

HR

PROFESSIONAL

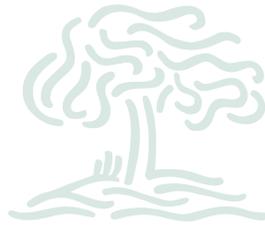


TRICKY TERMINATIONS

Avoid litigation with help from dispute resolution specialist Anthony Folan and our panel of experts

Combat union mobilization

**Special
Legal
Issue**



“We Understand.”

Like you, we think that retirees deserve to have health benefits, even when no longer working.

It's no secret that due to rising costs many companies are eliminating their post-retirement healthcare benefits. Contact us today to learn more about how we can help your retirees gain the crucial health and dental coverage they need, so they can enjoy the same type of security they enjoyed while working – all at no additional cost to you and with no administration involved. With millions of Canadians retiring in the next few years, it may be one of the smartest decisions you'll ever make.

And one more thing. When you call during regular business hours, a real human being will pick up the phone. We care enough about the healthcare insurance needs of your company and employees to answer each call personally. By helping your retirees make the right healthcare choice, you'll gain the peace of mind of knowing that after all they've done for you, you've done the right thing for them. And, your bottom line.



Toll-free at 1-800-667-0429 or 416-601-0429 in Toronto
Visit us at 4benefits.ca or email us at general@4benefits.ca

THE EXCLUSIVE PARTNER FOR GREEN SHIELD CANADA'S
PRISM® HEALTH AND DENTAL PROGRAMS

SHIELDS · O'DONNELL · MACKILLOP LLP

EMPLOYMENT AND LABOUR LAWYERS

Experience Counts.

Referrals respected and appreciated.

SHIELDS O'DONNELL MACKILLOP LLP

416.304.6400

www.djmlaw.ca

65 QUEEN STREET W, SUITE 1800, TORONTO, ONTARIO CANADA M5H 2M5

SEEKING THE ANSWER TO RETIREE BENEFITS?



PLANDIRECT™ IS THE SOLUTION

- > Guaranteed Acceptance to those with prior coverage
- > Covers pre-existing medical conditions
- > Premiums do not incur sales tax
- > No waiting periods and no lifetime maximums
- > PlanDirect Plans insured by Great-West Life

PLANDIRECT IS A LEADER IN INDIVIDUAL HEALTH AND DENTAL INSURANCE

PLANDIRECT BENEFITS HR PROFESSIONALS

- > Fix your retiree obligation costs
- > Transfer time spent on retiree administration
- > Consider a voluntary employer cost sharing arrangement

CONTACT US TODAY

Toll Free: 1.800.565.4066
www.plandirect.com

CONTENTS



VOLUME 27/NUMBER 7

OCTOBER 2010

54



FEATURES

24 Tricky Termination Guide

A five-step plan to getting the right kind of closure for everyone involved.

By Lesley Young

29 Termination Checklist

Nine essential steps to meeting the legislative requirements, avoiding costly legal mistakes and allowing employees to leave with dignity.

By Joanne Mundy

43 Interview with Nancy Lublin

Author and CEO of Do Something shows companies how to get more from the resources they have without spending money.

By Meredith Birchall-Spencer

Cover photography by Robin Wong.
Location: Old Brampton Jail, now Peel County Museum.

DEPARTMENTS

EDITOR'S LETTER 6

CONTRIBUTORS 8

LEADERSHIP MATTERS

Generation gaps 11

LEGAL

Gender diversity 18

COMPENSATION

Stock options 21

TALENT MANAGEMENT

Perfecting practice 32

FOCUS

Virtual job fairs 35

HR 101

Union mobilization 37

OFF THE SHELF

Latest book reviews 49

THE LAST WORD

Facilitate mentoring 54

UPFRONT

The latest human resources news 12



EDITOR'S LETTER

HR PROFESSIONAL

VOL. 27, NO. 7 October 2010

Editor/Publisher Meredith Birchall-Spencer
Legal Editor Malcolm MacKillop, Partner, Shields O'Donnell MacKillop LLP
Contributors Jennifer Campbell, Melissa Campeau, Lisa Evans, Annie Hsu, Duff McCutcheon, Alyson Nyiri, Jay Somerset, Stuart Stark
Project Manager Alana Place
Art & Design Emma Law
Advertising Art Allan S. Lorde
Advertising Sales Manager Wayne Jury
Advertising Sales Representatives Maria Antonation, Angela Caroyannis, Tracy Goltsman, Gordon Jackson, Cheryl Oland, Lana Taylor, Norma Walchuk

A NECESSARY EVIL

Whether it is a routine downsizing or a potentially volatile separation, terminations are a necessary evil that HR and managers must face. What's critical is to be cognoscente that for the employee, and even the employee's colleagues, the loss is likely unexpected and difficult. Perhaps most important, how you let someone go is the last thing an organization can do to leave a positive mark on the employee—and the organization's employment brand.



Unfortunately, not all terminations go smoothly with more employment relationships ending up in either mediation or court than necessary. According to David Whitten, one of our feature story experts, "If the termination is handled with sensitivity and a reasonable severance proposal is tabled earlier on, the cost and unpredictability of litigation just doesn't make sense." Whitten feels that failure "to recognize that, in absence of an enforceable severance provision

in an employment agreement, employers owe more than the statutory minimum requirements contained within provincial employment standards legislation," is the main thing employers do wrong during a termination.

For additional tips on keeping your organization from getting into hot water, see *Tricky Termination Guide*, on page 24, and a *Termination Checklist*, on page 29.

I know you can't get enough of the legal content; to fill that need, this issue's legal column tackles the issue of gender identity and human rights in the workplace, on page 18, and HR 101 focuses on how to deal with union mobilization, on page 37.

Extra articles and resources are available at HRPROMAG.com.

Enjoy the issue,

Meredith Birchall-Spencer
Meredith

HRPA

Chief Executive Officer William Greenhalgh
Director, Finance and Administration Gary Monk
Director, Professional Development Marta Pawych
Director, Marketing and Membership Chris Larsen
Director, HR Excellence Claude Balthazard, PhD
Director, Government Relations Scott Allinson

EDITORIAL ADVISORY BOARD

Françoise Morissette, MEd, PCC, OD Consultant, Faculty and Fellow Industrial Relations Centre, Queen's University
Craig Fairclough, MSc, CRSP, CHRP, CCEP, CIH, ROH, Principal Consultant, Industrial Accident Prevention Association
Mick Collins, MA, Director of Marketing, Infohrm
Graham Lowe, PhD, President, The Graham Lowe Group Inc.
MJ Ducharme, PhD, Associate Professor of HR Management, Atkinson Faculty, York University
Anil Verma, PhD, Professor, Rotman School of Management and Centre for Industrial Relations, University of Toronto
Raji Ramanan, GPHR, Director, Organizational Development, Cement Division, Lafarge North America
Steven Van Alstine, CPM, VP, Compliance Programs and Services, The Canadian Payroll Association
David E. Tyson, CHRP, Author and Consultant, Tyson & Associates Limited
Christopher Chen, LLB, Regulatory Lead, Executive Compensation, Hay Group
Daniel J. McKeown, LLB, Associate, Labour & Employment Law Practice Group, Miller Thomson LLP
Sara Laidlaw, CHRP, VP HR Ontario, ING Canada
Carol Calvert, CHRP, VP Human Resources, Navtech, Inc.
Gayle Fisher, SHRP, Chief Human Resources Officer, Ontario Securities Commission

HR PROFESSIONAL is published eight times per year for the Human Resources Professionals Association (HRPA), 2 Bloor St. West, Suite 1902, Toronto, ON, M4W 3E2, tel. 416-923-2324, toll-free 1-800-387-1311, fax 416-923-7284, email info@hrpa.ca, www.hrpa.ca. As the premier HR association in Canada, HRPA is internationally recognized and sought out for its knowledge, innovation and leadership. With more than 20,000 members in 28 chapters in Ontario, and other locations around the world, HRPA connects its membership to an unmatched range of HR information resources, events, professional development and networking opportunities.

HR Professional magazine is published by Naylor (Canada), Inc. 2 Bloor Street West, Suite 2001, Toronto, ON M4W 3E2, Tel. 1-800-665-2456 — Winnipeg or 1-800-461-4828 — Toronto, Fax 1-800-709-5551. www.naylor.com

© 2010 Human Resources Professionals Association (HRPA). All rights reserved. No part of this publication may be reproduced in a retrieval system or transmitted, in any form or by any means, without the prior written consent of HRPA or a license from Access Copyright. For a license, visit www.accesscopyright.ca or call 1-800-893-5777.

SUBSCRIPTIONS (Prices include shipping and handling) \$49 per year in Canada; \$79 per year in the United States and International.
Published articles and advertisements do not necessarily reflect the views of HRPA.
ISSN 847-9453

HRPA is proud to be a founding member of the Canadian Council of Human Resources Associations.
Published September 2010/HRP-H0710/9698



This publication is printed on recycled, FSC-certified paper stock. The polybag this magazine came in is 100 per cent recyclable.

CANADIAN PUBLICATIONS MAIL PRODUCT SALES AGREEMENT #40064978
Postage Paid at Winnipeg



**Give your employees
access to great value...
simply PARTNER
with The Personal**

The Personal has the knowledge and expertise to bring exceptional benefits to each one of your employees. They'll love the privilege of extraordinary service and savings on their home and auto insurance.

Our proven program is hassle free and no cost to you. Over 560 of Canada's leading organizations agree. It's rewarding to partner with The Personal. To find out how, give us a call now. It will be our privilege to show you how we can give your employees access to great value

1 888 246-6614
www.thepersonal.com



CONTRIBUTORS

OCTOBER 2010



DAN PARISI

Dan Parisi, executive vice-president at BTS USA, speaks about the importance of practice, afforded by business simulations, to performance results in Talent Management, on page 32.



GLORIA GEDDES

Gloria Geddes is a partner and national leader of the executive compensation group at Gowlings. She outlines the ways in which 2010 Federal budget impacts how company stock plans reward employees with shares, on page 21.



JOANNE MUNDY

Joanne Mundy, CHRP, HR/payroll advisor at HR Downloads Inc., a web-based research and advisory firm, put together a handy checklist to help you avoid costly legal mistakes when conducting terminations, on page 29.



PETER HAGERT

Peter Hagert, vice-president, human resources, for Amex Bank of Canada and Amex Canada Inc., has the last word about the importance of embedding and promoting mentorship in corporate culture, on page 54.

Group home and auto insurance

Insurance as simple as 1 · 2 · 3



for members of the Human Resources Professionals Association

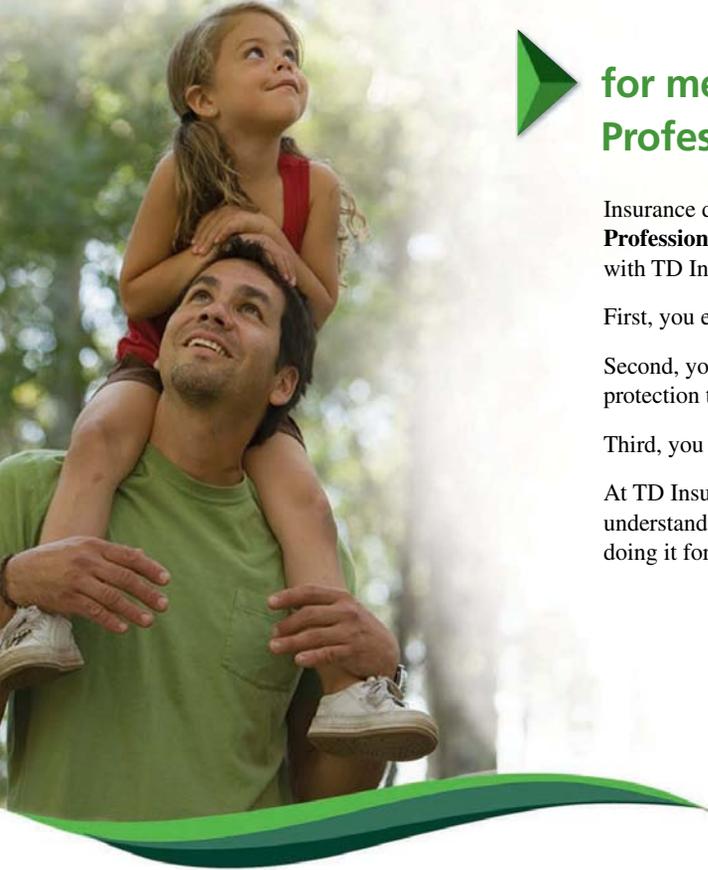
Insurance doesn't need to be complicated. As a member of the **Human Resources Professionals Association**, you deserve – and receive – special care when you deal with TD Insurance Meloche Monnex.

First, you enjoy savings through preferred group rates.

Second, you benefit from great coverage and you get the flexibility to choose the level of protection that suits your needs.¹

Third, you receive outstanding service.

At TD Insurance Meloche Monnex our goal is to make insurance easy for you to understand, so you can choose your coverage with confidence. After all, we've been doing it for 60 years!



Request a quote
and you could



WIN 1 of 2
Honda
Insight hybrids
PLUS \$3,000
for gas!
(or \$30,000
in cash)

Insurance program presented
in partnership with



Human Resources
Professionals
Association

1 866 461 5925

Monday to Friday, 8 a.m. to 8 p.m.

www.melochemonnex.com/hrpao



Insurance
Meloche Monnex

TD Insurance Meloche Monnex is the trade name of SECURITY NATIONAL INSURANCE COMPANY which also underwrites the home and auto insurance program. The program is distributed by Meloche Monnex Insurance and Financial Services Inc. in Quebec and by Meloche Monnex Financial Services Inc. in the rest of Canada.

¹ Due to provincial legislation, our auto insurance program is not offered in British Columbia, Manitoba or Saskatchewan.

² Certain conditions and restrictions may apply.

³ No purchase required. Contest ends on January 14, 2011. Total value of each prize is \$30,000 which includes the Honda Insight EX (excluding applicable taxes, preparation and transportation fees) and a \$3,000 gas voucher. Odds of winning depend on the number of eligible entries received. Skill-testing question required. Contest organized jointly with Primum Insurance Company and open to members, employees and other eligible people of all employer and professional and alumni groups who have an agreement with and are entitled to group rates from the organizers. Complete contest rules and eligibility information available at www.melochemonnex.com. Actual prize may differ from picture shown.

Honda is a trade-mark of Honda Canada Inc., which is not a participant in or a sponsor of this promotion.

Meloche Monnex is a trade-mark of Meloche Monnex Inc., used under license.

TD Insurance is a trade-mark of The Toronto-Dominion Bank, used under license.



Next Generation HR

This Fall, let Queen's University IRC professional development programs help you champion change, resolve disputes, and develop your talent.

Partnership Development

Kingston: Nov. 2-4, 2010

Negotiation Skills

Victoria: Nov. 22-26, 2010

Advanced HR

Calgary: Nov. 2-4, 2010

Developing Leadership Capacity

Kingston: Nov. 23-25, 2010

Change Management

Regina: Nov. 16-19, 2010

Organizational Design

Banff: Nov. 30-Dec. 2, 2010

To register: call toll-free 1-888-858-7838 or visit: irc.queensu.ca



**Thursday
October 28, 2010**

Radisson Hotel
Toronto East,
55 Hallcrown Place,
9:00a.m. to 4:30p.m.

ipm

Institute of Professional Management

2210-1081 Ambleside Drive, Ottawa, Ontario, K2B8C8 Tel: (613) 721-5957 Fax: (613) 721-5850 Toll Free: 1-888-441-0000

Toronto Fall Conference: **October 28, 2010**

Sessions include: *Today's Critical Issues in Employment Law, Informational Interviews – Avoiding Guilt by Investigation and Other Pitfalls, Business Emails: The Good, the Bad and the Ugly, and The HR Executive's Guide to Employee Assessments.* Register for IPM's Fall Conference in Toronto by **October 18, 2010** and pay only \$199 per person for all 4 sessions, handout materials, meals and refreshments. Register 3 participants at the same time and a 4th attends FREE!

