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THE MAGAZINE OF HUMAN RESOURCES THOUGHT LEADERSHIP | NOVEMBER/DECEMBER 2014



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The Psychology Behind 360 Feedback: Why Is It Better Than Other Employee Evaluations?

By using a method of employee reviews called 360 feedback, employee evaluations can be much more effective. Through this system, employees learn about all areas of their job — not just the areas observable by their superiors — thus improving their receptiveness to both positive and negative feedback.

Though research is limited, some suggest that employee reviews can benefit a great deal from a 360 degree approach in which an employee is evaluated by his or her superiors, colleagues and subordinates. Despite a few potential draw-backs (including defensiveness, biased reviews and a reluctance to change), the benefits of 360 degree reviews cannot be ignored.

EMPLOYEE EVALUATIONS CAN COVER ALL AREAS OF PERFORMANCE

Rather than hear directly from a superior about his job performance, the employee will receive feedback from multiple sources, thus reducing the chance of praise or problem areas being overlooked. This means that the employee will have a more rounded idea of his strengths as well as any areas of opportunity he might have.

MULTIPLE SOURCES OF FEEDBACK LESSEN THE RISK OF BIAS

Except for a few cases of colleagues gunning for the same promotion, 360 degree reviews lessen the chance of evaluator bias. This includes superiors who might have qualms with an employee's personality rather than performance as well as situations in which employee favoritism is involved.

A FEEDBACK COACH CAN HELP REDUCE UNCERTAINTY ABOUT RESPONSES

After evaluations have been collected, a feedback coach must get involved to answer questions about responses and guide the learner towards new goals. This is an important part of the 360 review process because it ensures that employees remain focused on goals rather than the sting of unfavorable feedback



EMPLOYEE EVALUATIONS CAN REDUCE DEFENSIVENESS

One of the biggest concerns with employee evaluations is potential defensiveness of those being reviewed. If this should occur, the learner will be less receptive to constructive criticism and thus may not benefit from the review.

By using a specially trained feedback coach, however, defensiveness can be reduced because the coach will have the necessary skills to evaluate responses objectively. When responses can be addressed in a constructive way, defensiveness is reduced and an employee's responsiveness can thus increase.

Employee reviews are an important way to maintain or improve production. They are the avenue through which employers reward their best workers and encourage others to improve — and they have taken on a whole new dimension.

By approaching reviews using 360 feedback, employee evaluations provide a more rounded view of a worker's performance which will help him or her improve in all areas of the job. Because a company is only as good as its workers, and its workers deserve to know exactly where they stand within the company and how they can help it improve.

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IN THIS ISSUE

An engaged workforce has a big impact on an organization's bottom line. In order to steer employees in the right direction, you first need to gauge the current state of your organization's engagement. In this issue of *HR Professional*, read about conducting engagement surveys and how to interpret the results to influence positive change.

contributors



VANESSA JUDELMAN

Vanessa Judelman is the president of Mosaic People Development, a company that helps develop leaders who inspire great results. Whether facilitating, training or coaching, Judelman has achieved successful change outcomes with organizations such as Campbell's Soup, Food Banks of Canada, Motorola, Torstar Digital, Workopolis, the United Nations and CIBC. She is noted as an expert in her industry and has been published and quoted in *The Globe and Mail* and the *National Post* and is a regular contributor to CKNW Radio. Judelman is also a guest lecturer in the MBA program at Ted Rogers School of Management. Read her article about what leaders need to do to keep employees happy at work, starting on page 28.



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Dr. John Izzo is a keynote speaker and bestselling author on leadership. His books include *Awakening Corporate Soul*, *Values Shift*, *The Five Secrets You Must Discover Before You Die* and *Stepping Up*. Over the last 20 years, he has spoken to over one million people, taught at two major universities and is frequently featured in the media by the likes of *Fast Company*, PBS, CBC, *The Wall Street Journal*, CNN and *INC Magazine*. He has advised some of the best companies in the world including DuPont, TELUS, McDonald's, Tim Hortons, Westjet, RBC, Lockheed Martin, Qantas Airlines, Humana, Microsoft and the Mayo Clinic. Read his article detailing the success TELUS experienced after addressing their corporate culture, starting on page 33.



DR. DAVID S. COHEN

Dr. David S. Cohen is a leader in the area of talent management. He is known for his ability to tell it like it is and help organizations through practical, real-world initiatives. Cohen is passionate about building organizations through the successful alignment of their people to the corporate values. He works with organizations to ensure the clear articulation of culture and to build integrated talent management processes and practices. Cohen has over 28 years of consulting experience working with organizations across all industries and is frequently called upon as a keynote speaker and presenter at conferences around the globe. He has also written two books: *The Talent Edge* and *Inside the Box*. Read his article about the changing performance review process, starting on page 37.



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Dispute Resolution Skills, May 3-7, 2015: Kingston
Strategic Workforce Planning, May 5-6, 2015: Victoria
Change Management, May 11-14, 2015: Toronto
Managing Unionized Environments, May 12-14, 2015: Fort McMurray
Labour Arbitration Skills, May 24-28, 2015: Kingston
Talent Management, May 27-28, 2015: Ottawa
Linking HR Strategy to Business Strategy, June 2-4, 2015: Calgary

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SURVEY SAYS

Welcome to the final 2014 issue of HR Professional – we’ve covered many topics this year, and I hope you’ve found the varied advice and information valuable. Thank you to all contributors and writers, and please continue reaching out to me with your content ideas and suggestions.

This November/December 2014 issue of the magazine discusses the role that engagement surveys can play in the workplace. We know that employee engagement strongly influences a company’s bottom line, and a survey can indicate strengths and weaknesses within your organization. Gaining a clear picture of your current situation will allow you to develop action items that will move your company’s engagement levels forward. Read the cover feature of this issue, starting on page 16.

One of the other features in this issue discusses happiness at work. The topic may seem trivial at first; however, being happy at work ties itself to so many other relevant and integral functions, such as productivity, engagement, performance, stability and more. In this article, Vanessa Judelman explores how leaders can inspire happiness in their employees, and also why a leader should consider this an essential part of their job. That article begins on page 28.

I’ll finish off my year of editor’s messages by encouraging you to send me your thoughts and opinions after you receive and read your copy of *HR Professional*. In 2015, I’ll be looking to include letters to the editor in the magazine, so if you agree, disagree or want to comment on any articles or the magazine in general, please email me at jharris@lesterpublications.com or tweet to @HRProMag. I’m waiting to hear from you.

As we finish off this year that once again flew by, I hope everyone accomplished your 2014 goals. I’ll see you next year.

Happy reading,



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Rethinking the CHRO



By Philip Wilson, CHRP, SHRP

Earlier this year, Ram Charan, business thinker and author (and 2008 HRP Annual Conference keynote speaker), provoked controversy in a Harvard Business Review opinion piece by suggesting that the chief human resources officer (CHRO) position should be scuttled.

In its place, he recommends splitting the HR function in two – an “HR-A” administrative role overseeing payroll and benefits and reporting to the CFO, and an “HR-LO” leadership and organization role that would focus on improving the people capabilities of the business and reporting to the CEO.

His comments really raised some hackles in the HR community when he suggests that the HR-LO function should be led by high potentials from operations or finance whose business expertise and people skills give them a strong chance of attaining the top two layers of the organization. In Charan’s estimation, too few CHROs can “relate HR to real-world business needs” because they’re too process-oriented and too “focused on internal matters such as engagement, empowerment and managing cultural issues.” The few CHROs who have succeeded, Charan says, have all come from line operations or finance.

DISSENTING OPINIONS

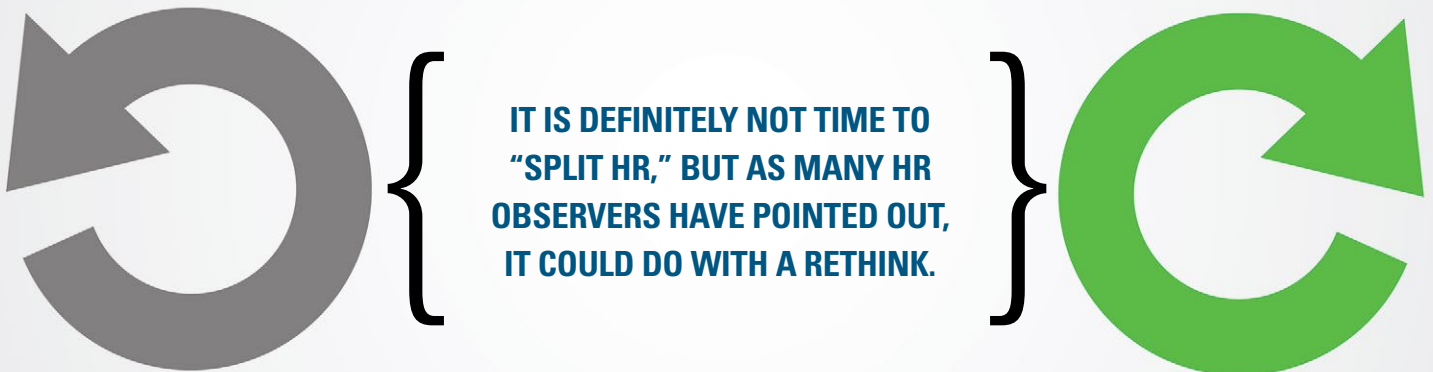
Of course, rebuttals to Charan’s column were many, including replies from influential HR thinkers like John Boudreau and David Ulrich.

In *It’s Time to Retool HR, Not Split It*, University of Southern California management professor Boudreau says that rather than splitting HR, the function could be “retooled” by adapting financial and other management frameworks to HR decisions, like retooling “talent development using a supply-chain framework to optimize talent flows,” or “total rewards using product design and market segmentation.”

“Retooling HR makes organization leaders smarter by applying their existing sophistication about finance, engineering, operations and marketing to HR and talent decisions,” said Boudreau. “It does require that leaders reach across functional boundaries, but that’s different than simply placing compensation and benefits under the CFO.”

In *Do Not Split HR – At Least Not Ram Charan’s Way*, Ulrich argues Charan ignores the 20-60-20 rule (where the top 20 per cent of HR executives are exceptional; the bottom 20 per cent are underperformers; and the middle 60 per cent are actively engaged in helping their organizations but are often limited by senior leaders who don’t appreciate the value they provide).

To raise the profile of this middle 60 per cent (and gain more respect for HR’s value among senior leaders), Ulrich suggests a holistic approach that redefines HR’s focus to talent, leadership and capability; he reframes this focus through an “outside-in” lens – that is, through the eyes of the customer. (For example,



tips from dispute resolution experts

How do you deal with someone who doesn't have authority to settle a dispute?

One option is to ask whether the person with authority can come to the next meeting. If not, can they be available by phone? Another is to make a tentative deal and meet again when both sides have authority. If you're going to meet again, make sure both sides have the ability to say yes or no when you get back together.

How do you convince someone that your proposal is 'fair'?

Fairness is a subjective concept and people have different ideas of fairness. One suggestion is to look to comparables, objective criteria, because people are more persuaded by an objective standard than by you saying that you think something is fair.

Should you reciprocate in a negotiation?

When you do something nice and unexpected in a negotiation, the other person often wants to reciprocate. Some negotiators in the middle of a major negotiation will give a gift to the other negotiator for no apparent reason. People seem to genuinely appreciate them and it often allows the negotiators to break an impasse.

Alternative Dispute Resolution (ADR) Workshop dates:

Toronto: November 11-14, December 9-12, January 20-23

Ottawa: November 4-7, March 3-6

"The ADR Workshop was by far the best course I have attended in my 30+ year career in HR. A must attend for HR Professionals. I have used the tools on a regular basis."

