth Carvin is CEO of Nobscot Corporation, a global technology firm focusing on key areas of employee retention and development.



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IMPLEMENTING FLEXIBLE WORK PROGRAMS



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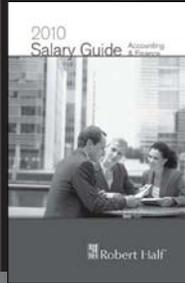
The concept of flexible work isn't new but it remains a hotly debated workplace issue. A 2010 Georgetown University Law Centre study found that 80 per cent of workers want flexible work arrangements, but 67 per cent of employers do not allow most employees to alter their start and finish times. Further, 54 per cent do not allow job sharing and 61 shun compressed work weeks.

HR Professional talked to three experts: Shawn Hall, senior communications manager at Telus; Pam Aikman, director of community and family health at Vancouver Coastal Health; and Dan Ondrack, PhD, HR management professor at Rotman School of Management about the benefits of a flexible work program, how to maximize its effectiveness and avoid common pitfalls.

Productivity

Before rolling out its Flexible Work Styles program, Telus ran a pilot with a few hundred professional employees and call-centre agents working from home offices on a full- or part-time basis and studied the impacts to the environment, morale, productivity, etc. "Productivity skyrocketed for our call-centre agents because they were working in a quieter environment and could focus on each call," says Hall. In turn, their morale and job satisfaction went up. Hall also notes the environmental impact. "Many of our employees in the pilot commute to downtown Vancouver, which is an hour each way. Taking them off the road was a major reduction in emissions," he says.

At Vancouver Coastal Health, increased productivity has also been a big benefit. "Our community-based nurses and health care workers



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no longer have to travel to the office before they go out to visit patients," says Aikman, "which means they can see more patients in a day."

Dollars and sense

The adoption of this program at Vancouver Coastal Health was born out of a need to expand. "We were looking to lease space to accommodate staff growth, which was going to cost a substantial amount," says Aikman. "We did a business case of the cost savings of reconfiguring the space and basing nursing and community health workers from home we discovered the money spent on the project would pay itself back over the course of few years by mitigating the leasing costs," says Aikman. An added bonus: by reconfiguring their office they created more meeting space and in turn saved themselves the costs of renting event space—to the tune of \$35,000 per year.

It's not just employers who see a cost savings, however. Ondrak says to consider what flex-work might mean to employees' out-of-pocket expenses. "If your employer pays for your Internet connection, you don't need to commute on transit, you don't buy coffee because you can make it, etc., you could save up to \$300 in after-tax income. The savings go up to \$360 per month for in-car commuting," says Ondrak. "That's definitely going to bolster employee satisfaction."

Roles and responsibilities

So where do you begin? Ondrak recommends analyzing all job functions and determine how each type of work gets done. After that, HR can begin policy creation and developing training programs to make the

transition, and liaising with IT and operations about facilitating the technical requirements.

All experts agree the manager's role is critical to successful implementation. "Some managers trusted their staff fully and didn't care where their team was as long as they got the right results," says Aikman. "Then we had other managers who had greater discomfort with that. As a result, we had inconsistencies. We had to shift some of the managers, who by virtue of their management style were inhibiting the success of this program," says Aikman.

With 35,000 people across eight business units and 18,000 of those eligible to work from home, Telus simplifies by leaving it up to the managers to decide who can work remotely. "They are in the best position to determine the right mix for their team," says Hall.

Pitfalls

One common pitfall is the 24/7 workday culture. Hall says that technology-induced burnout is a challenge but communication is critical to understanding where employees can draw the line. "If e-mails are flying around after hours and it's not critical, you need to impress upon staff that they don't have to respond. To that end, use a variety of communication vehicles that work for people in different business units. The technical people, who aren't at a computer all day, get a letter from the CEO that goes out online and in print every week or two," says Hall. Telus also uses Team Vision, an internal TV program, an intranet and social media tools for communication.

