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THE MAGAZINE OF HUMAN RESOURCES THOUGHT LEADERSHIP | MARCH/APRIL 2013

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contents

VOLUME 30/NUMBER 3 MARCH/APRIL 2013

FEATURES

What are Your Boomers Doing After Work? 20

It pays to prepare older workers for the next stage, whether they'll be coming back part time, consulting, mentoring or volunteering elsewhere.

By Melissa Campeau

More Wealth Than I Need and Less Time Than I Want 24

Redefining success—an interview with W. Brett Wilson.

By Craig Dowden

Environmental Sustainability: What's HR Got to do With It? 28

Four areas where HR concerns are starting to overlap with environmental initiatives.

By Sarah B. Hood

Healthy Body of Work..... 32

Staffers at Search Engine People find fitness and camaraderie at the office.

By Melissa Campeau

HR 101: Prevention Starts Here 42

New roles for your JHSC.

By Dilys Robertson

Interview With an HR Hero: Alex Gallacher..... 46

By Kim Shiffman

DEPARTMENTS

Editor's Letter..... 8

Leadership Matters 10

A Tragicomedy in Three Acts

Upfront..... 12

The Latest HR News

Legal Words..... 16

Employee Privacy Rights and Drug & Alcohol Testing Policies

Workplace Culture 38

Humanizing Your Organization

Contracts, Policies & Procedures 40

Has Your Organization Had an HR Checkup Lately?

Strategy 50

Adapting to the Constantly Changing Future

Off the Shelf 52

What's Worth Reading

The Last Word 54

Top 5 Rules for More Efficient and Successful Projects



contributors



HERMIE ABRAHAM

Hermie Abraham is a lawyer with Williams HR Law, where she practices employment, labour and human resources law. Abraham helps employers with all aspects of their employment law and human resources strategy. Her experience includes employment contract/policy drafting and implementation, workplace audits and investigations, employee terminations, performance management, workplace safety, human rights and legal representation at courts and tribunals. Her ability to provide thoughtful, practical and strategic counsel to employers is greatly influenced by her extensive human resources career. Prior to studying law, Hermie worked as an HR professional for more than 10 years in roles. She examines the dichotomy between employee privacy and safety, on [page 16](#).



PAM ROSS

Pam Ross, CHRP, is a trainer, speaker and culture consultant with a business mission to ignite awesome customer experiences from the inside out. She brings her experience leading people and programs in customer-focused businesses to her clients to develop innovative people and culture programs. Ross is a sought-after speaker about social media and the workplace and is the producer of Impact99: Canada's Social Workplace HR Summit, now in its second year. She is also a volunteer on the Board of her HRP Chapter in Halton, ON. She discusses humanizing your workplace, on [page 38](#).



STUART RUDNER

Stuart Rudner's practice is focused on employment law, with a goal of helping clients adopt a strategic approach to human resources that will maximize their rights and flexibility while minimizing obligations and potential liability. He provides advice on such subjects as policies and procedures, hiring, employment agreements, human rights issues, reducing labour costs, restrictive covenants, discipline and terminations. Rudner represents clients before courts, mediators and tribunals. He is the author of *You're Fired: Just Cause for Dismissal in Canada*; has repeatedly been named in *Canadian HR Reporter's Employment Lawyers Directory* and as one of Canada's top Legal Social Media Influencers; and is a member of *HR Professional's* editorial advisory board. He provides an HR Checkup, on [page 40](#).



ADRIANA GIRDLER

Adriana Girdler, founder and president of CornerStone Dynamics, describes herself as an efficiency officer who helps companies do what they do—better. She immerses herself into the heart of companies she works with, inspecting and assessing every process. Whether it's customer relations, personal, management, production, utilities, outside contractors or internal ways of working, Girdler says she begins her investigation with one straightforward question: How can we increase value? She offers five rules for more efficient and successful projects, on [page 54](#).

Meeting agenda: how to make our OHS program more efficient

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THIRD QUARTER PLANNING

Those of you who are publishing savvy probably won't be surprised to learn that I'm writing this on the heels of attending HRPAs annual conference. So much to see and do! There were a number of overarching themes this year: while many of the keynote speakers addressed innovation and creativity, many of the sessions and exhibitors focused on the search for talent, talent management and finding those developing "non-traditional" labour pools.

I am a self-admitted boomer, growing up in the luxuries of the 60s and 70s, trying to find work and build a career during the recessions of the 80s and surviving the booms and busts of the 90s. Now, along with my peers, I'm starting my "third quarter" planning. (My thanks to ThirdQuarter.ca and carp.ca for inspiring my theme!) But, as writer Melissa Campeau discovered while researching her article, "What are your boomers doing after work," we're not solely focused on the financial side of pre- and post-retirement, but with the broader picture of how we plan to live our lives as we move beyond "middle age."

Not to sound totally self-serving, but among the beneficiaries of the growing numbers of active, involved 50-plusers will be those employers welcoming older workers who come ready-trained, with proven work ethics and track records, and ready to be hands-on, or mentors to those at the start of their careers.

Our writers also discovered some exciting trends for those at the start or mid-point of their careers as well. We all need to be concerned and take action on environmental sustainability—and HR can't escape its responsibilities in this area either. Speaking with Dr. Parbudyal Singh, writer Sarah B. Hood uncovered four trends that should be on the minds of many HR professionals. And, we venture into the culture at Ajax, ON-Based SEP, where those who play together work so well together.

Finally, leadership coach Craig Dowden spoke with W. Brett Wilson, who shares his thoughts about what does—and does not—define success.

As always, you can contact me directly at lblake@naylor.com, or post on our Facebook page, at www.facebook.com/#!/HRProfessionalMag.

Cheers,



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BY DAPHNE FITZGERALD, CHRP, SHRP

A TRAGICOMEDY IN THREE ACTS

With my term as Human Resources Professionals Association (HRPA) board chair ending in May, I'd like to use this month's column to reflect on the significant work the board and association have put into becoming a true regulator of the HR profession.

As you know, most of this work has centred on lobbying the Ontario government to pass legislation that updates HRPAs governing act—the *Human Resources Professionals of Ontario Act, 1990*—and provides for more robust protection of the public by a profession that has evolved considerably over the past 20 years.

This work has been largely positive—but not without challenges. As I noted in my keynote speech at this year's annual conference, it's been something of a "tragicomedy" in two acts, with act three yet to be written.

Our "Act One," also known as Bill 138, had good support from the HR community. We worked really hard at getting traction on that bill with all stakeholders and our goals seemed to be getting through.

David Zimmer, the Liberal MPP for Willowdale, sponsored the bill and was an early and vocal supporter of the cause: "As business practices, economic conditions, workforce demographics and employee expectations all become more complex, HR professionals provide human capital and management know-how. This creates huge value for the organizations that

employ them," he told the legislature in an early speech.

Things were looking great. The bill got all-party support, passed second reading...and then the Legislature was dissolved and our bill died an untimely death!

But the future doesn't wait even if we had to. We worked even harder refining our regulatory framework and developing regulatory training modules for all volunteers of HRPAs various adjudicative committees.

Which set us up for "Act 2." Everyone who was already onboard with Bill 138 knew it was full steam ahead and they jumped right in to supporting Bill 28—the name of the new Act which was reintroduced in the new legislature.

Now we had very strong support across the entire HR community and even stronger enthusiasm across the political spectrum.

Christine Elliot, a co-sponsor of the bill and the Conservative MPP from Whitby-Oshawa said, "Human resource professionals are champions of change who continually assess and increase their operational effectiveness. They link this change to strategic needs while getting employees on side."

Michael Prue, the NDP sponsor of the bill and MPP for Beaches-East York, said: "New governance tools are going to allow this group to better manage their own affairs and better manage the people with whom they work while

making sure there is a consistent standard and professional opportunity."

And so with active endorsement from across the political spectrum, Bill 28 easily passed second reading. It seemed like we were on the verge of finally realizing the introduction of our new Act and benefitting from all of the promise it would deliver.

And then the Legislature was... "Prorogued." See what I mean about this being a tragicomedy?

So how's this story going to end? Well, we're going to write our own conclusion by creating a gold standard for regulated professions that other groups will be lining up to use as a template. HRPAs determination to get our new Act passed is now stronger than ever and the key factor is the resolve of our Leadership—and that leadership must include all HRPAs members.

So what can you do to play your part in creating the new HR of the Future? Stay informed and show personal leadership by electing a strong board with the continuity and experience to get us to that final curtain.

Please vote and make your voice heard within HRPAs and within the Legislature. Because when our Act IS finally passed, HRPAs will be taking to the public stage with the rest of Ontario's tier-one regulated professions right where we belong! ●

Daphne Fitzgerald, SHRP, is outgoing chair of the Human Resources Professionals Association (HRPA).

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1. 2012 Express Scripts Canada Research

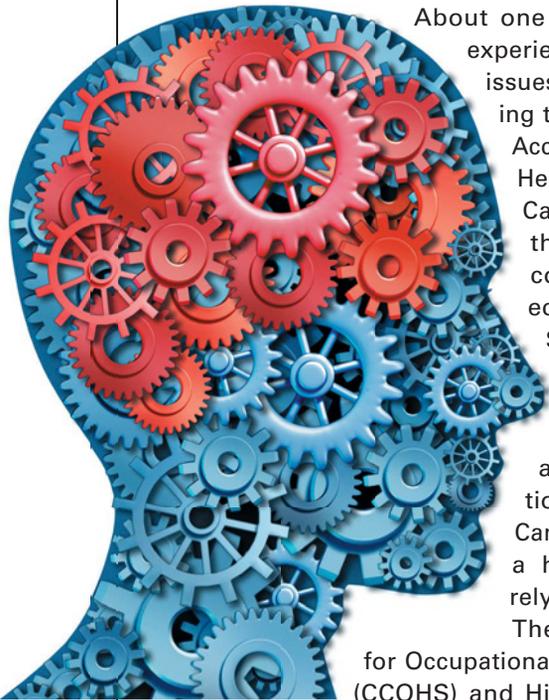
2. Express Scripts Canada 2011 Drug Trend Report

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CCOHS Offers Free Mental Health Awareness Course



About one in five Canadians experiences mental health issues at some point during their working years. According to the Mental Health Commission of Canada, it is estimated that mental illness costs the Canadian economy more than \$50 billion per year in terms of health-care service use, lost workdays and work disruptions. Both a healthy Canadian economy and a healthy workplace rely on healthy minds.

The Canadian Centre for Occupational Health and Safety (CCOHS) and High Point Wellness

Centre have partnered to create a series of e-courses on mental health in the workplace. The first course, Mental Health: Awareness, provides an introduction to the complex issue of mental health in the workplace, and explains why it is so important. This 30-minute free awareness course provides the foundation for the more detailed courses in the mental health series, which are scheduled to be rolled out over the next five months: Mental Health: Health and Wellness Strategies; Mental Health: Signs, Symptoms & Solutions; Mental Health: Psychologically Healthy Workplaces; Mental Health: Communication Strategies.

This course is recommended for employers, managers, supervisors and front-line workers interested in learning about mental health at work.

For more information, visit www.ccohs.ca/products/courses/mh_awareness.



News From WSIB

Effective January 1, 2013, Ontario's construction sector coverage is now mandatory for those carrying on business in construction, including independent operators, sole proprietors, partners in partnership and executive officers in corporations. For more information, visit www.wsib.on.ca, or the dedicated website BERegisteredBeReady.ca.

The Ontario Construction Secretariat applauds the move, calling it an important component in combatting the "pervasive underground economy."

In other news, the WSIB also reports a change in its approach to the annual release of statistics, with the launch of a new web statistics report, "By the Numbers: 2011 WSIB Statistical Report." The board says the change will make its statistics more accessible and easier to interpret.

The report is now available at www.wsibstatistics.ca.

The Ontario Construction Secretariat applauds the move, calling it an important component in combatting the "pervasive underground economy."

Employee Promotions Not Being Leveraged as Attraction and Retention Tool

While employee promotions have an extremely positive effect on employee engagement and motivation, very few (16%) organizations widely communicate the benefit for recruitment or employee retention, according to a recent WorldatWork report. Even so, employers continue to budget for programs that support employee advancement and promote about 8% of employees in a typical year:

- The average promotional increase awarded to salaried employees in 2012 was 8.7%, up from 8.3% in 2010.
- Officers and executives received an average promotional pay increase of 10.2%, compared to the average of 9.5% in 2010.
- The most common method of funding for promotional increases is by establishing a budget separate from other pay-increase budgets.

While promotional practices tend to vary from one organization to another, there are areas of consistency, such as:

- Most define a promotion by the increase in pay, band, grade or level (81%), and/

or the addition of higher-level responsibilities (76%).

- While most organizations have tenure requirements before the employee is eligible for a promotion, nearly half allow promotions right away.
- At a majority of organizations (57%), employees are not eligible for promotional increases if they are moving laterally to a new position.
- Nearly 1 out of 5 organizations award promotions without a pay increase.

“Employers may be missing out on an opportunity to enhance their ability to attract, motivate and retain employees by not sharing general information about the guidelines or processes associated with promotions,” says Kerry Chou, a certified compensation professional (CCP) and practice leader at WorldatWork, a non-profit association focused on compensation, benefits, work/life effectiveness and total rewards strategies to attract, motivate and retain an engaged and productive workforce.

[View the report at http://alturl.com/35rws.](http://alturl.com/35rws)

MOL Releases New Workplace Health and Safety Guides

The Ontario Ministry of Labour has recently revised two of its OH&S publications—*A Guide to the Occupational Health and Safety Act* and *A Guide for Joint Health and Safety Committees and Health and Safety Representatives in the Workplace*. The revised guides now reflect the most recent changes to the OHSA, resulting from the amendments from Bill 160, Occupational Health and Safety Statute Law Amendment Act, 2011.

These two resources are free and available for you to view and download from the ministry’s website.

The MOL notes that the guides are not intended to replace the OHSA and its regulations, referring information seekers to refer to the official version of the legislation to determine your legal rights and duties. However, these guides might help make the legislation easier to understand, the ministry noted in its recent e-newsletter. The guides are now organized according to the sections of the Act.