NOTE: Special registration fee of \$199 only valid for registrations received by **Oct 18, 2010**. Visit our website for more info:

HRPA Members! Special offer valid until October 18, 2010 ... **Limited Seating!**

\$199

Details at www.workplace.ca/hrpa-conf.html

LEADERSHIP MATTERS

BY ANTOINETTE BLUNT

GENERATION GAPS—PART 1

We hear much about the demographic heft of the baby boomer generation. As boomers retire, there will be shortages of skilled workers across the work spectrum, but there are two other factors to consider: cultural and attitudinal differences between boomers and generations X and Y.

It is a slight generalization but for the most part, boomers have been a hard-working and dedicated bunch, some of them known as type As. Baby boomers, born, roughly, between 1946 and 1966, likely get this work ethic from their parents, who told them you have to work hard to be successful in life, to be committed to your job and your employer, work long hours and be there when your boss needs you. Generally, boomers crave growth, change and expansion.

around work to create a stable personal and family life.

The workers from this generation are not as invested in one company as much as they are their own career and their own career path—and are always looking for opportunities. They are willing to be mobile to get what they want out of work and life.



Meanwhile, members of gen Y—those born between 1980 and 1995—are really looking for employers who are going to help them develop themselves as professionals. This is the generation that first asks the workplace, “What can you do for me?” They are technologically savvy, well-educated and worldly, so they have high expectations and minimal experience.

This is also a generation that wants to make a difference. In addition to developing their careers, they want to contribute to society. Their perspective is more global than the boomer generation; they are interested in sustainabil-

ity and will ask questions about the company’s environmental policies and priorities.

Clearly, there is merit and value in every generation. But because of these differences in work ethic, there is potential for conflict in the workplace. It is important for HR to understand the generational differences at play in your company, but to also understand what they can do for you. If we step back and ask how we can work better together, we can probably leverage the values from each of the various generations to create a better company.

How? Stay tuned for Part 2 in the November/December issue. **HR**

“But because of these differences in work ethic, there is potential for conflict in the workplace.”

They are competitive and loyal. They respect authority but require mutual respect from that authority. What many did not see coming was the impact of this work ethic on their family structure and personal lives.

By contrast, members of generations X and Y have completely different attitudes about work.

Gen X, those born between 1967 and 1979, are the children of workaholic parents. They are self-reliant, individualistic and determined to maintain a workplace balance. Their workaholic parents had social problems—they saw that their parents had difficulty sustaining personal and family relationships, and while they acknowledge that work is a big part of who they are and what they do, they also set limits

Antoinette Blunt is the chair of HRPA’s board of directors.



official restaurant

NOBODY CAN DO IT LIKE McDONALD'S CAN

THE 1970S McDONALD'S ADVERTISING SLOGAN RINGS TRUE FOR THE LONDON 2012 OLYMPIC COMMITTEE. THEY APPOINTED THE FAST-FOOD CHAIN AS THEIR VOLUNTEER SUPPORT PARTNER TO HELP RECRUIT AND TRAIN THE 70,000 PEOPLE REQUIRED TO HELP STAGE THE SUMMER GAMES.

LORD SEBASTIAN COE, THE LONDON 2012 CHAIRMAN, TOLD THE MEDIA THAT THE CHAIN WAS CHOSEN BECAUSE OF ITS PRE-EMINENCE IN THE FIELD OF SERVICE TRAINING AND RETENTION.

THE VOLUNTEERS WILL OFFICIALLY BE CALLED "GAMES MAKERS" AND WILL BEGIN THEIR TRAINING IN EARLY 2012, LARGELY IN McDONALD'S OWN UNIVERSITY IN LONDON. ACCORDING TO PEOPLE MANAGEMENT MAGAZINE, THE COMPANY CURRENTLY SPENDS £30 MILLION PER YEAR ON TRAINING FOR ITS 80,000 PERSON WORKFORCE.

Source: People Management

HR ACADEMIC AWARDS

The Human Resources Research Institute (HRRI) awarded two national awards for the best Canadian Masters thesis and PhD dissertation in HR.

The Masters thesis award, \$2,000 cash prize and HRPA student membership, was given to **Guillaume C.F. Pain** from the John Molson School of Business at Concordia University. His thesis, "Organizational Learning: Bridging Theory to Practice" explored the gap that exists between organizational learning (OL) theory and OL practices replicated in the workplace.

The PhD dissertation award, \$4,000 and HRPA student membership, went to **James O'Brien** from Ivey School of Business at University of Western Ontario. "Selection Interviewer Validity and Leniency" investigated



Human
Resources
Research
Institute

the performance of selection interviewers and the effect the individual's judgment had on the information gathered and evaluated about interview subjects.

HRRI funds evidence-based research with practical applications for HR professionals in order to advance HR thought leadership.

For more information or to donate to the program, visit Hrpa.ca/hrri.

A GLOBAL STUDY OF 12,500 WORKERS REVEALS ONLY TWO-THIRDS MAXIMIZE THEIR VACATION TIME.

REUTERS REPORTS THAT THE FRENCH TAKE MOST ADVANTAGE OF THEIR VACATION—89 PER CENT USE UP ALL THEIR DAYS—WHILE JAPANESE WORKERS ARE LEAST LIKELY, WITH ONLY 33 PER CENT TAKING ALL THEIR TIME OFF.

ON AVERAGE THE FRENCH GET 37 DAYS OF PAID VACATION TIME ANNUALLY AND THE JAPANESE RECEIVE 25 DAYS. CANADIAN EMPLOYEES AVERAGE 26 DAYS, ACCORDING TO WORLD TOURISM ORGANIZATION.



LOW-SKILL JOBS CAN CARRY HIGHER SUICIDE RISK



An 11-year study of 2.1 million Canadians conducted by Toronto's Institute for Work & Health identified elevated suicide rates among men in the following

occupations: nursing; farming; library, museum or archival sciences; sports and recreation; motor transport; heavy equipment operating and construction trades.

Women commit suicide far less often than men and only two occupations were found to put them at risk: office machine or related equipment operation and "other service" jobs.

The good news is that these toxic occupations only comprise approximately 10 per cent of the total workforce.

Furthermore, several other occupations were identified as having "protective effects" against suicide in men, including management and administration, mathematics, systems analysis, architect, engineer, community planner, elementary school teacher and commodities trader (equivalent occupations for women were not identified).

Source: *Ottawa Citizen*

Canadian Leaders

MORE ACCOUNTABLE FOR ENGAGEMENT THAN U.S.

Right Management, a workforce solutions provider, analyzed online responses from more than 450 senior human resources professionals in both countries and found a gap between U.S. and Canadian managers to the question:

Does your organization hold leaders accountable for engagement?

	U.S. Mgrs	Canadian Mgrs
Yes, consistently	18%	28%
Sometimes, but not formally	46%	47%
No	33%	18%
I don't know	3%	5%

"Many organizations do not have formal programs to identify and promote leaders that can foster strong engagement among staff," says Right Management vice-president and national practice leader, Dr. Henryk Krajewski. "Yet we know from current research that inspirational leadership plays a key role in creating meaning for employees, and leads directly to organization performance."

Source: *Right Management*

97

SNITCH LINE FOR CONSTRUCTION SITES

ONTARIO HAS SET UP A SNITCH LINE TO REPORT UNSAFE JOBS SITES IN RESPONSE TO LAST DECEMBER'S TRAGEDY INVOLVING A SCAFFOLDING ACCIDENT THAT KILLED FOUR TORONTO—AREA WORKERS.

THE ANONYMOUS, TRANSLATED TIP LINE, 1-877-202-0008, WILL HELP DIRECT THE PROVINCE'S HEALTH AND SAFETY INSPECTORS TO DANGEROUS JOB SITES.

ACCORDING TO MINISTRY OF LABOUR STATISTICS, 97 ONTARIO CONSTRUCTION WORKERS WERE KILLED ON THE JOB WHILE ANOTHER 999 WERE SERIOUSLY INJURED BETWEEN 2005 AND 2009.

Source: *Torstar News Service*

UPFRONT

BY THE NUMBERS | HEALTH | ETHICS

BEST EMPLOYERS TORONTO

HERE IS A ROUNDUP OF THE TOP 10 BEST EMPLOYERS IN THE GREATER TORONTO AREA, ACCORDING TO HEWITT ASSOCIATES AND QUEENS UNIVERSITY SCHOOL OF BUSINESS. THESE WERE DRAWN FROM A LIST OF MORE THAN 250 ORGANIZATIONS WHO PARTICIPATED IN THE BEST EMPLOYERS IN CANADA AND BEST SMALL AND MEDIUM EMPLOYERS IN CANADA STUDIES.

1. BOOTY CAMP
2. FITNESS INC.
3. PCL CONSTRUCTORS INC.
4. ELLISDON CORPORATION
5. CISCO SYSTEMS CANADA
6. BENNETT JONES LLP
7. RL SOLUTIONS
8. WESTJET
9. JTI-MACDONALD CORP
10. GIBRALTAR SOLUTIONS

Source: Hewitt Associates



MAKE YOUR STEPS COUNT

It's no secret that healthy employees equal high returns: up to 11 per cent higher revenue and 1.8 fewer days absent per employee according to a 2009-10 survey by Towers Watson.

We also know that getting employees to eat well and exercise is critical to preventing illness and disease. Helping you to help them make the leap from idea to action is Steps Count. Based in Deep River, Ont., the company specializes in health promotion resources. Unlike other pedometers that might miscalculate when tilted forward—which happens on larger waistbands—the Piezo pedometer counts every step down to each

second you are active and doesn't require any calibration or set up. It also has a six digit bilingual display, auto shut off, replaceable battery and loss-prevention strap. But it's the company's website that makes the program effective. LogYourSteps.com is an interactive platform that enables users to set up goals, chart progress, create and map routes; not to mention, set up team challenges and compare progress with other challenge participants, which can be an effective teambuilder as well.

Individual units are \$16 or packages with 36 pedometers are \$540; both include access to the web portal.

For more info, visit Stepscount.com.

U.S. Registry for Lecherous Bosses

eBossWatch.com, a Las Vegas-based website that allows people to anonymously rate their bosses online, has launched a national sexual harassment registry in the U.S. listing individuals who have been accused of sexual harassment in the workplace. It was designed to enable users to search the registry and determine if their future boss or colleagues have been involved in harassing behaviour in the past. Unlike eBossWatch, which allows users to input information, the registry is compiled from existing press reports and court documents. As most of these cases are settled out of court, this allows employees an opportunity to protect themselves. As of press time the registry is not available in Canada.

Source: The Globe and Mail





Want another great reason to attend the HRPA 2011 Annual Conference and Trade Show?

Leonard Brody

Entrepreneur and Technology Futurist

Turn trends to your advantage.

Let keynote speaker Leonard Brody show you how.

Technology and business strategist Leonard Brody knows more about leadership, competition and innovation than anyone in his weight class. The next decade will be tumultuous – Brody will show you how to capitalize on the upheaval.



Human Resources
Professionals
Association

February 2 - 4, 2011
Metro Toronto Convention Centre
South Building

**HRPA
2011**

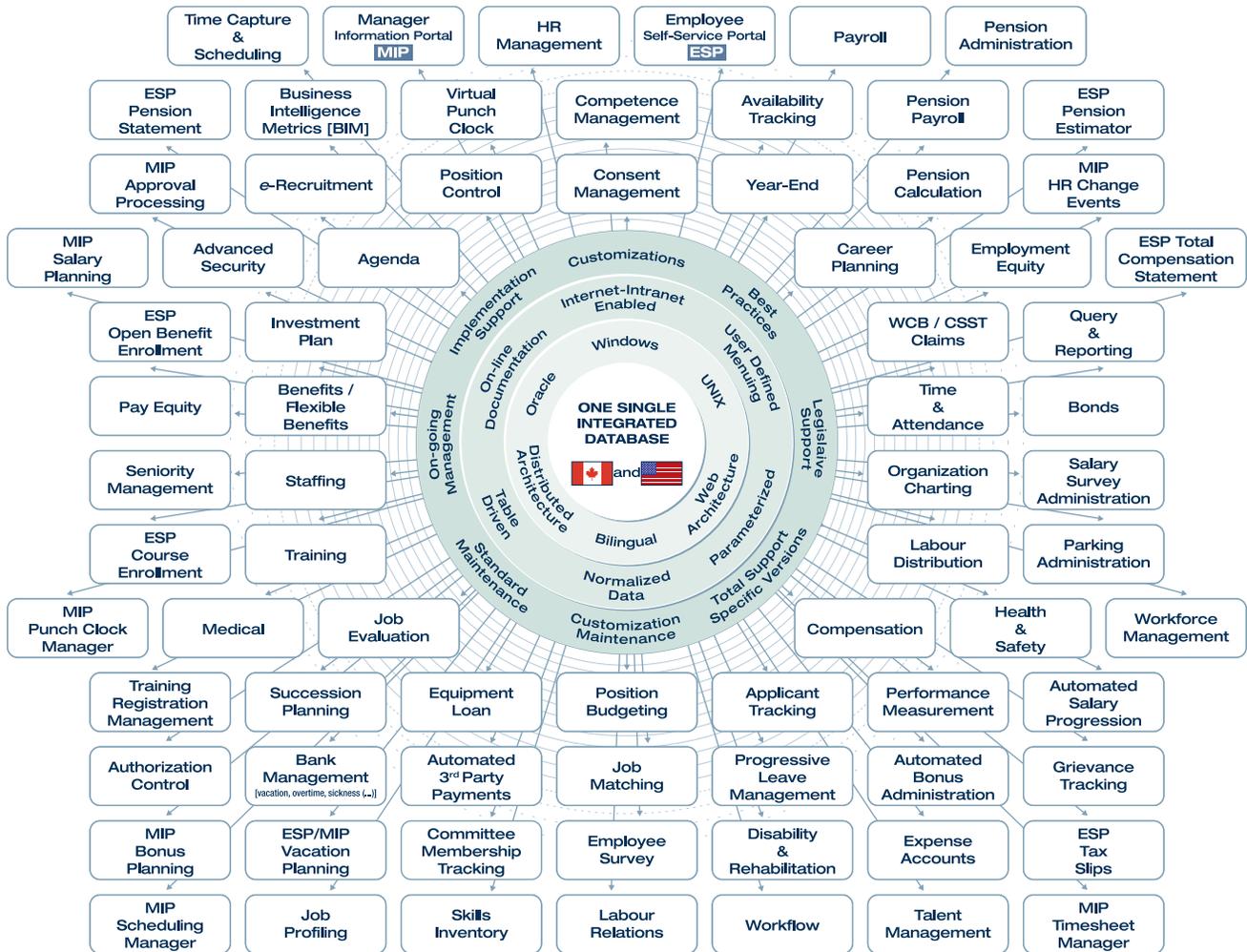
**Annual Conference
and Trade Show**

Early Bird Registration Ends Midnight, Oct 14
www.hrpa.ca/hrconf1



INTEGRATED SYSTEM

- ▶ Human Resources
- ▶ Payroll
- ▶ Time Capture & Scheduling
- ▶ Pension
- ▶ Talent Management
- ▶ Self-Service Portals



THE SOLUTION FOR LARGE CORPORATIONS!

Call Richard Rousseau at (450) 979-4646 www.dlgl.com



Since 1980...
"We do nothing else..."



I'VE HEARD THAT

70%

OF CANADIAN
EMPLOYERS WANT TO
MAINTAIN OR IMPROVE
EMPLOYEE BENEFITS.*



WE CAN HELP YOU CROSS THAT BRIDGE

Our employee benefits experts can help you build a solid foundation for your employees. So they can keep you on the side of success. Because, like you, we understand that employee benefits can benefit us all.

For more information on how our products and services can help you build a better benefit plan for your employees, call Desjardins Financial Security, one of Canada's leading insurance companies with over 100 years of experience.

Desjardins Financial Security is a member of the Desjardins Group, which has nearly \$160 billion in assets.

desjardinsfinancialsecurity.com/solutions

Group Insurance

1-800-263-9641

Group Retirement Savings

1-866-565-3145



Desjardins
Financial Security®

Money working for people

* 70% of Canadian companies intend to maintain or improve their employee benefits, especially during a recession.
Source: Health is Cool! A 2009 survey by Desjardins Financial Security.