The other major hurdle to a flex-work program's success is worker alienation. At Telus,

managers have been specifically trained in managing remote teams and managers do site visits to make sure those lines of communications are open. It also brings its teams together once a month for in-office meetings where staff catch up on new products and services, required training and social activities. Call-centre agents have a dedicated instant messaging service to replicate the collaboration and information sharing over client concerns that happens when the agents are in the office together.

Ondrak advocates bringing people in and socializing them into the culture first before letting them fly solo, "you must lay the foundation for people to be good emissaries for the organization. After that you have to provide support and encouragement," he says.

The only emotional issue isn't connectivity, however; resentment by office-based workers can stoke the fire of discontentment. The solution, says Ondrak, lies in facing the issue. "Outline what is required of the job and where it's located at the onset—either during the transition process or initial interview," says Ondrak. "It may be that a person starts in an office based job but graduates to a work-from-home arrangement."

One final but very important consideration when changing how and where your employees work is to "engage the union and necessary labour relations staff very early on," says Aikman. "Don't forget to consider how these changes affect collective agreements." **HR**

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Tom

From: Kim Clancy [<mailto:kim.clancy@na.emcatechcanada.com>]
Sent: Wednesday, February 8, 2010 1:37 PM
To: Tom Greenwood
Subject: **Re: HR superstar needed yesterday!**

Tom,

Great to hear you're getting on board with the solar product line.

HR says after you sign off on the job spec, they'll post the position on www.hireauthoritycanada.com—it's a pipeline to the best HR talent in Canada. You'll be in business in no time.

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--
Kim Clancy, SVP Operations
EMCA Technologies Canada Inc.

*Annie
once I approve
please post*

From: Tom Greenwood [<mailto:tom.greenwood@na.emcatechcanada.com>]
Sent: Wednesday, February 8, 2010 11:53 AM
To: Kim Clancy
Subject: HR superstar needed yesterday!

Hi Kim,

I finally got the go-ahead for the solar program and have to ramp up marketing, sales, field engineering, the whole shebang.

I'm going to need a top-notch HR person for this, Kim. I'm talking about a real water-walker, able to leap tall buildings—you catch the drift? And, oh yes, how soon can I start interviewing?

--
Tom Greenwood, VP Central Region
EMCA Technologies Canada Inc.

STRATEGIC MANAGEMENT CONSULTANT AND BUSINESS SCHOOL PROFESSOR, **NICK BONTIS, PHD**, TALKS ABOUT HR'S CRUCIAL ROLE IN ORGANIZATION COLLABORATION

HR Professional caught up with Nick Bontis, PhD, at the Human Resources Professional Association's annual conference and trade show in January. The professor of strategy and knowledge management at McMaster University is a leading expert on intellectual capital and its impact on business performance. He spoke about why collaboration within organizations is essential to innovation.

HRP: How can HR facilitate collaboration?

NB: HR really needs to spend more time devoting resources to all four processes in the S.E.C.I. model as opposed to just one. S.E.C.I. is a model of how organizational knowledge is created and it stands for socialization, externalization, combination and internalization.

Socialization is the first process. Technology stops us from doing the simple things when we socialize, such as looking into someone's eyes. Really, the only people that are socializing in the company are the smokers outside. It's very important for HR to re-emphasize socialization opportunities within the organization. It becomes too easy to not put a face to someone's e-mail request and ignore it. When we communicate in person, we use so many varying degrees of emotion.

The second step, externalization, means we have to automate processes in HR so that we have it in organizational memory. This is a problem I see more in smaller organizations where one or two people are doing all the HR functions and they don't have the technological infrastructure like HRIS and PeopleSoft available to them. A huge amount of the HR knowledge is resident in that person's brain and the risk is that when they leave, that knowledge is gone. So what we have to concentrate on is getting HR people to codify what they know.