Visit www.labour.gov.on.ca/english/hs/pubs for more information.



Work Environment May Put Women at Risk for Diabetes

Limited discretion and authority to influence how to meet the demands of their job may put women at risk of diabetes, says a new study from the Toronto-based Institute for Work & Health (IWH) and the Institute for Clinical Evaluative Sciences.

Published in the September issue of *Occupational Medicine* (vol. 62, no. 6, pp. 413-419), the study confirmed that high body weight was the principle risk factor for the development of diabetes among working-age adults in Canada. What was surprising in the nine-year study was the observation that the proportion of cases of diabetes among women that could potentially be attributed to low job control was higher than that for behaviours such as smoking, drinking, lack of exercise and not eating fruits and vegetables. Low job control was not associated with the incidence of diabetes among men.

The study suggests job control—a person's ability to influence how they meet the demands of their job and

how they use their skills—could potentially be an important modifiable risk factor to reduce the incidence of diabetes among women. "With additional research from intervention studies, we may learn that improved job control for women, such as providing autonomy over the way they do their jobs, could be considered as part of a comprehensive diabetes prevention strategy," says IWH Scientist Dr. Peter Smith, lead author of the study.

The Canadian Diabetes Association agrees. "Given the findings of this study, it is recommended that job control along with workplace wellness programs be evaluated in workplaces as a strategy to lower the risk of diabetes in women," says Dr. Janet Hux, the association's chief scientific advisor.

For more on this study, visit www.iwh.on.ca/at-work/70/work-environment-may-put-women-at-risk-of-diabetes.

Source: *At Work, Issue 70, Fall 2012: Institute for Work & Health, Toronto*



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Redefining Success? Survey Reveals Canadians Prioritize Following Their Dreams

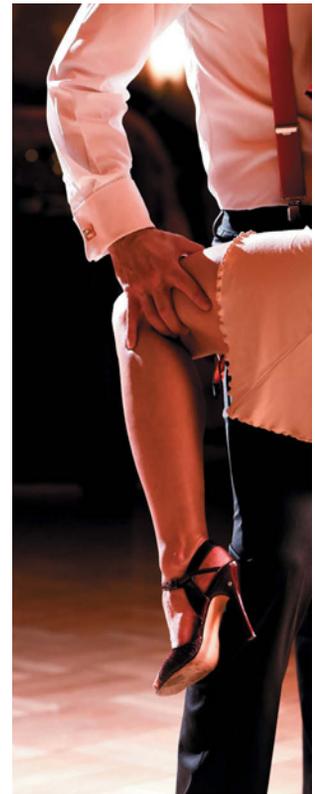
Some 83% of Canadians who responded to a recent survey say they are striving to learn new things in 2013. The survey, conducted on behalf of American Express Canada, looked at how adults feel about following their dreams and realizing their true potential, as well as whether their definition of success has shifted over time. The findings reveal Canadians are willing to make significant personal and professional sacrifices this year to make their dreams come true.

Although some might think following your dreams comes with inherent financial and professional risks, the survey revealed that, surprisingly, about nine in 10 (87%) Canadians believe you should prioritize following your dreams over other commitments, such as work and career.

"Many Canadians have been living out the wrong formula for success, linking it too closely with over-ambition and long working hours," says Dr. Susan Biali, a practicing medical doctor in Vancouver, who admits it took over two decades to realize her dream of being a professional dancer. In 2006, Biali defied the norm and opened her own dance company, Alma Flamenca, which she says led to a whole new world of possibilities. This included becoming an author, professional dancer and international guest speaker.

The American Express Canada survey further reveals that Canadian priorities might be shifting away from traditional notions of success:

- 32% of Canadians have changed careers at least once in favour of a greater work/life balance
- 27% have taken time off work to travel the world.



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- Gail Cowper Benoit, HR, Laurentian University

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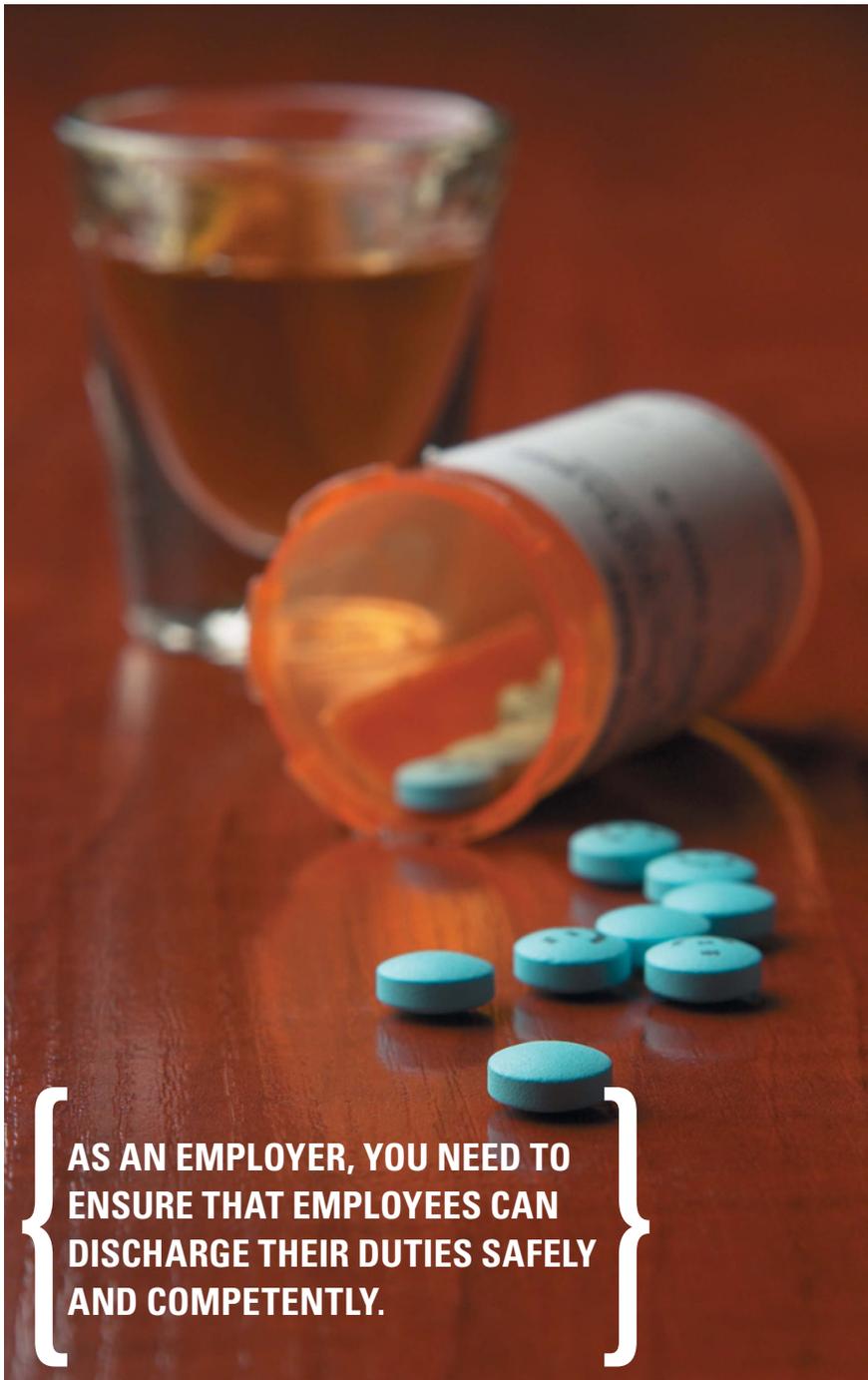


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A FINE BALANCE—PRIVACY RIGHTS VS. DRUG & ALCOHOL TESTING POLICIES

BY HERMIE ABRAHAM



The balance between an employee's right to privacy and an employer's need for information has always been a hot-button topic in human resources, especially when it involves workplace drug and alcohol testing. As an employer, you need to ensure that employees can discharge their duties safely and competently. On the other hand, an employee is entitled to dignity, respect and privacy, especially as it pertains to his or her bodily integrity.

Canadian employment laws have long held that an employer has the right to adopt any workplace policy and program (including a drug and alcohol testing policy) provided that such a policy or program is:

1. Consistent with the employer's collective agreement, if any;
2. Reasonable;
3. Clear and unequivocal;
4. Consistently enforced; and
5. Brought to the attention of all employees in advance of the policy/program's implementation.

That said, the highly invasive nature of drug and alcohol testing has challenged the "reasonableness" of any such testing policy. An employee's saliva, urine, blood and hair samples may provide information to the employer that is far greater than what is needed for a drug and alcohol testing program. For example, a urine test could reveal whether an employee is pregnant or treating a medical condition.

Unfortunately for employers, Canadian jurisprudence remains unsettled about how far (and in what circumstances) an employer may

2012 Volunteer Leadership Award Winners

HRPA's Volunteer & Leadership Awards recognize contributions made to the profession, the workplace and the elevation of the practice of human resources management.

Congratulations to our 2012 winners:

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HIGHEST GROWING CHAPTER AWARD (*more than 250 members*): Niagara Chapter

HIGHEST RETENTION CHAPTER AWARD (*less than 250 members*): Quinte Chapter

HIGHEST RETENTION CHAPTER AWARD (*more than 250 members*): Grand Valley Chapter

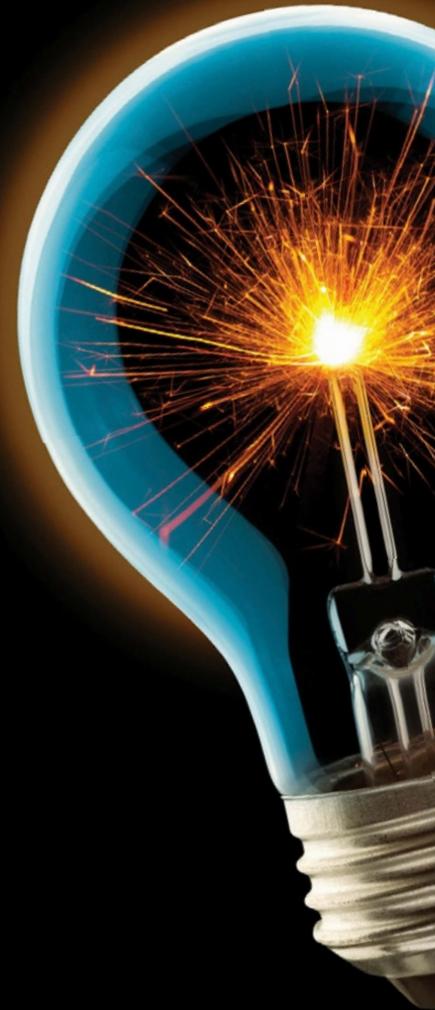
NATIONAL KNOWLEDGE EXAM TOP SCORERS:

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impinge on an employee's privacy and require him or her to submit to a drug or alcohol test.

In *C.E.P., Local 707 v. Suncor Energy Inc.*, [2009] A.W.L.D. 2802, an arbitration board took a conservative approach to determine the reasonableness of Suncor's drug and alcohol testing policy. The policy permitted drug and alcohol testing

of an employee when the employee was involved in an accident, regardless of seriousness or whether the employee's conduct contributed to the accident. Furthermore, the policy permitted Suncor to run a drug and alcohol test in situations where drugs or alcohol were not believed to have played a part in an accident. In its decision, the arbitration board stated

that Suncor's policy was unreasonable because the safety risk did not justify the imposition on the employee's right to privacy. The board stated that something more than an accident, near miss or other potentially dangerous incident was required to justify a drug or alcohol test.

However, in the case of *Irving Pulp & Paper Ltd. v. C.E.P., Local 30*, 2011 NBCA 58, the New Brunswick Court of Appeal adopted a more expansive approach to determine the reasonableness of a testing policy. In this case, an employee was randomly selected and required to participate in alcohol testing based on Irving's policy. The employee, who did not consume alcohol for religious reasons, filed a grievance alleging that Irving did not have reasonable grounds to require the test. Though the arbitration board upheld the employee's grievance, Irving appealed the decision and won on review. The union appealed to the Court of Appeal, which found Irving's policy to be reasonable. Unlike in *Suncor*, the Court of Appeal found that the alcohol testing policy was minimally intrusive to employee privacy rights because Irving's testing was limited to a small group of employees—only those in safety-sensitive positions. The court stated further that in inherently dangerous work environments, such as the kraft mill operated by Irving, evidence of a workplace alcohol problem was not required in order to adopt a mandatory random alcohol testing policy.

Both the arbitration decision in *Suncor* and the Court of Appeal decision in *Irving* have been appealed: the latter to the Supreme Court of Canada, which at the time of writing this article is hearing the appeal. The Supreme Court's decision will provide guidance about the extent workplace drug and alcohol testing policies can have on limiting an employee's right to privacy. Until such time, keep these four best



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BEFORE IMPLEMENTING ANY WORKPLACE DRUG OR ALCOHOL TESTING POLICY, YOU SHOULD CONSULT WITH A LABOUR AND EMPLOYMENT LAWYER.



practices concerning drug or alcohol testing policies in mind:

- 1. Ensure that the policy relates to workplace safety:** Drug or alcohol testing policies should be used in exceptional cases and only where there is a substantial threat to the safety of the workplace or the public. The policy should be necessary to accomplish the safety goal.
- 2. Ensure that the application of the policy is limited only to safety-sensitive positions:** Not all employees should be required to submit to a drug or alcohol testing policy.

Compliance should be limited to particular jobs where performance is inherently linked to safety.

- 3. Make sure that the test is limited in scope:** Collect only the information needed to achieve the aims of the policy. An employer that wishes to test an employee's level of impairment may achieve this goal by instituting alcohol tests using a breathalyser. A urine test may be too far-reaching in such a case.
- 4. Draft the policy to comply with federal and provincial privacy**

laws: Depending on the workplace jurisdiction, laws such as the *Personal Information Protection and Electronic Documents Act (PIPEDA)* and the *Personal Health Information Protection Act (PHIPA)* may apply. Employers should seek advice on the impact of such legislation prior to drafting any policy.