Life, health, retirement

GENDER IDENTITY AND THE WORKPLACE

If an employee advised you of their plans for gender transition, would you know how to respond?

As awareness of the diversity of gender identity and expression has grown over the last few decades, the visibility of transgender, transsexual, transitioned, intersexed, cross-dressing or gender non-conforming people (collectively referred to as “trans people”) has grown as well. As a result, gender diversity has increased within the workplace. Taking appropriate measures can avoid unnecessary distractions and liability and provide a productive and positive work environment.

HUMAN RIGHTS

Human rights and employment cases from across Canada make it clear that gender identity is included under the grounds of sex in federal and provincial human rights legislation. This means that employees are to be treated in accordance with the individual’s inherent sense and expression of their own gender identity.

Washroom and change room use

The case law, as well as the Ontario Human Rights Commission Policy on discrimination and harassment because of gender identity, confirms that trans people have the legal right to use washrooms and change rooms appropriate to their gender identity irrespective of the sex assigned to them at birth.

Transition-related accommodations

Employers are required to accommodate a trans employee in the event that the employee requires leave for transition related or other medically necessary care.

Customer or co-worker preference is not a defence to a human rights complaint, and trans employees should not be removed from customer-facing positions or have other changes to their job duties imposed upon them, unless requested by the employee.

Records and privacy

HR records should be updated to reflect a trans employee’s gender identity, chosen name and

preferred pronoun use, subject to the few need-to-know situations where there may be an explicit legal requirement to use the person’s registered name if it differs from their chosen name.

HR POLICIES AND GENDER TRANSITION GUIDELINES

Incorporating gender identity-related provisions in HR policies will help an employer meet its legal obligations and maintain workplace productivity and cohesion. In particular, “gender identity and gender expression” should be explicitly included in non-discrimination policies and referenced in recruitment materials. As well, dress codes should be gender neutral and applied uniformly.

When an employer is unprepared for an employee’s gender transition, it is difficult to know what to expect to ensure that best practices are followed. Gender identity content should be included in diversity training initiatives, regardless of whether or not an employer has an openly trans employee. Gender transition guidelines should be put in place in the event that an employee does transition within the workplace. These guidelines should include specific protocols that address issues such as identification, washroom use, a plan for internal and external communication regarding the employee’s transition and maintenance of the privacy of an employee’s personal information.

Human rights, employment standards and occupational health and safety legislation establish an employer’s obligation to provide a safe workplace that is free from discrimination and harassment. Failure to treat seriously an employee’s complaints and conduct a proper investigation of an employee’s discrimination, harassment or workplace bullying concerns can expose an employer to liability. Proactive monitoring and open communication can help prevent the creation of a poisoned workplace. **HR**

N. Nicole Nussbaum is an employment, human rights and family lawyer in London, Ont., with a focus on transgender law issues.

KROLL



Global Reach. Local Expertise.

An evolving global economy demands a background screening partner with worldwide capabilities, so you can get crucial information on your candidates no matter where they've lived. But you also need insight from locally-based professionals who understand the particular challenges of background screening in Canada. Working with Kroll means you never have to sacrifice one for the other.

We cover the world from our Canadian headquarters.

Even seasonal workers can pose a threat to your organization. Kroll's affordable background checks can help protect you from unnecessary risks like employee theft.



HUMBER

The Business School

HUMAN RESOURCES MANAGEMENT

BACHELOR OF APPLIED BUSINESS

A 4-year business degree that will
launch your career in the influential
world of Human Resources.

Become:

Human Resources Manager

Labour Relations Officer

Training Co-ordinator

Compensation Analyst

Health & Safety Specialist

Benefits Administrator

Apply now!

**be
more**



business.humber.ca

RECENT CHANGES TO TAX TREATMENT OF STOCK OPTIONS

Stock awards can be an essential component in executive recruitment and retention. Changes announced in the 2010 federal budget may impact a company's existing stock options or other plans that reward executives and other employees with shares.

Stock option cash-outs

Before budget 2010, exercising the right to cash-out employee stock options could be a win-win situation for employers and employees. A cash-out right is sometimes provided in the form of a stock appreciation right (SAR) issued in tandem with a stock option. In lieu of exercising the options and acquiring shares, the employee exercises the tandem SAR and takes a cash

Existing stock-option plans and agreements do not have to be amended and the election of the employer will not have to be made, as long as employees in all cases exercise options and acquire shares. If there are existing SARs in a stock-option plan or agreement, the employer will have to either elect not to take any deduction in respect of each option holder; or inform option holders that the stock-option deduction is not available if they exercise the SAR. There is no provision for a blanket election for all option holders, and the employer will have to determine whether to forego the deduction with respect to each individual holder's options. The employer must file the election with Canada Revenue Agency and provide evidence of the election to the employee. The employee will file

that evidence with his or her income tax return for the year in which the employee claims a one-half deduction of the SAR benefit.

In a takeover bid, it is common to provide for a cash-out mechanism by adding a surrender right to existing option agreements. The company that is the subject of the takeover bid should file the election at the time this surrender right is added to preserve the stock

option deduction for employees who surrender options for a cash payment.

Withholding and remittance requirements

Everyone paying amounts of "salary, wages or other remuneration" has an obligation to withhold and remit tax from those amounts. Stock-option benefits and other benefits settled in shares are included in remuneration and are subject to withholding tax. As a practical matter, tax can only be deducted from cash amounts. In the past, CRA has provided administrative relief when withholding from the stock-option benefit is impossible (because the issuance of shares is the only form of remuneration) or additional with-

“Changes introduced in the budget now require the employer to choose between it and the employee as to who will ‘lose’ a tax deduction.”

payment equal to the difference between the exercise price and the share value. Provided it is the employee's right to choose between taking cash or shares, and certain other conditions are met, the employee could deduct one-half of the SAR benefit resulting in capital gains-equivalent treatment and the employer could deduct the cash outlay as an employment expense.

Changes introduced in the budget now require the employer to choose between it and the employee as to who will “lose” a tax deduction. Employers concerned about relationships with their employees will most likely choose to forego the employer deduction on the exercise of a SAR so their employees are not negatively impacted.

COMPENSATION

“Everyone paying amounts of **salary**, **wages** or other remuneration has an **obligation** to withhold and **remit tax** from those amounts.”



To find out more, visit shops.ca/hrpro.



Give them a whole mall this holiday season.

What better way to say 'thanks' than with a Cadillac Fairview **shop! card** gift card. Accepted at premier Cadillac Fairview shopping centres across Canada, this beautifully packaged gift card is easy to purchase and offers unlimited choice in a big and bold way. Give them to employees. Give them to clients. Give them to suppliers. And don't forget to pick up more **shop! card** gift cards throughout the year. It's the gift that never stops motivating.

holding from normal salary could create hardship.

Budget 2010 introduced measures that make it clear, starting in 2011, CRA will no longer be able to apply its administrative position to relieve employers from the obligation to withhold and remit tax on the issuance of shares, other than shares issued on the exercise of options granted by a Canadian-controlled private corporation.

For shares issued to employees by public corporations, the employer must remit the applicable withholding tax on the benefit. Provided certain conditions are met, the employee may deduct one-half of the benefit and receive capital gains –equivalent treatment. The employer is then able to take that into account in determining the applicable tax rate of withholding tax.

For shares that are listed, the most efficient way to collect and remit the required withholding tax is to arrange for a sale by a broker, on behalf of the employee, of a portion of the shares sufficient to cover the withholding tax. An amount equal to the withholding tax will be delivered to the employer out of the proceeds of the sale, to satisfy the employer's remittance obligations. **HR**

Gloria Geddes is a partner and tax office group leader at Gowlings in Toronto, and the national leader of the Executive Compensation Group.

RECRUITING >> HIRING >> BENEFITS >> PAYROLL >> REPORTING >> COMPENSATION >> RETIREMENT



UltiPro[®]

**From recruitment
to retirement,
and everything
in between.**

Find out more at ultimatesoftware.com
or call us at **800.432.1729**.

Choose the true end-to-end solution for strategic HR, payroll, and talent management: UltiPro from Ultimate Software. UltiPro delivers a comprehensive suite of powerful business tools for human resources, recruiting, onboarding, performance management, salary planning, benefits, payroll, analytics, and more. All built around a human capital management portal that provides self-service convenience to people at every level of the organization.

 **Ultimate Software**
ULTIPRO[®]

TRICKY TERMINATION

A five-step plan to getting the right kind of closure BY LESLEY YOUNG

JOHN SMITH* WAS ALL SET to return to his place of work after a 12-month disability leave for mental health conditions. Smith, who valued his employment, generally felt he was untouchable. After all, the known gun collector had threatened and bullied workers in the past (he also has a criminal record for domestic abuse).

Shortly before his planned return, Smith forwarded an email to a third party confirming he didn't anticipate any problems on his first day because he planned to return to work with his gun. The email was forwarded to the company's branch manager, who contacted human resources. Together, with the assistance of Integral HR Solutions, the decision was made to terminate Smith's employment.

From there on out, says Anthony Folan, president of the human resources consulting firm that assisted with the termination, every detail of the process was planned. The offsite location was booked. The RCMP was contacted and remained on standby. A local security team was hired. The company's Employee Assistance Plan (EAP) provider agreed to provide onsite support after the termination interview.

**Name has been changed.*

In order to get Smith to the location, he was told he needed to meet with the regional vice-president before his return. Folan was in the room when the termination interview took place. Everyone was quite nervous, but as it turned out, Smith accepted his generous severance package without any drastic emotional response. "Once the situation was diffused, Smith responded appropriately. He was open to career transition advice."

Obviously, this kind of potentially volatile termination does not occur every day. For most organizations, the trickiest terminations are often those that are not as meticulously planned for—the poor-performance termination that lacks documentation, the firing of an employee who has human rights protected characteristics, the impulse fire. In fact, most volatile terminations can be avoided altogether, contends David Law, partner at Gowlings' Ottawa office. "Where problems arise and result in messy terminations is where there isn't frankness, clarity and maintenance of the employment relationship in the first place," says Law.

Because you will face all kinds of termination situations—some more predictable than other—we've

put together a guide that covers all the areas HR can control.

STEP 1

THINK PRENUP

The best advice Law offers employers involves putting protective measures in place when employer and employee first meet. "When you hire someone, make sure there is a contract that specifically lays out the terms of a termination, with or without cause, the provisions and what it will cost," says Law. "Having that locked in has a hugely positive effect down the road." He says that more employers are relying on hiring contracts that specify what will happen when there is a parting of ways, however most do not. Of course, the piece of paper might not stick in court, but as long as the terms are fair (consult a lawyer), the courts will likely look on it favourably, he says.

STEP 2

TEND TO THE RELATIONSHIP

Folan often receives calls from companies who want to let someone go but lack supporting documentation. This is one of the trickiest termination situations, according to Law: a longstanding underperforming

TIP THE COURTS ARE GENERALLY WEIGHTED TOWARD THE EMPLOYEE AS THEY SEE AN IMBALANCE OF POWER BETWEEN HIRING PARTIES AND INDIVIDUALS. "IN FACT THAT RELATIONSHIP JUST GETS MORE UNEVEN OVER TIME, AS THE COURTS PERCEIVE THE INDIVIDUAL HAS LOST TIME ON THE MARKET, AND BECOME MORE EXPENSIVE," SAYS LAW.

GUIDE

“For most organizations, the trickiest terminations are often those that are not as meticulously planned for.”

TIP CONDUCT HONEST PERFORMANCE REVIEWS. FAILURE TO CONDUCT PERFORMANCE REVIEWS, OR DOING PERFORMANCE REVIEWS THAT DON'T ADDRESS PROBLEMS, IS REMARKABLY COMMON, ACCORDING TO LAW. "IF YOU'RE NOT REVIEWING PERFORMANCE HONESTLY, YOU ARE NOT SHOWING DUE DILIGENCE," HE SAYS.

ANTHONY FOLAN IN FRONT OF
THE PEEL COUNTY COURTHOUSE
PHOTOGRAPHY BY ROBIN WONG



With the Hbc Gift Card, no two rewards are alike.



This holiday season, make it unique, make it memorable and make everyone on the team feel like one in a million with an Hbc Gift Card. The very best in holiday rewards and incentives, the Hbc Gift Card offers everyone in your organization the chance to choose from over 1 million products at more than 400 locations of the Hudson's Bay Company's family of stores. Cards are reloadable and can be personalized and customized with one-of-a-kind images and messages, making every card special.

Don't forget to order your Hbc Gift Cards before December 15th to ensure delivery by the 23rd!

Call: **1-866-461-2323**
Visit: **HbcCards.com**



SAMPLE TERMINATION SCRIPT

Coaching the terminating manager is paramount. Scripting helps ensure a successful dialogue.

MESSAGE

"Margaret, I have some difficult news for you. As of today, your employment with ABC Company is being terminated."

REASON

"The reorganization of this department has caused your position to be deleted."

OR "Our future direction requires people with skills different from yours."

OR "As we have discussed, this is just not working out." (BUT don't be drawn into a discussion of job performance.)

SUPPORT

"To support you in your transition to another employment opportunity, we are (or the company is) giving you a lump sum payment of \$XX,000," (or "salary continuance for XX months").

"To assist you in making the transition to a new employment opportunity, we have made available the services of a career management consultant or EAP representative. INSERT NAME from INSERT COMPANY is here to meet with you now."

"The details of your severance package are in this letter (in sealed envelope). Once you've had a chance to read it thoroughly, you may have some questions. Please give me or INSERT NAME from human resources a call."

LOGISTICS

"I need to ask you not to return to your office (branch, desk) today. I will be notifying your staff/colleagues of your leaving COMPANY NAME when I meet with them this afternoon. You may arrange with me or INSERT NAME, from HR, to pick up your personal belongings after business hours sometime over the next few days."

"Now I have to ask you to give me your keys, security pass, [list of other company property]."

THANKS

Stand up, hand them the letter. Look them in the eye and shake hands.

"I want to thank you for your contribution to INSERT COMPANY during your time with us. And I wish you well."

"Now, I'm going to introduce you to a career management consultant/EAP representative."

Information provided by Margaret Maich, vice-president, consulting at KWA Partners.

employee whose limitations have never been constructively addressed by an organization. "If you haven't done the actual work for tending to a relationship, it is very difficult to show cause for ending the relationship." Indeed, "for cause" terminations are the "capital punishment" of employment law, says David Whitten, employment lawyer with Whitten & Lublin LLP in Toronto. In other words, the onus is on the employer to prove just cause, and the bar is set quite high by the courts, he explains.

Law recalls one tricky termination for an employer who believed, but lacked proof, that an employee was an alcoholic. "I told the client that we couldn't assume she was drinking." Despite a warning from the employer, she continued to exhibit signs. He advised the company to write a pleading (not threatening) letter to the employee, indicating that the organization was concerned she had a drinking problem, but that it would

TIP WHEN IN DOUBT, IT'S WISE TO CONSULT A LAWYER, CONTEND BOTH LAW AND WHITTEN. WHILE THIS ADVICE MAY BE COMING FROM BIASED SOURCES, LAW SAYS: "WHAT MAKES FOR DIFFICULT TERMINATIONS IS WHERE THE PARTIES HAVE NOT DONE ANYTHING TO SCOPE OUT WHAT WILL HAPPEN WHEN THERE IS A TERMINATION. THE WORST CASES ARE THE ONES WHERE THERE IS NO PREDICTABLE OUTCOME."

work with her if she had medical evidence to support a diagnosis of alcoholism and sought out medical treatment. "That kind of approach is the one that works best with people, especially in situations that involve health or disability problems. And it is the one that will persuade the courts [should a dismissal suit result] that the employer extended assistance as far as can be asked." Sadly, the employee did not seek help, and she was terminated without difficulty.

STEP 3

KNOW WHAT YOU'RE IN FOR

While for cause is the trickiest termination to prove in court,

without-cause terminations (the most common) can be rife with landmines. The courts tend to see older workers as more vulnerable, says Law, because it is harder for them to find new work. Similarly, employees with any characteristics protected by human rights law (pregnant, disabled, visible minorities, etc.) require extra consideration before termination. Too often employers avoid terminating these kinds of employees for fear that they might make a human rights claim, which is not a good idea either. As long as there is a "pure" business decision for the termination, including a decision-making matrix for layoffs, for example, supported by a criteria for selection that might involve job functions, the termination will be difficult to challenge, says Law.