- Dan Heard, HR
Ministry of Community & Social Services, Bleinheim

"Each day was packed with information. The role playing method of instruction was much more effective than the normal lecture format of other seminars."

- Gerry Walsh, HR
AOC Resins and Coatings Company, Guelph



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he wrote, "Capability becomes defined as the identity of the firm in the mind of key customers.")

Implicit in both Boudreau's and Ulrich's rejoinders is that there is no reason why HR professionals cannot become HR-LO leaders.

A NEW HR COMPETENCY FRAMEWORK

Ulrich also suggests upgrading the competencies of HR executives, which I think would do much to both elevate HR's capability around aligning HR strategy to business needs and boost the function's profile among senior leaders. Indeed, a valid criticism is that we might have waited a bit too long to update the competency framework for the HR profession – the "snapshot" of what it takes to perform as a HR professional.

The current competency model – the Required Professional Capabilities (RPCs) – dates back to 1998 (with a minor refresh in 2007). Considering how dramatically the world of work and the role of HR professionals have changed since then, it is clear the competency framework was due for a thorough update.

Recently, the Human Resources Professionals Association (HRPA) has taken on the work of updating its competency framework; importantly, this new competency framework recognizes the spectrum of HR practice.

As in all professions, individuals at different levels in organizations are assumed to have varying competencies and this work will be a critical foundation on which to build the description of those capabilities as well as the future credibility of the HR profession.

It is definitely not time to "split HR," but as many HR observers have pointed out, it could do with a rethink. HRPA's new competency framework provides the foundation for this rethink. ■

Philip Wilson, CHRP, SHRP, is chair of the Human Resources Professionals Association (HRPA).

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UPFRONT

ONE IN THREE CANADIANS SEE TECHNOLOGY AS A THREAT TO THEIR JOBS

Is your job under threat from computerization? According to the latest Randstad Workmonitor study, which surveys employees in 33 countries around the world, one in four Canadians believe their jobs could vanish in a few years due to the rise of technology.

Advancements in technology have always threatened certain industries. From giant corporations to university libraries and start-up businesses, employers are using rapidly improving technology and workers are concerned they will be competing against machines that will continue to become more powerful, cheaper and easier to use. The survey found 68 per cent of Canadians see the impact of technology as an opportunity, while 32 per cent see it as a potential threat.

According to Tom Turpin, president of Randstad Canada, although some jobs may disappear over time because of technological advancements, innovation can offer exciting and stimulating opportunities in all types of industries.

“As an example, computerization may have reduced the demand for typists and switchboard operators, but also increased the number of more highly skilled and computer savvy administrative assistants,” said Turpin. “Technology has also burgeoned entirely new industries and occupations such as app designers, digital marketing specialists, big data architects or social media managers.”

So what can be done to help workers ride the wave of technological change? According to Turpin, these facts and figures do not need to be treated as doom and gloom, but instead, should make us more aware of skills necessary for future work.

THE MOST OVERUSED BUZZWORDS AND PHRASES IN THE WORKPLACE

While today’s workplace is awash with buzzwords and clichés, certain terms and phrases are more common than others, according to an Accountemps survey of HR managers. “Dynamic,” “deep dive” and “leverage” were among the most overused business buzzwords cited by those polled.

The survey was conducted by an independent research firm and is based on interviews with more than 600 HR managers at U.S. and Canadian companies with 20 or more employees.

“When it comes to effective communication in the workplace, the importance of clarity cannot be stressed enough,” said Dianne Hunnam-Jones, Canadian district president of Accountemps. “To avoid ambiguity and confusion when communicating, the use of buzzwords and industry jargon should be avoided in favour of straightforward and uncomplicated language.”



Managers were asked, "What is the most annoying or overused phrase or buzzword in the workplace today?" Their responses included:

1. "Out of pocket"
2. "Deep dive"
3. "Forward-thinking"
4. "Dynamic"
5. "Let me get back to you"
6. "Pick your brain"
7. "Employee engagement"

Some buzzwords appear as though they're here to stay. These well-worn words and sayings also were cited in similar Accountemps surveys conducted in 2004 and 2009:

1. "Win-win"
2. "Value-added"
3. "Think outside the box"
4. "Leverage"
5. "At the end of the day"
6. "Circle back"
7. "Synergy"

SMEs NEED TO DO MORE TO ADAPT TO A CHANGING, AGE DIVERSE WORKFORCE

Small and medium-sized enterprises are putting their growth at risk by failing to adapt to the changing workforce as almost half admit having no activities in place to ensure they have access to enough skilled and diverse people of all ages, according to the latest research from the Chartered Institute of Personnel and Development (CIPD) and the Scottish Centre for Healthy Working Lives. An aging population is giving rise to an increasingly age diverse labour market, yet few small businesses are doing enough, or anything at all, to appeal to workers of different ages and unlock the benefits they bring.

Age diversity in SMEs: reaping the benefits gathered the views of almost 600 senior decision makers in SMEs and found that small businesses on the whole recognize the different skills that workers of different ages bring. The survey has revealed that small businesses believe that a diverse workforce benefits a business with not only improved knowledge sharing, but that it also brings better problem solving skills and a more enhanced customer service.

Despite the obvious gains to be made, the research shows that small businesses are not doing as much as they could to attract, recruit and support workers of diverse ages. And while SMEs

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DESPITE THE OBVIOUS GAINS TO BE MADE, THE RESEARCH SHOWS THAT SMALL BUSINESSES ARE NOT DOING AS MUCH AS THEY COULD TO ATTRACT, RECRUIT AND SUPPORT WORKERS OF DIVERSE AGES.

believe that training older employees is a good return on their investment, there are other areas where they need to improve their offering to ensure that they can support more mature employees.

The survey shows that employing an age diverse workforce is not without its challenges. The top three potential sources of discord highlighted by the small businesses surveyed were perceived misunderstandings between different age groups, age stereotyping and a lack of shared interests. Similarly, when it comes to employing more mature workers, almost half of SMEs believe that young managers struggle to oversee them.

CANADIAN CFOs SAY THEIR COMPANIES WILL HIRE FOR NEW POSITIONS IN THE NEXT SIX MONTHS

Twenty-three per cent of Canadian chief financial officers (CFOs) report their companies will be creating new jobs in the next six months, according to the Canadian Professional Employment Forecast from Robert Half.

Fifty-five per cent of finance executives said they will be maintaining personnel levels, adding staff only to fill vacated positions. Fifteen per cent of respondents will not be hiring, even to fill an open position, and five per cent plan to reduce staff levels.

The Professional Employment Forecast was developed by Robert Half, the world's first and largest specialized staffing firm, and conducted by an independent research firm. The local results are based on interviews with 270 CFOs from a stratified random sample of Canadian companies.

"Executives have a positive outlook for their companies' growth prospects and are looking to expand their teams," said Greg Scileppi, president of Robert Half, International Staffing Operations. "Demand for professional-level candidates is expected to continue outpacing the supply for talent, however, as challenges filling positions with applicants who possess the necessary skills persist."

Scileppi says that as a result of the increased demand for talent, companies need to look at more creative ways of attracting candidates. "Every day we see organizations reviewing their overall hiring strategies, including compensation and working arrangements, to ensure they remain competitive."

RECRUITING CHALLENGES

The survey results suggest organizations looking to expand and add staff may face difficulties. The majority of CFOs surveyed said

it is at least somewhat challenging to find skilled candidates for professional-level positions today.

BUSINESS CONFIDENCE

Executives are optimistic about their business prospects. More than eight in 10 CFOs expressed confidence in their company's growth potential for the next six months, with 42 per cent of respondents saying they are very confident.

SPOTLIGHT ON SALARY NEGOTIATIONS

In another sign the job market is heating up, many employers appear to be negotiating more frequently with top job candidates. Thirty-three per cent of respondents said they're more willing to negotiate salaries than they were 12 months ago, compared to just 10 per cent who are less willing. ■

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EMPLOYMENT AND LABOUR LAWYERS

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The Importance of a Standardized Approach

SUBSTANTIAL DAMAGES AWARDED UNDERLINES THE IMPORTANCE OF THE CSA'S (VOLUNTARY) PSYCHOLOGICAL HEALTH & SAFETY STANDARD

By Kelly VanBuskirk, BA, LL.B, LLM, Ph.D., C. Arb.

Every once in a while, a Canadian employment law case causes employers to rethink their management practices. The May 2014 decision of the Ontario Court of Appeal in *Boucher v. Wal-Mart Canada Corp.*, slashing a million-dollar employment damages award made against Wal-Mart and one of its managers to a still eye-popping \$410,000, is a recent example.

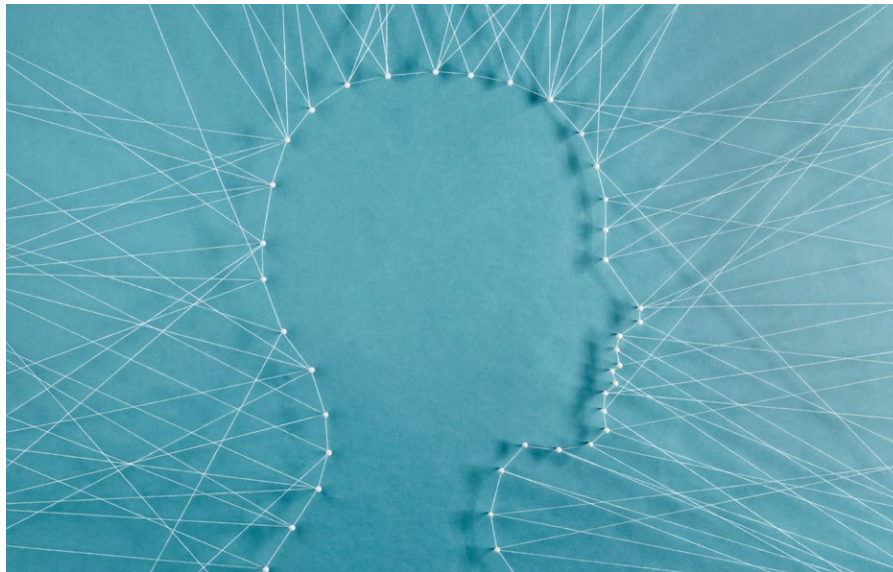
Undoubtedly, the appellate decision to reduce the award of damages in *Boucher* has induced a sigh of relief for some employers, but the legal principles at the heart of the decision should renew employer concerns regarding the importance of fair and psychologically safe management practices in Canadian workplaces.

Employers who study the implications of the decision will identify the

value of the liability risk reduction strategies available in the Canadian Standards Association CAN/CSA-Z1003-13/BNQ 9700-803/2013 (the Standard), a national standard for psychological health and safety in the workplace. Although compliance with the Standard is currently voluntary, the document seeks to address legitimate concerns regarding Canada's bulging mental disability crisis

THE STANDARD HAS BEEN ESTABLISHED, IN PART, AS A RESPONSE TO THE BALLOONING \$50-BILLION ANNUAL BUSINESS LOSSES ATTRIBUTED TO WORKPLACE MENTAL HEALTH PROBLEMS IN CANADA.





and, in doing so, also provides business owners and managers with a step-by-step guide to creating healthier workplaces and potentially reducing the mental health-related liability risks highlighted in the *Boucher* case.

WHY IS A STANDARDIZED APPROACH TO WORKPLACE PSYCHOLOGICAL HEALTH AND SAFETY IMPORTANT?