Before implementing any workplace drug or alcohol testing policy, you should consult with a labour and employment lawyer. This will ensure that you strategically design and develop a testing policy that not only addresses your workplace safety concerns, but also limits your exposure to a privacy or human rights complaint. ●

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WHAT ARE YOUR BOOMERS DOING AFTER WORK?

It pays to prepare older workers for the next stage, whether they'll be coming back part time, consulting, mentoring or volunteering elsewhere

BY MELISSA CAMPEAU



PREDICTIONS SUGGEST A DIFFERENT TREND MIGHT BE EMERGING, ONE IN WHICH THE COMING WAVE OF RETIREES DECIDES TO CONTRIBUTE DIFFERENTLY TO THE WORKFORCE RATHER THAN LEAVE IT ALTOGETHER.

Doomsday prophecies about the boomer generation's impending en-masse retirement have been nearly unavoidable these past few years.

Many predictions involve highly paid recruiters climbing mountains and crossing oceans to fill the looming skills chasm. But other cooler-headed predictions suggest a different trend might be emerging, one in which the coming wave of retirees decides to contribute differently to the

cover feature

workforce rather than leave it altogether, meaning companies will have a much gentler transition to navigate.

Indeed, the employment rate for individuals 55 or older has grown noticeably in recent years. From 1997 to 2010, it rose to 39.9 per cent from 30.5 per cent for men and to 28.6 per cent from 15.8 per cent for women. And even in 2007, well before the first wave of boomers hit retirement age or the economy upended itself, 24 per cent of Canadians aged 65 to 70 were still working, up from 11 per cent in 2000.

What's more, research tells us our more seasoned workers (those aged 55 and older) are often a motivated lot, so a company has a great deal to gain by keeping them in the fold. In particular, a 2005 study by Towers Perrin concluded engagement tends to increase with age. The same study also examined the cost of older workers (including expenses of health insurance, salary, time away from work) and concluded that retaining or hiring additional older workers may not cost much more than retaining or hiring younger employees. Moreover, these workers can offer important performance advantages in the right roles as a result of their enhanced skills, experience, maturity and engagement.

WORKING AFTER RETIREMENT

This trend can take the form of having retirement-age workers stay on full time, a win/win scenario that may come in many guises. On the other hand, some organizations have devised plans encouraging workers to return part time after retirement with no loss to their pension or retirement benefits.

Others look to keep experienced workers contributing as consultants (or hire retiree consultants) to help out. In the U.S., an innovative program called YourEncore run by Proctor & Gamble and Elis Lilly, helps organizations hire highly skilled retirees such

as scientists, engineers and product developers on a contract basis.

Mentoring provides many well-documented advantages to organizations and can give retirees tremendous satisfaction and a much-needed social network. Many organizations have instituted formal mentoring programs to keep at least a portion of valued senior knowledge in house. Dow Chemical, for one, has had a formal mentoring program in place for more than a decade, where mentors in the program meet regularly with a small group of proteges to share insights and experiences and check progress.

"If an employee is coming back to work for you after they're retired, they're not worried about their career or climbing the ladder," points out Deborah McPhee, associate dean of undergraduate programs at Brock University, in St. Catharines, ON, and author of a research paper on transitioning older workers*. Not only is the burden of training new recruits lifted from a supervisor's shoulders, the mentor is likely to need very little guidance or managing.

And then, of course, there are not-for-profit organizations—85,000 of them in Canada—that would eagerly welcome experienced retired workers as volunteers.

HEALTHY SOCIAL CONNECTEDNESS

It's not just companies benefiting from older workers' continuing presence in the workforce. Retirement, after all, is not what it used to be. We're living longer and tend to stay healthier than we used to. "People are still extremely active and vital and interested at 65," notes Dr. Vivien Brown, a family physician and vice-president of medical affairs at Medisys Health Group.

We're not inclined to quietly fade into the background at 65 and many would argue we're not meant to. Research tells us an abrupt end to

working life can bring with it an avalanche of problems. The loss of community that comes from being part of a workforce can be devastating. "Not only are you leaving wage work, you're leaving that routine and that sense of self worth, but also that collegiality," says Adele Robertson, CEO and founding partner of V Generation, a consulting firm helping seniors envision and plan the post-retirement phase of life. "That's the toughest part."

According to a 2006 Health Canada study, "Healthy Aging in Canada: A New Vision, A Vital Investment," social connectedness is a key indicator of healthy aging in people over 65. Part-time work, consulting, mentoring and volunteering can all offer remedies to the isolation of traditional retirement.

And then there's money. For many Canadians, the size of their nest eggs has proved to be disappointing—something that's hardly surprising given the past decade's dotcom bust, global recession, market decline and extremely low interest rates. According to the latest Statistics Canada figures, nearly 72 per cent of boomers who stay attached to the workforce cite financial need as the primary reason.

PLANNING FOR RETIREMENT

In order to take advantage of the benefits of remaining in the workforce, older workers need to plan for the changes ahead and understand their options. The most basic challenge of retirement is having enough money to fund your plans. Many organizations offer employees help with financial planning, something that can make a critical difference in retirement income and subsequent options. "With today's economy going up and down, it's really important employers start working with employees early to make sure they're planning ahead of time," says McPhee.

Robertson echoes this sentiment. It's important to tackle these issues

*McPhee, Deborah, "Transitioning Ageing Workers from Paid to Unpaid Work in Non-Profits."

well before traditional retirement age, she says, since in many cases retirees are “not thinking about retirement until the horse is out of the barn.”

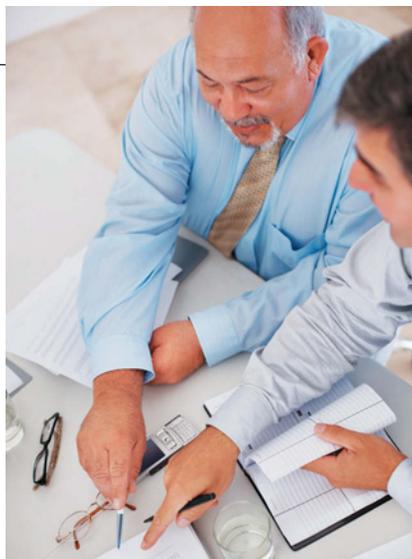
While financial education is a good start, it’s only a fraction of the larger picture. “The majority of corporations handle only one element of retirement, and that’s the financial package,” says Robertson. “Practically none do anything with the realities of what happens to you when you retire.”

Elemental to enjoying the post-retirement chapter—whatever shape it will take—is good health. In fact, the 2006 Health Canada report identified healthy eating and exercise as two key indicators to healthy aging. A corporation’s wellness program can help establish healthy nutrition and fitness practices for employees of any age, providing a solid base for improved quality of life in later years.

Beyond the physical, mental preparation can be invaluable for planning and adjusting to the next stage of life. Forward-thinking organizations are looking into ways to help workers nearing retirement age determine what their next steps might look like, even if that stage isn’t spent in the organization’s service. Robertson’s company, for example, steps into organizations and works with older employees to help them define their strengths and interests and outline meaningful ways to contribute post-retirement, mainly as volunteers.

“Companies spend a lot of time and money on recruitment and retention and yet they don’t really look at what’s going to happen to these people once they retire,” says Robertson. “Twenty or 30 years is a long time to live without a plan for what you’re going to do.”

For some organizations—in particular those offering health insurance to retired employees—investing in healthy, happy older workers can yield a cost savings. But fewer and fewer companies in these belt-tightening (and shorter-service) years are offering those kinds of benefits. For the



bulk of employers, taking steps to help workers ease into the next stage of life—even if it won’t mean volunteering, consulting, mentoring or continuing to work with the organization—is still “the right thing to do,” says Robertson. After all, the latest Statistics Canada figures show 44 per cent of Canadians over 65 spent an average of 2.2 hours a day as volunteers, representing an economic value to local communities at about \$60.2 billion each year. If an organization considers supporting employees as they enter the next stage of life to be a corporate social responsibility initiative, those numbers are compelling.

From a recruitment and retention point of view, addressing the challenges and needs of each stage of an employee’s life can build invaluable goodwill. When it comes to post-retirement education and support, a company may host general programs about quitting smoking, healthy weight loss or fitness. Or it may choose to offer educational sessions about the importance of social connectedness or, more pointedly, finding ways to put 30 years of professional experience to work in a volunteer or consulting capacity. Any of these measures would contribute to an organization’s wellness program and foster a worker’s sense that an employer genuinely cares about their health, happiness and life beyond age 65. “If those programs help people

transition,” says Brown, “I think in general that gives the company a lot of credibility.”

THE NEXT CAREER: VOLUNTEERING

High school students volunteer for credits. Giant companies and mom-and-pop firms alike contribute to charities. Entire departments in larger companies are established to manage fundraising events; many organizations now consider corporate social relations initiatives to be part of daily business. Volunteering is decidedly mainstream these days and for the wave of boomers about to enter the ranks of the differently employed, it may be their next career.

Social connectedness plays a significant role in why seniors choose to volunteer. According to Statistics Canada, 56 per cent of older seniors (aged 75 and up) and 52 per cent of younger seniors (aged 65 to 74) indicated they volunteered because their friends volunteered, while 58 per cent of older seniors and 55 per cent of younger seniors volunteered to network and meet people. And for the next wave of seniors, volunteering may be as much the norm as heading to the office daily once was.

“Anecdotally speaking, I always hear retirees discussing the volunteer activities they’re running off to,” says Deborah McPhee. “It’s like when you’re working—your badge of honour is you tell people where you work and what you’re doing.” For many active, volunteering seniors, their not-for-profit work offers the same source of pride and sense of belonging.

While charities and not-for-profit organizations on the receiving end of seniors’ time and energy will benefit, the volunteers themselves will reap a host of rewards. In fact, according to a 2007 report by the World Health Organization, when seniors volunteer they experience better health, greater longevity, higher functional ability and a lower rate of depression. ●

feature



REDEFINING SUCCESS

STILL MAKING MISTAKES

MORE WEALTH THAN I NEED AND LESS TIME THAN I WANT

Redefining success—an interview with W. Brett Wilson

BY CRAIG DOWDEN

The beginning of each year brings with it the opportunity to think about what we want to accomplish in the next 12 months. An overarching goal many of us set for ourselves is to be successful in the new year. However, one of the timeless questions we struggle with relates to how we define success.

W. Brett Wilson recently released his first book, *Redefining Success: Still Making Mistakes*, which covers his journey and his revelations through a very personal, and some would say, tragic story about the modern trappings of success. Wilson is a well-known Canadian, perhaps most notably through his time on CBC's *Dragon's Den* as the "Dragon with a heart." This reputation has been reinforced through his extensive charity work and involvement in the business community.

Yet, those reading his book or listening to him talk may be surprised to learn that Wilson is far from convinced

that his original definition of success was the best one.

Q. WHAT MOTIVATED YOU TO SHARE YOUR STORY ABOUT SUCCESS?

WBW: Four or five years ago I started speaking on my personal life journey with the Young Presidents Organization (YPO). Within YPO there is a cloak of confidentiality that allows you to dig a little deeper. So you share some things that you might not have otherwise shared because the idea is to maybe inspire people to look differently at their own lives. As I revealed some of the mistakes I made, it became clear that this messaging was resonating with YPOers. As I started to move to a broader stage, I started to be more transparent. I have never shared all, but I shared a lot and it went over with the audience; the transparency of the messaging. So, I undertook to start to put it together in writing.

The whole point of sharing at this deeper level started to resonate when

I was at the podium and I would speak to audiences and then get feedback. On one occasion, a guy wrote me an email that afternoon and said, "You've changed my life. I phoned my wife and apologized for the last 10 years of ignoring her."

I realized that if the book was coming, it better be consistent with the way that I approach sharing my story. I often say, if I get through to one person in an audience of 1,000, then my sharing was worth it.

Q. WHAT DO YOU THINK IT IS ABOUT OUR CULTURE THAT MAKES US SO OBSESSED WITH DEFINING SUCCESS THROUGH WEALTH?

WBW: It is a little bit engrained in the context of capitalism. There was a great line that came out of the movie *Aristotle* many years ago. Jackie Kennedy was asking the question, "How much is enough?" and JFK took the cigar out of his mouth, put his hand on his big desk and looked at her and said "More! More is enough!"



PHOTO: HEATHER FRITZ PHOTOGRAPHY

And you know, 20 to 25 years ago when I saw that, I thought what a cool answer. I look back on it now and think it is one of the most pathetic commentaries on relationships that you could ever encounter. Here was one of the most incredible women in the world basically having to beg her partner for his time and he was too focused on more.

So if you extend that conversation about how our western society tends to pursue things, it is not a surprise that we celebrate people who work long hours and we celebrate people who have made a ton of money. And

they become powerful. And the pursuit of power in itself has appeal. Absolute power may corrupt, but absolute power still has appeal.

And that's why the context of the book for me is about pushing people to really think hard about where they want to be in life and then set priorities that will help them get there. And there's no question that there's a time in your life where your career might take precedence over family, but if you do so to the complete detriment of family, the collateral damage will likely far exceed any benefit.

Q. WHAT STRATEGY DO YOU USE TO ENSURE YOU MAINTAIN A GROUNDED PERSPECTIVE ON SUCCESS?

WBW: I still run hard and work hard, but I play hard. I want to make sure that when I play hard, I am constantly focusing on how I can spend time with my family. In my own life, I ask myself "where do I want to be in the next three to five years?" I am 55. I only have a few five-year chunks left. So, I started to think about my life and my context. Then I realized, it is just as important to know where my key business partners wanted to be in three to five years. One of the first questions they ask is, "Do you mean in our personal lives or in work?" And the answer is, "Yes." It is really a blend.