TIP HR PRACTITIONERS NEED TO BE A LOT MORE THOROUGH IN THEIR SCREENING PROCESS WHEN HIRING WITH THE ARRIVAL OF ONTARIO'S WORKPLACE VIOLENCE AND HARASSMENT LAW, BILL 168, INCLUDING PERFORMING CRIMINAL CHECKS FOR VIOLENT PASTS, SAYS DAVID WHITTEN, EMPLOYMENT LAWYER WITH WHITTEN & LUBLIN LLP IN TORONTO. TO LEARN MORE ABOUT BILL 168, CHECK OUT <http://tinyurl.com/29kftgn>.



YOUR BEST MOVE WHEN DOING BUSINESS IN ATLANTIC CANADA

STEWART MCKELVEY

When results count.

To access our *Doing Business in Atlantic Canada* publication, please visit www.smss.com/corporate

SMSS.COM

CHARLOTTETOWN

FREDERICTON

HALIFAX

MONCTON

SAINT JOHN

ST. JOHN'S

STEP 4

PREPARE FOR EVERYTHING

HR has to plan for a termination from the employee's point of view, and build a protective cocoon around the individual to make the event as easy as possible, says Margaret Maich, vice-president, consulting, KWA Partners in Toronto. This includes considering:

Location. If you are terminating an employee who has the potential

to be violent, or as Folan says, lacks emotional maturity, consider organizing the interview offsite.

Timing. Avoid any special occasions, says Whitten, who also recommends conducting terminations early in the week so there is enough time for the individual to seek out professional advice (as opposed to stewing all weekend). If it is onsite, do it before the workday starts, says Folan, to minimize disruption to other employees and, again, allow the terminated individual to get help that day, if necessary.

Support. If the individual becomes emotional, don't leave

the room. The best approach is to remain silent, says Maich. She suggests asking whether you can call someone for the individual. It's at this point that EAP assistance is helpful to have on standby, she says. They're the next phase of support, which includes career-transition advice that can give the departing employee a sense of hope.

Exit. A lot of organizations fail to think about how the just-fired employee will leave the building. In the exit interview, ask them to pick up their personal belongings immediately, and arrange a time outside of business hours for them to clean out their desk a few days

TERMINATION CHECKLIST

Nine essential steps to meeting the legislative requirements, avoiding costly legal mistakes and allowing employees to leave with dignity BY JOANNE MUNDY

 **PREPARE THE TERMINATION LETTER**

Even if the letter is signed by the employee's direct manager, it should be reviewed by the human resources representative and/or senior management before the termination meeting to ensure fairness and consistency.

Contents:

- Statement of the reason for the termination. Reference what may have been the final or culminating incident and the date of the most recent disciplinary letter, if applicable
- Effective date
- Details and conditions of any termination or pay in lieu of notice. Include appropriate severance pay, vacation pay, benefits entitlement and any other payments to be added or withheld from the final cheque

 **DECIDE ON THE METHOD OF PAYMENT**

Severance can be paid out as one lump sum or as payment over a period of time at the employee's normal pay period rate. Companies normally pay out any termination pay along with final pay and vacation owing within five days of the termination date.

Severance may be paid out after the employee accepts the proposed offer and agrees in writing not to sue for wrongful dismissal.

 **DETERMINE THE NOTICE PERIOD**

According to employment standards legislation, you are required to provide employees with appropriate notice of termination or payment in lieu of notice, usually based on an employee's tenure with the organization. However, under common law, management employees are entitled to more than the statutory minimums depending on age, length of service and the position held.

 **CALCULATE VACATION PAY**

Vacation pay and benefits continue regardless of whether the employee is paid out or works through the notice period but not for any severance payments. Any vacation time accrued or vacation pay owing must be paid at the same time as the employee's final cheque. It cannot be withheld pending receipt of a signed release.

Continued on page 31.

later. “Make sure you cut off security access shortly after the interview, but not before,” says Law.

Survivors. Avoid any unnecessary ill will by communicating the news to the existing employees as soon as the terminated employee is off the premises, says Maich. Ignoring the impact on others—which often includes anger and guilt among former colleagues—can result in messy termination fallout.

STEP 5

BRIEF THE TERMINATING MANAGER

A termination usually goes off the rails with the terminating man-

ager, says Maich. “They are either not properly prepared, think they have the script nailed and don’t, or they decide to go off plan.” She recalls one manager who ran into an unsuspecting employee he was all set to fire later that morning in the hallway. The manager got caught up in a friendly conversation, felt guilty and ended up telling the employee right then and there in the hall. “Of course the individual was terribly upset, and taken off-guard. And there was nowhere private for him to express himself, nor was the support team on hand,” says Maich.

Folan says the terminating manager should always be the one to carry out the interview, having been carefully counselled by human resources in advance of

the interview. “Firing someone is one of the worst things a supervisor will ever have to do. That’s why preparation is critical.” He adds that HR needs to ensure the manager understands the rationale for the decision, because if they are not on board, it will show. HR should be in the room (there should always be a witness present). “It should be no longer than a four- or five-minute explanation, short and concise,” adds Folan. (See sidebar, Sample Termination Script, page 27.)

“People are the best ambassadors of your organization,” says Maich. “How you let someone go is really the last thing an organization can do to leave a positive mark.” **HR**

Lesley Young is a freelance writer based in Newmarket, Ont.



TIP

IT IS IMPORTANT TO HAVE THE TERMINATION LETTER AND PACKAGE DETAILS IN THE INTERVIEW, BUT NOT TO FORCE THE EMPLOYEE TO SIGN IT AT THAT TIME, SAYS WHITTEN. INSTRUCT THEM TO TAKE IT HOME AND REVIEW IT, OTHERWISE YOU ARE INVITING DEBATE. “THE COURTS COULD SET ASIDE A RELEASE IF THEY FEEL THE PERSON DIDN’T FULLY UNDERSTAND WHAT HE OR SHE WAS SIGNING,” SAYS WHITTEN.

Dealing With Difficult People Workshop

“I would recommend this course to any HR Professional!”
Susan Broniek, HR, Toral Cast Precision Technologies, Mississauga

Agree to ~~Disagree~~

How can you:

- manage strong emotions?
- confront without provoking?
- deliver difficult messages powerfully?

Acquire the tools to handle difficult people and difficult conversations with skill and confidence.

3-day Dealing With Difficult People Workshop
Toronto: Oct. 13-15, 2010 or Feb. 2-4, 2011

Featuring the Myers-Briggs Type Indicator-Step II®

Visit our website for Alternative Dispute Resolution and Negotiation training.

www.dealingwithdifficultpeople.ca
800.318.9741 | contact@adr.ca

STITT
FELD
HANDY
GROUP

EXPECT
SUCCESS



30 CHRP recertification
points by HRPATM

✓ ESTABLISH AMOUNT OF SEVERANCE PAY

Severance entitlement is outlined in the employment standards legislation. It can be offered as a lump sum amount or as a payroll continuance.

✓ OFFER OUTPLACEMENT SERVICES

Usually offered to released employees in senior positions, or in group terminations. Services typically include onsite termination support, career counseling, skills analyses, resumé and interview preparation, job search and job placement assistance.

✓ OBTAIN SIGNED RELEASE OR WAIVER

When offering a severance package, it should be accompanied by a release or waiver that the employee must sign and return by a certain date before payment is processed. Encourage the employee to review the package and seek legal advice before signing. If you accept an executed release during the termination

meeting, the employee may later argue that he/she was pressured into signing it.

✓ PROVIDE RECORD OF EMPLOYMENT

You must provide a record of employment (ROE) to the employee within five days of termination. The ROE reason code should correspond with the reason for termination explained to the employee in the termination meeting or in the written letter.

✓ SUPPLY REFERENCE LETTER

Providing the employee with a reference letter may offer reassurance that the company will not try to hinder future job searches. Although most companies limit the release of information during reference checks to dates of employment, job titles and duties, a reference letter shows goodwill when the employee is being terminated without cause.

Joanne Mundy is an HR/payroll advisor at HR Downloads Inc.



BRINGING THE BEST PAYROLL JOBS & THE BEST CANDIDATES TOGETHER

Visit today and see why CPA's JobConnect™ is the authoritative career resource for the Canadian payroll profession.



For more information, visit
www.payroll.ca, under **JobConnect**.



IMPROVE PERFORMANCE THROUGH PRACTICE

Olympic athletes, pro sports teams and members of the military's special forces all strive to achieve the highest levels of human performance. Winning requires not only innate talent but enormous amounts of focused practice.

In business, time is rarely set aside for practice. Employees are expected to be in performance mode 100 per cent of the time. Even when a company's senior executive team completely shifts the company's strategy, opportunities for practice are rarely created. Instead, employees are expected to step into roles with little more preparation than viewing a PowerPoint presentation. Imagine what would happen if a professional sports coach put a basketball player in the game without the opportunity to practice with the team?

“Winning requires not only innate talent but enormous amounts of focused practice.”

Innovative leaders are taking a page from the playbook of elite performers and turning to business simulations and rigorous practice techniques as a way to accelerate their employees' transitions into new roles, align employees to the strategy and enhance the skills and capabilities required to deliver results.

Business simulations can drive business insight and change behaviour by providing a realistic approximation of the business environment. Simulations enable participants to experience:

- How behaviour and action fit into the larger business strategy;
- Define the characteristics of the new behaviours;
- Identify what situations will require the new behaviours;
- Learn what is important, to whom, and in what circumstances;
- How behaviours impact different aspects of the initiative.

Case study: Autodesk

In 2009, Autodesk, an engineering and entertainment software developer, set out to change the mindset of its value-added resellers (VARs), the group responsible for 90 per cent of the company's billions of dollars in sales.

In order to successfully execute the new sales strategy, Autodesk VARs had to learn to focus on solving a customer's business challenge and avoid tactical selling based on application feature sets.

Autodesk found that the traditional approach of broadcasting the strategy to the channel via PowerPoint presentations and memos was not achieving the desired results. Instead, they invested in a business simulation that would enable their 1,900 reseller partners to practice a more powerful and effective sales approach.

Becoming the customer

Autodesk worked with BTS Group, a strategy execution consultancy, to develop a customized computer simulation that let the sales force and resellers practice running an industrial machinery manufacturing company.

The simulation began with the sales force and resellers taking on the role of CEO at a potential Autodesk client. The resellers were then forced to wrestle with the decisions the customer would have to make.

After running the customer company through a three-year simulation, the VARs switched back to their sales roles. They then called on the company and the executives whom they had played in the simulation and used their expanded knowledge of the client's strategic issues to better position Autodesk's software solutions in the context of helping customers win in the marketplace.

In the end, the simulation of the industrial machinery manufacturing company enabled participants to develop a deep understanding of the business drivers for the customer, which resulted in meeting many of the project's goals. **HR**

Dan Parisi is executive vice-president at BTS USA.

WWW.HRSUMMITAWARDS.COM



CELEBRATE HR EXCELLENCE

2011 HR Summit Awards - CALLING ALL HR VISIONARIES

SHOW THE WORLD WHAT YOUR HR TEAM HAS ACCOMPLISHED!

The HR Summit Awards are open to all HR professionals and HR Teams from across Canada whose benchmark practices have made their organizations top employers. Submit your nominations for your chance to showcase the human resources visionaries in your organization.

Nominations Submission Deadline: October 15

The HR Summit Awards will culminate in a gala evening on February 1, 2011 in the South Building of the Metro Toronto Convention Centre. To purchase tickets for the Gala, visit www.hrsummitawards.com

Award Categories

- Toronto Star HR Professional of the Year Award
- Carswell HR Rising Star Award
- Workopolis Innovation in Employment Branding Award
- Rogers Communications Innovation in Total Rewards Award
- Corporate Social Responsibility Award
- TD Insurance Meloche Monnex Corporate Governance and Strategic Leadership Award
- Overall Talent Management Award
- Right Management HR Academic of the Year Award
- Grand & Toy Employer Champion of IEP Award
- HR Challenge Award

Sponsors



Awards Provided by

TIFFANY & CO.

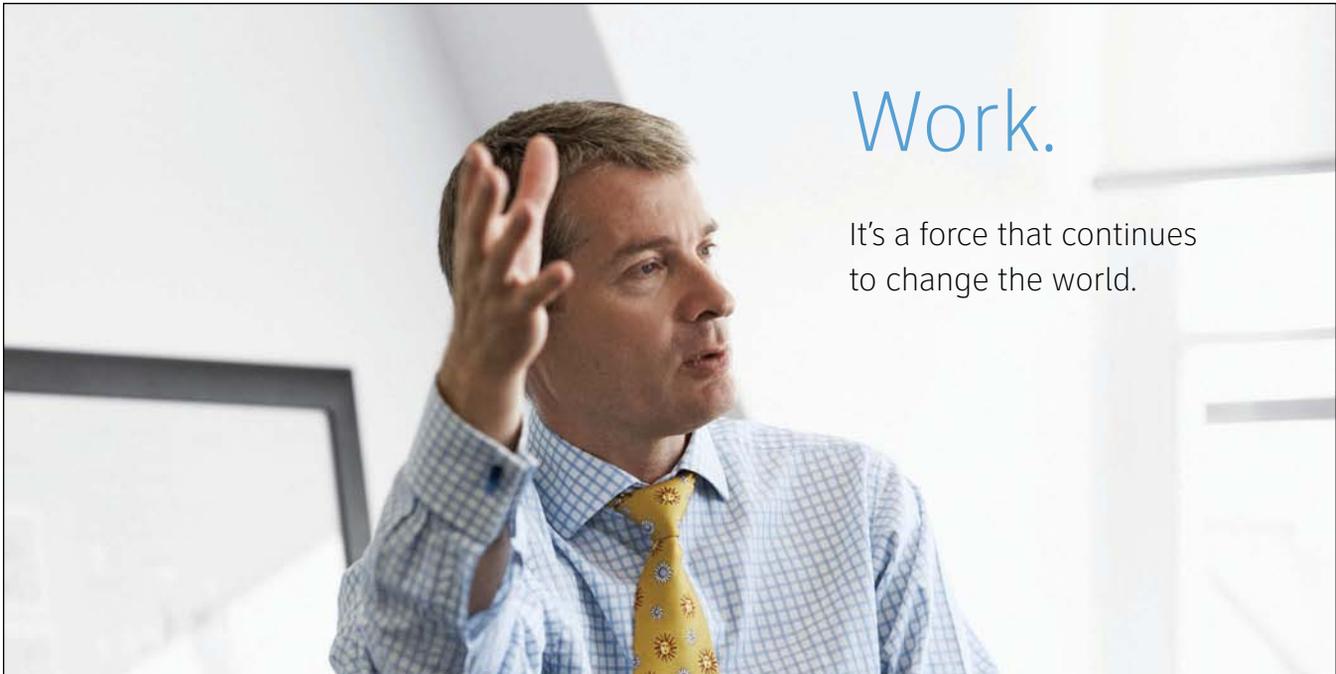
Reception Sponsor



Presented by



HRReporter CANADIAN



Work.

It's a force that continues to change the world.

Powerful forces are at work around the world today. Forcing employers to ask some difficult questions of their talent strategy. Right Management can help your company keep pace by making sure your talent strategy aligns with your business strategy. Get this right, and it can accelerate performance throughout your organization. The world of work is changing. Is your company ready? Sample our thinking on the subject at Right.com/work

RIGHT MANAGEMENT
A MANPOWER COMPANY
Business & Talent. Aligned.



► Are your employees prepared?

“ We feel incredibly proud of our workplace education program at Glades. By upgrading skills, employees feel ready for new challenges and are always willing to learn. Plus we've seen increased productivity, efficiencies in health and safety practices and a major return on our investment. It's a win-win situation. ”

– Anna Ordinelli, Administrator, Glades Lodge Long Term Care Centre, Halifax NS

literacy 54 skills 2 ability 38

competitive achieve

ABC
LifeLiteracyCanada

Connect with resources to help you empower your employees, increase your competitive advantage and create a more vibrant and engaged workforce.