The Standard has been established, in part, as a response to the ballooning \$50-billion annual business losses attributed to workplace mental health problems in Canada. Even in the absence of the *Boucher*

ruling, the Mental Health Commission of Canada's statistical rationale for urging employers to implement the Standard is compelling:

- More than 500,000 Canadians do not attend work in any given week due to mental illness
- More than 30 per cent of disability claims and 70 per cent of disability costs are attributed to mental illness
- Approximately over \$50 billion is lost to the Canadian economy because of mental illness annually

The workplace mental health crisis is not solely a Canadian phenomenon.

In the United States, the findings of a 2004 study conducted by the National Institute for Occupational Safety and Health (NIOSH) suggests that the number of lost work days for workers challenged by anxiety, stress and neurotic disorders is four times greater (25 days) than the number of work days lost for all other non-fatal injuries or illnesses (an average of six days). The United Kingdom Mental Health Foundation asserts that, due to rising absenteeism and impaired productivity, mental health issues now cost British employers more than £26 billion per year. This data was collected in response to a 2012 IDEA survey, which suggests that British workers are the most depressed in Europe.

The conclusion to be taken from this data is that, even without consideration of *Boucher v. Wal-Mart*-inspired employer liability risks, the economic cost of mental disabilities to employers is a compelling motive for managers' proactivity. In Canada, the CSA Standard is one of several responses to the expanding workplace mental health crisis in Canada, and should be of interest to employers as a cost reduction and employee wellness framework. Additionally, and in light of the *Boucher* case, Canadian employers should also consider implementing the Standard as a liability risk management initiative.

INTERACTIONAL JUSTICE AS AN EMPLOYER LIABILITY RISK

The *Boucher* decision is interestingly distinguishable from most other dismissal cases because it did not have to account for reasonable notice damages. Perhaps recognizing its risks in the case, Wal-Mart had already paid Ms. Boucher 32 weeks of notice compensation, which amounted to 160 per cent of her 20-week contractual entitlement. For the many employers and lawyers who believe that employees only sue for money, Ms. Boucher's decision to pursue her legal claim in spite of having been *overpaid* on her contractual notice entitlement ought to underline the impact of perceived interactional injustices in employee claims decisions. According to previous research, the manner in which employees assess the fairness of their employment relationships and their

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workplaces is significantly influenced by interactional justice assessments, such as their perceived fairness (versus the legality) of the treatment they receive from their employers. In *Boucher*, it appears that the plaintiff's perception of unfair treatment perpetrated by her workplace supervisor, as well as Wal-Mart's role in that misconduct, caused her to initiate the legal claim that resulted in her \$410,000 award.

HOW THE CSA STANDARD AND INTERACTIONAL JUSTICE ARE RELATED, AND WHY THAT MATTERS

Components of the Standard are fundamentally related to the provision of interactional justice, which in turn influences employee legal claims decisions. As a result, employers who implement the Standard will improve their provision of interactional justice and, consequently, should reduce their risk of facing circumstances like those that led to a \$410,000 award in *Boucher v. Wal-Mart*. While the entirety of the Standard promotes employee welfare, organizational savings and

liability reductions, implementation of the following six factors would have been particularly helpful to Wal-Mart in the *Boucher* case:

- Employers should actively demonstrate support for employees' psychological wellbeing by taking concrete steps, such as engagement of employees in conversations about psychological wellness, in order to earlier identify and understand employee needs.
- Employers should foster a workplace culture that places a high value on fairness, caring, honesty and trust.
- Employees should be afforded clarity with respect to their core functions, their contributions to the organization, the expectations of them and how their work will be measured.
- Employers should establish strong requirements of civility and mutual respect amongst all staff, management and customers.
- Employers should provide employees with authentic and meaningful feedback for the purpose of supporting their personal and professional

development.

- Employers are encouraged to create workplace environments where employees feel confident and safe to ask questions and to report mistakes without fearing that they will be judged negatively or will be inviting negative impacts on their careers.

CONCLUSION

The *Boucher v. Wal-Mart* decision underscores serious liability risks faced by Canadian employers. While many employers will likely do nothing in response to the potential costs illuminated by the case, prudent companies and organizations should consider implementing policies contemplated under the CSA Standard for Psychological Health and Safety in the Workplace. The relatively simple concepts outlined in the Standard not only foster liability risk reduction but also healthier workforces and operational cost savings. ■

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ENGAGEMENT

A SURVEY IS
THE FIRST STEP
TO BUILDING A
MORE ENGAGED
WORKFORCE

ENGINEERING

By Melissa Campeau

When Douglas Conant took on the role of CEO at Campbell Soup Co. in 2001, the company was failing on virtually all fronts. They'd lost half their market value in just one year and takeover rumours were flying. Internally, employees were deeply unhappy; a Gallop survey found 62 per cent considered themselves not actively engaged in their jobs and 12 per cent said they were fully disengaged. No Fortune 500 company had ever scored worse.

But in just a handful of years, Conant worked something of a miracle. By 2008, a full 68 per cent of employees said they were actively engaged in their work and only three per cent claimed to be actively disengaged. That's a ratio of 23 to 1. Gallop considers a ratio of 12 to 1 to be world-class. Earnings grew, too, by four per cent each year during that timeframe and return on the company's stock rose 30 per cent.

Of all the strategies Conant employed to turn things around, he credits increasing his employees' engagement as most important. In an interview with *Forbes* magazine, the CEO said, "To win in the marketplace, we believe you must first win in the workplace. I'm obsessed with keeping employee engagement front and center and keeping up energy around it."

Faith in engagement and its power to transform a company has grown quickly among the ranks of senior managers and CEOs. In fact, a 2014 Deloitte Global Human Capital Trends report found 78 per cent of business leaders rate retention and engagement as urgent or important.

But to chart a course toward improvement, you first need to know the lay of the land. This is where an engagement survey comes in.

STARTING POINT

To gather data from employees, most organizations begin by hiring an external company.

"That's not necessarily because you need them to administer it, but because you want the confidentiality and the perception of confidentiality," said Rick Webb, human resources director at Sault College, Sault Ste. Marie, Ont. "Also you want to benchmark against other organizations' results because

cover feature

everything is relative. If the same questions have been asked of 10,000 employees across North America and your company is in the 10th percentile, then you'll know you have a lot of work to do."

Conversely, if scores seem low but other organizations also score low on that topic, it can prevent you from flagging an issue unnecessarily.

"For example, if your scores on pay are low, it doesn't necessarily mean you have to pay everyone more," said Robert Gray, president of Insightlink Communications in Palm Springs, Calif. "It means you're right in line and that's just the way people across the board feel about pay."

QUESTIONS

Typically, an engagement survey will include questions grouped within particular categories. Gray's firm, for example, explores four areas: culture, commitment, communication and compensation.

"A survey should be objective and shouldn't lead you to a particular answer," said Gray. "It should also be constructive, where you don't only hear the highs and the lows."

Surveys should also have enough breakdown included to properly decipher results.

"When you're looking at surveys and deciding which to use, see if the survey breaks things down far enough to look at individual parts of the organization, because someone could be completely satisfied with their supervisor and disengaged with the employer generally," said Webb. "You also want to have some

segmentation between the various layers of the organization. That way, once you get all the aggregate data, you can paint a picture of your strengths and weaknesses."

INCLUSIVITY

Whatever questions you do ask, it's critical to ask them of the entire staff.

"What you want to do is hear from everyone – ideally 80 to 85 per cent participation," said Gray. "Make sure data collection methods fit with the nature of the workforce." If not all staff members have web access, for example, then a survey that's only available online will leave many out. You're not only missing out on valuable data, you risk alienating an entire group within the business.

PREPARE STAFF

Well in advance of the survey, staff should have a clear sense of what's coming, why and what the organization will do afterward.

"One of the biggest missteps I see when organizations conduct engagement surveys is they don't state what their guiding principles are from the outset," said Gray. "Why are you doing it? What are you going to do with the results? How are you going to put those plans into action?"

You're asking staff to invest a fair amount of time giving candid and honest feedback. A little explanation can go a long way to establishing trust.



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FIND A FOCUS

When the results come in, the numbers will paint a portrait of how many staffers are engaged, disengaged and actively disengaged. You'll also get a sense of what areas in particular have the best and worst engagement, and where to target your improvement efforts.

"I think today one of the things any organization struggles with is resources – not just money but also time – so when you want to improve your workplace you want to target your dollars," said Webb. "A lot of times, we get to the management table and decisions are based on who has the most compelling story or argument instead of what data tells us about where to apply our resources." Numbers can paint a clear picture of what needs to be done. "Without an engagement survey, it's like throwing darts in the dark."

In many cases, data will reveal several potential areas of focus – more than an organization can reasonably do at one time.

"The most common mistake, in my experience, has been to take on too many action items at once," said Norm Sabapathy, executive vice president, People, at the Cadillac Fairview Corporation in Toronto. "Typical surveys can have as many as 100 questions. Most companies cut the data multiple ways; they filter by department, by level, by region. Looking at all those perspectives can really get your head spinning."

When faced with all that information, it can be easy to imagine change on a grand scale, with every single manager developing

"WITHOUT AN ENGAGEMENT SURVEY, IT'S LIKE THROWING DARTS IN THE DARK."

– RICK WEBB, HUMAN RESOURCES DIRECTOR, SAULT COLLEGE

individual action items for their teams, plus divisional projects and company-wide initiatives.

"Any time I've seen that happen, it doesn't work effectively," said Sabapathy. "It belies the definition of focus to pick that many things to work on." Instead, Sabapathy recommends zeroing in on the initiatives that need the most attention or will provide the best rewards for the organization. "What we do now at Cadillac Fairview is focus on a limited number of key engagement drivers where we can improve based on the survey feedback, and make sure those things are executed well."

IMPLEMENT CHANGE

Once you've charted a course, you can set your plans in motion.

"In our most recent survey, two of our top issues were recognition and career opportunities," said Sabapathy. As part of



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ENGAGEMENT SURVEY VS. SATISFACTION SURVEY

While they sound similar, engagement surveys and satisfaction surveys measure very different things.

"There's a practical distinction between the two types of surveys," said Sabapathy. "Employees could be really satisfied in their jobs, but this could easily mean they're having fun, they don't have to work that hard and nobody's pushing them much. They punch the clock and go home."

Engagement is another thing altogether.

"With engagement, you're finding out if they're really committed to their jobs, to the organization and to its goals," said Sabapathy. "You're hoping to find out if they're willing to put in the extra effort against those goals."

Engagement pertains more to the relationship between the employee and the organization.

"[Whereas] satisfaction is about how the employee feels about the job, engagement is how he or she feels about the relationship between them and the organization," said Gray. "If they're proud to be part of the organization, believe in its mission, vision and values and are willing to give discretionary effort, they're more likely to be highly engaged."



Nikolamirjevska/Shutterstock

the response, the company implemented a new online peer-based recognition program. "From the year we put it in to the following year, we had a 100 per cent increase in recognition," he said. "It's easy, reinforces our values, and people love it."

As part of the plan to address the issue of career opportunities, the company measured how often they were promoting and transferring people internally.

"The act of measuring it drove a different kind of behaviour," said Sabapathy. In just two years, the company recorded a 73 per cent increase in the amount of internal moves and promotions.

SHARE THE RESULTS

Once you've analyzed the data and have a plan of action, let employees know about both the results and the plans. The worst thing an organization can do when it comes to surveys is to conduct one, then never mention it again.

"When you have the opportunity to get candid feedback, it's a gift," said Sabapathy. "When you don't respect it as a gift and do nothing with it, you're likely to never get it again, or you're going to get a very whitewashed answer because people don't believe or care as much."

What's more, staff members are likely to assume the results were exceptionally bad.