Q. HOW CAN WE CONVINCE BUSINESS LEADERS OF THE VALUE OF THIS PHILOSOPHY?

WBW: Like most challenges, if they are not talked about, it's virtually impossible to deal with them. Whether it's an eating disorder or alcoholism, or workaholism, until you acknowledge its existence, you cannot possibly accept treatment. And that may be one of the reasons why the book is striking a chord with so many people who are either lost and not sure of where they want to go or they are so absorbed in the work world they live in, they are not seeing the balance of life. So, it all starts with awareness.

Q. YOU SHARED SOME OF THE PERSONAL EXPERIENCES THAT LED TO YOUR AWARENESS-RAISING MOMENT. ARE THERE ANY QUESTIONS YOU WOULD URGE BUSINESS LEADERS TO CONSIDER IN ORDER TO HELP RAISE THAT AWARENESS?

WBW: One of them is to stepping into the shoes of your own staff. Looking at that question: How would you define success? How much is enough?

There was a time at First Energy that we were pretty proud of the fact that we only ever had to fire one

partner. And others acknowledged quite quickly that we had lost quite a few, and I would say, "Yeah, but we burned them out." And that was okay. If I burned them out, they made a lot of money getting there. But you can't help but wonder if some of the better investment bankers might have had longer lives if there had been more balance and a more balanced pursuit of how much is enough.

Q. SOUNDS LIKE THE CONCEPT OF THE SERIES UNDERCOVER BOSS.

WBW: Yes. Very much so. I love that show for that very reason. It gives them a far greater appreciation of what's going on within their organization than any report from an employee could ever do.

Q. HOW ABOUT FOR THE NEXT GENERATION OF LEADERS? WHAT DO WE NEED TO DO TO HELP THEM IN THEIR JOURNEY?

WBW: There is little doubt in my mind that the essence of it is having that conversation first of all with yourself. Where do I want to be? What does my picture of success look like? And there is nothing wrong with it being multifaceted. We live in a society where it is okay to say I want to have a nice house. Think long and hard about what a nice house really means. If you want a big house on a hill, that's one way of approaching it. If you want your house around the corner from your kids, then that's another conversation. But have that conversation.

Then second, turn to those who are in your life. Parents, children, your spouse, and have the conversation. Where is it that we want to go? How do we define success as a family? In a parent-child relationship? I have done that. It's been very powerful.

Q. IF YOU COULD GO BACK IN TIME, WHAT ADVICE WOULD YOU GIVE TO YOURSELF AT THE BEGINNING OF YOUR OWN CAREER?

WBW: A huge part of it was marital stress and challenge [that] could

have been dealt with differently. In particular, counselling and coaching in our personal lives. But, for whatever reason, we decided to just bury it and leave it as the unsaid elephant in the room.

And as my marriage failed, my ability and willingness, which were blended, to spend more time at the office heightened. And of course, the more time I spent at the office, the more challenging the relationships were at home. So, it was an avoidance strategy and one that is, frankly, not uncommon.

Q. WHAT MAKES IT DIFFICULT TO BREAK OUT OF THAT CYCLE?

WBW: There's the fear of conflict. And, at the same time, though, remember, our core fear is one of abandonment. Nobody wants to be alone. There's a belief that if you are alone, there is something wrong. And in my own personal journey, it's only

the last few years that I've come to appreciate that being alone and being lonely are two completely different things. I have actually become very comfortable with being alone, and realized that I am not lonely very often.

Q. DO YOU THINK THIS FEAR IS WHERE THE OBSESSION OF WEALTH-PURSUIT COMES FROM?

WBW: Absolutely. I remember having this conversation with someone when I was in my work-obsessed world, saying that, "I know my children will understand some day how much I love them, because I am working for them." It is a misguided perspective, because your children, when they leave, will go, "Yeah, my dad wasn't around much." They are not going to say, "Yeah, Dad really gave me a lot of money."

It's a sad trade-off. You know, I end up now with more wealth than I need and less time than I want. ●



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feature

ENVIRONMENTAL

What's
HR got
to do
with it?

4

areas
where **HR**
concerns are
starting to
overlap with
environmental
initiatives

BY SARAH B. HOOD

SUSTAINABILITY

There have been two prevailing trends in the business world over the past 50 years. One, of course, is the increasingly rapid development and spread of new technologies. The other is environmental awareness. Human resources professionals spend a lot of time thinking about the implications of new technologies, from online recruiting to social media policies. For many, however, it's less clear how green initiatives overlap with their work.

The area of environmental sustainability is only predicted to grow as a leading business trend over the next decade, says Dr. Parbudyal Singh, a professor of human resource management at York University and a member of the advisory board for *HR Professional*. While few would question the value of green thinking, he says, "This is one area where the field has lagged significantly in terms of scholarship."

When it comes to the confluence of HR priorities with environmental initiatives, "We don't have sufficient empirical evidence to demonstrate any effect conclusively in terms of firm performance," he says. "This is something we need to proactively manage. We need to identify areas where it could potentially have an effect."

COMPLIANCE A DRIVER

Currently companies are "placing environmental sustainability under the rubric of corporate social responsibility, and I think that's too broad," he says. "I believe we'll have to look at splitting the two going forward." As it stands, Singh believes there are at least four areas where HR concerns are starting to overlap with environmental initiatives.

First, he predicts, most employers in North America will be required to comply with new laws and regulations driven by environmental concerns over the next 10 to 20 years. "Very soon, companies will have to be compliant; it will become a priority issue for HR managers, because we will see changes in laws," he says. Just as organizations have recently been required to draft internal policies on areas like privacy and bullying, he foresees environmental policies as a coming trend.

"Compliance will become a huge issue for HR managers," he says. "We have to be proactive; many organizations have already done this, and it will become something that others will want to do even if it is not imposed on them, because other organizations are doing it and they see the potential benefits."



"THE ADOPTION OF ENVIRONMENTAL STANDARDS IS ASSOCIATED WITH INCREASED EMPLOYEE TRAINING AND INTERPERSONAL CONTACTS, WHICH IN TURN CAN CONTRIBUTE TO IMPROVED LABOUR PRODUCTIVITY."

GREENING YOUR BRAND

The second area relates to brand image. Increasingly, besides the need to conform to these regulatory imperatives, says Singh, the manner in which organizations manage issues related to environmental sustainability “will signal an image of the organization to the broader community, including the financial community. The image of the organization has a lot to do with its brand, and the brand has significant implications for its performance. People buy into ‘good’ brands.”

Because branding has an impact on recruitment and retention, companies that hope to attract the best employees will have to become known as models of sustainability. But good environmental management practice goes even further than this, says Singh: “I believe it is going to have an effect on the behaviour of employees.”

So far, the evidence to support this claim is mainly anecdotal, with firms that undergo significant greening initiatives reporting strong employee buy-in and consequent high levels of employee morale. However, some research on this topic is starting to emerge.

For instance, in December 2009, Hewitt Associates (now Aon Hewitt), released a document titled “Corporate Social Responsibility Research Findings,” as part of its 2010 Best Employers in Canada study. The research, carried out in partnership with Canadian Business for Social Responsibility (CBSR), collected feedback from over 100,000 employees and more than 2,000 leaders in more than 230 organizations in order to study the relationships between employee engagement and corporate social responsibility, including environmental responsibility.

According to the report, this was “the first large scale quantitative study to investigate the relationship between employee engagement

and perceptions of corporate social responsibility (CSR)” and it showed significant correlations between engagement and CSR perceptions. Furthermore, it warned that, “Declining employee perceptions of CSR within an organization can be a significant threat to engagement for about a third of organizations.”

Most remarkably: “Hewitt’s analysis suggests a clear link between employee engagement levels and financial performance. Organizations with high levels of engagement (where 65 per cent or more of employees are engaged) outperformed the total stock market index even in volatile economic conditions. During 2009, total shareholder return for these companies was 19% higher than the average total shareholder return. Conversely, companies with low engagement (where less than 40% of employees are engaged) had a total shareholder return that was 44% lower than the average.”

In 2012, researchers Magali A. Delmas of the Anderson School of Management at UCLA and Sanja Pekovic of the University of Paris-Dauphine published a study based on a French survey of 5,220 firms, titled “Environmental Standards and Labor Productivity: Understanding the Mechanisms that Sustain Sustainability.” It was designed to “investigate the direct relationship between environmental standards and labour productivity,” particularly in relation to employee training and “interpersonal contacts within the firm.” The study also found a significant correlation between strong corporate environmental values and employee engagement.

The authors state that, “These findings are consistent with studies that have argued that a firm’s involvement in social causes (such as improvement

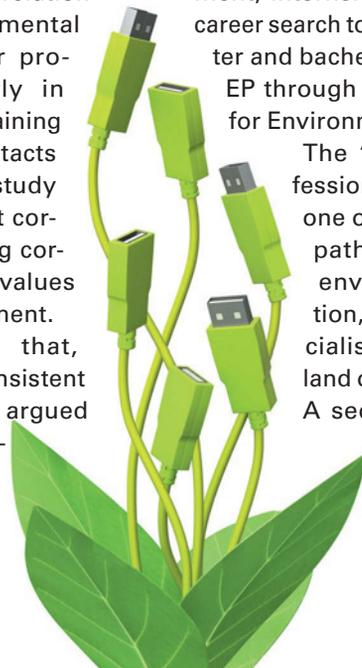
of environmental reputation) generally enhances a firm’s reputation, which leads to a positive impact on employee attitudes” and that “the adoption of environmental standards is associated with increased employee training and interpersonal contacts, which in turn can contribute to improved labor productivity.”

GROWTH OF ENVIRONMENT-SPECIFIC JOBS

The third major area, says Singh, will be the growth of “specific jobs within organizations that relate to environmental sustainability. As organizations become more proactive as to how they manage their environmental policies, there will be new jobs created. That will have an effect on human resources managers, because they will have to develop the expertise in this area.”

In Canada, there is already a not-for-profit organization called Environmental Careers Organization Canada (ECO Canada) that exists to “create the world’s leading environmental workforce,” as vice-president Michael Kerford explains. Based in Calgary, ECO Canada administers the environmental professional (EP) designation and provides numerous other industry supports ranging from high school career awareness sessions to training and skills development, internships, a job board and career search tools. It also offers master and bachelor-level programs in EP through the Canadian Centre for Environmental Education.

The “environmental professional” typically follows one of three related career paths. One of these is environmental protection, which employs specialists in fields such as land or water preservation. A second field is natural resource conservation; these individuals work in sectors



such as agriculture and mining. ("Work related to energy is the coming field," says Kerford.) The third segment pursues careers in environmental sustainability—also a growing field.

"Traditionally, the three main occupational clusters have been engineers and scientists following a university career path and technicians or technologists with college training," says Kerford. "The trend is towards a much larger percentage of university graduates and graduate degrees."

Also, he says, as a wider range of companies begins to hire specialists in corporate environmental program planning and implementation to lead environmental change within their organizations, "a new client base is emerging of non-traditional environmental employers. Employers are trying to define the skillset of these individuals who can come in and lead that environmental shift. We're starting to refer to that skillset as 'environmental originators'."

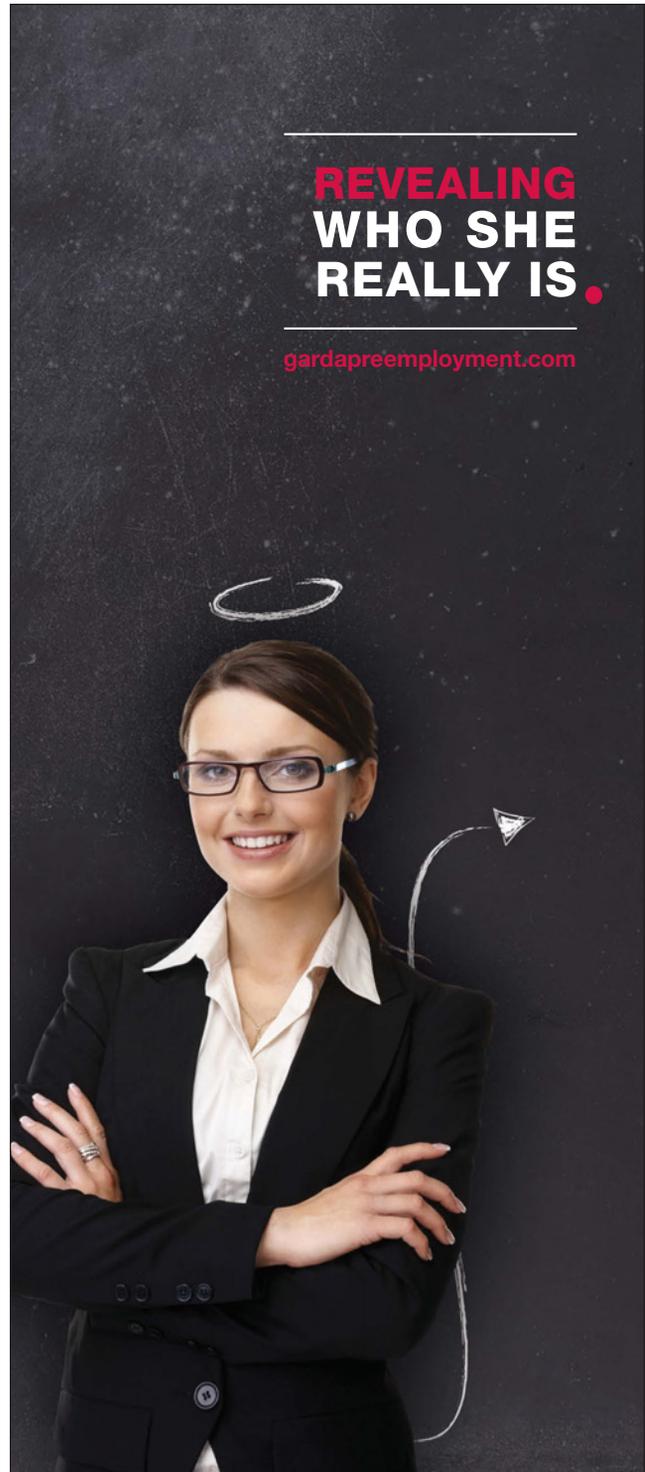
It bears noting that these environmental professionals show a tendency towards higher-than-normal levels of engagement, compared to the workforce at large. ECO Canada's "2011 Professional Engagement Study" found that "compared to 64% of workers in the general Canadian workforce, 78% of environmental employees felt strongly engaged in their work." Kerford points out that "they're more likely to go above and beyond what their job requires. They feel that their job is valued by their employer and they recommend their company as a great place to work."