Contact ABC Life Literacy Canada at abclifeliteracy.ca for more information.

ESSENTIAL SKILLS | WORKPLACE EDUCATION | KNOWLEDGE ECONOMY

REALIZING THE POTENTIAL OF VIRTUAL EVENTS

If your company is fortunate enough to be hiring, it may be time to embrace a burgeoning new human resources tool that not only will save you money and time, but can help attract and educate a far more professionally and geographically diverse range of candidates than a traditional recruitment event ever could.

Virtual job fairs and expos typically recreate the environment of a live event online, combining the latest technology in webcasting, instant messaging (IM), video streaming, webinars and avatar graphics to simulate the elements of an in-person job fair or HR training event. By removing the need to rent and then travel to a convention centre or other venue—not to mention the cost of food, printed materials, support staff and entertainment—virtual job fairs can save a company up to 90 per cent in event costs and create an opportunity for the event to be more than five times larger than was possible before.

yielded a long list of qualified candidates who wound up becoming valued employees,” says Kettie Lawton, a human resources director based in Southern California.

Virtual jobs fairs can also increase attendance versus real world events. The multiple varies by the event, marketing, etc., but overall, it appears that the attendance is about 180 per cent of the physical, because it often attracts a wider audience, and at less cost.

Benefits of virtual job fairs:

- Prescreen/prequalify all applicants with a “virtual badge” registration system;
- Acquire detailed attendee contact information;
- Attract and interview applicants regardless of their physical location;
- Make as simple or as ambitious as you like;
- Track and report booth attendance;
- Access reports in real-time that list which candidates posted applications for available positions, status of those applications is and who the candidate interacted with (via IM or virtual business card exchange);
- Feature listings on job boards;
- Have candidates upload profile information (e.g., work history, skills, certifications) and drop-off resumés;
- Direct candidates to breakout rooms with live or recorded sessions;
- Host social gatherings, whether one-on-one or in a group setting;
- Easily distribute training and company literature (e.g., sales sheets, whitepapers, videos and PowerPoint presentations);
- Allow attendees to choose their text language preference;
- Host virtual seminars where participants can ask questions via text or audio and the host can track attendance and time in rooms. **HR**

“Virtual job fairs can save a company up to 90% in event costs and create an opportunity for the event to be over five times larger than was possible before.”

As with traditional job fairs, virtual recruitment events can be created on behalf of a single company seeking qualified candidates or a group of HR executives taking part in a multi-company event.

Virtual events also offer a means to effectively train employees in any location around the world at a significantly reduced cost, providing easily accessible information with no language barrier. Telecom New Zealand and Mercer Global Investment are two organizations utilizing virtual capabilities for their employee training needs.

“My experience with virtual job fairs has saved my company considerable expense and time, and

Steve Strickland is president, CEO and founder of Expos2, a global provider of virtual tradeshows.

Fraudster Caught Impersonating in Multiple Professions.

A woman with a long history of defrauding schools and hospitals is being sought by the RCMP for impersonating a nurse at an Alberta hospital. **The woman, who has committed multiple frauds in both Canada and the US, was convicted in 2006 of illegally working as a nurse** at an Ontario hospital, and was fired from a Calgary school for **impersonating a teacher**; she recently applied at an Ontario school, but thankfully was not offered the position based on negative references from the school in Calgary.

It is likely that her former employers did not conduct thorough pre-employment checks as her forged ID would have raised red flags, her employment verifications would have revealed her fraud, and an education verification would have shown that she did not hold a nursing or teaching degree.

A thorough background check would have safeguarded her employers and eliminated the liability of employing an unlicensed worker.

% Red Flagged by BackCheck:



Criminal Record Check

- > Protect your employees, customers and shareholders.
- > Results by next business day.

Identity Cross-Check

- > Credit bureaus collect name, address, employment and alias information about candidates. This information is cross-referenced with details provided by candidates on their consent forms.

Employment Verification

- > Information sourced directly from Payroll and HR records.
- > All information obtained is cross-referenced with the candidate's resumé claims.

Education Verification

- > Information sourced directly from Registrar and Student Records.
- > We know how, when and who to contact for timely results.

Reference Check

- > A consistent, auditable, high quality process.
- > Extended business hours decrease turnaround time.
- > Eliminates interviewer bias.

Credit Bureau Inquiry

- > Reveal financial pressures - "Desperate people may do desperate things."
- > Result by next business day.

BackCheck combines World-class People, Scalable Processes, and Secure Technology to deliver fast, high quality results.

RESPONDING TO UNION MOBILIZATION



ILLUSTRATION BY MICHAEL EDDENDEN

When employees engage in a union drive, an organization is entering a minefield of complex legal and communication issues. One miscalculated move could leave an organization facing a public relations nightmare.

Several high-profile cases of union mobilizations in Canada have made headlines during the past decade. Most notorious was the 2005 closing of a Wal-Mart store in Jonquiere, Que., a month after employees unionized. Wal-Mart management claimed they could no longer operate the store in an efficient and profitable manner. Union representatives disputed this claim

and called the closure “a gross infraction of labour practice.”

Just one year later, Sears management found itself in hot water after terminating 100 workers at a Belleville, Ont., distribution plant. Sears claimed the employees were let go due to restructuring but the union said the terminations were a reprisal for the workers’ efforts to unionize.

Clearly, HR has a critical role to play in determining how an organization responds to a union drive. Not only is HR a key element in an organization’s ability to negotiate with a union, it is instrumental in preventing the conditions that could lead to unionization down the road.



Kim Evans
Vice President and
General Manager
Calgary

When your employees
don't understand their
employer-sponsored
retirement plan,
who is at risk?

You are.

T · E · W E A L T H
E SUCCESSFUL WEALTH STRATEGIES SINCE 1972
Vancouver · Calgary · Toronto · Montreal · St. John's

To learn more about how T.E. Wealth
is helping employers, please visit
www.tewealth.com

Professional Master of Industrial Relations

SCHOOL OF POLICY STUDIES



A part-time program for professionals in
Labour Relations, Human Resources
Management and Organizational Development

Queen's PMIR Advantages:

- A multidisciplinary program that provides relevant, practical and leading-edge knowledge that can be applied immediately to the workplace
- Core courses in Human Resources Management, Organizational Theory and Design, Labour Law, and Labour Relations
- An advanced and innovative educational experience with faculty who are leading scholars and prominent policy advisors
- Accomplished and diverse group of colleagues
- A flexible class schedule that allows students to combine full-time work with part-time graduate studies



For more information please visit www.queensu.ca/sps/pmir
or call (613) 533-6000 x. 79029

Union mobilization

Kathryn Meehan, an employment lawyer with Hicks Morley in Waterloo, Ont., outlines several legal pitfalls for an employer during a union organizing drive.

“There are restrictions on the speech and conduct of an employer during an organizing drive,” she says. The *Labour Relations Act* states that employers must “avoid using coercion, intimidation, threats, promises or undue influence to interfere with the formation or selection of a union or the representation of employees by a union.” If an employer violates the act, the penalties can be steep: the Labour Relations Board then has the authority to order a new vote or even certify the union without a vote.

And don't think they won't. This has happened in the past when an employer has: dismissed a key union supporter; made threats regarding employee job security if the workforce unionized (even threatening to shut down the company) and implemented a significant wage increase just prior to the vote.

Detecting vulnerability

According to Kunle Akingbola, manager, HR best practices, retention and recruitment at Toronto Rehabilitation Institute, issues with pay, problematic working conditions, job security, workload and safety, ineffective performance management and a lack of employee engagement are among the factors that might bring about a union drive.

Early detection of employee dissatisfaction can be key to turning things around.

“If HR managers become aware of dissatisfaction within the organization, they should address it in a timely fashion,” says Meehan. “Clear communication with the employees early on is preferred, rather than allowing issues to fester and worsen.”

Fostering a positive culture

Brian Mullen, former human resources director for Hamilton steelmaker Arcelor Mittal Dofasco points out that despite two or three union organizing efforts over the past 35 years, the company remains without a union. “In



We Navigate Barriers

At Sherrard Kuzz we know that even the best laid plans can sometimes hit a road block. When they do, we work with our clients to get them to where they want to go.

That takes much more than an understanding of labour or employment law; it takes focus, creativity and commitment.

Most of all it takes an understanding of how our clients do business.

It's how we do business.

Main 416.603.0700
24 Hour 416.420.0738



www.sherrardkuzz.com

HR 101

one case, efforts were made to organize a smaller unit [of the workforce] while most recently there was a drive to organize plant-wide,” he says. “In the first case, it failed because the application was not approved by the ministry and employees did not pursue

it. In the most recent case, the employees indicated to the union organizers that there was no interest and the drive was cancelled by the union.” Most importantly, he says, “In both cases it was the employees who made the decision not to pursue.”

“Ultimately,” says Mullen, “it’s the choice of employees to decide whether they want or need a union to represent them. In general, it’s the organization’s environment that determines that need or want.”

Dofasco’s HR practices have included offering competitive wages and benefits, profit sharing and employee involvement in business planning. Mullen adds that recreation facilities, the annual Christmas party and other progressive initiatives have helped Dofasco to develop a family atmosphere and positive relationship with employees.

Meehan agrees that proactive HR measures can go a long way toward avoiding conditions that favour a unionization drive—measures that could include compensation surveys and town-hall meetings to discuss issues in an open forum.

Akingbola, too, underscores the importance of fostering a culture of communication and transparency. “Let employees know what is going on in the organization, both good news and bad news,” he says. “Minimize surprises and the disruptive role of the grapevine.”

“HR must show initiative, leadership and be ahead of the curve in implementing systems and practices that foster engagement at all levels of the organization,” says Akingbola. Most importantly, he says, HR must listen carefully when employees speak. “Sound communication, plus transparency and effective performance management build trust,” he says, “which could make a significant difference in the decision to unionize.” **HR**

Melissa Campeau is a Toronto-based freelance writer.



workperks®

It's not about rewards...it's about helping all of your staff save money — every day!

With employees just like yours, we have grown to become Canada's leading provider of private, fully-managed employee discount programs. With a WorkPerks® program, your employees will have access to a huge range of discounts from over 500 national companies and local businesses.

Whether you have 10 or 100,000 employees, visit us online to learn why some of Canada's leading companies are using an innovative WorkPerks® program to cost-effectively enhance their overall benefits and help employees save money — every day.

We're picking up perks everywhere.

www.venngo.com/hrpro

WorkPerks® is a registered trademark of Venngo Inc.

venngo

Currency EvolvedSM



Cowrie shells served as money during China's Shang dynasty.



Used for 75 years, the tetradrachma first appeared in 165 B.C.



Modern Canadian currency has transparent and holographic treatments.



In 2000, incentive pioneers introduced prepaid cards for payments.

Embrace change and your people will too.

American Express Incentive Services is now Intelispend Prepaid Solutions.TM And this transformation is about more than a name. It represents our renewed dedication to helping change people's behavior.

Whether your challenge is employee retention or engagement or a multi-generational workforce, we'll help you find a reward solution beyond the obvious. Visit intelispend.com for details.

IntelispendTM
Prepaid Solutions

The mark, American Express, marks containing "American Express", and abbreviations of such marks (i.e. Amex, AEIS, AE, etc.) are trademarks of an affiliate of American Express Company and are used under limited license while American Express Incentive Services, L.L.C. and AEIS Canada, U.L.C. ("AEIS Companies") change their corporate names and rebrand. The AEIS Companies are now subsidiaries or affiliated companies of Maritz Holdings Inc. (formerly Maritz, Inc.) and neither American Express Company nor its subsidiaries hold any ownership interest in the AEIS Companies.

FALL 2010

ONE DAY

CONFERENCES

These one-day events provide an in-depth analysis of trends, best practices, challenges and strategies.



HR Law Conference

New Laws, New Issues, New Strategies

October 21, 2010

Metro Toronto Convention Centre

Now in its 19th year, this is the must-attend law event for HR professionals. Join Canada's top employment lawyers to learn what your organization NEEDS to know about Bill 168 (Ontario's new workplace violence legislation), human rights law, protecting company confidentiality, wrongful dismissal changes and more.

HR Strategy Conference

Enabling Business Success

November 9, 2010

HRPA Education Centre

Smart organizations understand that a well-designed and implemented human resources strategy enables overall business success. Join HRPA to learn how to develop, implement, align and track HR strategy that drives innovation and growth.

Diversity Conference

The Talent Case for Inclusion

November 18, 2010

Metro Toronto Convention Centre

A diverse and inclusive workplace means talent that mirrors your customers and clients and a corporate culture that attracts the best and brightest from all different backgrounds and cultures. Join Canada's diversity leaders to learn how to develop and capitalize on the talent potential of an inclusive workplace.

Register today: <http://www.hrpa.ca/odcfall>

The Human Resources Professionals Association (HRPA) is Canada's HR thought leader with more than 19,000 members in 28 chapters across Ontario. It connects its membership to an unmatched range of HR information resources, events, professional development and networking opportunities and annually hosts the world's second largest HR conference. In Ontario, HRPA issues the Certified Human Resources Professional (CHRP) designation, the national standard for excellence in human resources management and the Senior Human Resources Professional (SHRP) designation, reserved for high-impact HR leaders. www.hrpa.ca



HRPA

INTERVIEW

BY MEREDITH BIRCHALL-SPENCER

NANCY LUBLIN, CEO OF DO SOMETHING, SHOWS COMPANIES HOW TO GET MORE FROM THE RESOURCES THEY HAVE WITHOUT SPENDING MONEY

We'd like to learn how to do more with less right? At most organizations it wasn't until recently that this went from desirable to imperative in all initiatives.

Now instead of not-for-profits learning a thing or two from big business, the not-for-profit sector can teach big business something about tackling problems with less resources—people, time and money. And who better to do the schooling than Nancy Lublin, author of *Zilch: The Power of Zero in Business*, and CEO of Do Something, a youth volunteering organization she has revolutionized since taking it over in 2003? Once a debt-ridden, antiquated, not-for-profit, Do Something now garners one million hits monthly on its website as well as dispensing millions of dollars in grant money to teen-based projects.

HRP: What made you leave law school and start Dress for Success [an organization providing suits to low-income women for job interviews] in 1996?

IN A NUTSHELL:

First job: Tennis instructor **Childhood ambition:** To win Wimbledon, be CEO of Disney, and then be a U.S. Senator **Best boss and why:** I've never had one **Mentor:** Peter Wildreotter, CEO of the Christopher and Dana Reeve Foundation **Favourite place:** I'm in love with San Francisco right now **Ideal retirement:** To be a don at Oxford **Last iPod download:** Train **Favourite author:** I read *Fast Company* from cover to cover each month and my Friday night ritual is reading *The Week* with a hot chocolate **Source of current inspiration:** I have 30 people under the age of 25 in my office. They keep me fired up! **The best piece of advice:** "You're crazy. Go get a job in a law firm." Proving my dad wrong has been a life-long ambition.



DAVID NEFF PHOTOGRAPHY

NL: Misery, ha, ha, ha. I was a very unhappy law student. It was February of my first year and I came home on one of those cold rainy days and there was an envelope with a return address from a lawyer in Hollywood, Fla., and inside it was a cheque made out to me for \$5,000. It was from the estate of my great grandfather. It was crazy and unexpected. I got into the elevator and by the time I got to the sixth floor where I lived, I had the idea for Dress for Success. I didn't leave law school right away; I did them both at the same time. It wasn't until Dress for Success took off after my second year that I dropped out of law school. I did end up going back and finishing eventually. I like finishing things I've started.

HRP: Why did you leave Dress for Success?

NL: I was bored. I love Dress for Success but it's a very focused mission: helping women transition from welfare to work or from student to self-sufficiency. I had already expanded it to 76 locations across the country. At that point it wasn't about vision or strategy, it was about maintenance. I thought this is the right time to go. The woman who ran my New York office took over and she's still there and she does a great job. I believe in setting term-limits for not-for-profit CEOs. They have to remember what they do is about serving the public good.

