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**IN THIS ISSUE**  
Employee engagement – and how to achieve it – receives a lot of attention. But what can HR professionals do when their coworkers (or a team of coworkers) are already disengaged? In this issue's cover feature, learn how to identify disengaged employees and help them back on the path to positively contribute to the organization. The feature begins on page 20.

Cover photo by Syda Productions/Shutterstock.com

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Todd Weisberg is an associate with the law firm Shields O'Donnell MacKillop LLP, a management labour and employment law firm located in Toronto. He received his law degree from Queens University and was called to the Ontario Bar in 2012. Weisberg represents employers in all areas of employment and labour law, including wrongful dismissal litigation, employee discipline and termination, employment standards complaints, human rights complaints, labour arbitration, fiduciary litigation and drafting employment policies and contracts. He frequently writes on topics related to employment law and has authored or co-authored articles for *Canadian Lawyer In House* magazine, *Workplace.ca*, *Your Workplace*, LexisNexis Practice Advisor and the *Federated Press*. Read the article he wrote about human rights code considerations to be made during the hiring process, starting on page 17.



## SUSAN POWER, CHRL

Susan Power is owner and CEO of Higher Talent Inc., which she founded in 2011. Having worked in human resources for over 15 years, her professional experiences fixing people issues across industries and job levels has resulted in less stressful environments and stronger relationships in many workplaces. Read Power's article about why culture can be the new performance management, starting on page 35.



## KRISTA BAX

Krista Bax is the executive director of the Asia Pacific Gateway Skills Table, a non-profit, regional partnership between labour, business and education/training institutions whose mission is to ensure the Asia Pacific Gateway has enough people with the right skills and training to meet its needs. She is a self-starting, high performing professional who has a solid track record of moving ideas to reality, leading teams and getting results in the area of human resources and administration. Read the article she wrote about how HR professionals can keep company knowledge from leaving as baby boomers retire, starting on page 37.



## ANDREW LENARDON

Andrew Lenardon is the global director at Shred-it International, and has been a leader within Shred-it's national accounts team since 2006. Prior to Shred-it, he worked with national and international brands including Canadian Tire, Whirlpool, AT&T and Allstream in marketing and sales leadership roles. While at Shred-it, Lenardon has led teams responsible for national accounts business development and account management across the commercial, healthcare and government verticals. Read his article about keeping confidential data secure by training employees, starting on page 45.



## CAROLINE COLE POWER

Caroline Cole Power is the president of Canadian HR Solutions Inc., a Toronto-based firm that provides recruiting, corporate training, leadership development, workplace wellness and payroll services. Her work has spanned financial services, higher education, telecommunications, technology, pharma, professional services, manufacturing, health care and multiple levels of government. Power holds the CHRL designation, a Master of Education degree from the University of Toronto, a Master of Business Administration from Wilfrid Laurier University, a Bachelor of Business Administration degree from York University and through the University of Leicester, she currently conducts doctoral research with a focus on leadership development. Read the article she wrote on the psychological consequences of bullying in the workplace on page 47.

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# The Disengagement Dilemma

I hope that all of our readers have been enjoying summer and finding time to relax! Welcome to the September issue of *HR Professional*.

In all honesty, when the Editorial Advisory Board decided on “employee engagement” as the theme for this issue’s cover feature, it felt a little bit daunting to me. What can we say about employee engagement that hasn’t been said already? After multiple Google searches and poring over different articles, it became clearer that people love to focus on what already engaged employees look like, or what it is they might want to feel more engaged with and connected to their organization.

But what about the people who are already disengaged? Or actively disengaged? According to a 2013 Gallup report, these disengaged people could make up as much as 70 per cent of our workforces. How do you know who they are, and can you turn their situation around (and how do you do that)? Read our cover story, starting on page 20, which focuses on employee disengagement.

Our second feature article discusses trust in the workplace. I’ve always been interested in the concept of trust – how it’s created, destroyed, rebuilt, etc. *HR Professional* writer Sarah Hood spoke to some workplace trust thought leaders about how trust can be considered the new employee engagement. Start reading that article on page 26.

As always, I’m looking forward to your comments and feedback on this issue of *HR Professional*. You can reach me at my contact information below, or tweet to @HRProMag.