"When you don't communicate, people fill the vacuum, usually with the worst-case scenario," said Webb. "It's just human nature."

On the other hand, depositing a binder full of survey results on every staff member's desk isn't constructive, either.

"We recommend giving staff highlights of the results, in conjunction with clear direction about what's going to be done to improve the work environment," said Gray. "That's what they want to know."

Providing highlights also keeps respondents aware that their voices were heard, regardless of what the action items end up being.

"People have a high propensity to take out of surveys what's most meaningful to them," said Sabapathy. "They'll wonder why

you didn't work on a solution around tuition reimbursement or paternity leave. Everyone has their own interests."

MEASURE AGAIN

Once you've gone through a survey and launched new programs to address your challenges, the next step is to survey again to see if you've moved the needle. Timing is key, though.

"It's important to complete your action plan and give employees time to experience the change before measuring again," said Gray. "If there's a new performance review system, for example, to address concerns about job definitions, wait until everyone has had one of the reviews."

Should organizations follow a specific timeline? It depends on what works for them.

"In my opinion, every two years is a good frequency for engagement surveys," said Webb. "In between, at the one-year mark you could do a mini survey with just five or 10 questions, or just communicate with staff about what you've done so far."

FINAL WORDS

"When you look through all the things you can measure, an engagement index is proving to be one of the key measurements," said Sabapathy. "I think the true test of value is when it becomes less of an HR initiative and more of an organizational initiative."

At Cadillac Fairview, engagement scores are an integral part of the company's five-year strategic plan.

"In addition to profit targets and operating targets and all the traditional business measures, we have an engagement index as one of our key enterprise measures for the business.

"Once HR gets their metrics to that level, that's when you know you're having a true business impact," said Sabapathy. "With the right data, HR can pull together a good picture of how talent is performing. Understanding that, and what to do about it, will directly impact your results and drive organizational performance." ■

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Creating
DEVELOPMENT PLANS

STRATEGIES FOR MAXIMIZING PROFESSIONAL GROWTH

By Leann Schneider, M.A. and Tim Jackson, Ph.D.

Answer the following question honestly: do you think that development plans are useful? Some of you probably think that they are, and they should be if they're done right. Unfortunately, it's likely that some HR professionals doubt their usefulness. Whether we've taken the time to create our own plan and it's long forgotten, or helped someone else to create a plan that they didn't follow through with, it's easy to understand why this topic can lead to frustration.

However, there's a reason why development plans are encouraged. If you want to progress in your career, or if you're supporting someone else in their career progression, aimlessly engaging in developmental activity can be a waste of time and money. Don't we want to be deliberate in how our development unfolds?

There are best practices for creating development plans that increase the chances that the plan you create will turn into actual improvements in performance. At some point, you've likely been told that development plans should include SMART goals (i.e., goals that are specific, measurable, achievable, relevant and time-bound). The following recommendations take this a step further.

DEFINE THE DEVELOPMENTAL EXPERIENCE

The starting point for creating a development plan should be defining the type of desired developmental experience. Research supports two types of developmental experiences: "mastery" experiences, which involve continuing to do your current job but with more intensity and increased demands, and "broadening" experiences, which involve stretching yourself to seek out new experiences, opportunities and relationships. Mastery



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experiences can lead to more visibility and greater impact, but also higher risks and expectations within the current role. In contrast, broadening experiences can lead to the development of new skills and familiarity with new contexts, but also greater ambiguity when stretching outside of the current role.

The question to ask is, “Do I want to pursue mastery or diversity in development experiences?” This question can help provide a focus for the career steps and, subsequently, the skills to be developed that will be included in the development plan.

ENSURE THE MANAGER CONTRIBUTES

If you’re a manager, you’re hopefully invested in the development of your employees. Don’t underestimate the value that you’re bringing to the table by being involved in the developmental planning process.

Direct involvement by a manager in creating a development plan following an assessment leads to gains in future job performance. This is mainly due to these reasons:

- The manager is made aware of the goals of their employee and is able to support them in their development by checking in on goal progress or providing opportunities for skill development relevant to the plan.

- It helps to have a manager’s support and stamp of approval for spending valuable time on development activity. For example, if taking on a special project to improve your financial acumen, the last thing you want to find out is that your manager thought it was a waste of time.
- The manager can provide suggestions that can be incorporated into the plan. They may have insight into actions that are the most critical for the individuals’ development in their role.
- The manager often knows what career moves are possible, and therefore which skills need to be developed to move into these future roles.

SPECIFIC SHORT-TERM GOALS; LEARNING-ORIENTED LONG-TERM GOALS

In most instances, setting specific goals that have clear outcomes leads to the best results from development plans. However, there may be instances where a person wishes to master a particular skill or ability that doesn’t have a clear outcome (e.g., becoming an engaging presenter). In this situation, set learning goals, where the goal is to master a skill or ability rather than to work towards a specific result. This framework encourages trying out different strategies and figuring out what works best, without

the pressure of having to attain a performance goal.

How can setting a broad learning goal for the development of skills or abilities be reconciled with advice to set specific goals? One strategy is for long-term goals to be framed as learning goals, with the inclusion of specific sub-goals that outline steps for attaining the learning goal. For example, a long-term learning goal could be to improve presentation skills. Three specific, short-term sub-goals could be volunteering to present at an upcoming conference, practicing presentations in front of peers and maintaining eye contact with the audience.

There is great importance to having short-term goals within the long-term goals that are in the development plan. Short-term goals help maintain a sense of focus and accomplishment, and make long-term goals less overwhelming. However, the long-term goals help provide a broader vision for development.

DON'T SET TOO MANY GOALS

While the exact number of goals in the development plan will vary in each circumstance, having too many can be overwhelming. In addition, with all the performance goals on our plate, the first reaction will be to put development goals on the backburner if they take up too much of our energy.

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One strategy to keep the number of development goals manageable can be to set only one goal per competency that is targeted with the development plan. Another strategy can be to set a maximum number of goals for the entire plan – research has found that setting three or four goals led to increased 360 ratings and leadership effectiveness in coaching interventions.

INTEGRATE THE DEVELOPMENT PLAN WITH OTHER SYSTEMS

By integrating the development plan into aspects of work, it will seem more relevant, be more salient and receive more support from the organization. Integrate the plan with two areas: other career development systems and the organization's long-term business plan.

With respect to other career development systems, it's important to integrate the plan into processes like mentoring, coaching, performance reviews or further assessments. For example, a mentor can be specific in their guidance and support if they are aware of the goals in the development plan. Or, 360 assessment questions can be customized to measure progress in achieving development goals, which gives the survey more impact.

BY INTEGRATING THE DEVELOPMENT PLAN INTO ASPECTS OF WORK, IT WILL SEEM MORE RELEVANT, BE MORE SALIENT AND RECEIVE MORE SUPPORT FROM THE ORGANIZATION.

The development plan can also be integrated with the organization's business plan. Think about if there is any way that personal goals can be set to align with this year's business targets. For example, a start-up business would be heavily invested in promoting their new brand. If your development goal is to improve your presentation skills, this fits well with the key objectives of the organization.

OBTAIN FEEDBACK ON GOAL ATTAINMENT

It's important to realize that the development plan doesn't need to be a static document. Rather, employees get the most value from using a development plan when they can track how well they are achieving their objectives. The best way to do this is to ensure that development plans are measurable – the feedback is immediate when you can objectively check "yes" or "no" to whether a goal has

been achieved. Keep a spreadsheet with a goal checklist to facilitate this.

Researchers find that feedback on goal attainment leads to better quality development plans in a number of ways. Feedback acts as a check-in to revise goals to be more realistic if they turned out to be too challenging, or to add more goals to the plan once past goals are met. Importantly, feedback can also be a wake-up call to change strategies for goal attainment if what is currently being done isn't working.

As HR professionals, you know the basics. Development plans should help you, or the individuals you work with, reach peak performance and progress in your careers. ■

Leann Schneider, M.A. is a consultant with Jackson Leadership Systems Inc. and Tim Jackson, Ph.D. is president of Jackson Leadership Systems Inc.

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Happiness at Work

WHAT'S A LEADER TO DO ABOUT IT?

By Vanessa Judelman

A senior executive who is struggling at work, David, constantly feels overwhelmed and overworked. He has been in a leadership role in his company for 15 years and used to love coming to work every day. Now, David dreads Monday morning.

So, what has changed? When asked for his perspective, David said that the demands of the business have changed, his role has changed and the business environment has dramatically changed. It's faster and more complex than ever before.

Many of us who have been working for more than 10 years have noticed this shift. The new world of work is having a significant impact on leadership. Why? In the "good old days," a top-down leadership approach was the norm. Our leadership role models, like Donald Trump and Jack Welch, taught us that it was okay to be autocratic, hierarchical and demanding.

However, part of this workplace shift is that "old school" leadership is no longer working. A top-down approach is incongruous with the culture that employees desire. People want their

leaders to be authentic. They want their leaders to care about them. They expect their leaders to help them develop, learn and grow. After all, our benchmark for an engaged workforce is no longer GE, but rather people-centric cultures like Google.

These changing expectations for leaders are certainly desirable. But in reality, many leaders are finding it difficult to adapt. After all, like David, they have been very successful for many years leveraging an "old school" leadership style.

Unfortunately, what worked in the past is no longer enough. It is no longer okay to focus on tasks and objectives and ignore your people. It is no longer okay to be demanding and controlling. In the new world of work, leaders need to use a balanced approach. They need to focus equally on executing their tasks and managing their people. This is a critical success factor for effective leadership in 2014.

So, how can our swamped and often overworked leaders develop a culture that ensures their team is happy and engaged?



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Here is a list of three ways leaders can excel in the new world of work:

1. **Be nice.** This may seem obvious; however, some managers get too focused on ego, power and control and they forget to treat people with care and consideration. Other managers get so focused on the task at hand that they forget basic manners, like saying “thank you” for a job well done.
2. **Set a clear direction.** Leaders need to provide their team with a clear and inspiring vision. This helps people to feel a sense of purpose and understand how their work contributes to the success of the organization. It is also important to ensure that each team member understands the expectations of their role. Consequently, everyone is focused on what is important and feels confident that they are spending their time on the right things.
3. **Give your people an opportunity to learn and grow.** Research indicates that if people are learning, they are more likely to be engaged at work. In fact, if employees feel they are being paid fairly, career development is more important to most people than money. So, if leaders want their team to be engaged, they must encourage their development. For example, leaders can create opportunities to place people on special projects. Leaders also need to learn to delegate work that will allow others to grow and develop new skills.

MAINTAINING HAPPINESS

Recently, a longtime employee at a certain company left his job. Why? It wasn't because he didn't like the work he was doing. Nor was it because he didn't like his organization. Rather, it was because his manager was making his life miserable. Have you been there before? Working for a disrespectful manager can be a miserable experience.

Do we assume that it is a manager's role to ensure his or her team is happy? Absolutely! After all, in many cases, people leave managers, not companies.

Being a leader is not easy. Yet, it is critically important that if you choose to manage other people that you learn how to balance both people and the execution of tasks. After all, people will only work hard for a leader who they like, trust and respect.

Does that mean that employees get a free ride? Not a chance! While leaders need to create a culture that people enjoy, employees have a role to play, too. Employees need to come to work with a positive attitude, a desire to work hard and a willingness to grow and develop as their organization evolves. Employees need to be resilient. They need to be willing to adapt to organizational change.

So, for executives like David, adjusting to the expectations of a changing workplace can be difficult. However, leaders need to realize that this change is necessary. Although learning to be a different type of leader can be hard, it is the key to a happier, more productive work experience. ■

Vanessa Judelman is president of People Mosaic Development.