INTERVIEW

HRP: Are there exceptions? In your book, *Zilch*, you talk positively of the CEO of Teach for America, Wendy Kopp, who has been with the not-for-profit she started for 20 years?

NL: Yes, she's been there forever but the education space keeps changing. When she started Teach for America there was no such thing as starter schools [primary education for children aged 2 to 5] and now it's a movement. I think it is possible to stay with an organization if you keep adapting, growing and you, as a CEO, remain effective. At Do Something, the technology space keeps changing, as do the causes and kinds of things teens care about.

We do a lot of work with Pepsi, which has a policy of moving people around every two years to ensure the company is always getting new ideas and fresh thinking. A lot of organizations don't do that at the very top and the same the people have been in charge for a very long time. It's stagnating.

HRP: It's one thing to talk about innovation, but to move people around that frequently is challenging for most companies, don't you think?

NL: Pepsi and Proctor and Gamble are huge

companies and they've really stuck to this model. The floor space at Pepsi is open and they have mixed teams—pulling people from marketing, legal and technology together to work on a project team. C-suites are also a really bad idea. You get rewarded from doing good work by being removed from where all the action is. How much sense does that really make?

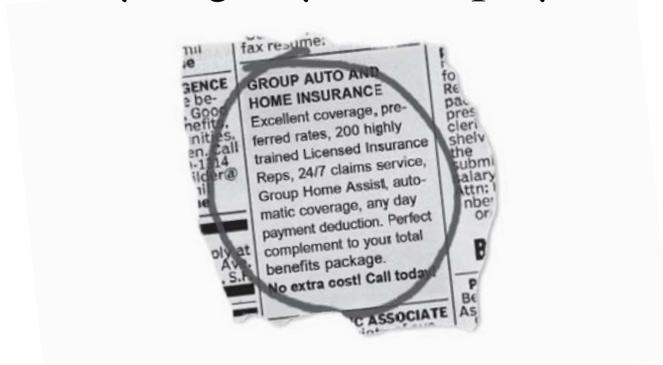
HRP: Open concepts really enable collaboration?

NL: If innovation is a goal, you need an open concept to inspire collaboration. At Dress for Success, we shared one big room and because we sat together we were able to come up with ideas that wouldn't have happened otherwise.

HRP: How do you develop your staff in innovative ways, without spending money?

NL: I think for-profit companies need to think differently about rewards. For example, we get a lot of experts come to speak with individual teams at Do Something about their areas of expertise—e.g., a design guru will talk to our creative team about their next project. It's a fresh exchange of ideas. It can work for for-profits as well. Say, for example, you pay Jimmy Buffett to play at your holiday

Looking for a way to give your employees more for less?



Finding a group auto and home insurance program can be this easy.

With group auto and home insurance from The Co-operators, you can offer your employees additional benefits at no additional cost to you. Your employees will enjoy The Co-operators outstanding service first hand from our 200 highly trained Licensed Insurance Representatives, and our claims service advisors are available to help 24/7. Plus, our policies come complete with features you won't find anywhere else, like Group Home Assist, automatic coverage for most insurable items, and our any day payment deduction.

Call us today at 1-800-880-6588 or visit us online at www.cooperatorsgroupinsurance.ca.

Group Auto* and Home

*Auto insurance not available in MB, SK and BC.

 the co-operators®

A Better Place For You®

party. Wouldn't it be so great if he could also sit down with your content team and talk about his writing process? That experience would be invaluable for that team. Or your CEO might meet a few times a year with another CEO, why couldn't they spend an hour with each other's marketing team before that lunch? I've seen this have a huge impact on staff.

HRP: Central to the book is helping people take pride in what they do and harnessing their passion. How can HR facilitate this?

NL: The most important thing is to clearly define the purpose of the company. And I don't mean it has to "causey," but it should be some sort of memorable thing you can focus on. If your company mission is "we care about people," then your employees will have a hard time understanding how they fit as a cog in the wheel every day. But if the goal of the company is to increase market share by 25 per cent in the next two years, that's attainable and people can see how they measure against that goal.

Goals should also be big and lofty. If you take Mozilla, for example, the idea of making the internet free and functioning better is a big, hairy, audacious goal. People like working for places like that. I imagine working at FedEx in the early days was exhilarating: it took on the U.S. postal service in order to make a better package delivery system.

HRP: If you want to drill that down to people having passion for what they do. How do you find, identify and measure people's passion?

NL: Measuring passion is definitely a challenge. There are a few telltale signs though; does this person use your product or service—especially your CEO and board members? Do your people wear the company swag in their off-time? You always see people from LinkedIn walking around in LinkedIn gear on the weekend. It tells you a lot about how people feel about working there.

HRP: Aside from passion, what other hiring criteria do you use?

NL: Besides passion, there is just one: raw intelligence. I don't mean where you went to school, I mean how quick are you on your feet. I find the cover letter far more interesting than the resumé. Can you put together a letter that conveys a concrete idea without any grammatical errors? If you are smart and passionate, I can teach you everything else. There are some exceptions; I wouldn't want someone performing a root canal on me that hadn't gone to dentistry school, but for the most



Looks can be deceiving

- Convicted of Fraud in 2001 ✓
- Lied about MBA on Resume ✓
- Fired from last position due to a breach of company policy ✓

Don't let looks deceive you – get the whole story ✓

More than **22%** of candidates falsify their resume

What we do:

reference . criminal and civil record .
credit scoring and bankruptcy .
diploma accreditation . driving record .
immigration status . international security

GARDA
gardaglobal.com

416.915.9500 ext. 3777 | 800.353.2049 ext. 3777
preemployment@garda.ca



Meet Top Talent



Recruiters and job seekers look to Globe Careers to introduce them to the best candidates and employers. That's because we have a track record of matching influential, well-educated and highly-qualified readers with the country's top employers.

When you're looking to meet top talent in Canada, place your advertising where your best prospects are just a handshake away – The Globe and Mail's print and online Career options.

Call 1 800 387 9012 or email recruitment@globeandmail.com or visit globelink.ca/careers

THE GLOBE AND MAIL 
 NEWSPAPER | MAGAZINES | DIGITAL | EXPERIENTIAL

INTERVIEW

part, passion and raw intelligence can take you so much further.

HRP: What are some inexpensive ways to promote or reward employees?

NL: Titles are my favourite. Giving someone a better title could be hugely motivational for them and it costs the organization nothing. Don't inflate titles but do create appropriate titles that really convey what that person does. It is also important to enlist that person to be part of choosing their title. Right now, my office manager has been taking on greater responsibility in the finance department. I just sent her an e-mail about a promotion and what new job title she thinks would be appropriate. I'm excited to see what she comes up with. She's probably been thinking about her job title for months. As a manager you don't give much thought to what your employees' titles are but your employees are always thinking about it.

HRP: What do you feel the impact of storytelling is to an organization?

NL: Every company needs a story of some kind. It doesn't have to be a great Genesis story, although that is the easiest one, but it could be story of rebounding in adversity. All companies have engaging stories about how their product has changed someone's life. You need to find and promote those stories. What does your customer service department do with the positive feedback it gets? Do you make those stories public?

This is one of those things that you can get employees involved in. I had everyone at Do Something write down and tell their favourite Do Something story that underscored the impact of the company at a staff meeting. Had I hired an outside consulting firm to work on developing our stories and brand it wouldn't have been nearly as meaningful.

HRP: How do you foster innovation within the company?

NL: A sense of urgency helps. You need a real reason to come up with a new project. That's something that comes from the not-for-profit space—we have so many urgent desires. Another thing is limiting the budget because I think it's possible to choke on too much money. You'd be amazed what people come up with when you give them a budget of zero and see how far they can push with repurposing existing people or products or services. The solution to a problem is not always throwing money at it.

HR



Rotman School of Management
UNIVERSITY OF TORONTO



Want to leverage your Human Capital?

Advanced Program in Human Resources Management @ **Rotman**

*Build competitive advantage and drive success by leveraging your company's
most valuable assets – your employees.*

The next offering begins March 21, 2011

For more information or to apply contact a Rotman Representative at 416.978.8815

www.rotmanexecutive.com/humanresources



Looking to recruit Chartered Accountants?

Advertise your positions to over 76,000 CAs

For more information
visit www.casource.com/advertising

CA|SOURCE
The key to a successful search

CA Chartered Accountants
of Canada

ELDERCARE SELECT



As a Human Resources Leader, you bring innovative ideas and solutions to the boardroom table. You are aware that eldercare is a growing concern in corporate Canada, but did you know there is a national solution? First Health Care is the largest corporate eldercare provider in Canada. Meaningful solutions delivered in an incredibly cost-effective program.

Eldercare Select Members will receive real solutions, advice and exclusive discounts. We're a concierge service providing Nurses, Personal Support Workers, local resources and personal consultations with a Geriatric Specialist. We provide the highest quality care to your employees and their loved ones across the country. For more information or to speak with someone directly about enrolling your company, please contact us at:



www.firsthealthcare.ca | 1.877.305.9551 x228 | care@firsthealthcare.ca



**REAL PEOPLE.
INNOVATIVE APPROACH.
DESIGN DIVA.**

In another life, Lisa Goodfellow may have been an interior designer. Putting her creative side to work at home, Lisa enjoys designing a functional space for her family and friends. As a lawyer, Lisa applies that creativity to the internal operations of her clients' businesses, training management on employment issues to help them create a functional workplace. Just one of the many services offered by Fraser Milner Casgrain's National Employment & Labour Group – a multi-faceted team providing responsive, effective advice to HR professionals across the country.



FRASER MILNER CASGRAIN LLP
YOUR FUTURE IS OUR BUSINESS

MONTRÉAL • OTTAWA • TORONTO • EDMONTON • CALGARY • VANCOUVER

www.fmc-law.com/employment_labour

Want access to highly qualified investment professionals?



Looking to hire? Toronto CFA Society's employment posting service gives you access to over 6,000 investment professionals.

Our career centre has become the job source for investment employers. Why not join us?

For more information, see our contact info below.



Setting a higher standard for the
Toronto investment community

Tel: (416) 366-5755 *option 4*
Email: jobs@torontocfa.ca
Website: www.torontocfa.ca

We Practise At the CUTTING EDGE

You are a human resources professional.
You have an important matter which requires
representation you will be confident with.

Kuretzky Vassos Henderson LLP is widely recognized as one of Canada's leading employment and labour law boutiques. We practise at the cutting edge assisting a wide spectrum of clients ranging from major corporate employers through to individual plaintiffs. Our practice includes employment contracts, wrongful dismissal, collective bargaining, labour board applications, arbitrations, adjudications, employment standards, health & safety, human rights and ADR.

To discuss what we can do for you or your client, call Kuretzky Vassos Henderson LLP at (416) 865-0504.

KURETZKY VASSOS HENDERSON LLP

Suite 1404, Yonge Richmond Centre
151 Yonge Street, Toronto, Ontario M5C 2W7
Telephone (416) 865-0504 Facsimile (416) 865-9567
www.kuretzkyvassos.com

OFF THE SHELF

BY ALYSON NYIRI

WHAT'S WORTH READING

One Page Talent Management: Eliminating Complexity, Adding Value

Harvard Business Press, 2010

By Marc Effron and Miriam Ort



In early 2006, Marc Effron and Miriam Ort began developing new talent management practices to support a turn-around of a \$9 billion consumer products company. That company was Avon Products and what they created became the basis for *One*

Page Talent Management.

Their book illustrates how this process was built and used by Avon to increase revenue by 20 per cent and profit margins by almost 50 per cent during the recent recession.

The book challenges conventional talent management thinking. It relies on core behavioural science as the foundation for talent practices rather than best practice. The authors claim after 60 years of behavioural and industrial/organizational psychology, we "already know almost everything necessary to grow great talent." But our ability to do it is hampered because companies have created needless complexity through overly detailed reviews, added no new value for managers, neglected the science, and have failed

to foster transparency and accountability.

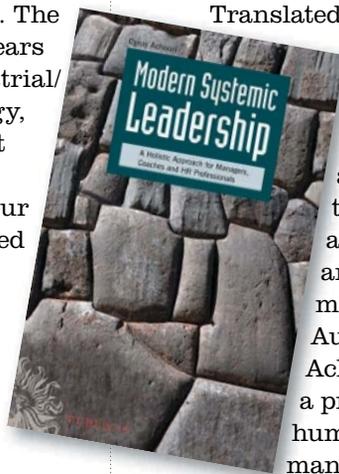
The solution is to tailor a process to address four truths: the science works, only implementation matters, managers want to succeed and transparency and accountability guarantee results. *One Page Talent Management* examines performance management, 360-degree feedback, talent reviews and succession planning, engagement and engagement surveys. Then a three-step process is applied to each: start with the science behind it, eliminate complexity and add value, and create transparency and accountability.

Of the new business books that came out in 2010, this is one stands head and shoulders above the rest.

Modern Systemic Leadership: A Holistic Approach for Managers, Coaches, and HR Professionals

Publicis Publishing, 2010

By Cyrus Achouri



Translated from German,

Modern Systemic Leadership proposes to apply systems theory to management theory and personnel management. Author Cyrus Achouri became a professor of human resources management at



The Canadian specialized job board network.

3 EASY STEPS!

Choose **01** Post **02** Done **03**

Post your job **in minutes**, on the **most appropriate job board** for the profile you are seeking!

One account for different job boards and different job boards with **the same bundle**.

HRjob.ca
Human Resources

jobWings
Finance Accounting

ACCTJob.ca
Accounting & Bookkeeping

sale\$rep.ca
Sales

itjob.ca
Computer Science

RetailJob.ca
Retail

adminJob.ca
Administrative Support

CallCenterjob.ca
Call Centers & Customer Service

recruitch.ca
Engineering

AERONAUTICAL.ca
Aeronautics

pmjob.ca
Project Management

BAJ(b).ca
Business Analysis

PHARMAJOB.ca
Pharmaceutical

HealthCare.job.ca
Healthcare

LegalJOB.ca
Legal

ParalegalJOB.ca
Paralegal

1-888-JOBWINGS

Perspective patronale en droit de l'emploi et relations de travail
Labour and Employment Law for Employers

Emond Harnden SRL LLP

LABOUR AND EMPLOYMENT LAW'S BEST PRACTICE



- wrongful dismissal
- restructuring
- employment contracts
- workplace policies
- labour board proceedings
- collective bargaining
- human rights
- labour arbitration
- occupational health and safety
- workplace safety and insurance
- privacy compliance

Glebe Chambers
707 Bank Street
Ottawa, Ontario
K1S 3V1

Telephone: (613) 563-7660
info@emondharnden.com

advice for unionized and non-unionized employers

www.emondharnden.com

Services dans les deux langues officielles

Engaging Unionized Employees: Employee Morale and Productivity

Blaine Donais

This text gives you the practical tools, guidelines and guidance necessary to achieve and benefit from having an engaged union workforce. It includes practical templates, diagrams and checklists to get you started on the unionized employee engagement path.

Perfectbound • Approx. 120 pp. • September 2010 • Approx. \$49 • P/C 0122010000
ISBN 978-0-088804-510-2

The Corporate Counsel Guide to Employment Law, Third Edition

Peter Wilson and Allison Taylor

Divided into three parts, Hiring, The Employment Relationship and Termination, this third edition provides pertinent, up-to-date guidance on a host of topics, including: the new human rights regime in Ontario; end of mandatory retirement; employment standards update and much more.

Perfectbound • 376 pp. • July 2010 • Approx. \$95 • P/C 0941010003 • ISBN 978-0-88804-502-7

A Practical Guide to the Law of Termination in Ontario, Second Edition

Janice Rubin and Hena Singh

This practical text discusses in non-legal language the legal principles employers and human resource professionals need to know when ending an employment relationship. It also helps you avoid commonly made termination mistakes, which often cause unexpected legal liability.

Perfectbound • Approx. 160 pp. • July 2010 • Approx. \$65 • P/C 970010002 • ISBN 978-0-88804-505-8

canadalawbook.ca

For a 30-day, no-risk evaluation call: 1.800.565.6967

Canada Law Book is a Division of The Cartwright Group Ltd.
CA122 Prices subject to change without notice, to applicable taxes and shipping & handling.