Happy reading,



Jill Harris  
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# The Public Interest and You



By Brenda Clark, CHRE

**A**s an HR professional, what would you do if your employer told you to exclude an identifiable group of employees from being considered for promotions? Or if you witnessed a senior manager consistently bullying a direct report? Or if the employer was coercing staff to start work an hour before punching in the time clock?

If you're a member of the Human Resources Professionals Association (HRPA), your options may be limited: you are professionally obligated to "do the right thing," stand up for employees and refuse to go along with employer actions that are at odds with a fair and equitable workplace.

Failure to do so could see you become the subject of a complaint to the association, a possible disciplinary hearing and potential sanction – including loss of your CHRP, CHRL or CHRE designation and revocation of membership.

For HRPA members, "doing the right thing" means "practicing one's profession in the public interest" – and ensuring that this happens is now HRPA's primary role after passage of the *Registered Human Resources*

*Professionals Act, 2013*, which gave the association not only powers to regulate the HR profession, but also a duty to ensure that professionals regulated by HRPA practice their profession in the public interest.

This is the "Cole's Notes" description of the public interest, but as an emerging profession that's still finding its professional identity, it's worth going a little deeper into what it means – specifically as it relates to HR.

Claude Balthazard, HRPA's VP regulatory affairs and registrar, wrote about this recently in *What's the public interest??* You can read the full article by going to <http://bit.ly/2aMOQgV>.

According to Balthazard, there are two basic public interest rationales for regulating a profession. The first concerns consumer protection: because consumers of professional services can't readily judge the quality of professional services they receive (or have no choice in the professional they're dealing with), there is a need to protect the consumer from incompetent or unethical practitioners. For example, your average Canadian does not have the knowledge to judge the capabilities

Continued on next page

**IF YOU'RE A MEMBER OF THE HUMAN RESOURCES PROFESSIONALS ASSOCIATION (HRPA) ... YOU ARE PROFESSIONALLY OBLIGATED TO "DO THE RIGHT THING," STAND UP FOR EMPLOYEES AND REFUSE TO GO ALONG WITH EMPLOYER ACTIONS THAT ARE AT ODDS WITH A FAIR AND EQUITABLE WORKPLACE.**

# HOW TO DEAL WITH DIFFICULT PEOPLE

## DON'T BLAME UNLESS YOU NEED TO

Determine whether your primary goal in exploring the past is to lay blame and punishment or to develop understanding and improve the situation in the future. If your goal is to develop understanding, it is important to try to put aside the need to be "right". Instead, focus your energies, and those of the other person, on identifying all of the factors that contributed to the present situation.

## DON'T CONFUSE JUDGMENTS FOR FEELINGS

We often think we are sharing our feelings when we are sharing judgments. Saying to someone that they are selfish is not a feeling, it is a judgment. The feeling is that you are being overlooked or under appreciated.

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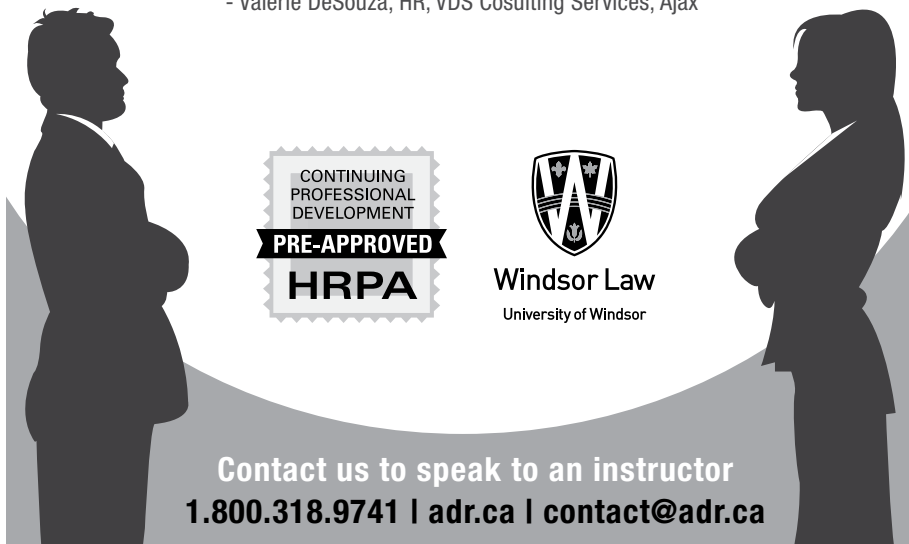
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- Valerie DeSouza, HR, VDS Consulting Services, Ajax



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of one cardiologist over another. Here, the public interest is in the safe and effective delivery of professional services.