Incidentally, environmental employment appeals to millennials, who seek employment that aligns with their personal values. ECO Canada reports that "in a survey by Canon Canada of over 1,000 Canadian teens, 56% indicated that they would consider pursuing an environmental career. The most common reason they gave was a desire to make the world a better place."

GROWTH OF ENVIRONMENTAL INDUSTRY SECTOR

Singh says the fourth and final area is "an environmental industry that's going to be spawned in response to the new reality that's facing us." He enumerates several areas that are already growing, such as "an environmental protection type of industry" that mainly employs environmental professionals of the types described above, as well as "firms producing environmental products": everything from electric cars to alternative fuels to green building materials. Clearly, the implications of these entirely new fields will be far-reaching and have yet to be fully understood.

"Those are some of the key areas where I believe we will need to be more proactive in terms of managing the environment," says Singh. In the meanwhile, the human resources field could use further research in several of these areas to shed light on the most useful ways to address the relationship between environmental initiatives and human resources practice. ●



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HEALTHY



IT'S CERTAINLY NOT YOUR TYPICAL CORPORATE WELLNESS OUTING, BUT THEN SEP'S ATTITUDE TO THE HEALTH OF ITS EMPLOYEES IS ANYTHING BUT ORDINARY.

BODY OF WORK

Staffers at Search Engine People find fitness and camaraderie at the office

BY MELISSA CAMPEAU



feature



Last year, employees at the Ajax, ON-based Internet marketing firm Search Engine People crawled through the mud, climbed rope ladders, waded through neck-deep streams and vaulted themselves over giant obstacles, all in the name of fun and, incidentally, fitness.

It's certainly not your typical corporate wellness outing, but then SEP's attitude to the health of its employees is anything but ordinary. Instead of a formal wellness plan, an organic groundswell at the company has meant nearly every team member has taken part in some health-related event, whether a team sport, a solo-pursuit, an education class or a weight-loss project.

Things weren't always this way, however. Back when the company was a rapidly growing startup with just a handful of staff, the team was decidedly more sedentary. "When we were smaller, we had a really amazing team and we used to go out for

lunch every day," says Jeff Quipp, SEP founder and CEO. While the camaraderie was invaluable, decadent restaurant meals on a daily basis meant extra pounds for more than a few.

SEP president Jennifer Osborne was part of the original team enjoying lunchtime team building and the resulting expanding waistline. Finally, she hit a breaking point and decided to shed a few pounds through smart eating and plenty of exercise. Osborne lost 25 pounds in about six months and became a major source of inspiration in the office. "Everybody started noticing and thinking, 'If Jen can do it, I can do it,'" says Osborne. "The excuse of being too busy went out the door."

While staffers were interested in taking up Osborne's healthy pursuits, no one wanted to say good-bye to the social part of the team lunches. Remarkably, baseball games proved to be as popular and social as beer and wing nights. And a *Biggest Loser* weight-loss challenge encouraged

employees to help each other set and meet goals, resulting in a collective 600-lb weight loss in one recent year.

Osborne herself began a running program and several staff members joined in, even some who had never laced a jogging shoe before. Now the company regularly sends SEP running teams to local charity 5-km races. "Anyone can train for a 5-km run. So a whole bunch of people who weren't runners before started running. We all encourage each other," says Osborne.

The company also added a walking workstation where employees can stroll or hustle while on the phone or checking email. There's a ping-pong table in near-constant use as well as cardio equipment accessible to anyone who needs a break to move or relieve stress. Days are punctuated by 15-minute daily stretch breaks and each week a massage therapist comes to the office to erase knots, soothe tired muscles and keep an eye on ergonomics. Lunch-and-learn sessions with nutritionists are a regular event, as are healthy multicultural potluck meals. There's also a Friday-night hockey team, baseball tournaments in the summer, paintball outings, golf nights and a competitive dragon boat team whose members train for tough races in the warmer months.

It's a dizzying roster of activity for a staff of around 100 but it's worth it, says Quipp. "It just makes sense to me," he says. "Our philosophy is win/win/win. Our clients have to win, our people have to win and the company itself has to win." For the company to be successful, says Quipp, people have to be happy in their jobs and giving it their best. "If everyone can win out of a good long term relationship, then that's what we're looking for."

"If there's an imbalance—if the company's winning a little bit more than employees are because they're putting in 60 hours each week in their jobs and they're not taking lunches



and they're never taking a break, that's not a long-term proposition," says Osborne. "What traditional companies tend to do is they burn out their best people," she adds. "That makes no sense. We have to take care of our people."

Half-hearted wellness programs won't help companies in the long run, say Quipp and Osborne. "A lot of companies have this stuff [ping-pong tables, etc.] but it's just for show," says Osborne, "With us we really believe in it. We love the fact that the ping-pong table gets used all the time."

For all the freedom to stretch and run and train, SEP staffers tend to play with self-imposed discipline and a sense of balance. "Trust is a big thing," says Osborne, "and people don't abuse it." She adds, "The thing I think everyone here knows is we work hard, we play hard, and we all win together as a team."

Wellness programs can play a key role in employee recruitment, engagement and retention, as well, a key component to SEP's success. "A lot of companies are losing employees, especially the younger generation," says Quipp. Because the work SEP does isn't taught in school, the company spends a lot of time and money training new hires. Losing them is an expensive proposition. "Our retention rate for employees is second to none," says Quipp, crediting the company's

interest in employee wellness with a good portion of this success.

Osborne points out when a company makes a genuine, caring effort to help employees stay engaged and healthy, a real connection is forged. "Maybe it's because health and well-being are very personal," suggests Osborne. "It allows us to connect with employees on a personal level."

Depending on the nature of a business, forging that personal connection could be a difference maker. "If your company depends on your employees—if they're truly the heart and soul of your organization—then you can't put a price on everybody's health and happiness," says Osborne. "It will pay back in dividends."

SETTING UP THE PLAY

Lindsey Knapton, a search marketing specialist with SEP—who also happens to have a diploma in workplace wellness and health promotion and so co-ordinates the company's healthy activities—suggests taking baby steps if you're introducing wellness activities for the first time. Small events, ones that might just occupy an hour or two, are less intimidating to the uninitiated. "Just get people out so they can see how much fun it is," she says, "and then it tends to just snowball from there."

Indeed, water cooler chat can do wonders for sign-up rates. "Everyone comes back to the office and starts talking about how much fun it was," says Knapton, which then encourages others to join in. Social media, too, can help spread the word (and images) of a great time at a baseball diamond or bowling alley. SEP regularly posts pictures from their outings on Facebook so staffers can share the experiences.

Ultimately, suggests Knapton, your goal is to let employees know you care about their health and well-being. "That message is really important, especially when it comes to retention."

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	Certificate Programs	✓	✓	✓	✓		
	Executive Programs	✓	✓	✓	✓		
	Evening Academic Program (CHRP)			✓	✓	✓	
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	HR Professional Magazine	✓	✓	✓	✓	✓	✓
MEMBER SAVINGS	Discounts / rebates on products and services for you and your family	✓	✓	✓	✓	✓	
	Discounts / rebates on products and services for your business	✓	✓	✓	✓	✓	✓
	Member Rewards Card NEW	✓	✓	✓	✓	✓	

workplace culture



BY PAM ROSS

HUMANIZING YOUR ORGANIZATION

In a world where technology has opened public channels of communication and connection, human resources is faced with a new challenge. People seek humanized workplaces, where openness is the default for communication, their voice is heard, and they feel special, significant and connected.

How can we develop a more "human" organizational culture? There are several touch points within the employee lifecycle that can be humanized. We'll review a couple with examples of what organizations do to create deeper engagement and stronger, human culture.

HUMANIZING NEW EMPLOYEE ORIENTATION

Making new team members feel important and connected to colleagues is critical. A welcome lunch is a starting point, but many organizations are doing far more than that.

Humanizing the onboarding stage can mean attention to simple but significant details, like knowing how to pronounce your new team member's name. When professor

Justin Zsiros was hired at a university in Utah, he was pleasantly surprised by a gift in his office, but more meaningful was that everyone pronounced his name correctly (it rhymes with Cyrus). After years of mispronunciation, he recognized their effort and immediately appreciated the organization.

Zappos employees not only "wow" their customers; they create a human experience for employees from day one. When Chase Adams moved to Las Vegas to start a job at Zappos, he arrived with his wife and a truck full of belongings. Before he could unpack, his new team from Zappos showed up to help. Within a few hours, he felt at home and had made strong connections at Zappos. In Adams' words, it was "the most ridiculously amazing welcome" to his new job.

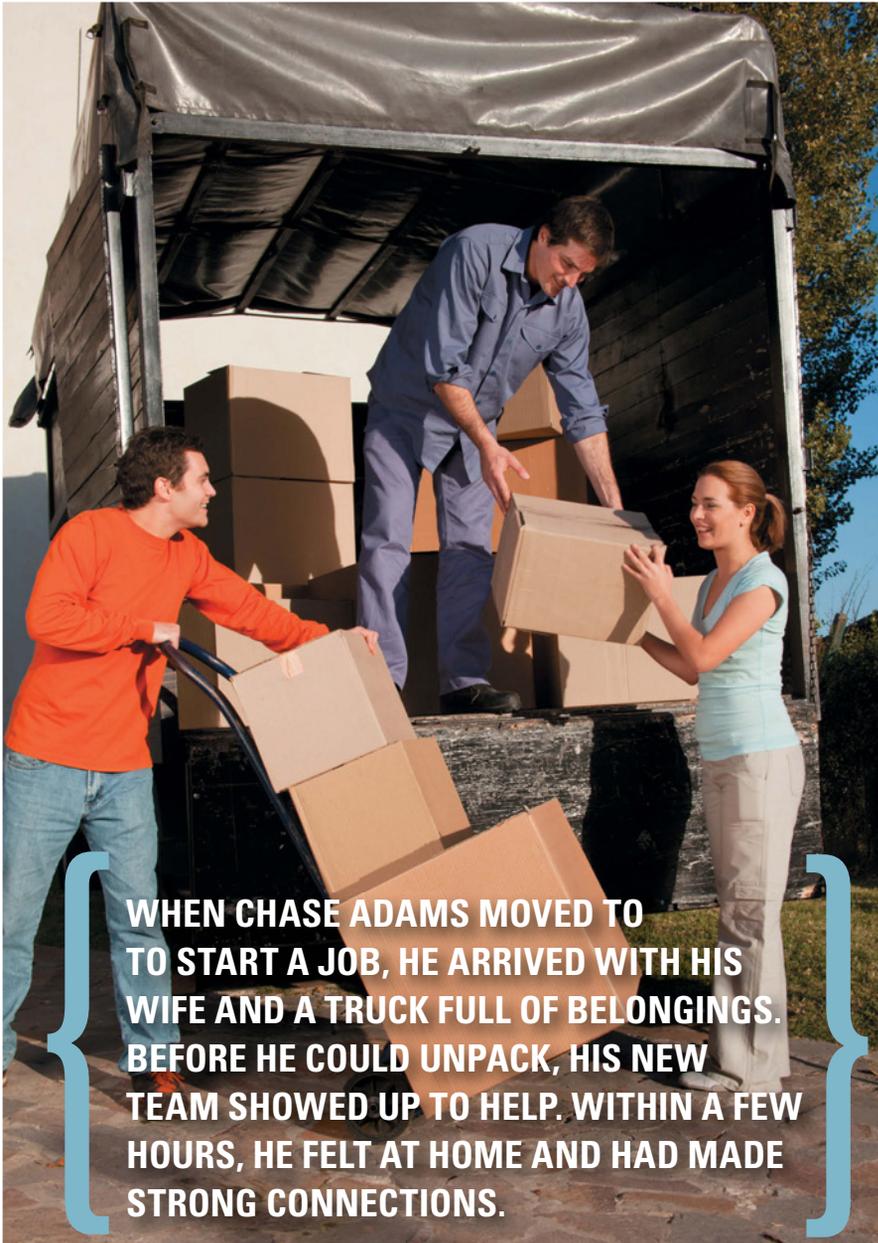
HUMANIZING LEARNING

Informal, flexible training on the job through solving problems, sharing examples and feedback comprises 90 per cent of actual learning (Lombardo and Eichinger's 70/20/10 model). These development opportunities provide human engagement and deeper impact than formal activities like eLearning or classroom training.

Adams' team at Zappos leverages informal learning through "Show Off Wednesdays," sharing recent accomplishments and "gotchas" to help others. These informal discussions provide valuable learning and time savings. At Nurse Next Door, a Canadian home-care service provider, "missing systems" is part of their daily routine. It is an opportunity to bring up a specific roadblock for a solution or to connect with a colleague about a priority when everyone is together.

DeVry Inc.'s social HRIS provides employee-focused online training. Training videos are available to employees "just-in-time,"





WHEN CHASE ADAMS MOVED TO TO START A JOB, HE ARRIVED WITH HIS WIFE AND A TRUCK FULL OF BELONGINGS. BEFORE HE COULD UNPACK, HIS NEW TEAM SHOWED UP TO HELP. WITHIN A FEW HOURS, HE FELT AT HOME AND HAD MADE STRONG CONNECTIONS.

when they need to learn a new skill. Their HRIS system, from Canada's cfactor Works, allows real-time live chat with experts and HR reps. Deb Maher, senior director of HRIS and shared services, says that "the cfactor Works approach provides learning when people need it, with personalized support tailored to them." Social communities link employees in groups with similar interests or in ad hoc innovation groups to collaborate.

HUMANIZING COMMUNICATION

Human organizations are open and transparent. They provide systems for sharing suggestions, recognition and feedback.