OFF THE SHELF

the University of Nuertingen in Germany after working for BMW and Siemens. For the academically inclined, *Modern Systemic Leadership* will not disappoint; the more practically minded, however, might find the last five chapters irrelevant.

The first six chapters provide a solid overview of performance management systems, coaching as an instrument of executive development, leadership and ethics, theories of leadership and intercultural leadership and explains systems theory as it applies to leadership. But I was left wondering how the following chapters on systems theory and biology, physics, cognitive science, philosophy, pedagogy and counselling, and sociology applies to leadership.

Unfortunately, Achouri only devotes one chapter to his concept of systemic leadership. Here he explains traditional management theory focuses on management strategy and on the executive as a person while systemic leadership requires a paradigm shift toward the employee. Using principles from systems theory, he believes that self-organization is inherent in individuals. Consequently, individuals do not require outside stimulus from an executive to perform. Leaders need to provide an environment where it is possible for individuals to perform willingly. Leaders then move to a role of consultant and coach of the employee. Employees would in turn define how they want to be guided. Achouri concedes more research is needed to formulate his theory, but offers mediation as one concrete example of what systemic leadership could look like. **HR**

Alyson Nyriri is a freelance writer and HR consultant.

INDEX TO ADVERTISERS

ADMINISTRATIVE STAFFING

Toronto CFA Society 48

AFFINITY SOLUTIONS

Venngo 40

ATTORNEYS/LEGAL SERVICES

Turnpenney Milne 52

BACKGROUND CHECKS & EXIT INTERVIEWS

Britton Management Profiles Inc. 51

The Garda Security Group Inc. 45

Kroll 19

BARRISTERS & SOLICITORS

Fraser Milner Casgrain LLP/FMC 48

Rubin Thomlinson

LLP Inside Back Cover

Stewart McKelvey Stirling Scales 28

BENEFITS

Desjardins Financial Security 17

PlanDirect Insurance 4

Special Benefits Insurance Services Inside Front Cover

COMPENSATION BENEFITS

The Co-operators 44

CONFLICT MANAGEMENT SERVICES/PROGRAMS

Stitt Feld Handy Group 30

CORPORATE EDUCATION

Stitt Feld Handy Group 30

EDUCATION/TRAINING

Humber College 20

University of Toronto - Executive Programs 47

EMPLOYEE BENEFITS

First Health Care 48

T.E. Wealth 38

EMPLOYEE INCENTIVES & RECOGNITION AWARDS

Cadillac Fairview Corporation 22

InteliSpend Prepaid Solutions 41

EMPLOYMENT VERIFICATION & SCREENING

AuraData 51

Kroll 19

EXECUTIVE/MANAGEMENT SEARCH

Meloche Monnex Financial Services Incorporated 9

HEALTH & WELLNESS

Riverfront Medical Services 52

HR SOFTWARE

DLGL Ltd. 16

The Ultimate Software Group 23

INCENTIVES/RECOGNITION/AWARDS

HBC Gift Cards 26

INSURANCE

The Personal Insurance 7

I hope I am not too over qualified



APPEARANCES CAN BE DECEIVING!



More than 1 out of 10 resumes are falsified.

AuraData is Canada's primary source for fast, easy and inexpensive education verifications.

Go to www.auradata.com/hrpa for a **FREE trial!**



Board of Canadian Registered Safety Professionals
Conseil canadien des professionnels en sécurité agréés

Looking to hire an oh&s professional?
See "Careers" page at www.bcrsp.ca

6519-B Mississauga Road, Mississauga, ON L5N 1A6
905-567-7198; 1-888-279-2777 Fax: 905-567-7191
info@bcrsp.ca www.bcrsp.ca



www.brittonmanagement.com

OVER 30 YEARS OF PROFESSIONAL REFERENCE CHECKING EXPERIENCE

Our services include:

- Employment References
- Education & Professional designation verification
- Credit Checks • Criminal Checks
- Driver's Abstracts • Exit Interviews

We can custom design a reference checking process to meet your needs

416-286-6668 info@brittonmanagement.com

Medical people producing medical reports



Head Office: 1050 -180 Dundas Street West,
Toronto, Ontario, Canada M5G 1Z8
Tel: 416-599-5991 • Fax: 416-599-1530
NATIONAL SERVICE PROVIDER. FOR
SERVICES IN YOUR AREA CALL:
1-800-483-EXAM (3926)

**Independent Assessments
Of Physical And
Mental Capabilities**

RIVERFRONT ISO-9001:2000
MEDICAL SERVICES REGISTERED

www.riverfrontmed.com

Serving You Since 1989

E-mail: info@riverfrontmed.com

TurnpenneyMilne^{LLP}

Workplace Lawyers

**Catherine Milne and Rachel Turnpenney are pleased to announce
the formation of their partnership.**



Turnpenney Milne LLP is a boutique law firm representing both employers and employees throughout Ontario in workplace law:

- employment litigation
- human rights advocacy
- contract drafting and review
- human resources consulting
- workplace investigations and training

Berkeley Castle, 2 Berkeley Street, Suite 208, Toronto, Ontario M5A 4J5
T: 416-868-1457 F: 647-260-0939 TF: 1-877-669-1690 turnpenneymilne.ca

boom THE POWER OF RHYTHM Innovative Team Building

416-767-3786
info@boomdrumming.com
www.boomdrumming.com

INDEX TO ADVERTISERS

LABOUR & EMPLOYMENT LAW

Sherrard Kuzz LLP.....39

LEGAL SERVICES

Emond Harnden LLP.....50

Kuretzky Vassos Henderson, LLP.....48

Shields O'Donnell MacKillop LLP.....3

MANAGEMENT TRAINING & DEVELOPMENT

IPM - Institute of Professional
Management.....10

NEWSPAPERS

The Globe and Mail.....46

NON-PROFIT ORGANIZATIONS

ABC Life Literacy Canada.....34

ONLINE RECRUITMENT

Canadian Institute of
Chartered Accountants.....47
Workopolis.com Outside Back Cover

ORGANIZATIONAL DEVELOPMENT

Right Management.....34

PAYROLL/HR SOLUTIONS

The Canadian Payroll Association....31

DLGL Ltd.....16

PRE-EMPLOYMENT SCREENING

BackCheck.....36

Britton Management Profiles Inc....51

PUBLICATIONS

Canada Law Book, A Division of
the Cartwright Group Ltd.....50

REFERENCE CHECKS

BackCheck.....36

SAFETY RESOURCES

Board of Canadian Registered
Safety Professionals.....51

SOFTWARE

DLGL Ltd.....16

STAFFING & EMPLOYMENT SERVICES

jobWings Careers.....49

TEAM BUILDING

BOOM! The Power of Rhythm.....52

TRAINING & ORGANIZATIONAL DEVELOPMENT

BOOM! The Power of Rhythm.....52

UNIVERSITY EDUCATION/TRAINING

Queen's University - PMIR.....38

Queen's University IRC.....10

HR ANSWERS

Introducing HRPAs Resource Centre—online access to the Association’s entire catalogue of HR thought leadership.

Our Featured Collections bring together searchable articles, whitepapers, policies and links to external content on the topics you research most: HR Planning, Organizational Behaviour, Compensation, OH&S and more.

Stumped? Contact HRPAs Information Specialists for fast, customized answers to your HR queries.

Constant RSS updates on HR news, stats and HRPAs events direct to your handheld: HRPAs Twitter feed, Statistics Canada, Financial Post and more.

HRPAs Resource Centre allows members to search HRPAs resources, as well as tap into popular search engines, through one easy-to-navigate portal.

Use HRPAs Resource Centre to search:

- HRPAs catalogue of HR books, serials and looseleafs
- Employment Law at Work
- HR Professional
- Provincial labour and employment legislation
- Statistics Canada resources
- Plus, brainstorm and share information with other members via collaboration tools.

You’re one click away from the HR answers you need.

www.hrpa.ca/resourcecentre

The Human Resources Professionals Association (HRPA) is Canada’s HR thought leader with more than 19,000 members in 28 chapters across Ontario. It connects its membership to an unmatched range of HR information resources, events, professional development and networking opportunities and annually hosts the world’s second largest HR conference. In Ontario, HRPAs issues the Certified Human Resources Professional (CHRP) designation, the national standard for excellence in human resources management and the Senior Human Resources Professional (SHRP) designation, reserved for high-impact HR leaders. www.hrpa.ca



POTENTIAL OF WORKPLACE MENTORSHIP



ILLUSTRATION BY C. JAFFE

Whether a company has a formal mentorship program in place, or simply encourages it through more organic means, the result of one employee guiding another through their career is often beneficial for both parties in terms of long-term retention and overall employee satisfaction.

As an HR professional, it's always encouraging and exciting to see the outcomes of great mentor relationships. But these results can sometimes be difficult to eke out of mentor relationships, because so much that is discussed between the two parties is often confidential.

To rectify this, Amex recently created a program to encourage employees in mentorship scenarios to share their stories, through a campaign called "Realize the Potential," which builds on the company's external marketing campaign.

The response was phenomenal. Amex soon learned about the fascinating talents, passions and hobbies its employees spend their time doing. This included everything from running marathons to singing the national anthem at professional sporting events.

But from an HR perspective, the stories involving mentorship were particularly compelling.

One such story came from an account representative in client management for American Express business travel division. As a child and

young adult, Rebecca Borgal was an avid equestrian, but she set aside her passion to focus on her career and start a family following spinal surgery.

It wasn't until she connected with a mentor at work—who was also her director—that Borgal's passion for riding was relit, thanks to her mentor's shared love of horses. Borgal herself credits this mentor relationship as the catalyst for literally getting back in the saddle.

This reigniting of such a strong passion has not only helped Borgal achieve the work/life balance that she craved, it also connected her to the company in a new way.

Clearly, what worked in this particular mentor relationship was a common passion, with the underlying foundation of furthering career objectives.

For companies who don't have mentoring programs, here are a few tips to get started:

- **Capture the chemistry.** Make sure you pair employees and mentors who actually like one another. A common hobby or sought after skill is a good place to start. Ask the person looking for a mentor who they'd like before matching them up.
- **Create a culture of mentorship.** Whether it is yearly reviews or weekly touch-bases, any connection between a manager and an employee is a good opportunity to provide mentorship. Make goal setting, problem solving and work/life balance a part of the conversation before issues arise.
- **Keep your options open.** Watch for employees at every level who show a passion for their position and the organization and who you feel might make a good impact on others around them.
- **Consider switching things up.** While it can work very well to have managers mentoring staff, sometimes it's a good thing to have cross-department mentorship programs, which can help break down business barriers as well.
- **Stay in touch.** Make sure mentors understand that HR is there to help if issues or concerns need to be escalated, and that they don't have to solve anything on their own. **HR**

Peter Hagert is vice-president, human resources, for Amex Bank of Canada and Amex Canada Inc.

Do your workplace investigations measure up?

Almost all employers have faced complaints of discrimination, harassment, or violence in the workplace.

Knowing what to do next is essential.

With changes to legislation requiring employers to address psychological harassment and violence in the workplace, it's unacceptable to simply sweep complaints under the rug. Minimize the risk and protect your company from liability by conducting thorough workplace investigations and taking appropriate corrective action.

We can help.

Workplace Investigation Training for HR Professionals

At Rubin Thomlinson, we literally wrote the book on workplace investigation. We offer a comprehensive workplace investigation curriculum – including basic and advanced courses – to support and train human resources professionals at all levels of skill and experience.

We'll prepare you to conduct your own investigations through hands-on practical training designed to meet the specific challenges facing human resources professionals. And we'll help you broaden your current "respect at work" or "human rights in the workplace" policies so they're up-to-date with the newest legislation. We even offer a workshop on report writing.

To learn more about our training programs and when they are available, please visit www.RubinThomlinson.com/InvestigationTraining



The workplace is changing.
Get ready.



Rubin
Thomlinson LLP

Rubin Thomlinson LLP
20 Adelaide St. East, Suite 1104
Toronto, ON M5C 2T6
416-847-1814 | RubinThomlinson.com

Optimal legal solutions to challenging workplace issues



Don't let a website hide who you really are.

It's difficult to reveal what's unique about your company on a website. That's why Workopolis offers the Employer Brand Optimizer – an invaluable tool that helps you create an in-depth company profile. Whether it's an office-wide recycling program, monthly company off-sites, or even Friday barbeques, we'll help you identify and promote what's special about your company to attract the right candidates. And with over half the candidates on our site currently employed and looking for an even better opportunity, there's never been a more important time to stand out. Visit Workopolis and showcase the qualities that will make you shine.

Visit workopolis.com/employer

**WORKOPOLIS**
Time to shine



Inserts
Outserts

ACTION makes it *HAPPEN*

ANNUAL CONFERENCE

November 29, 2010 - 8:00 am to 4:00 pm
Hilton Toronto - 145 Richmond St West

[REGISTER NOW](#)

JOIN is pleased to announce its 2010 Annual Conference being held on November 29, 2010 in Toronto, Ontario at the Hilton Toronto Downtown.

The 2010 JOIN Annual Conference ***ACTION Makes It Happen*** is the employer-to-employer event that taps into the vast economic potential of people with disabilities. This conference brings corporate, government, disability-owned businesses and the JOIN BLN (Business Leadership Network) affiliates together to create workplaces and marketplaces where people with disabilities are fully included as professionals, customers and entrepreneurs.

At this conference you will:

- learn how including people with disabilities in your operations can improve your bottom line;
- discover cutting edge job accommodation solutions from senior accessibility consultants;
- hear about the successes Ontario businesses have had employing people with disabilities; and
- increase your knowledge about the Accessibility for Ontarians with Disabilities Act (AODA) standards and how they may impact your business.

2010 Programming Includes:



Suhana Meharchand (Host) Award-Winning CBC News Anchor
Suhana Meharchand is host of *CBC News Today* on CBC Newsworld, as well as the anchor of *CBC News Now with Suhana Meharchand*.



Val Lougheed (Keynote Speaker) - Val Lougheed is the Founder and President of Northern Lights Canada. A widely respected trainer in vocational services for people with disabilities, Val has developed Northern Lights into an employment services organization that serves over 250,000 people each year, and has been recognized across Canada for its excellence in providing workforce solutions to employers to enhance their capacity to hire people with disabilities. In 2003, at the prime of her career, Val almost died in a head-on collision, sustaining catastrophic orthopedic injuries and a brain injury. Val now speaks of her experiences, combining her unique perspective as a practitioner as well as patient/client.



Ben Barry (Keynote Speaker) Ben Barry is the founder and CEO of Ben Barry Agency, the first modeling consultancy in the world that promotes models with disabilities. Ben Barry Agency has worked with high profile clients, some of whom include The Gap, Nike, Dove and Holt Renfrew. Ben will speak about his experiences championing the inclusion of models with disabilities into mainstream fashion and encouraging employers to think about how diversity campaigns make good business sense.

Concurrent Workshops

The Smart Workplace IBM Panel Discussion

This panel will profile IBM Canada's Accessibility and Disability Central, a web application designed to streamline accommodation requests from employees and centralize delivery processes. The panel, comprised of employers from different industries, will discuss:

- best practice workplace accommodation strategies for business operations;
- the global business transformation, its impact on people with disabilities; and
- what businesses need to be aware of as the global business transformation moulds business models and work environments.

Accessible Customer Service Standard: We're Done; Let's Share Mount Sinai Hospital

Speakers from Mount Sinai Hospital will discuss the organizational changes they have made in response to the Accessibility for Ontarians with Disabilities Act (AODA) Accessible Customer Service Standard. This workshop will discuss:

- the purpose and requirements of the AODA and the Customer Service Standard;
- Mount Sinai's Customer Service Standard implementation plan;
- how the Customer Service Standard has impacted Mount Sinai; and
- concrete steps organizations can take to fully implement the standard.

Dining in the Dark Moe Alameddine and Ian Martinez, O.Noir Restaurant

Toronto's first ever restaurant where customers dine in complete darkness will present a workshop on:

- the unique accommodations they have implemented for staff and customers;
- the business case for diversity hiring and how to make it a corporate value; and
- their experiences partnering with service providers to fulfill their staffing needs.