The second rationale for regulating a profession is where the public is seen as an interested third party. A classic example here is public accounting. Public accountants are regulated to protect the public (shareholders and potential investors) from a misrepresentation of financial affairs. Here, the public interest is in the accurate representation of a public company's financial status.

Balthazard says the regulation of HR professionals flows from the second rationale – there is a public interest in the impacts of the work of HR professionals upon third parties:

"The basic idea is that the work of HR professionals has an impact on employees and society as a whole. Because of these impacts, the practice of HR cannot be considered as solely a matter between HR professionals and their employers or clients. The reason why HR professionals are regulated is not to protect employers from their HR professionals, but to protect employees and the public from the actions or decisions of HR professionals as they provide professional services to their employers and clients. In other words, there is a public interest in having HR professionals who are not solely focused on serving the interests of their employers and clients," he writes.

Or to use the examples from the start of this column, there is a public interest in having HR professionals who have the professional fortitude to stand up to their employers and refuse to do things that negatively impact staff.

And this, in essence, is the *quid pro quo* of professionhood. The government grants professional regulators like HRP the power to self-regulate their members in exchange for assuring they will effectively protect the public. And, in turn, regulators grant professional licenses and designations to members – bestowing professional "status" – in exchange for members' commitment to practice their profession with an eye to the greater good.

In other words, doing the right thing.

Brenda Clark, CHRE is chair of the Human Resources Professionals Association (HRPA).

# UPFRONT

## GOVERNMENT AND INDUSTRY MUST FIX THE GENDER WAGE GAP

The Human Resources Professionals Association (HRPA) recently released a white paper, which called on government and businesses to address the gender wage gap in Ontario. The paper, *Closing the Gender Wage Gap, a Review and Recommendations*, looks at multiple factors, often the result of unconscious biases, that are associated with the gender wage gap at various stages of a woman's life, from childhood education to the workplace.

"Research shows that at an early age, many young women may segregate themselves from higher paid careers in science, technology, engineering and mathematics, or the 'STEM' fields, in part because of 'stereotype threats,'" said Bill Greenhalgh, CEO of HRPA. "This is a serious problem that needs to be addressed by government and the private sector."

Women in Ontario are highly educated, making up the majority of university degree holders; however, only 39 per cent of STEM university graduates aged 25 to 34 are women, according to Statistics Canada.

The report makes 20 recommendations in total, including:

- Expand government training on pay equity issues and solutions – similar to the mandatory Supervisor Awareness Training the Ministry of Labour requires for the Occupational Health and Safety Act.
- Develop a pilot program to combat negative stereotypes by exposing young women to positive female role models from the STEM sectors.
- Implement provincial labour market research to project demand for skills both in the near and distant futures.

The report argues that by taking these concrete steps, real progress can be made towards closing the wage gap between men and women. The full report can be found here: [www.hrpa.ca/2016Payequityreport](http://www.hrpa.ca/2016Payequityreport)

**WOMEN IN ONTARIO ARE HIGHLY EDUCATED, MAKING UP THE MAJORITY OF UNIVERSITY DEGREE HOLDERS; HOWEVER, ONLY 39 PER CENT OF STEM UNIVERSITY GRADUATES AGED 25 TO 34 ARE WOMEN, ACCORDING TO STATISTICS CANADA.**

## HALF OF CANADA'S WORKING POPULATION IS UNHAPPY

Specialist recruitment firm Hays Canada, in a comprehensive workforce study, revealed that 47 per cent of Canadian professionals are unhappy in their current job. A majority (86 per cent) of employee respondents from multiple regions and industries believe their "fit" with a company and its people is essential to contentment and success; however, when considering a new job, fit inevitably takes a back seat to compensation.