The next process is combination. This is where knowledge starts coming together. There is room for improvement here because HR sometimes doesn't get called into meetings they should be



IN A NUTSHELL

First job: By-law enforcement clerk at the City of Scarborough

Childhood ambition: Professional soccer player

Best boss and why: John Vivash, CEO of CIBC Securities Inc.; he had killer competitive instincts

Mentor: Christopher K. Bart, PhD, McMaster University, taught me about the academic lifestyle

Next move: New book coming out in late 2010 (as yet untitled), dealing with working smarter, not harder

Ideal vacation destination: Santorini, Greece

Current music selection: "Somma Mou," Notis Sfakianakis

Favourite book: *Think like a Genius* by Todd Siler

Source of inspiration: My children: Charlie, Dino and Tia Maria

Most recent thrill: Running the Olympic Torch Relay in downtown Hamilton

The best piece of advice I ever got: When your wife is happy, you will be happy

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INTERVIEW

in. Let's use the development of the company intranet as an example. The intranet is typically the domain of the IT folks. What they might do is bring in someone from finance to talk about expenditures and someone from compliance to talk about legalities, but they rarely bring in someone from HR to discuss the culture of that organization, what motivates people to share information with one another, and how this may impact the incentive and compensation structures of the firm. That's partly because HR has never expressed itself as having any IT competence, per se. If you know that technological or collaborative types of initiatives are going on in the organization, you need to put up your hand and say HR needs to be a part of this conversation.

The final step is internalization. HR plays a significant role in the dichotomy of the learning and unlearning that goes on in an organization. During the annual strategic planning process, HR should be articulating the things that didn't work in the previous fiscal cycle. Very rarely do I come across a firm that has formalized the idea of finding out what didn't work so they don't do it again.

HRP: Out of these four processes, you said that socialization is the hardest. Why?

NB: It's just too much work. If you think of externalization and combination, we all have the tools available for us to use. Internalization is easy because we do it naturally—people will always talk and we constantly internalize their feedback.

Socialization, on the other hand, takes effort because you have to take your bum out of your seat and engage with someone face-to-face. We have to get back to the old school way of talking to each other. It would clear up a lot of issues.

HRP: If HR is to be the catalyst for innovation, do we have to institutionalize more face-to-face time?

NB: Absolutely. HR can manifest this through office furniture and design, employee events and annual conferences—all three of which got shut down in many organizations in the last few years because of the financial crisis. But it's those three things that impact collaboration, socialization and rapport, which are all critical for innovation. Coming out of

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INTERVIEW

the financial crisis, we have to appreciate that we have not invested heavily in the social fabric of our organizations and HR's role is to get out the needle and start weaving that fabric together.

HRP: You mentioned the concept of unlearning. What is it exactly and why is it critical?

NB: When I was growing up, in school we learned that the one thing on earth you could see from space was the Great Wall of China. When a Chinese astronaut finally got to go up into space, he tested the hypothesis but when he looked down at earth, he couldn't see it. Why? It turns out it's not true and it's finally been invalidated.

The problem with organizations is that some of them don't test the hypothesis, and, more importantly, are so wedded to it because of some associated cost—financial, reputational, emotional—they don't want to let it go. But at some point HR has to step up and say this method or theory has been invalidated, it does not work, let's unlearn it.

HRP: How do you go about measuring what your organization needs to unlearn?

NB: That's the million dollar question. When asked this by my consulting clients, I couch the answer in terms of the strategic planning process. During that process, organizations use templates for the strategy plan and accompanying SWOT—strengths, weaknesses, opportunities, threats—analysis. They incorporate budgeting, variance and competitive analysis into that plan. I'd like to make a new supplemental section of that plan: to list what we did last year that didn't work, so we don't repeat those same mistakes.

HRP: You talked about knowledge obsolescence, can you explain what it is?