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Stumbling to the Top

WHY DO PROMOTED EXECUTIVES FAIL?

By Debra Hughes, MBA, Ph.D.

With their inside viewpoint, promoted leaders should have an easier time integrating into new positions than external hires, right? Actually, the facts might surprise you. Research finds executives moving up not only face the same hurdles as their outside counterparts, but must confront additional challenges unique to the transition process.

According to a recent study by RHR International, a significant number of promoted leaders encounter difficulty. In the first three months, almost 80 per cent rated themselves as prepared to take on their new role. By the 10-month mark, up to 40 per cent find the transition a challenge; 20 per cent rate it a downright disappointment. Even for those whose overall experience is positive, the challenges they report facing are real, visceral and often unexpected.

The leadership article in the previous issue of *HR Professional* introduced five key success factors for onboarding new executives. These are equally valuable to promoted individuals, but with unexpected twists. Understanding the differences will help HR professionals steady and support stumbling executives.

ROLE CLARITY

Job requirements are usually discussed thoroughly with external candidates during the selection process. Conversations with internal candidates tend to be more perfunctory. Unless it is addressed, this vacuum can lead to misalignment and confusion almost immediately. Lack of role clarity was the number one complaint of promoted leaders polled.

RELATIONSHIPS

External hires build their reputations from a clean sheet of paper. Internals do not have the same opportunity. Promoted executives always take their history with them to the next level. Condescension, jealousy and resentment may manifest themselves when former peers become direct reports and former superiors are now peers. Relationships may need re-contracting, strengthening or repairing.

NAVIGATING CULTURE

While most promoted executives say they understand the culture, they still struggle to navigate it. Leaders who advance to a new level can underestimate how difficult it is to influence others to support their goals and plans. They tend to assume the power of their new position will suffice. They often discover that their effectiveness is inhibited by a lack of focus on building the credibility they need to maneuver effectively at a higher level in the organization.

EARLY WINS

External hires realize that early wins are critical to establishing credibility. Those transitioning internally put less pressure on themselves. Promoted executives tend to assume they are already a “known entity.” They overlook the fact that others may be watching them carefully for evidence that they deserve the job and thus miss an important opportunity to quickly and effectively establish themselves in their new role.

ACCELERATED LEARNING

Taking on a new role will inevitably reveal gaps in knowledge and experience. Again, promoted leaders tend to overestimate how prepared they are. More importantly, others assume that the leader already knows everything just because he/she has worked in the organization. The challenge is to acknowledge the gaps, address them and get up to speed as quickly as possible.

HOW HR PROFESSIONALS CAN IMPROVE AND ACCELERATE LEADERSHIP TRANSITIONS

Many organizations have robust, effective processes for recruiting, selecting and onboarding external talent. To ensure success, HR professionals should apply the same methodical approach to managing their internal succession as they do their external recruitment and hiring. The application of these proven procedures to internal placements should likewise enhance the success rate of these transitions and accelerate the performance of promoted executives.

leadership

BEFORE THE TRANSITION

Defining the role and context before a formal selection process occurs is critical for success:

- Develop a formal job description that identifies success criteria for the role, including critical skills and competencies.
- Generate a complete roster of potential candidates to thoroughly vet alternatives.
- Involve the hiring manager early. Without his/her input before the selection, and active support afterwards, the promoted executive's chances of success are significantly reduced.

MAKING THE DECISION

Just as with external selection, once the hiring criteria and the context have been defined, potential candidates can be objectively screened and assessed against these standards. The procedure should:

- Include a formal selection process that provides a clear picture on each candidate's fit and hones in on specific development gaps that will form a foundational piece of a transition and development plan.
- Incorporate multiple interviews so candidates can start to form an understanding of the role, boss and peer expectations and anticipated challenges. In addition to ensuring there is fit on both sides, this will kick-start role clarity.
- Anticipate integration challenges. Where is this person most likely to struggle? Engaging in this analysis early will ensure

that customized support is immediately available. This advance preparation will accelerate the transition.

POST-TRANSITION SUPPORT

Don't abandon the executive once the selection decision has been made:

- Make a clean break. Asking leaders to take on a new role while they are still performing old duties is an all-too-common scenario. Minimize overlaps.
- Confirm that the boss is engaged as a partner in the leader's ongoing success. This is the single best predictor of transition success.
- Share assessment feedback – key strengths and identified gaps. Use this as the foundation for a development plan targeted at rapidly closing gaps that can derail success.
- Design a written transition and development plan, endorsed by both the new leader and his/her manager (strongly recommended).
- Ensure that the leader receives early feedback to enable timely course corrections and subtle changes in approach and style that can accelerate successful integration.
- Monitor progress past the first three months. Internal transfers report struggling most in their new role well past the six-month mark. ■

Dr. Debra Hughes is a partner with RHR International LLP (Toronto).

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Ahead of the Rest

CASE STUDY: A DESIRABLE CORPORATE CULTURE CAN BE A COMPETITIVE ADVANTAGE

By Dr. John Izzo

Herb Kelleher, former CEO of Southwest Airlines, once said (with more colour), “Corporate culture is hard to define, but without it, you ain’t got nothing.” If you want to know if working on corporate culture matters as much as working on the traditional levers that business leaders use to make a business successful (such as products, services, technologies, etc.), look no further than the 14 years Darren Entwistle has spent as CEO of TELUS before becoming its executive chairman.

When Entwistle took over TELUS in 2000, it was a good but unspectacular amalgamation of two former telephone utilities in Western Canada. Since then, it has led the world in total shareholder value creation, returning 304 per cent to shareholders and outpacing the second place incumbent

telecommunications company (Bezeq out of Israel) by 95 percentage points. It has the lowest customer churn rate in Canada and the top customer satisfaction ratings from JD Powers. The question is: why?

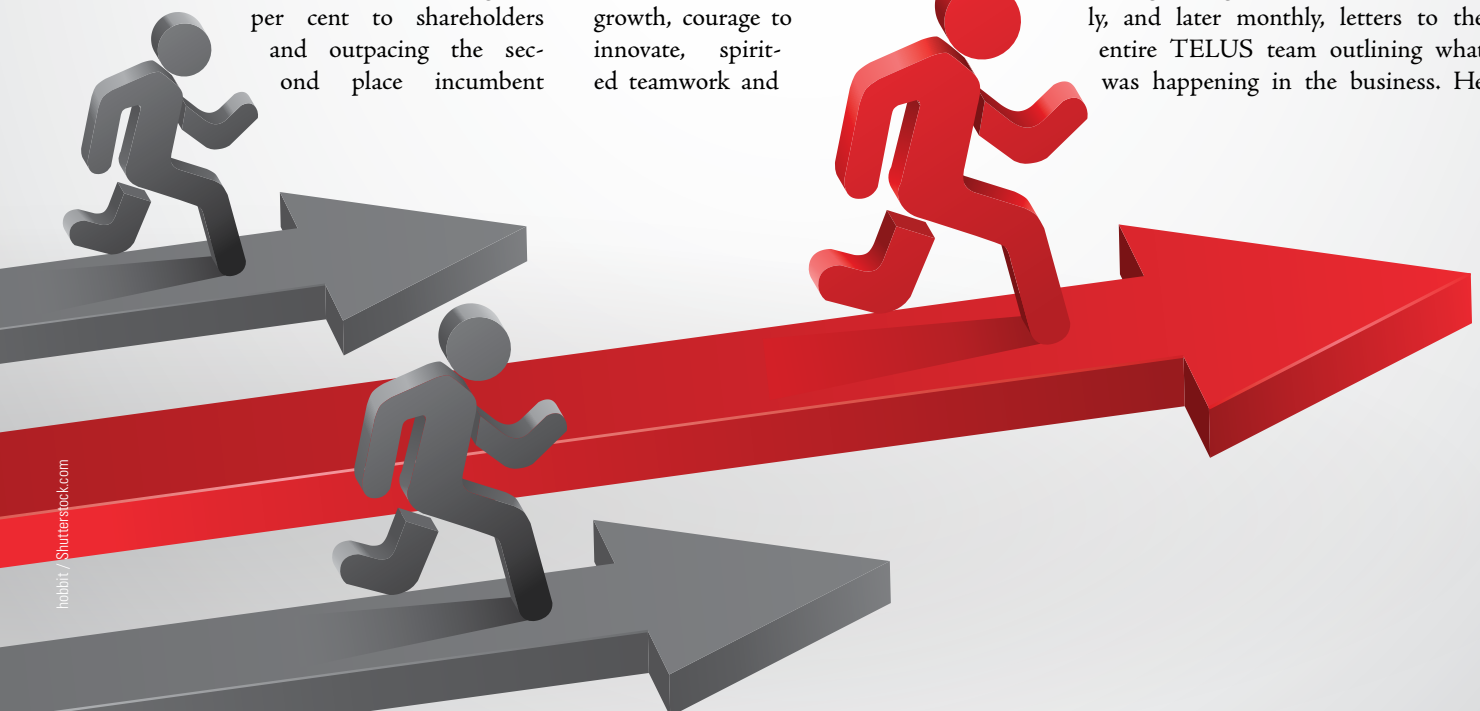
CULTURE IMPACTS BOTTOM-LINE SUCCESS

From the very beginning, Entwistle believed that the culture of the company would be the key driver of long-term success. While many other CEOs focused on the “what” of the business, he relentlessly worked on the very personality of the business. One of his first acts was to involve thousands of TELUS employees in defining the company’s values. What emerged were four core values – passion for growth, courage to innovate, spirited teamwork and

embracing change. Having tapped the employees for these values, he then systematically embedded them in everything from hiring and training to compensation and recognition.

In a highly unionized environment, he set out to establish a “business ownership” mindset, aiming to get every person linked to the success of the business. TELUS extended stock options to all employees (which was almost unheard of in a large, unionized workforce) to complement a generous employee share purchase and company-matching program. He knew if you want people to act like owners, make them owners.

Entwistle communicated relentlessly with the thousands of team members, including having issued 347 CEO weekly, and later monthly, letters to the entire TELUS team outlining what was happening in the business. He



workplace culture

held regular forums with about 150 front-line employees at a time, accompanied only by his EVP of human resources. Eye to eye with employees, he talked but also listened. He called what he got from those sessions “gold dust” because of the ideas he was able to take away from his employees.

He took leadership development very seriously. Not only did he personally author and promote what he called the “ten effective leadership techniques,” but he often talked for a ten-hour day to his entire leadership team about everything from the

business to how they were leading. Even in lean times, the top 200 leaders gathered every year for three days, and mostly discussed culture and leadership. They invested millions of dollars in training, including sessions to get frontline team members to engage.

Five years ago, Entwistle determined that the business had two key vulnerabilities – the need to be top in customer service and to be top in employee engagement. Once again, he focused on culture. He implemented a management style

called “fair process” to begin to engage employees in decisions that impacted their daily work, which helped catapult them to the best in world employee engagement. He aligned 60 per cent of the bonus pay for all employees with increasing the likelihood of customers to recommend TELUS as a service provider to family and friends. He personally started penning over 180 letters to the entire leadership team escalating particular customer issues to show what must be resolved.

Since pride in your company is a big factor in employee commitment, he consistently made what are typically lower-priority items – like giving back to the community, getting recognized as a leading corporate citizen, creating an environmentally sustainable company, flexible work programs and leading wellness programs – major priorities within the organization.