The daily huddle system is used by various organizations. Nurse Next Door holds seven-minute huddles every morning. Their *Employee Playbook* describes them as "an opportunity to inform the team of your Top 1, share good news (to start the day right), review the All

Star ballots, award the Pink Heart Star, review our Company metrics, review our NPS score, celebrate birthdays and anniversaries, review any missing systems." Ashlea Bennet, HR manager, says the purpose of huddles is to "lift people up and get them starting the day in a positive way," and that they have had a huge impact on "alignment, accountability and engagement."

TD Bank's social technology has helped to humanize communication and improve processes. At the Impact99 Social Workplace HR Summit, Sunayna Tuteja, from TD's social and digital strategy team, discussed how TD uses social technology internally and how it has helped to communicate change, to enhance recognition and to build engagement. Employees can create groups to discuss any topic. While TD has not monitored posts or groups, it has found that the majority of groups created by employees are work related and actually enhance productivity.

THE HUMAN SHIFT

"It is critical that we start changing some of our core processes and behaviours in ways that tap into the power of being human," says Jamie Notter, co-author of the book *Humanize: How People-Centric Organizations Succeed in a Social World*. "Traditional management practices—including in HR—are way too mechanical in their orientation. We need to find ways to shift them to enable more decentralization, more transparency and more learning. This will unlock potential we've been ignoring."

Consider your organization. How can you shift your practices to focus on the *human* component of our role as HR professionals to engage and unleash your talent? ●

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BY STUART RUDNER

HAS YOUR ORGANIZATION HAD AN HR CHECKUP LATELY?

Why do you need an HR checkup? Every employment relationship is governed by a combination of documents, legislation and implied rights. These establish the rights and obligations of both parties. If an issue is not addressed in writing, the law will impose terms that may not be in the employer's best interests. Organizations should ensure that they do not miss the opportunity to put terms in place that will allow them to operate efficiently while minimizing liability.

Many organizations fail to use strategic agreements and policies, often allowing themselves to have obligations imposed upon them. Why just play the game when you can make up the rules? Particularly with respect to the use of technology, it is critical to update policies regularly and monitor usage. Technology is constantly changing and policies must be considered and adopted to address the risks and concerns that evolve.

Here's a checklist of some of the things you and legal representatives should look at.

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**WHY JUST
PLAY THE GAME
WHEN YOU CAN
MAKE UP THE
RULES?**

Contracts, Policies & Procedures	Yes	No
1. Does your organization have a policy to deal with every issue of concern to the organization?	<input type="checkbox"/>	<input type="checkbox"/>
2. Are your policies and documents written in clear and unambiguous language, avoiding vague terms such as "reasonable" where possible?	<input type="checkbox"/>	<input type="checkbox"/>
3. Have you ensured that policies comply with applicable legislation in each jurisdiction where there are employees? (One size does not necessarily fit all.)	<input type="checkbox"/>	<input type="checkbox"/>
4. Have policies been updated to include things such as dealing with technology and societal changes? (No one had a policy that referenced social media a few years ago.)	<input type="checkbox"/>	<input type="checkbox"/>
5. Is there a process to monitor behaviour and ensure compliance?	<input type="checkbox"/>	<input type="checkbox"/>
6. Are you communicating the policy regularly by:	<input type="checkbox"/>	<input type="checkbox"/>
- Making sure all employees and managers are aware of the policy and any changes?	<input type="checkbox"/>	<input type="checkbox"/>
- Posting it (hard copy and/or electronic) somewhere accessible?	<input type="checkbox"/>	<input type="checkbox"/>
- Appending it to the employee training manual or to employment agreements?	<input type="checkbox"/>	<input type="checkbox"/>
- Having employees sign-off that they have reviewed the policy on a regular basis?	<input type="checkbox"/>	<input type="checkbox"/>
- Having regular reminders (information sessions, distributions / redistributions)?	<input type="checkbox"/>	<input type="checkbox"/>
- Ensuring that employees understand the concerns and reasons for the policies?	<input type="checkbox"/>	<input type="checkbox"/>
7. Are you providing training where appropriate to staff and managers?	<input type="checkbox"/>	<input type="checkbox"/>
8. Be clear about the consequences of breaching the policy. Are you warning employees that they may be disciplined up to and including termination?	<input type="checkbox"/>	<input type="checkbox"/>
9. Are you responding immediately and thoroughly to abuse by imposing appropriate discipline?	<input type="checkbox"/>	<input type="checkbox"/>
Employment Agreements	Yes	No
1. Do you have every employee sign an employment agreement?	<input type="checkbox"/>	<input type="checkbox"/>
2. Are you introducing the agreement at the time of offer, rather than introducing it after the individual has verbally accepted the job?	<input type="checkbox"/>	<input type="checkbox"/>
3. Are you including clauses to address:		
- Duties and responsibilities	<input type="checkbox"/>	<input type="checkbox"/>
- Hours of work	<input type="checkbox"/>	<input type="checkbox"/>
- Vacation	<input type="checkbox"/>	<input type="checkbox"/>
- Salary, bonuses, and other forms of compensation (retaining as much discretion as possible to avoid claims for automatic increases, guaranteed bonuses, and the like)	<input type="checkbox"/>	<input type="checkbox"/>
- Compensation and benefits	<input type="checkbox"/>	<input type="checkbox"/>
- Confidential information	<input type="checkbox"/>	<input type="checkbox"/>
- Privacy issues	<input type="checkbox"/>	<input type="checkbox"/>
- Ownership of information	<input type="checkbox"/>	<input type="checkbox"/>
- Conflicting obligations / Not breaching obligations to former employers	<input type="checkbox"/>	<input type="checkbox"/>
- Restrictive covenants	<input type="checkbox"/>	<input type="checkbox"/>
- Notice of dismissal (this clause can easily save you tens of thousands of dollars)	<input type="checkbox"/>	<input type="checkbox"/>
- Policies and procedures	<input type="checkbox"/>	<input type="checkbox"/>
- Discipline	<input type="checkbox"/>	<input type="checkbox"/>
- Eligibility to work in Canada	<input type="checkbox"/>	<input type="checkbox"/>
- Conditions of offer (reference check, background check, etc.)	<input type="checkbox"/>	<input type="checkbox"/>
- Anything else of importance to the organization	<input type="checkbox"/>	<input type="checkbox"/>
4. Do you renew agreements regularly / confirm ongoing enforceability?	<input type="checkbox"/>	<input type="checkbox"/>
5. If no agreement is in place, do you introduce one at an appropriate time (promotion, salary increase, etc.)?	<input type="checkbox"/>	<input type="checkbox"/>

HR101

PREVENTION STARTS HERE

New Roles for Your Joint Health and Safety Committee

BY DILYS ROBERTSON

The new Prevention Division powerhouse at Ontario's Ministry of Labour (MOL) has been busy. Now that most of the provisions of Bill 160 are in force, it has been working on new safety training requirements. Safety awareness workbooks for workers and supervisors (and that means everyone in the workplace) have been developed and published. They will become mandatory in a regulation to be enacted by July 2013. That training implies new roles for your Joint Health and Safety Committee (JHSC), as do some of the new provisions of the *Occupational Health and Safety Act* (OHSA), under Bill 160.

WHAT'S INVOLVED WITH THE NEW AWARENESS TRAINING?

Under the banner of "Prevention Starts Here," the MOL Prevention Division has produced separate safety workbooks for workers and supervisors. Along with these go employers guides on using the workbooks. These publications can all be viewed or downloaded at www.labour.gov.on.ca/english/hs/prevention/awareness.php. This awareness training will also be used for other new mandatory safety training (as recommended by the Dean Panel Report).

Because the definition of "supervisor" and "worker" comes from OHSA, this means that every manager, whether called manager (and that includes senior managers) or supervisor, must undertake this training as well as every worker who is not a manager or a supervisor.

On the next page is a flowchart we have prepared to illustrate how the awareness training is meant to work.

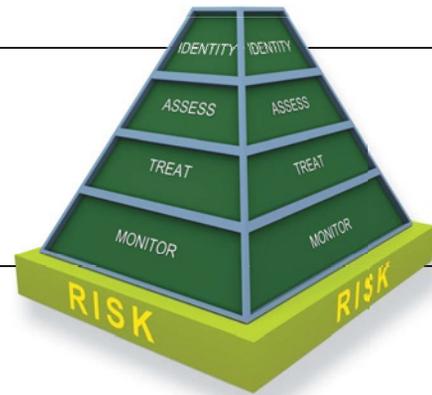
PREPARING FOR TRAINING AND ROLES FOR YOUR JHSC

It will not be sufficient simply to throw the workbooks (hard copy or e-learning) at workers and supervisors and hope the letter of the law has been met. For one thing, as the employer guides suggest, workplace-specific safety information will need to be available. For another, you may be able to use your own safety orientation training if it meets equivalency criteria. Here are some guidelines for effective implementation:

1 CONSULTATION. Whether you decide to use the workbooks or your own safety awareness training, consult with your JHSC or worker safety representation about the content and delivery method.

2 REVIEW your existing safety orientation training for equivalency with the MOL's awareness training. The MOL is expected to produce guidelines to help you do this. In any event, compare not just the content but also the learning objectives in the employer guides. You may also need to prepare participants workbooks, similar to those from MOL's Safety Awareness Training.

3 TRAINING FACILITATORS. Regardless of how the training is delivered, it will be important to appoint one or more training facilitators, who will oversee the training, prepare necessary information and be available to answer questions. JHSC members, once suitably orientated and provided with the necessary information, might



be ideal in this role. Certified members will have undergone workplace hazard assessment and this will give them a headstart in facilitating training.

4 COMPANY INFORMATION. Prepare and review company information that will need to be available as resource material. One of the learning objectives in the MOL's Employer's Guide for Worker Health and Safety Awareness states that on completion, workers should be able to: "Find information on how to work safely by talking to their employer or supervisor and by being informed about the workplace health and safety policy and procedures."

The information that should be available would include, for example, WHMIS training and MSDSs, hazard reporting procedures, right to refuse work procedures and the company health and safety policy. As well, at least examples of hazards in the workplace that the workers and supervisors in each area can relate to, need to be collected. Other documents that should be available include: a copy of the OHSA; the workplace's violence and harassment policy; a copy of the MOL's poster "Health and Safety at Work Prevention Starts Here" and names of the JHSC members or worker safety representative. Once again, the JHSC is ideally positioned to review this material and recommend changes as necessary.

In particular, it will be important to review your hazard reporting procedure and make sure that it clearly indicates the role of the supervisor and the role of the JHSC and its members in dealing with reported hazards.

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5 INSTRUCTOR/FACILITATOR GUIDES. If you will be using the MOL workbooks for this training, you will probably want to prepare instructor's or facilitator's guides. These should indicate where workplace specific material should be inserted into the learning process. The learning objectives that appear in the MOL Employer's Guides should be made known to all participants.

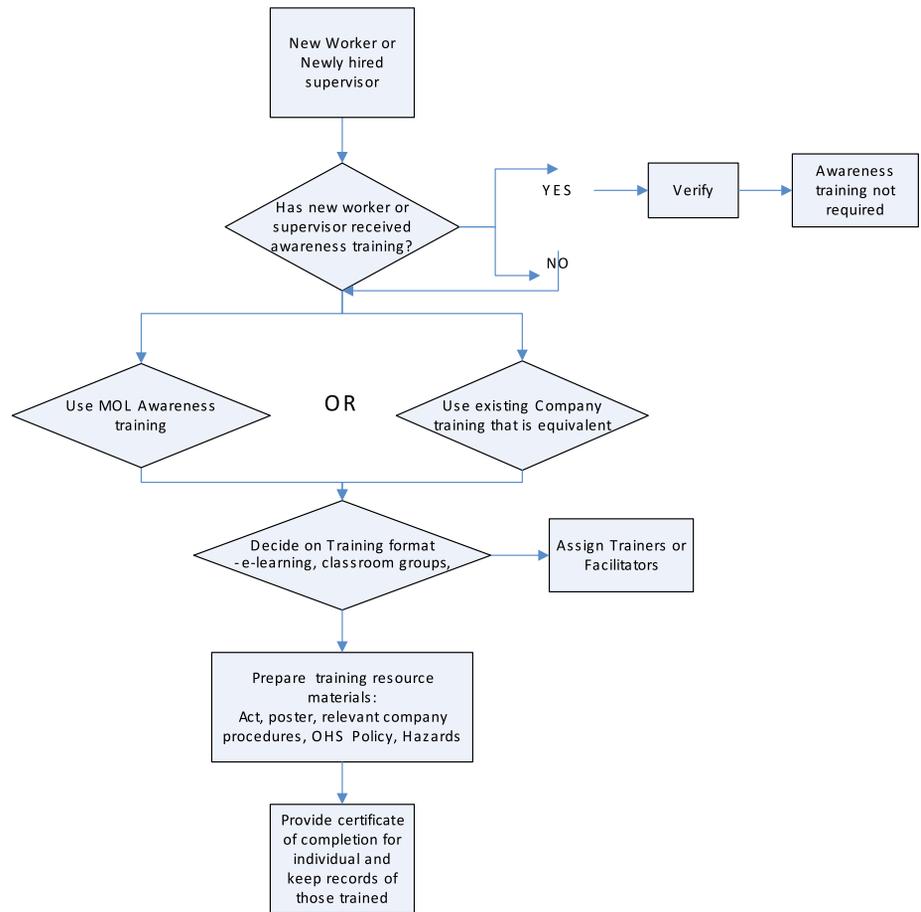
6 UNDERSTANDING HOW TO REFERENCE OHS LEGISLATION. Supervisors, managers and JHSC members generally need to know more than just basic legal rights and responsibilities. In the course of day-to-day work, they must often find out what regulatory requirements apply to the task being done. More in-depth training will enable them to do so and to answer questions arising following awareness training.¹

7 LITERACY AND LANGUAGE CONSIDERATIONS. If there are literacy or language difficulties among the workers or managers/supervisors in your workplace, you may need to have the workbooks translated. In the case of literacy difficulties, it may be necessary to read the material aloud. In any event, in the case of such difficulties, it will be important to include discussions with training facilitators, particularly in a small group with peer group workers or supervisors. The ministry implies that they will not be translating the workbooks into other languages.