NB: Knowledge obsolescence is directly correlated to the rate of change in an industry. In some industries, software for example, the rate of obsolescence is huge. In others, such as construction, the change is not as quick. When there is a fast rate of obsolescence, HR must ensure it is adjusting its training budget to reflect that rate. If you are in a business that is going to be fundamentally changed by the conversion from the GST to the HST, for example, you need to do some extra training to compensate for the increase in the knowledge obsolescence rate and adjust the budget accordingly. **HR**



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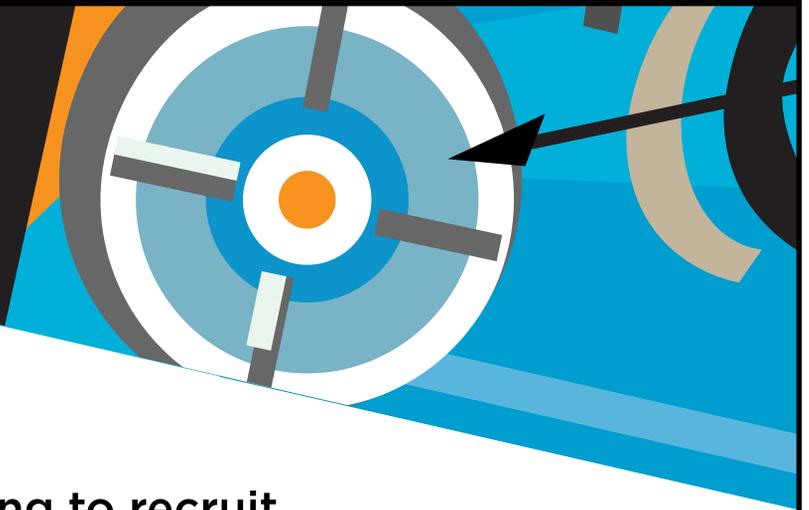
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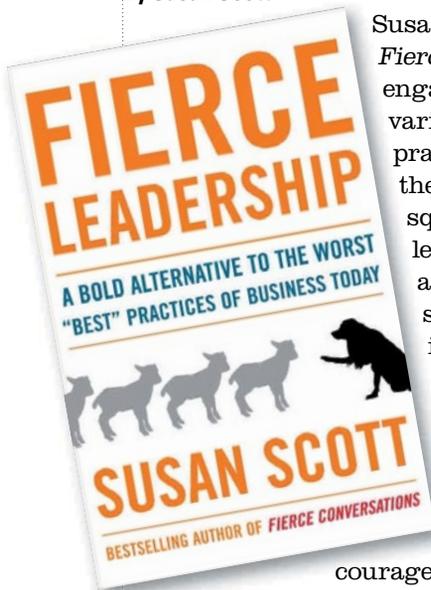


WHAT'S WORTH READING

***Fierce Leadership:
A Bold Alternative to the Worst
"Best" Practices of Business Today***

Broadway Business Press, 2009

By Susan Scott



Susan Scott's newest book, *Fierce Leadership*, is an engaging read that debunks various leadership "best practices." Scott believes the recent recession can be squarely levelled at those leaders who refused to acknowledge the true state of their companies, making the collapse look like a sudden event rather than a gradual slide. If these executives had found out what their employees

knew and had the courage to make the necessary changes, the outcomes might have been different, she argues.

“Being a fierce leader requires the capacity to connect with colleagues and customers at a deep level.”

Scott tackles six current best practices and challenges leaders to adopt a fierce leadership style. The six best practices include 360-degree feedback, hiring for smarts, accountability, employee engagement, customer centricity and legislated optimism. For each practice, Scott draws from her extensive background coaching Fortune 500 execs to illustrate how these

practices are no longer viable and provides a step-by-step process to adopt a fierce practice.

Being a fierce leader requires the capacity to connect with colleagues and customers at a deep level. Using a mixture of invitation and bullying, Scott directs leaders to listen and ask good questions. It's not helpful for leaders to simply give directions, set strategy or unleash their wrath; leaders need to have the courage to "interrogate reality" in order to find out what is actually going on and get a wide variety of perspectives from employees across the organization.

Human connectivity, says Scott, is the next frontier for exponential growth and the only sustainable competitive edge. Her book provides humorous examples of how leaders have gotten this wrong and how leaders at any level of the organization can keep human connectivity front and centre.