Products, services, rate plans and technologies can be imitated quickly by your competitors. But corporate culture takes years to build and once created, becomes a competitive advantage difficult to emulate. Waterstone Human Capital, a Canadian executive search and talent management organization, founded and runs Canada’s 10 Most Admired Corporate Cultures. Canada’s 10 recognizes organizations that have cultures that drive performance. TELUS, under Entwistle’s leadership, was recognized four times and in 2013 was honoured further by being inducted into the Canada’s Most Admired Corporate Cultures Hall of Fame.

“[TELUS] created a unique culture that embodies collaboration, ownership of results, innovation and world-leading corporate social responsibility,” said Marty Parker, Waterstone’s CEO. “This not only drove best-in-class shareholder returns, but created a powerful culture of performance and this unique culture became their competitive advantage.” ■

Dr. John Izzo is the bestselling author of six books and has advised over 500 organizations on their corporate culture, from TELUS to WestJet to Tim Hortons.

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Moving to Mobility

MOBILE TECHNOLOGY IS GEARING UP TO HAVE A BIG IMPACT ON BUSINESS

By Nicole Summers

It's hard to believe, but it's been 20 years since the world's first "smart phone" was released. Back in 1994, the "Simon" offered a touch screen and new "apps" including a calendar, a calculator, a notepad and even fax connectivity.

Two decades later, the features and functionality of smart phones have refined and expanded to the point where today, these devices are capable of tackling challenges that previously only super computers could support. Not surprisingly, smart phone popularity has also skyrocketed. By the end of 2014, projections estimate there will be more than 7.7 billion mobile devices in the world – more devices than there are people.

But for the past seven years, in some respects, the world has been playing catch-up. When the iPhone launched in 2007, apps were still a new frontier. Suddenly the lid was blown off the potential of just how "smart" a smart phone could be. Since then, the rise of mobile devices and applications has changed how we communicate, share and even live. It's no surprise mobile is now also changing how the enterprise runs and, essentially, how we work.

In fact, mobile is becoming a major business priority. Eighty-one per cent of companies surveyed believe mobile

capabilities will fundamentally change the way they do business. Eighty-four per cent of chief information officers (CIOs) rate mobile solutions as critical areas of investment. New trends are also emerging as organizations have expanded their view of mobile applications from what

was initially a business-to-consumer (B2C) proposition to a business-to-business (B2B) model, and now toward a third wave of business-to-employee (B2E) applications.

The result: from connecting staff in the field to linking up with a home office, companies are leveraging mobile to better enable employee collaboration and productivity.

KEEPING CONNECTED

The enterprise that strongly embraces mobile will unleash empowered employees, reconfigure individual workflows and stimulate skill acquisition. A proof point is demonstrated by Apple and IBM now collaborating to develop mobile solutions geared specifically to help organizations in various sectors re-imagine the way they enable employees.

This partnership signals a shift in moving employees away from "random acts of mobility" to mobility that means something for business.

While email, scheduling and texting may have formed the lion's share of employees' mobile activity in the past, the future will look quite different.

According to an industry analyst firm, Gartner, employees using mobile



MOBILITY IS ABOUT EXPLORING WHAT AN ORGANIZATION CAN DO DIFFERENTLY AND MORE EFFECTIVELY NOW THAT EMPLOYEES AND CUSTOMERS USE MOBILE TECHNOLOGY.

applications in the workplace will double by 2015. That number will only increase with the introduction of the iGen demographic into the workforce. iGeners multitask across five screens daily, and spend 41 per cent of their time outside school on computers or mobile devices. Mobile capabilities and enablement will be critical to iGen when entering the workforce.

BIG POTENTIAL

Using mobility to enable a more productive workforce is an important goal for many organizations, and more than half of organizations who embrace this trend reported a greater than 10 per cent gain in employee productivity as a result of their mobile efforts. It is critical for organizations to be thinking about mobile first, as increasingly it becomes the dominant channel for business – both inside and outside the enterprise.

Imagine a truly mobilized workforce enabled by the unprecedented power of data and analytics. Imagine a field worker,

slowed by an unexpected issue, automatically connected with a remote expert. Safety incidents could be predicted and avoided using continually collected data to determine safer processes and push brief tutorials out to employees – in context – as needed. That same field worker could take a photo of a piece of broken machinery, connect with an expert in real-time and ultimately provide real-time, on-site repairs instead of driving back and forth to a site office to diagnose and connect with an expert.

Immediate accessibility through mobile will enable employees to confidently and continuously stay connected, even while on the road. Mobile will give healthcare workers the ability to respond to critical patient updates without delay. Mobility will help sales personnel access key account information for their clients regardless of location.

Today the real potential and ROI of mobile in the enterprise is still unrealized. Enterprises can see the potential, but to be effective and valuable, apps and devices

must be integrated into an organization's processes and into the workflow. Beyond calendar and email, mobile must connect into all the systems of record to fully unleash its potential.

OVERCOMING THE CHALLENGES

Of course, there are a few challenges. Many business processes were established in an era when companies tightly controlled every aspect of their operations. Mobility disrupts those established linear flows of work and information.

As well, mobile enables and encourages transparency and agility into the enterprise. As a result, B2E apps give employees the means to gather information and make decisions on the spot and, ultimately, the opportunity to act. Organizations will need to embrace the change and establish policies, practices and training programs to transform the enterprise.

Everyone is talking about mobile and the mobile revolution has created a new energy and excitement across industries and markets around the globe, but we're just at the tip of the iceberg. The real value of mobile in the enterprise is re-imagining work that transforms industries and professions.

For today's employers, mobility should not be about the device. Instead, mobility is about exploring what an organization can do differently and more effectively now that employees and customers use mobile technology. It's time to get creative, it's time to innovate on mobile business and it's time to drive the next wave of transformation. Like the 20 years that have passed since "Simon" was launched, it will be exciting to see what the next 20 years bring for mobile. ■

Nicole Summers is associate partner at IBM Interactive.

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The Performance

Management Process

IS IT TIME TO CHANGE THE TUNE?

By Dr. David S. Cohen

Is the traditional performance review process worthwhile? According to Mercer's 2013 Global Performance Management Survey, only three per cent of organizations say their performance management system delivers exceptional value, while 48 per cent say their overall approach to performance management needs work. Some companies are scrapping the process altogether. How did such a valuable tool become so questionable?

It helps to remember how we got here.

TIME, MOTION AND RESULTS

Managers were not subjected to formal performance reviews until the mid-1950s, when Peter Drucker introduced the concept of "management by objectives." Therefore, the first phase of modern performance management was based on setting objectives. It was a top-down assessment activity, suitable for hierarchical organizations, and directly affected salary and employment. Feedback was based on hitting numbers. Employers began tracking results and monitoring those who contributed to results. Performance rating scales were also put into place.

STANDARDIZATION

By the late 1960s, guidelines for a more fair and objective selection process came into effect. This impacted the performance appraisal, and the era of formalization and standardization began.

The foundation for the review was the prior year of employment. Skills to be developed were based on the requirements of the job itself, and assessed by how the employee performed the previous year.

Soon companies began to build more strategic performance management systems using the appraisal to develop skills needed to achieve the coming year's objectives. In this way, individual objectives were linked to the business strategy, which was operationalized by the business unit or department. Employees began to get a clearer understanding of how they contributed to overall results.

Fairness and objectivity was still at issue in those sensitive times, and the status quo became the standard for reviews, so managers ended up comparing direct reports rather than focusing on the individual. Development remained focused on skills and knowledge,



performance management

however, and performance management continued to be a frustrating and consuming activity. Nevertheless, employees, in theory, had a better grasp of what their bosses thought of them and expected from them.

DEVELOPMENT

As the system evolved, the performance management process began to focus on the development of behaviours or attributes, as well as skills and knowledge. It was believed that productivity increased when individuals were a better fit for their role.

People development became central and companies began to train their managers with coaching skills, since research showed that companies that coached for development generated twice the revenue of those that did a poorer job.

FORCED RANKING

At the same time that coaching was increasing in popularity, another performance management perspective was evolving. Forced ranking, or forced distribution, was made popular in the mid-1980s by GE. Regardless of how well an individual performed, they were ranked against their peers. The bottom was cut, and the middle and top were nurtured.

This approach was adopted by many Fortune 500 companies, and it put the emphasis on individual success just as organizations were becoming more teamwork-oriented. Not surprisingly, ineffective behaviors – like putting self before team – were reinforced as a result.

ACCOUNTABILITY

In the past few years, we've learned that forced ranking creates disarray and dissension, while pay-for-performance is demotivating. Accordingly, organizations are looking to shift or eliminate their performance management process.

If pay is not a motivator, what is? We turn to accountability and the idea that when people are successful, the organization is successful.

This idea, by its nature, takes a manager's eyes off the rear view mirror and turns the gaze forward. Improving the individual contributor's performance improves the team's performance, which improves the organization's performance.

It's necessary in such a system for the employee to have a clear understanding of the company's values, the behaviours that produce success in that culture and the goals that help that employee advance the strategic business plan. This gives everyone a clean line of sight from the present to the future of the business.

PERFORMANCE DIALOGUE

Performance management needs to become an ongoing dialogue in which manager and report both have responsibility for helping each other succeed. In such a system, formal reviews would be eliminated but performance conversations would be frequent and reports would feel as entitled to initiate them as the manager. "Big data" could play a significant role in such conversations, providing insights and reinforcing strategic goals, but the focus would be firmly on the needs of the future, not the past.

Starting in late 2011, Adobe has broken ground with a transformation of their former performance management process to a series of "check-in" dialogues. The process has three forward-facing steps:

1. The manager and employee come to a mutual understanding of what is expected of them and why.
2. The manager meets with the employee at least every two months for a check-in, providing feedback and gathering information on how to help the person be successful in meeting their commitments.
3. Manager and employee must talk about expectations and frame the discussion as an opportunity for growth.

Adobe has introduced this approach in all its global locations. By and large, they have found that, by severing compensation from the performance dialogue, motivation has actually increased.

This is a positive development, and a healthy sign that performance dialogue remains a critical tool for developing people according to organizational values and strategic needs. It shows that people respond to open, timely and future-focused conversations that help them improve and succeed.

During more than a century of performance management, our goals remain the same. It is only our understanding of what motivates people and leads to better results that has improved. ■

David S. Cohen is founder and senior consultant at Strategic Action Group, Ltd.

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Sustainable Coverage

IMPLEMENTING A SUCCESSFUL PROGRAM THAT INCREASES PRODUCTIVITY

By Nolan Friesen

HR professionals know that employees are a company's most important asset, and group benefits programs are an important factor in attracting and retaining top talent. As a company grows, adjusting coverage at a sustainable pace can be a challenge – and there are a few considerations that can help guide your company through growth periods.

ASSESS THE INDUSTRY

Take time to do an assessment of other companies' plans to see what competitors are offering. An advisor can help do an analysis of what other companies in your industry are offering, and how offerings may differ across provinces. A caution on this step is to ensure that you only compare within your industry and against companies of a similar size.

Depending on the nature of your industry, recommendations for offerings may differ. For instance, safety glasses, shoe inserts and back braces tend to be a more important part of

coverage for hands-on workers than they would be for staff in an office environment.

WORK WITH AN ADVISOR TO MAKE A PLAN

For most small companies, basic coverage and benefits are a fit at first – but as your company and budget grow, you might be driven to opt for more coverage. Before you begin to develop an employee benefits plan, decide what the goal is. Does your company want to be a leader in the industry in terms of group benefits? Or are you looking to meet your employees' needs through the growth period and reassess when it has stabilized?