WHAT DOES THE NEW UNILATERAL RECOMMENDATION RIGHT MEAN FOR YOUR JHSC?

One of the most significant new rights given to JHSCs under the 2012 amendments made to the OHS Act is

What's Involved in Providing MOL Awareness Training?



the right to make a unilateral recommendation when the whole committee cannot agree on it. Either JHSC co-chairperson has this right. But unless your committee is perfectly functioning and well-trained this may not be a desirable situation for your workplace or your committee. After all, JHSCs are meant to be joint safety problem-solving teams. So, a unilateral recommendation may make decisions by management difficult and end up with some disgruntled members of the committee. Of course, there may be occasions where either the management or worker co-chair feels that there is no alternative, given the importance of the issue.

Some help for your JHSC may avoid undesirable situations arising before or when a unilateral recommendation is given. Consider the following points if you feel such help is necessary.

A HAS YOUR JHSC RECEIVED TRAINING IN EFFECTIVE PROBLEM-SOLVING?

This means that:

- Sufficient information about the issue has been made available to the committee and that it has been carefully considered at the meeting;
- A full description of the problem has been developed, including existing controls and their

¹ The following may be a useful resource: Study-Guide to Ontario's OH&S Act & Regulations. 2012. Reading, Referencing and Learning about OHS Legal Provisions. Dilys Robertson. Carswell. Thomson Reuters.

effectiveness and the nature and risk rating of the hazard; and

- Both short and long-term suggested solutions have been identified, particularly where the hazard is rated as relatively high risk.

B HAS YOUR JHSC BEEN TRAINED IN HOW TO DEVELOP CONSENSUS DECISIONS? Experiential exercises can be useful ways of learning how to do this (see sidebar at right). Based on such exercises, a consensus-building protocol can be developed for use in decision-making where the committee has difficulty reaching agreement. Ideally experiential exercises should be conducted by a neutral party, but the sidebar provides the basic steps involved.

C HAS YOUR JHSC DEVELOPED A PROCEDURE FOR MAKING RECOMMENDATIONS THAT INCLUDES UNILATERAL RECOMMENDATIONS? For example, when agreement at a meeting is difficult, does the committee use effective problem-solving techniques and consensus protocols? The use of an agreed and comprehensive recommendation form will help the JHSC ensure that recommendations are properly set out in a consistent format and with complete information.

The following is an example of a recommendation form that makes allowance for jointly agreed recommendations as well as unilateral ones. This should be modified for your own workplace and would need to be discussed and agreed by the JHSC if you intend to use it.

WHAT IS HAPPENING WITH CERTIFICATION TRAINING?

The new Chief Prevention Officer (CPO) at the Ministry of Labour is now charged with the responsibility of establishing standards for the certification of designated members of JHSCs. This particular provision has

been in the Act for more than a decade; however, Bill 160 amended the OHS Act to also require worker health and safety representatives to obtain certification following required training. This provision is not yet in force and will not be until the CPO publishes training standards. At the present time, until the transition to the MOL is complete, the WSIB is still responsible for certifying JHSC members.

The CPO has also affirmed the existing WSIB standards for certification training and for the approval of

training programs and providers, for now. However the WSIB undertook a major review of these standards in consultation with stakeholders and came up with recommendations for significant changes. It is likely that the CPO, in consultation with the Prevention Council, will review these recommendations and make changes to the current standards at some point. ●

Dilys Robertson is an Ontario-based occupational health and safety consultant and published author.

DEALING WITH CONFLICT?

AN EXPERIENTIAL EXERCISE*

STEP 1: Explain the purpose of the exercise—e.g., to gain a consensus of the whole group on the best way to accomplish a particular task.

STEP 2: Hand a blank card to each committee member. Ask each member to write or print his/her suggestion on the card in silence. Participants should not write their name on the card. Allow approximately three minutes for this.

STEP 3: Collect all members' cards.

STEP 4: Make a list of all members' suggestions from the cards on a white board or flip chart.

STEP 5: Now discuss with the whole committee each suggestion in turn—try to make sure that each member is involved in this discussion. You are not trying to reach agreement at this point, only to discuss. Allow approximately six minutes for this part.

STEP 6: Now hand out another set of blank cards. Ask members to write down what they now think is the best suggestion from the list discussed. Remind them that they are not necessarily bound by their original suggestion. Again, this should be done in silence without names on each member's card. Allow approximately three minutes for this.

STEP 7: Repeat Step 5.

FURTHER STEPS: Repeat steps 2–6 until you have only 1–3 suggestions left. If there are 2 or 3 suggestions, you can now ask the committee to reach a consensus on a priority order, using steps 2–6

*©Dilys Robertson, 2012.

Interview

WITH AN
HR HERO

BY KIM SHIFFMAN

SHRP Alex Gallacher Offers a STEADY Hand

Alex Gallacher is a human resources leader who clearly likes to help others succeed. He was a mentor to MBA candidates at the University of Toronto's Rotman School of Management for seven years. He helped the Human Resource Professionals Association fulfill its mission as a board member for six years. And today, after spending a good portion of his career in senior HR roles in financial services, retail and professional services, he helps client organizations—from small, entrepreneurial firms to multibillion dollar corporations—achieve their goals as managing director of ENGAGE HR, an HR consultancy he founded in 2004. We sat down with Gallacher, SHRP, to hear about his career path and find out what he thinks it takes to succeed in HR.

HRP: HOW AND WHEN DID YOU DECIDE YOU WANTED A CAREER IN HR?

AG: I'm not sure I ever really decided on a career in HR. I did decide that organizations needed help with all things people-related, and I figured I could help. That was in 1988, while I was doing an MBA in HR at McGill University. My desire to help organizations with people-related issues hasn't changed 25 years later. The real difference now is that my colleagues and I at ENGAGE HR get to help more organizations, more often in increasingly meaning-

ful ways—which keeps us all on our toes and truly engaged (excuse the pun).

HRP: TELL ME ABOUT YOUR JOB NOW. WHAT ARE YOUR MAIN AREAS OF RESPONSIBILITY?

AG: As managing director on ENGAGE HR, I have two main roles that are probably equally important. The first is being there for clients. This is the lifeblood of our business, and often critically important to the success of client organizations, which range from small businesses all the way to multibillion dollar corporations.

My second role is being there for our team. Enabling our team enables everything else to happen. Sometimes this means lending some expertise, sometimes it means having some fun, sometimes it means raising the bar on performance, and many times it is simply acknowledging and recognizing the tremendous work they do.

HRP: WHAT DO YOU LOVE ABOUT YOUR JOB?

AG: I love the challenge, the diversity of assignments, the complexity of the work and the ability to make a real difference in organizations. Fundamental to this love is enabling organizations, whether they are expanding, contracting, acquiring, merging, integrating or just getting launched, to cre-



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in a nutshell

FIRST JOB: Manual corn detasseler. Three years of this led to an assistant supervisor role on a crew of about 65 students. Some of those lessons I carry to this day!

CHILDHOOD AMBITION: Mayor of the Town of Wallaceburg (now the City of Chatham-Kent).

BEST BOSS AND WHY: Adrian Armsden, now deceased, who was the head of a Canadian operating division of Thorn EMI. He had the unique ability to both challenge and support, while getting everyone on a pretty high-performing team to strive toward considerable stretch objectives together.

MENTOR: Syd Bojarski, Harley Mintz and Elliott Jacobson of Mintz & Partners, Chartered Accountants, which joined Deloitte's Private Company Services practice in 2008. They taught me to keep it really business focused, and I thank them greatly for it.

SOURCE OF INSPIRATION: True, honest leaders who motivate others to their best and beyond. Steven Latimer, managing director for Canada at Jeffries Group, and Marilyn Van Norman, retired head of student services at the University of Toronto both come to mind immediately.

IDEAL RETIREMENT PASTIME: What I'm doing now: consulting and teaching, but maybe at a little slower pace; sitting on a couple of interesting boards for companies with great ambitions; and a bit more time for family, golf and travel, probably in that order.

LAST MUSIC YOU LISTENED TO: "New World Man" by Rush.

FAVOURITE AUTHOR: Tom Clancy, because his books are so entertaining that you can really lose yourself in them. As far as non-fiction, Marshall Goldsmith, because he usually has something to offer that can really help.

ate better outcomes for themselves, their clients, their shareholders and stakeholders, their employees and, silly as it sounds, the Canadian economy in terms of being more competitive so my kids—my wife Lynne and I have two, Lauren and Andrew—can live in a better world with more opportunities at their disposal.

HRP: WHAT ARE THE CHALLENGES IN YOUR JOB?

AG: There are no challenges in my job, just opportunities, and there are lots of them! My biggest single wish would be to have more time, energy and capacity to tackle them even more fully than we already do. This just means we need to keep growing, which is something we

are actively achieving at this point. With the revitalized team we put in place in 2012, and some incredible internationally trained talent, I have my eye on coming out of Access Employment's HR Connections program, as part of a broader partnership with Sheridan and HRP, coupled with domestically trained talent from the Centre for Industrial Relations and Human Resources at the University of Toronto, among others, I know we are going to get it done.

HRP: WHAT'S KEY TO LEADING HR DURING A DIFFICULT TIME FOR A CLIENT ORGANIZATION?

AG: We often work with organizations during their difficult times. One of the biggest value additions

we bring is what I call a "steady hand." That's not to say we have all the answers all the time, but we help guide the organization's leaders, managers and employees to a better place where everyone is treated with fundamental respect, and the challenges that need to be worked through get worked through to the best possible outcomes.

Sometimes this means we partner with others to create a better outcome, and sometimes it means difficult decisions need to get made. At the end of the day, what really matters is that the organization moves forward as expediently as it can, while never losing sight of the dignity and contributions of the people that have, will and, in most cases, continue to enable its success.

HRP: WHAT SKILLS ARE IMPORTANT FOR SUCCESS IN HR?

AG: Number one is understanding the business. You need to understand how the organization creates positive outcomes, whatever those are. If the goal is knowledge transfer, or generating profit, or patient outcomes, then how does each of these things happen and what are the various bits and pieces that make these things happen? This is often not as simple as it first appears. Figure it out, we often map it out and do whatever it takes to have a very clear understanding of how value is created. With this in hand, guide your actions accordingly. I call it getting the organizational DNA nailed down—I suspect mapping DNA might sometimes be easier!

Number two is committing to quality work. I have occasionally run across people who think they can cut and paste their way to success. That simply doesn't work. People are smart and they know when you've done great work that's fully thought through and truly customized to their needs. They expect nothing less,

nor should they. HR professionals at any career stage would do well to acknowledge this and put in the appropriate effort accordingly. Great work is its own reward; the rest will usually follow.

Third is mental agility coupled with integrity. The world moves fast and each of us needs to keep up. At the same time, while we need to be flexible, adaptable and listen really, really well; we can never sacrifice our personal integrity as an HR professional. Occasionally, this will mean that friends you thought were friends might have to go away. Sometimes it means you need to fire a client. Sometimes it means you need to switch jobs. My advice here is, don't delay. If you have thought it through thoroughly, including bouncing it off some of your own trusted advisors, then make the call and get it done. It only gets harder with time, and your reputation is what needs to be preserved, as you only have one.

HRP: WHAT TIPS DO YOU HAVE FOR NEW GRADS OR THOSE IN ENTRY-LEVEL HR JOBS WHO WANT TO MOVE UP THE LADDER?

AG: First off, I don't think for most HR professionals it will actually end up being a ladder. I think it's something much more organic than that, and could and maybe even should include time in an operating role, attached directly to creating positive organizational outcomes. Credibility for HR professionals comes in many forms, but none better than being intimately



HR IS BECOMING INCREASINGLY IMPORTANT. IT ISN'T ALWAYS CALLED "HR," BUT IF YOU LOOK AT SUCCESSFUL ORGANIZATIONS, IT'S ALWAYS THERE IN ONE FORM OR ANOTHER.

involved in enabling the success of the business.

My tip would be to be well informed about current events that matter to business people. Did you know that Michigan became a Right to Work State in late 2012? Do you know what it means? That can start an interesting

conversation about a business. What happened to Cee Lo Green and Christina Aguilera on last night's *The Voice* is fluff; it may be popular, but it isn't knowledge that will create a substantive business conversation that helps you learn and create personal credibility for you as a professional (unless you happen to be in the entertainment business).

HRP: WHAT'S THE FUTURE OF HR?

AG: HR is becoming increasingly important. It isn't always called "HR," but if you look at successful organizations, it's always there in one form or another. We, as HR professionals, need to make our messages clearer, simplify complexity without dumbing down the good work that needs to happen behind the scenes and embrace our rightful place as morally grounded enablers of organizational success.

I also see an incredible need for significantly more senior HR professionals on boards of directors, particularly publicly traded ones. I am hopeful that the ICD [Institute of Corporate Directors] will expand its efforts in this area in 2013. People like Bruce Hannah at Algonquin Power and Eric Breitreutz of Broadcross Inc. are needed on boards, because the skill sets of the lawyers, accountants and finance

people need to be balanced with the insights and integrity of business-minded HR professionals to prevent things like labour fixing, forestry companies without title to trees, or engineering and construction corruption at home and abroad. This is HR's time to shine—let's make the most of it! ●

ADAPTING TO THE CONSTANTLY CHANGING FUTURE

BY J. LYNN FRASER

"The only constant is change, continuing change, inevitable change, that is the dominant factor in society today. No sensible decision can be made any longer without taking into account not only the world as it is, but the world as it will be," stated futurist, professor of biochemistry and prolific author Isaac Asimov. When planning for inevitable change flexibility, creativity, diversity and innovation will enable human resources professionals and their organizations an opportunity to absorb and benefit from change with agility and renewed purpose.