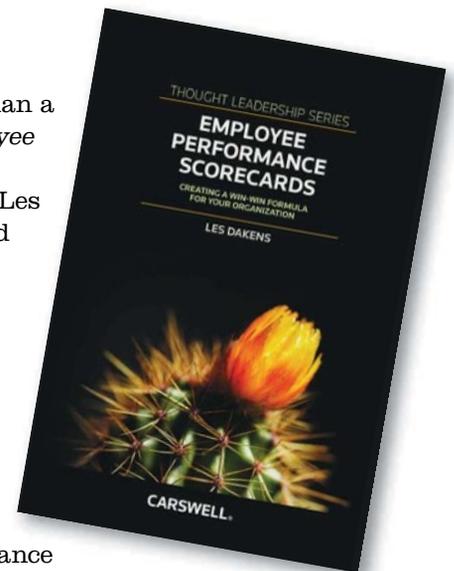
***Employee Performance
Scorecards: Creating a Win-Win
Formula For Your Organization***

Carswell, 2009

By Les Dakens

Told more as a story rather than a primer, *Employee Performance Scorecards* by Les Dakens, retired senior VP of people at CN and contributing author of *SwitchPoints*, relates the experience of the HR team implementing a new performance appraisal process for 18,000 unionized employees in a large Canadian transportation company.

Dakens takes us through the entire process from its inception by the CEO in 2005 to its delivery by the HR team one year later. Dakens outlines many of the obstacles the HR team encountered during the project, from uncovering



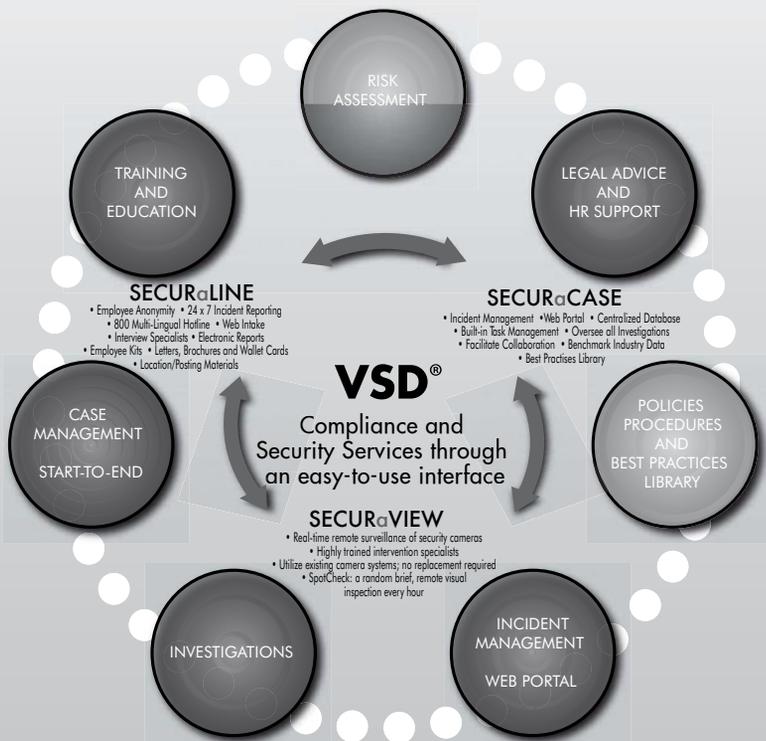


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gaps in the SAP system to managing the logistics of delivering in-person appraisals to 18,000 employees spread out across Canada and the U.S. For many employees, these appraisals were the first time they had met their supervisors in person.

Dakens is honest about the problems uncovered during this project, such as the behaviours management wanted to see and reward were not outlined at the outset, HR did not capture adequate data on supervisory lines and management had the false perception that unionized employees had little interest in their jobs or in the business.