Taking the time to determine your long-term goals prior to selecting a plan will help you to avoid costly situations in the future, such as introducing a comprehensive employee plan only to find that it's too expensive to maintain or that your budget has changed. Retracting enhanced coverage shortly after it is introduced leaves a bad impression on employees and will often reduce morale. Once

benefits

you've determined what your goals are, your advisor can walk you through coverage and plan options that account for your company's growth trajectory. Be sure to consider your provider's ability to offer online services so that you don't have to deal with paper claims.

IMPLEMENT A STAGED ROLLOUT

Another way to mitigate the risk of unpredictable company growth is to rollout increased coverage over the course of a year or even multiple years. Consider phasing in new benefits over a predetermined amount of time, or implementing different levels of coverage (i.e. executive class, director's class, etc.) so that you're able to accommodate unexpected claims, high turnover rates or changes in budget for your plan.

One problem HR professionals commonly face is the potential for high turnover among new employees. As your company enters a growth stage, the retention rate for employees may be in flux. To avoid unexpected claims due to high turnover, talk to your advisor about implementing a waiting period before benefits kick in – anywhere from three to nine months can work depending on your industry.

CONSIDER EMPLOYEE HEALTH SPENDING ACCOUNTS

Health spending accounts are a popular way to cap your budget while offering your employees the flexibility they want. Rather than selecting additional coverage areas, such as vision or orthodontics, health spending accounts allocate a predetermined amount of money to each employee to spend on these areas as they see fit.

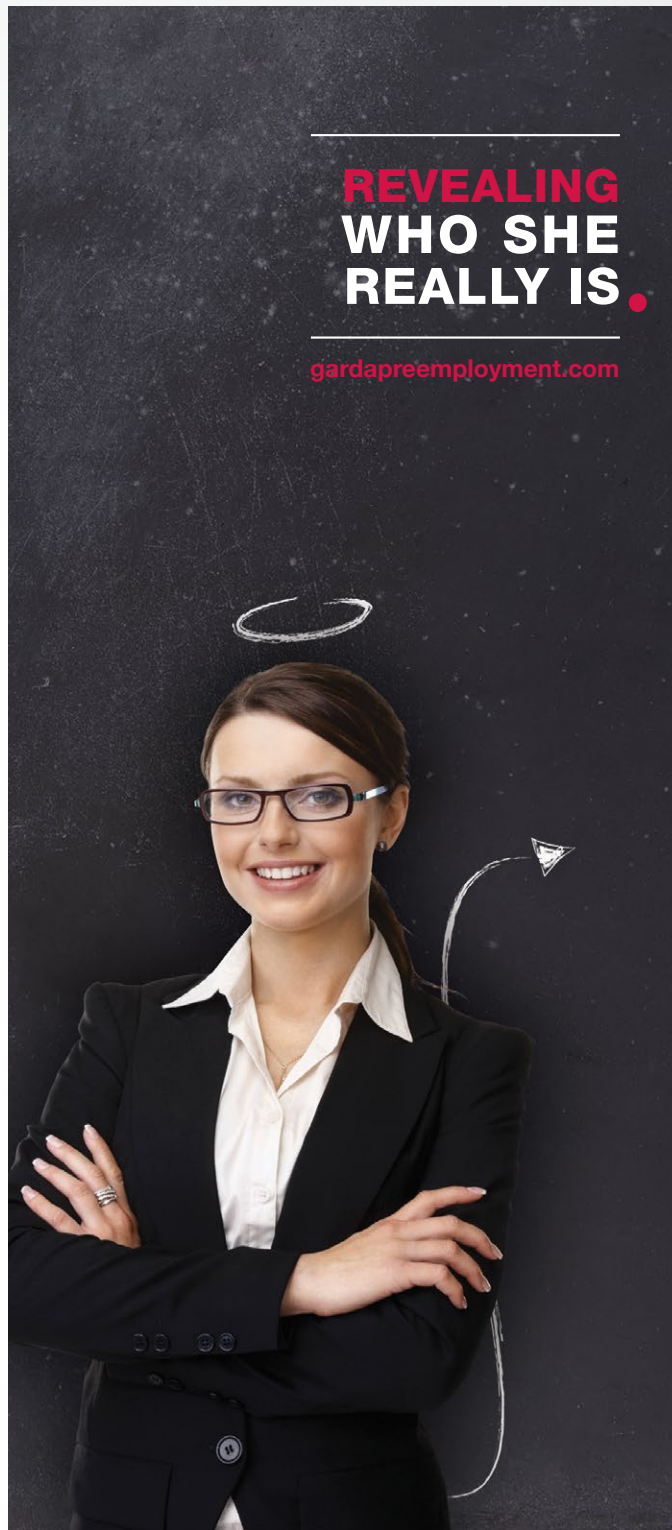
These are being used more commonly because employees are happy with the flexibility these types of plans offer, and employers are able to set a budget without any surprises. For smaller businesses in particular, comprehensive packages for all employees can be challenging to offer.

GATHER FEEDBACK FROM EMPLOYEES

As your business continues to grow, be sure you are opening channels up for employees to give feedback on the group benefits plan. Find out what their coverage priorities are so you can refocus resources as you expand your offering. Receiving feedback from plan members can offer insights that will help you keep your employees on board. In addition, continue to keep an eye on industry or regional trends to benchmark your offering against competitors.

Managing the human resources for a growing company can be tricky, but taking the time to determine your vision for and implementing a plan around your employee benefits will keep everyone happy. ■

Nolan Friesen is manager of employee benefit sales at Western Financial Group.



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Interview with an HR Hero: Jennifer Laidlaw, MA, SHRP

DIVERSITY AND PERSPECTIVE IN HR

By Lisa Gordon



Jennifer Laidlaw believes that success in human resources is a matter of perspective.

She's talking about the kind of perspective gained from her successful 17-year career in the field, during which she accumulated a wide range of experiences from both private and public sector business roles. Those experiences have left her well equipped for her new position leading gender diversity and inclusion at CIBC.

HR Professional invited Laidlaw to reflect on her career, and to share her thoughts on diverse experiences and how they enable HR practitioners to excel in strategic business roles within their organizations.

HRP: How and when did you decide upon an HR career?

JL: I never made an actual decision to focus my career on HR. I was finishing a master's degree and managing a group home for people with developmental disabilities at a community living organization. I was confronted with a lot of labour issues, and they got in the way of my ability to manage the program. The opportunity to create solutions was rewarding, and I saw the impact HR and labour relations can have on your ability to deliver service. I started to focus on labour and HR issues.

IN A NUTSHELL

- **First job:** I grew up on a farm and was working from a very early age. My sister and I had a corn de-tasseling business, and I had my bus license when I was 18. We were really active, which I think has developed my work ethic.
- **Childhood ambition:** I think the concept that has always resonated with me is achieving independence. Over the years, I've learned the value of independence, with the benefit of having strong support around you. I knew I wanted to be independent and have an impact on the world, and contribute in a meaningful way.
- **Best boss:** I've had the luxury of working for several leaders who have had strong vision and a sense of the future. At the same time, they still put energy and focus toward talent development. That combination is really amazing.
- **Current source of inspiration:** People in my life who are authentic and bright and engaged in something – people who want to contribute. They give me a lot of energy and they inspire me to want more from life.
- **Best piece of advice:** Somebody once said to me, “Perceived obstacles crumble against persistent desire.” I don't know where it came from, but the thing I've added to it over the years is that persistence for your cause should never be pursued at the expense of others.
- **Favourite music:** I love all music, and a friend got me hooked on an app called Songza. You get the app and then you can identify your activity or mood, and it will offer you different kinds of music.
- **Last book you read:** *Flash Boys: A Wall Street Revolt* by Michael Lewis. He's written a lot of great books and is incredibly gifted with the ability to notice patterns in the world – the book is about high frequency trading and its cultures and systems.
- **How do you spend time away from work?** I love to read and spend time with family and friends. I have two puppies I love to take on great adventures – a mini Maltese named Aurora and a mini Dachshund named Bentley. They go in the convertible, on the subway... they're a lot of fun!

HRP: So that was your first exposure to an HR role. What came next?

JL: I needed more. I went into the Ontario Public Service on a six-month labour relations contract. However, I left 11 years later! I was given more progressive and challenging work in both generalist and specialist HR roles. From there, I went to the Ontario Securities Commission (OSC) where I was the chief HR officer. I reported directly to the chair and CEO. It was a fantastic opportunity to play a leadership role in building their first strategic plan, and align that with a people strategy for the first time.

HRP: What did you love about your work at the OSC?

JL: I was a strategic leader. I had the ability to work so closely with leaders who had incredible vision, helping them to deliver on that vision using existing and new talent. I loved being part of the incredible amount of dedication and commitment at the OSC. I also had the opportunity to build a change team over a three-year period and they made a significant impact every day, which is incredibly rewarding.

HRP: What were some of the challenges you experienced there?

JL: We had a lot to do in a really short period of time, and it was tough at times to focus our efforts and prioritize our resources.

But that is always the key to success – making sure you know what's most important and that you're directing all your resources toward it.

HRP: Describe your current position at CIBC.

JL: I joined CIBC seven months ago to build a women in leadership strategy, because CIBC wanted to continue to increase the number of women in its leadership pipeline. I've been privileged to work with a team that has really embraced an exciting new approach to gender diversity and inclusion, and we have shifted away from women in leadership towards gender diversity and inclusion. We're thinking about how we can get the best and the most from both women and men in the workplace. In seven months, we've created a strategy and now we're positioning ourselves for sustainable change.

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

JL: I really think it's credibility. In a difficult time, you need to truly understand the business from an internal sense, but also where it fits in the marketplace. If you do, you can provide innovative solutions during tough times, but also keep an eye on the future so you can be ready to move the organization forward when times get better.

THE OPPORTUNITY TO CREATE SOLUTIONS WAS REWARDING, AND I SAW THE IMPACT HR AND LABOUR RELATIONS CAN HAVE ON YOUR ABILITY TO DELIVER SERVICE.

HRP: What skills do you think are important for success in HR?

JL: Primarily, you need to be business savvy and solutions-focused – a strategic thinker who is able to influence and impact outcomes. Of course, you must also have the ability to establish yourself as a credible advisor.

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

JL: First, develop some expertise in a variety of things so that you can be flexible and avoid being typecast. Drill down far enough in a position to get something substantive, and then move on. Second, learn how to learn about a business, both internally and externally; identify what's different about your company and leverage that

difference. Third, be proactive and not reactive when it comes to client service – anticipate what your client needs.

HRP: What's the future of HR?

JL: We know that work is changing and that expectations are evolving. Technology and globalization are having an impact, and our organizations need to be more agile and responsive. HR professionals need to ensure their organization has access to the right talent, where and when it is needed. We also have to become more individualistic in the way we treat employees – working for customized solutions. Finally, we will need to leverage technology to transform how we work, including using big data and social media. ■

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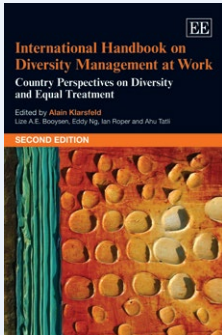


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OFF THE SHELF

By Alyson Nyiri, CHRP



INTERNATIONAL HANDBOOK ON DIVERSITY MANAGEMENT AT WORK: COUNTRY PERSPECTIVES ON DIVERSITY AND EQUAL TREATMENT

Eds. Alain Klarsfeld et al.
Edward Elgar, 2014

Noted for publications featuring collective research among various nations, this handbook delivers an updated review of how equity and diversity is currently being handled in countries such as Russia, Japan, Italy, New Zealand, Canada, Nigeria and the UK. This second edition examines the effects of globalization on diversity management expanding into a much more interdependent and wide-ranging concept.