Information and Communications, Transportation and Employment Standards Accessibility for Ontarians with Disabilities Act (AODA) Session

Ministry representatives from the Accessibility Directorate of Ontario (ADO) will facilitate a discussion of the content of the three different proposed accessibility standards. This session will discuss:

- the projected timelines for these standards to become law in Ontario; and
- what will be expected from Ontario organizations to meet the new legislation.

Networking as a Barrier-Free Recruitment Method Scotiabank

This workshop will provide employers with insight into a new recruitment tool for hiring of people with disabilities. Scotiabank will discuss their success in utilizing a "person to person" format of interviewing and hiring employees using this "Networking" approach. Areas of learning will include:

- how to create networking sessions within your organization;
- getting senior management buy-in for diversity recruitment; and
- how to evaluate the success of new hires and create ambassadors as a result.

DIY Hearing Loss Accessible Solutions: Captioning with CapScribe Software Charles Silverman and Rob Harvie, Inclusive Media and Design

This workshop will provide employers with the tools necessary to become familiar with embedding captions and descriptive text to create accessible website videos. Areas of learning will include:

- the basics of captioning and descriptive video;
- how to work with video files; and
- understanding accessible media standards from the Web Content Accessibility Guide 2.0 (WCAG2) to the Accessibility for Ontarians with Disabilities Act (AODA).

Cultivating Strong Employer-Service Provider Relationships Small Employer Panel Discussion

This session will provide employers with capacity building information from Ontario small businesses on their experiences partnering with ODSP service providers to recruit hire and retain employees with disabilities. This session will focus on:

- the business case for partnering with ODSP service providers;
- how to utilize an employer-service provider relationship to facilitate accessible and cost effective recruitment and retention processes; and
- maintaining communication with service providers post placements.

Registration

Register by September 1, 2010 and save more than 20%!

Early Bird Registration Fee: \$195.00 (until September 1, 2010)

* Early Bird Registration can only be made by credit card.

Early registrants will be entered to win fabulous prizes donated by companies that include Milestones, The Bay, Best Buy, Cineplex, Swiss Chalet, Harvey's and Montana's. Prize drawing will take place at the conference and attendees must be present to win.

Registration Fee (After Sept. 1): \$250.00

Cancellation Policy: Registration fees are transferable up until October 15, 2010. There are no refunds after this date.

[Register Now](#)

Hotel Accommodations

A block of rooms have been reserved for conference attendees at the **Hilton Toronto Downtown Hotel** from November 25, 2010 - December 2, 2010.

The special room rate of \$199.00 per single occupancy will be available until October 29, 2010 or until the group block is sold-out, whichever comes first. Convenient online hotel room reservations are available by clicking [HERE](#)

Group Name: Ontario JOIN Conference
Group Code: JOIN10
Check-in: 25-NOV-2010
Check-out: 02-DEC-2010
Hotel Name: [Hilton Toronto](#)
Hotel Address: 145 Richmond Street West

Accessibility and Dietary Restrictions

For accessibility and reasonable accommodation needs or questions, or to advise us of any dietary restrictions, please contact Elizabeth Ferlatte by email at elizabeth.ferlatte@hilton.com or by phone at 416-869-3456

Contact

For more information or if you have any questions about the conference, please contact: Richard Oakey by email at richard@joininfo.ca or by phone at 416-241-5646 ext 223.

Sponsors

Presented by:



Platinum Partner:

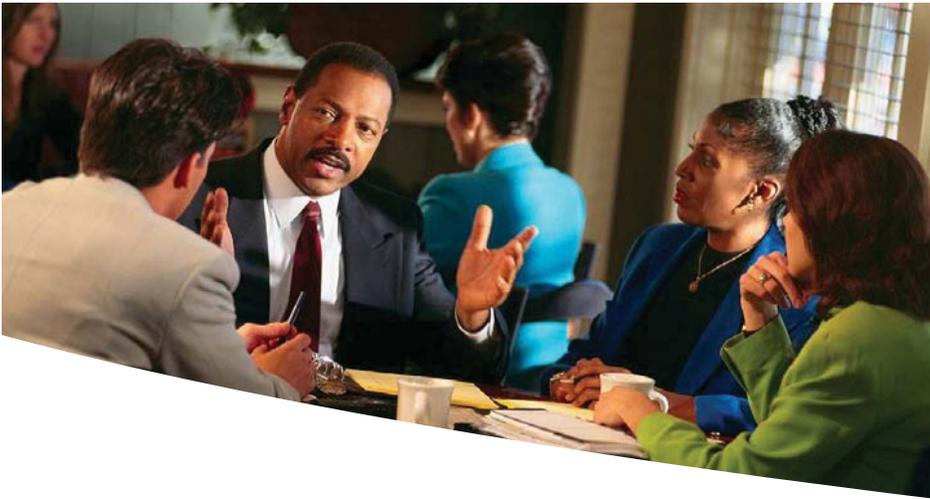


Gold Partners:



Bronze Partner:





BECOME A QUALIFIED PROFESSIONAL

This qualification program enables you to consult with your client groups using our extensive library of resources and products — available only to **Qualified Professionals** who successfully complete the program.

WHO SHOULD ATTEND?

This program is essential for professionals who are involved in initiating, implementing and facilitating change. People who benefit most by attending our professional qualification program are:

- HR, OD and T&D Professionals
- Key Senior Leaders
- Project and Change Leaders

PROGRAM SPACE IS LIMITED

We limit program registrations for optimum learning engagement. Register early!

Register Now!

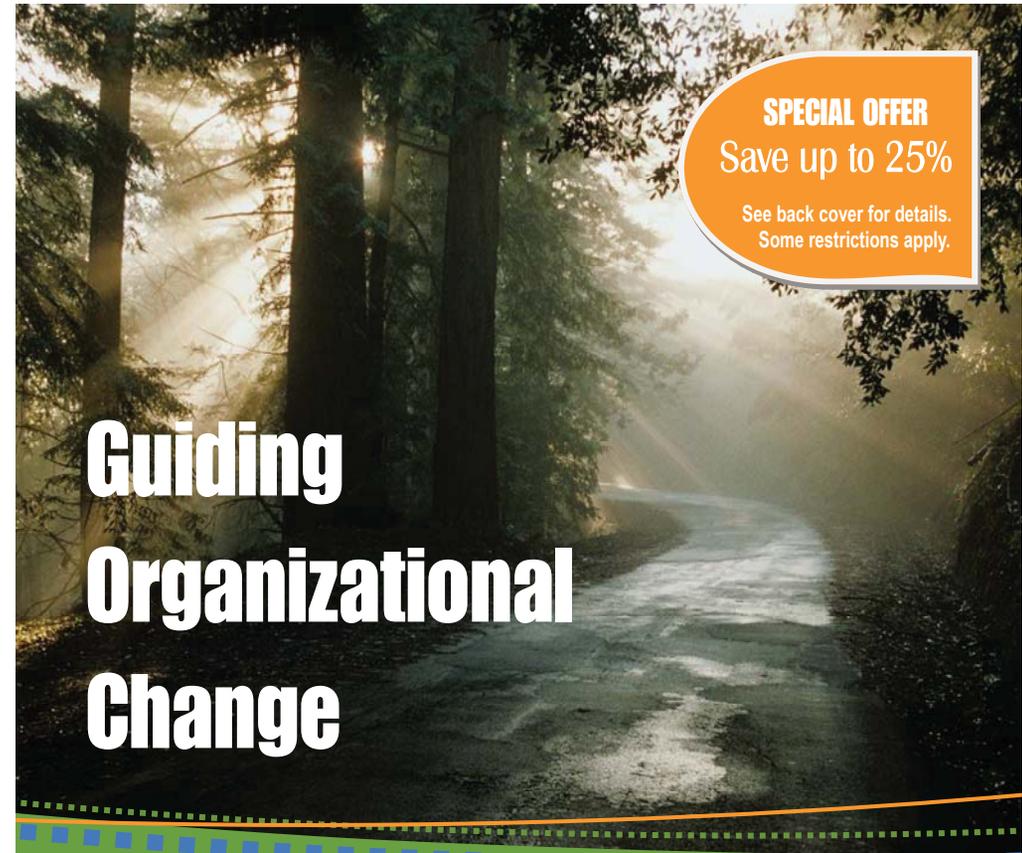
SAVE 10% on 1 registration | **SAVE 15%** on 3-5 from same organization | **SAVE 25%** on 6 or more

May 18-21, 2010 | Vancouver, BC | \$2,695 CAD

inquiries@sundance.ca

November 2-5, 2010 | Toronto, ON | \$2,695 CAD

Call 1.888.944.8383



SPECIAL OFFER
Save up to 25%

See back cover for details.
Some restrictions apply.

Guiding Organizational Change

Professional Qualification Program

**Dramatically improve
your ability to successfully
guide change in your
organization!**



Sundance Consulting Inc.
HELPING ORGANIZATIONS CHANGE

Improve your ability to change.

REGISTER FOR OUR NEXT GUIDING ORGANIZATIONAL CHANGE PROFESSIONAL QUALIFICATION PROGRAM TODAY!

We help organizations change.



The Integrated Approach to Leading Change™

THE WORLD IS GOING THROUGH A TIME OF UNPRECEDENTED CHANGE.

Whatever your industry, whatever your geographical location, whatever your job title, you are faced with constant change. Statistics show that two out of three major organizational changes fail. Improve your odds for success by learning how to guide your organization through change.

Leadership solutions for your changing organization

THE INTEGRATED APPROACH

The only way organizations can achieve the successful outcomes they seek is through **The Integrated Approach to Leading Change™**, connecting:

- Strategy
- Change
- Transition
- Communication

The integrated approach works — and is easily applied throughout any organization to all levels — executives to employees.

SUNDANCE CONSULTING

Sundance Consulting — founded by **Chris Edgelow** — helps people and organizations change, creating workplaces that provide dignity and meaning for the human spirit.

GUIDING PRINCIPLES

- Competency Building Approach
- Clear Accountability
- Honesty and Integrity
- Exceptional Customer Service



DAY 1

Consulting and Guiding Change Introduction • Our Case Studies • Systems Views • Explore **Working with Organizational Character**.



DAY 2

Consulting and Guiding Change Continued • Applying the Integrated Approach • Explore **Leading Organizational Change**.



DAY 3

Explore **Navigating Organizational Change** and Employee Support • Consulting and Guiding Change Conclusion • Explore the Essence of Being Helpful.



DAY 4 (1/2 DAY)

An Ideal Intervention • Explore Three Typical Approaches • Integrating Change Leadership in Your Organization • Case Study Review • Action Planning.



WE'VE WORKED WITH A DIVERSE RANGE OF ORGANIZATIONS ... we can help yours.

We also offer consulting and coaching services, presentations, seminars and workshops. Contact us at 1.888.944.8383 to learn more.



ZEE First Aid & CPR/AED Training. Saving lives – and more.



Authorized Provider

**ZEE Medical – A nationwide provider
of workplace First Aid & CPR/AED training**

**Instructors include Emergency Services
& Healthcare professionals**

Coast-to-coast network of instructors

Onsite instruction

National Account capabilities

Single point of contact

**UP TO
\$390
VALUE**

Enroll six or more students per class and add
three additional students **FREE OF CHARGE**.
Act now. Offer expires 10-31-2010.*
Training must be completed by 12-31-2010.

hrpa10@zeemedicalinc.com • 800-661-1491



*Offer may not be
combined with any
other offer.

When Seconds Count...



Are You Prepared?

Your office manager, Jane, is walking to the break room for lunch. On the way down the hall, she suddenly collapses. She's young, has no known health problems, and no history of medical complications. Yet, she's unconscious, is no longer breathing, and has no heartbeat. Jane is the victim of sudden cardiac arrest. How do you respond?

Why ZEE Medical for your AED solution?

ZEE Medical is a leading supplier of automated external defibrillators (AED's) in Canada.

No Charge Delivery

No Charge Assembly and Testing

No Charge Wall Case Mounting

No Charge Site Assessment

Your choice of Alarmed Wall Case or Oxygen system with every AED...at No Charge!

Sudden Cardiac Arrest

- In a sudden cardiac arrest incident, the victim collapses and stops breathing. Death can occur unless CPR and defibrillation are performed within minutes to restore the heart's normal rhythm.
- Sudden cardiac arrest is caused by a sudden abnormal rhythm of the heart, usually ventricular fibrillation.
- After more than 12 minutes of ventricular fibrillation, the survival rate of adults is less than five percent.¹

Why Do You Need an AED Program in the Workplace?

- Sudden cardiac arrest accounts for 13% of on-the-job fatalities.
- Lives can be saved if trained responders provide prompt CPR and defibrillation, such as with an automated external defibrillator (AED).

BONUS OFFER

**\$100 off every AED purchase
until November 30, 2010**



ZOLL AED Plus



Philips
HeartStart FRx



Philips
HeartStart OnSite



Physio-Control
LIFEPAK CR Plus

**ZEE Medical carries electrodes, batteries and accessories for leading brands of AEDs.
Please ask your ZEE Representative for more information, or call 888.CALL.ZEE (225-5933).**



Authorized Provider





Count
on ADP
to do

More with less

Today, you're expected to accomplish more in less time and with fewer resources.

With ADP, reaching your full potential doesn't have to mean breaking your budget. Get the reliable support you need to rise to the challenge. Whether you're focused on automating administrative processes, ensuring compliance or putting best practices in place, you can count on ADP to help you find the time and resources you need to succeed in this new economy. And, if you ever need expert help, you know it's just a call away.

To find out if HR Outsourcing is right for your business, visit domorewithless.adp.ca for your industry best practices report, "Outsourcing: Today's Approach to Doing More with Less".



PAYROLL & REPORTING



TIME & ATTENDANCE



HUMAN RESOURCES



When your people are counting on you, count on us.™

The ADP logo is a registered trademark of ADP, Inc. When your people are counting on you, count on us is a service mark of ADP Canada Co.



Find out if HR Outsourcing is right for your business

ADP offers you two easy ways to learn more

Whether your organization is considering outsourcing HR and payroll administrative tasks for the first time or is looking for ways to expand your current level of outsourcing, these useful resources can help you decide:

- 1. An industry best practices report, "Outsourcing: Today's Approach to Doing More with Less"**
- 2. A quick, 5-minute webcast from an ADP Comprehensive Outsourcing Specialist**

These resources offer you:

- Average cost savings achieved by outsourcing payroll
- The benefits an organization can realize from outsourcing HR and payroll administration
- Ways to determine what level of outsourcing is right for your organization

To find out if HR Outsourcing is right for your business, visit domorewithless.adp.ca for your industry best practices report and a quick, 5-minute webcast on outsourcing.



PAYROLL & REPORTING



TIME & ATTENDANCE



HUMAN RESOURCES



When your people are counting on you, count on us.™



GIFTPASS – Your Gift, Their Choice

- **Freedom, convenience and efficiency** – great selection for your recipients to choose from leading retailers, hotels, restaurants and entertainment providers across Canada
- **You select the value of the GiftPass, your recipient selects the gift cards or certificates of their choice**

Giftcertificates.ca is Canada's premier online gift card and gift certificate marketplace and a division of Moneris Solutions Corporation, one of North America's leading processor of debit and credit card payments.

For more information, please e-mail us at corporatesales@giftcertificates.ca



Recognition & Rewards Made Easy!



©2010 Moneris Solutions Corporation. All Rights reserved.

The GiftPass logo, Giftcertificates.ca and the Giftcertificates.ca logo are trademarks of Moneris Solutions Corporation.

Take the
guesswork out of
giving with a
GIFT  PASS

GIFT  PASS
Always the perfect
gift for everyone
on your list!

Increase the effectiveness of your
incentive, promotion and reward
programs with a GiftPass™ from
Giftcertificates.ca.

A GiftPass gives your recipients
the freedom to choose from
Canada's most popular retailers,
hotels, restaurants and
entertainment providers.

GIFT  PASS

For more information,
please e-mail us at
corporatesales@giftcertificates.ca

 giftcertificates.ca™
a Division of Moneris Solutions Corporation



Electronics | Restaurants | Apparel | Fine Jewellery
Books & Music | Sports & Adventure | Entertainment
Home & Garden | Health & Beauty | Specialty Foods | Travel & Hotels