With little more than a vision at its inception, *Employee Performance Scorecards* demonstrates that performance appraisals add value (uptake in the stock purchase plan increased to 70 per cent from 30 per cent by unionized employees) and engage unionized employees in their jobs and the business. Employees do matter and it is possible to personally engage each and every employee. **HR**



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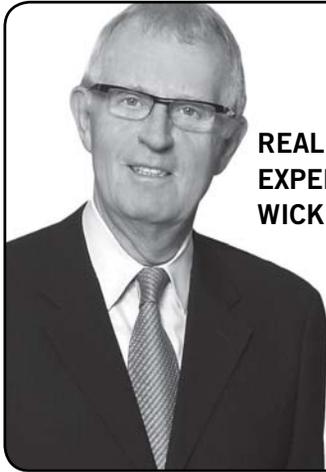
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ship development and culture change initiatives. We're constantly setting strategies and new action plans. But we seldom see anything through to completion before they launch yet another new initiative."

It's an all too common problem. HR professionals and/or the executive team implement large scale initiatives such as compensation and benefits programs and competency models, for

example, but often don't connect the programs and HR pieces together.

The heart of this disjointed and piecemeal problem is a management team bolting-on rather than building-in these initiatives to the way they manage the organization. Here are some signs of a weak management team providing disjointed or contradictory leadership:

Leadership lip service: Managers are talking about the need for the HR program but don't change how they make decisions or actually use the tools being taught to everyone else.

Management (IQ) > leadership (EQ): Top managers actually use the "hard" approaches of command and control, systems, budgets or processes while just talking about the "soft skills" of coaching, team building and supporting.

Confusing information and communication: Managers use e-mail to dump information and tell rather than having face-to-face, two-way conversations.

Cowardly conversations: Managers discourage honest feedback while avoiding tough conversations about difficult issues.

Inconsistent pruning: The management team adds more "priorities" to everyone's to-do lists

without applying the same energy to "stop-doing" lists.

Guiding your top management team

The most effective HR professionals challenge, cajole, counsel and guide their top management team. Here's how:

Balance technical, management and leadership: Many managers aren't aware of how unbalanced their focus has become or they need help changing dysfunctional habits.

Courageous conversations: Are you a model of a courageous leader who steps up to tough conversations and coaches top managers on initiating and hearing tough discussions?

Facilitate two-way communication: No one wants more e-mails in their overflowing inbox. Yet more communication is a desperate cry in every organization today. Are you perpetuating the problem?

Integrate critical organizational goals: Show how programs like performance management or succession planning need to interconnect with leadership and culture development to help the team reach its objectives.

Think holistically about HR issues: Use pain points like absenteeism, customer service levels, turnover as opportunities to help the management team dig deeper into the underlying organizational issues.

Model flexibility and adaptability: Leadership needs to be seen as action, not a position. It's what we do, not the role we're in that determines whether or not we're a leader.

Many HR professionals are good at executing the strategies and programs their top management team gives them to implement. Some are excluded from the top management team because they're seen as tactical or administrative supervisors delivering HR programs and policies. The truly strategic and highly valued HR partners coach and guide the unit, division, or organization's top manager and his or her team. Which one are you? **HR**

Jim Clemmer is a keynote speaker, workshop leader, and management team developer on practical leadership. His new book is Growing @ the Speed of Change: Your Inspirational How-To Guide For Leading Yourself and Others through Constant Change.



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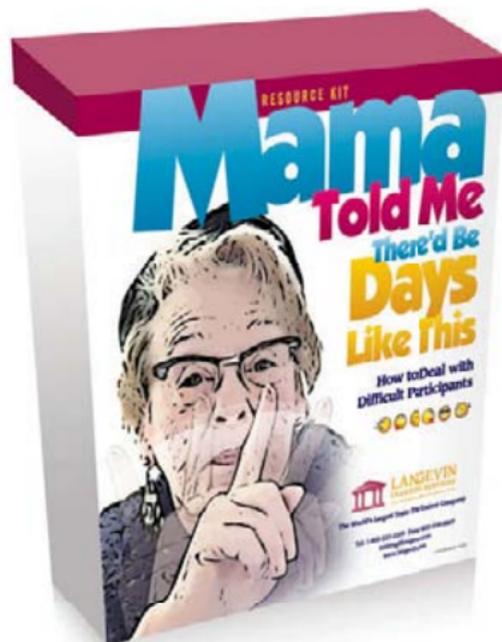
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