Talking point

In the Canadian chapter, the authors contend that the EEA is an effective tool in promoting the hiring of minority candidates and that CEOs of EEA firms are more committed to employment equity and put in place a greater number of diversity practices in their organizations.



WHO GETS PROMOTED, WHO DOESN'T AND WHY: 12 THINGS YOU'D BETTER DO IF YOU WANT TO GET AHEAD

Donald Asher
Ten Speed Press, 2014

Asher has been providing career advice for over two decades and has assembled an updated version of the best strategies and techniques of fast-track careerists that he has studied during that time. Skills, he says, do not separate the very successful from the merely successful; strategy does. Sharing examples of successful and unsuccessful strategies, Asher delivers a humorous and enlightening handbook that destroys the false paths to getting ahead.

He also draws from HR professionals sharing their number one rule: never go over your boss's head without their permission.

Talking point

Asher declares that a promotion is not a reward for past performance; it is an investment in future contributions. Promotions aren't earned at all. You need to prove that you are the optimum choice to deliver future performance.



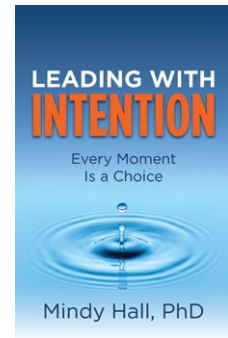
MILLENNIALS & MANAGEMENT: THE ESSENTIAL GUIDE TO MAKING IT WORK AT WORK

Lee Caraher
Bibliomotion, 2014

Caraher delivers a practical and hopeful book on how to manage across generations. This book is one of the few to tackle millennials without bitterness, but instead offers a compilation of practices that can be used to make the most of a generationally diverse workforce. Companies that can figure out how to leverage the best from all generations will have a significant strategic advantage.

Talking point

Caraher's research reveals that it is Gen X employees who are the most demanding age group in the global workplace. They are more likely than either millennials or Baby Boomers to ask for higher job titles, promotions, off-cycle bonuses or salary increases, flexible or reduced hours and flexible work locations.



LEADING WITH INTENTION: EVERY MOMENT IS A CHOICE

Mindy Hall
Copper Bay Press, 2014

Hall writes that we must see ourselves as the primary tool for achieving high-level results and not look to external factors such as business models, organizational structure or other people. Regardless of our position within the organizational chart, our ability to shape culture and how others perceive us is a direct result of our level of intention, to consciously decide to lead by design rather than by default. Self-awareness, intention and adaptability must move beyond "nice to have" skills and be woven into every element of a development program.

Talking point

Hall writes: "Great leaders take seriously their privilege and their obligation to affect others' lives. Great leaders realize that they can trigger so much simply by how they behave. Great leaders operate intentionally. It is a choice and a decision." ■

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Focusing on People Skills

INNOVATION SPURS DEVELOPMENT OF SOFT SKILLS FOR CANADA'S LEADING EXECUTIVES

By Rowan O'Grady

The world of work is changing. Technology has eroded borders and given small and medium sized companies a chance to punch above their weight. Easy access to new markets has increased competition, placing a greater emphasis on innovation and creating more pressure to meet deadlines in increasingly complex business environments.

How have today's business leaders responded? Of course they've changed in lock-step with the times, but rather than augmenting technical ability they've focused on developing the "softer skills" associated with motivating high performance teams. Today's decision makers are juggling more than tech specs and data sets; they're focusing human capital on business goals.

Hays Canada recently released three reports as part of a "DNA series" that examined the skills needed to become a CFO, CIO and a vice president of construction in Canada to get a sense of how the C-suite skillset is evolving. Successful professionals that reached the top were frequently asked to stretch how they defined their vocation to include less traditional qualities. An ability to get along in an office setting, motivate staff and communicate to both internal and external parties formed the basis of how they were measured. And while these are more subjective than other skills, they should nonetheless act as a guiding light for employers hiring C-suite executives.

Qualifications and technical expertise can be learned on the job. What's much harder to do is teach someone to live and breathe a company's core values. Leadership on this front will create a trickledown effect that will strengthen overall corporate culture – vision, business acumen and emotional intelligence play key roles at successful companies. Despite the radical changes in technology at work, it is the performance of human beings that continues to fuel overall growth.

Of course, qualifications and technical ability are essential, but what gives an employee a competitive advantage on his or her way

up the leadership ladder are the people skills that come naturally or are acquired through experience and mentorship. At the upper echelons of corporate Canada, technical ability is assumed. For example, almost 60 per cent of CFOs in Canada don't list technical skills on their resumes. Greater emphasis is placed on overall leadership and experience as a steward of business.

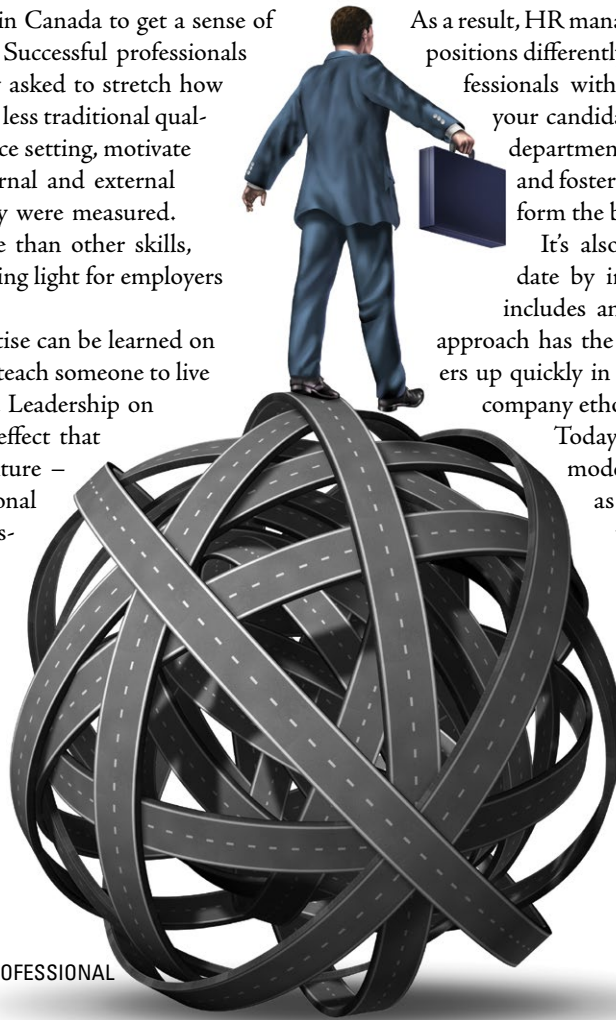
Perhaps that's why CFOs and CIOs both rank operations as the most important department to partner with, which speaks volumes about where they believe they add the most value. Furthermore, these roles believe networking is an extremely important contributing factor to their success. That draws a clear line in the sand – the ability to form and manage personal relationships at work and in the industry at large is what signals the arrival of the modern executive.

As a result, HR managers should approach hiring for these positions differently. If you're looking externally, put professionals with diverse backgrounds at the top of your candidate list. Exposure to various business departments sharpens communications skills and fosters the ability to build consensus, which form the basis of "soft skills."

It's also possible to groom an ideal candidate by implementing a succession plan that includes an executive rotational program. This approach has the advantage of ramping star performers up quickly in an environment that emphasizes the company ethos.

Today's business environment requires a modern executive to provide vision and act as a counterbalance to market uncertainty. Technical ability alone might have helped get an organization to where they are, but it takes more than that to help it get where needs to go. ■

Rowan O'Grady is president of Hays Canada.



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Toronto	November 19, 2014	October 2, 2014	Kathleen O'Neill, FCPA, FCA, ICD.D

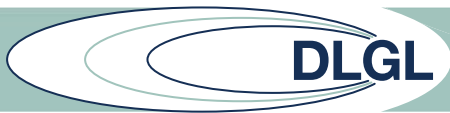
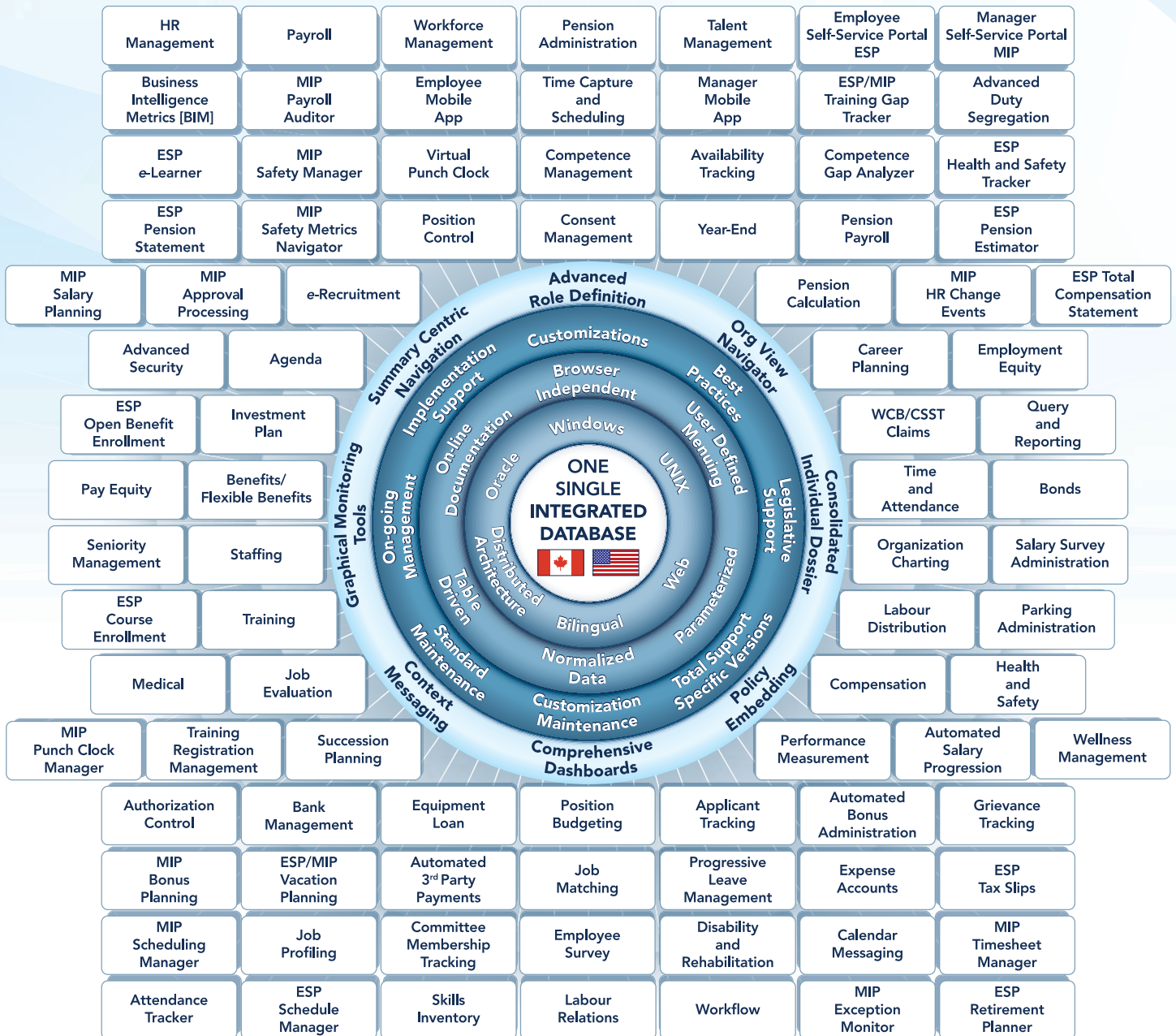
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