In 2008, the Boston Consulting Group and the World Federation of Personnel Management Association surveyed 4,700 executives in 83 countries on 17 topics in HR management. A unifying concept introduced in their resulting report, *Creating People Advantage: How to Address HR Challenges Worldwide Through 2015*, was "people advantage" and using "people strategies" to create a competitive advantage for an organization. The report stressed that the HR environment is becoming increasingly complex and advised that there should be an interrelationship

between an organization's overall strategy and the work of its HR department. Thus sourcing strategies should embrace diversity; performance strategies must "support overall corporate goals"; development strategies should "reinforce the corporate strategy"; and a company's affiliation strategy "should establish systems" that are mindful of employees' well-being and needs.

CANADA'S DIVERSITY ADVANTAGE

Diversity is an ongoing agent of change and it's a people advantage that Canada has in abundance, enabling Canadian business to build relationships with global companies and international clients. A recent report by Human Resources and Skills Development Canada projects a shortage of professionals within human resources, business service professionals and within administrative and regulatory occupations during the next 10 years. It stated: "Nearly half of new immigrants are expected to pursue work in occupations generally requiring postsecondary education or in management."*

New Canadians are well poised to contribute to the Canadian workforce in greater numbers in the near future. Diversity is a resource that the Canadian government recognizes in its recently implemented "Canadian Experience Class." This is an immigration incentive designed for a "temporary foreign worker or a foreign student who graduated in Canada"

* Human Resources and Skills Development Canada, Canadian Occupational Projection System (COPS), Imbalances Between Labour Demand and Supply-2011-2020, Nicolas Vincent and Nicolas Tremblay-Côté, Labour Market Research and Forecasting Policy Research Directorate.



and who is “familiar with Canadian society and can contribute to the Canadian economy.”

BRIDGING COURSE FOR HR

Bridging courses, offered across Canada, help new Canadians who may have professional experience and advanced education obtained in their countries of origin but who lack Canadian work experience. York University’s Bridging Program facilitates Internationally Educated Professionals’ (IEP) transition into Canada’s workplace culture. According to Nora Priestly, the program’s manager, IEPs with HR experience and training learn about Canadian culture in addition to, for example, health and safety regulations and the Canadian human rights codes. They also have opportunities to gain Canadian work experience.

Ana Carolina Andrade is a current student with the program. Andrade, a HR professional from Brazil, had worked for a North American automotive manufacturer in Brazil but had difficulty finding an HR position in Canada. She notes that York’s bridging program provides her with knowledge specific to Canadian HR practices such as “law, management skills, interview methodologies, compensation and hiring processes.”

Skill building and education will provide all HR professionals with a repertoire of knowledge assets to accommodate change within the HR profession and in business in general. Dr. Parbudyal Singh, director, School of Human Resource Management at York University, notes that “many HR managers are not trained in HR specifics,” but come through alternative routes such as general administration and marketing. Singh also notes that many HR managers need to be “open to learning new skills” and he “strongly encourages HR professionals to advance their educational skill set through certificate and degree programs at a university.” There is

also an opportunity for employers to provide HR training that is unique to a specific sector.

“Organizations can step up training for lower level HR professionals to step into [the HR] gap,” Singh says. He believes that universities and organizations can create opportunities for HR professionals to increase their knowledge of the profession and “organizations can work with their training departments and universities in sharpening advanced level skills.”

SUCCESSION PLANNING

“Succession planning for the HR department is a means to address the HR positions gap,” suggests Lisa Cohen, assistant professor at the Desautels Faculty of Management at McGill. When “grooming people, it is important to make sure that individuals are more involved in the structure [of the organization],” she notes.

Cohen also suggests that HR departments should be: more strategically involved in their organization; that HR professionals should have more training in technical legal issues; and that they should learn from examples set by global companies like Infosys where diversity and HR training is managed on a large scale.

Daniel Ondrack, professor emeritus of organizational behaviour, Rotman School of Management, believes that the value proposition a company can offer its HR employees is important. It’s a strategy to “keep really good people” and “create less turnover.” This includes advancing young professionals and finding a means to enable retirees to contribute their knowledge, perhaps on a contract basis. The value proposition for the HR department within a company can be demonstrated when it can show what it can “deliver to the rest of the organization.” Ondrack, like Singh, believes that flexibility and openness is important: “If you think inside the box you missed [an opportunity to be] creative or innovative.”

CHANGING NATURE OF WORK

“The real challenge to human resource professionals is the changing nature of work due to the rapid advances in the knowledge economy,” states Dr. David Weiss, president and CEO of Weiss International and author of *Leadership-Driven HR* (Jossey-Bass, 2013), which will be launched at the HRPA Conference in January.

According to Weiss one type of change that human resources professionals and businesses need are strategies to respond to “complexity” within the business context and the work environment. “Complexity” results from the increasing globalization, regulatory and compliance requirements, customer and stakeholder drivers, and the new knowledge worker. Weiss encourages HR professionals to develop their business acumen and HR professional expertise to deal with this new “ambiguity and uncertainty.” Additionally, Weiss advises leaders of HR departments to “unleash HR’s potential to become centres of excellence in people and organizational capabilities that are necessary to help the business succeed in today’s rapidly changing market.”

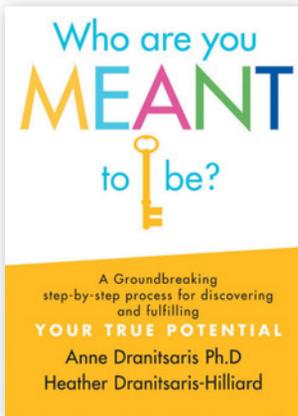
CONTINUOUS IMPROVEMENT

“In a world driven by innovation and rapid change, become a learning organization—from top to bottom—[it] provides a clear competitive advantage,” was a key finding of the Boston Consulting Group and the World Federation of Personnel Management Association report.

Constant change provides incentive for constant improvement for HR professionals and organizations. The HR gap is an opportunity to expand the capabilities of what HR departments are capable of contributing to their organizations and it provides an opportunity for HR professionals, new and established, to develop their repertoire of knowledge assets and expand their competitive horizons. ●

off the shelf

BY ALISON NYIRI



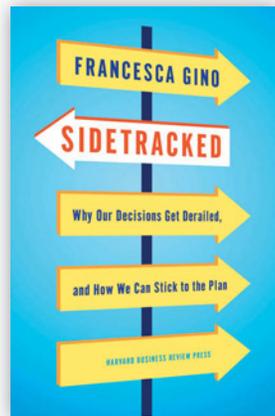
WHO ARE YOU MEANT TO BE? A GROUNDBREAKING STEP-BY-STEP PROCESS FOR DISCOVERING AND FULFILLING YOUR TRUE POTENTIAL

Anne Dranitsaris and Heather Dranitsaris-Hilliard
SOURCEBOOKS, 2013

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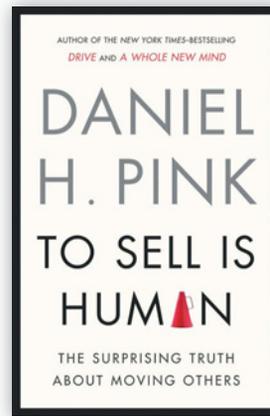
SIDETRACKED: WHY OUR DECISIONS GET DETRAILED, AND HOW WE CAN STICK TO THE PLAN

Francesca Gino
HARVARD BUSINESS REVIEW PRESS, 2013

Understanding how our minds and external feedback can affect our decisions is crucial to avoid being sidetracked. Although we expect our goals and desires to guide us, we need to account for the subtle, unanticipated factors that can move us off our original course. Gino offers nine principles to keep us on track.

TALKING POINT

How do rewards and incentives affect our decisions?



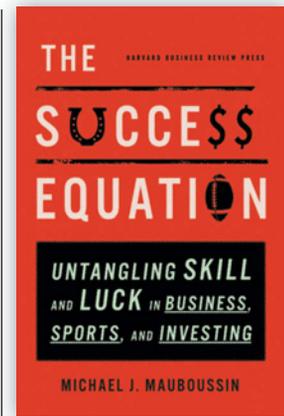
TO SELL IS HUMAN: THE SURPRISING TRUTH ABOUT MOVING OTHERS

Daniel Pink
PENGUIN GROUP, 2012

"Like it or not, we're all in sales now." Selling has changed more in the last 10 years than in the last 100. New technologies have enabled small entrepreneurs to sell and in our workplaces we're persuading, convincing and influencing others to give up what they've got for what we've got. Pink offers compelling insight and new research to support the new era of selling.

TALKING POINT

Sales used to be about problem solving. Today, it's about problem finding. What's the difference?



THE SUCCESS EQUATION: UNTANGLING SKILL AND LUCK IN BUSINESS, SPORTS, AND INVESTING

Michael Mauboussin
HARVARD BUSINESS REVIEW PRESS, 2012

Where some believe we make our luck, Mauboussin tells us that patience, persistence, and resilience, all elements of skill, yield success. Drawing from business, sports, and investing, the book offers several analytical methods and 10 suggestions to help us untangle luck and skill, leading toward better decisions and outcomes.

TALKING POINT

How can we account for luck and skill in performance management?

index to advertisers

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BY ADRIANA GIRDLER

TOP 5 RULES FOR MORE EFFICIENT AND SUCCESSFUL PROJECTS

Projects are a way of life in business. But why do the majority of projects go over budget, exceed timelines and have scope creep? Based on my experience as a project management professional, it's because the people in charge are not following the top five rules for project success.

RULE 1: DEDICATE AN EMPLOYEE TO BE THE PROJECT MANAGER ON A FULL-TIME BASIS. This is particularly critical for large-scale projects. There are so many details, big and small, that take up time. Instead of being distracted, delayed and derailed by daily demands, a full-time manager will be able to dedicate time and energy to ensuring the project stays on budget, on time and on scope,.

RULE 2: BE PREPARED. Preparation is a huge factor in the success of a project. It's similar to painting a room. First, you need to empty the room, prep the walls and pick the paint, all before

you can even start to apply that first coat. It's the same thing with project management. Having the charter, timeline, action plan, resource matrix and other critical documents on paper will ensure everything runs smoothly once you execute the plan.

RULE 3: ELIMINATE SCOPE CREEP. What is scope creep? Scope creep occurs when the manager asks, in the middle of the project, to add just one small item, promising that it won't impact anything. The problem with this is that every single time a project leader accepts a scope addition, a reasonable and manageable assignment quickly gets out of hand. A clear scope statement will ensure that everyone knows what the deliverable is and how to ensure success.

RULE 4: FOSTER TEAMWORK. All projects are executed by members of a team; a team that gels and understands each other will be invaluable to the project.

A successful project results from the hard work of many, not just that of the project manager. If everyone feels they are empowered and part of a team, they will be more committed to the project and will want to do all they can to see the project succeed. People will go the extra mile when they feel included. Test it out today: take your team out to lunch or buy them all a coffee; get to know them and find out what roadblocks they've hit, and share this info with the team to find out how everyone can be part of the solution. If you do this, you will see an improvement in your overall project deliverables.

RULE 5: SEE THE PROJECT THROUGH TO THE END. Way too often, projects are dismantled as soon as the deliverable was handed over to the business unit. Projects do *not* end once equipment or services are submitted. Build in time to monitor the results and tweak them to ensure a quality handover and client satisfaction.

These five simple rules are key to project management success. Follow them, and you will see a positive impact on your projects—and ultimately your bottom line—through time, scope and budget monitoring. ●

THE PROBLEM WITH THIS IS THAT EVERY SINGLE TIME A PROJECT LEADER ACCEPTS A SCOPE ADDITION, A REASONABLE AND MANAGEABLE ASSIGNMENT QUICKLY GETS OUT OF HAND.

Adriana Girdler is the president of CornerStone Dynamics Inc. and an expert in business efficiency, helping leading corporations streamline internal processes to work smarter and improve productivity. For more information, please visit www.cornerstonedynamics.com.

Added peace of mind

Green Shield Canada's Prism health and dental plans now deliver even more protection to those individuals who are losing or not eligible for group health benefits

With costs escalating, provincial health insurance plans limiting, reducing or eliminating coverage for many health-related services, and many organizations capping, cutting or eliminating healthcare benefits, the need for individual supplemental health insurance is more essential than ever before. This is especially true for those who are losing or not eligible for group benefits through their employer, including:

- Retirees • Staff facing job loss
- Part-time and contract workers
- Students and overage dependents
- Divorcees and surviving spouses

Thankfully, by taking advantage of the economical, yet comprehensive healthcare coverage offered by Green Shield Canada's Prism health and dental programs, these individuals can gain the security they deserve, knowing they have protection against both unexpected and routine healthcare expenses they'd typically have to pay for out of their own pocket, including prescription drugs, dental care, visits to registered therapists and specialists such as chiropractors, and much more.

Understanding that everyone's healthcare needs and finances are unique, Prism offers individuals three programs to choose from – Prism Spectra, Prism Precision and Prism Continuum. Within each of these programs are four different plans, each offering varying levels of coverage.

Eight of the twelve Prism plans available offer guaranteed acceptance if coming off a group plan – with no medical questions or exams required – an important consideration if an individual has any pre-existing medical conditions. **Individuals coming off ANY group plan are eligible to apply, no matter who their prior coverage was with.**

More out-of-pocket protection than ever

Best of all, numerous enhancements have been made to Prism plans this year, plus a NEW Level 4 Plan with higher maximums is now available, giving individuals even more protection against healthcare expenses.



Why Prism Health and Dental?

Faster underwriting – We typically process applications in just 10 days, unlike many providers who can take up to 8 weeks

No waiting period – once your application is approved your coverage will become effective on the first day of the following month, unlike some plans that make you wait months before you can take full advantage of all of your benefits.

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Fewer rate increases – Prism Plans typically only incur rate increases every two years, unlike many plans that raise their rates annually

The smart solution

By providing individuals with information about Prism, you'll help them gain the critical individual healthcare coverage they need. NO employer contributions, contractual obligation or fees are required on your part. Simply distribute our Prism material to those individuals who are losing or not eligible for group benefits and we'll do the rest. You can request Prism brochures and enrollment packages by phone, fax or online – whatever works best for you.

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If you have any questions, want more information about Prism or would like to receive Prism packages to distribute to your employees, simply:

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