Hays Canada's *Fit Series* is based on a poll of approximately 2,500 Canadian employers and employees aimed at getting a comprehensive read of the national mindset on the match between people, workplace practices and their expected social behaviours.

The negative effects of disparities between people and organizations also come with a hefty price tag. Forty-nine per cent of employers admit to interviewing people they felt were not a fit with their team or culture but hired them anyway. All but six per cent said the outcome was negative and added that ignoring their initial impressions cost their company anywhere from \$10,000 to \$50,000 and, in a few instances, more than \$100,000.

"The majority of Canada's working population believes fit is important but when we investigated further, we learned that few actually know what that means," said Rowan O'Grady, president of Hays Canada. "We can no longer afford to have such a relaxed stance on the value of strong connections between people and where they choose to work."

## DETERMINING WORKPLACE COMPATIBILITY IS ELUSIVE

According to Hays Canada, fitting in at work is influenced by four common factors: one's work ethic, social behaviour, office conformity and the ability to connect with a team's working style. How each of these attributes balance or play off one another determines compatibility between companies, teams and individuals.

Only one-third of employee respondents know what their ideal fit is or how to evaluate it. Hays also learned that only 30 per cent of professionals are confident that they are well matched with their current working team and a similar number said they simply don't know.

"Learning that relatively few people know how to gauge workplace fit is troubling, but it's not entirely surprising," said O'Grady. "Things like salary, benefits and holiday time are very easily quantified and so they rise to the top of people's checklists almost by default. Assessing intangible things like a person's preferred level of social interaction is not clear-cut. Taking candidates out for a team lunch is a great way to establish a match but it adds new layers to the recruitment process when employers are already fighting a losing battle against the clock."

## VACATION VEXATION

Some workers are feeling a little grey when it comes to their vacation time away from work. According to a new survey by staffing firm Accountemps, more than half of Canadian professionals (52 per cent) feel they don't have enough vacation time.

Some reasons professionals aren't reaping the full benefits of time off:

- Thirty-six per cent said they were worried about their colleagues absorbing their workload
- Thirty-eight per cent said they were concerned about the amount of work that would await them when they returned
- Thirty-six per cent of workers admitted to checking in with the office at least once or twice a week while on vacation

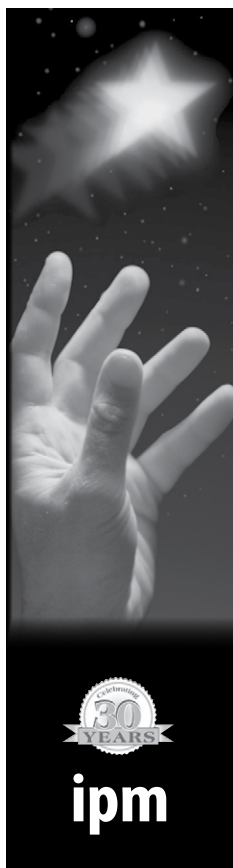
"The ability for professionals to completely disconnect from work, even while on vacation, is a growing challenge as a result of the accessibility offered by technology," said Dianne Hunnam-Jones, Canadian president of Accountemps. "Workers need to recognize that taking the time to unplug is essential for their own wellbeing, allowing them the chance to return refreshed and better motivated."

Hunnam-Jones says that managers should make their own vacation time a priority in an effort to encourage their teams to do the same. "Empower your employees to avoid burnout by

cultivating work-life balance through your own ability to disconnect and recharge."

Accountemps offers five tips for maximizing time away from the office:

1. **Cultivate a vacation-taking culture.** Managers should create an atmosphere where employees feel motivated and encouraged to find work-life balance and recharge.
2. **Plan ahead.** Let your manager and colleagues know about your vacation plans well in advance. If necessary, your supervisor can bring in temporary professionals or arrange for others to cover during your absence. Block off time on your first day back to meet with your manager about critical updates and catch up on calls and emails.
3. **Assign delegates.** Clarify to your manager, colleagues and other contacts who will take the lead on key projects while you are away. These back-ups can keep work progressing in your absence. Managers who delegate during vacations can also evaluate whether the second-in-command might be ready to assume more responsibility in the future.
4. **Disconnect from the office.** Try to unplug completely while away to get the greatest benefit from your vacation. Managers can help by setting a good example themselves while out of the office. If checking in is necessary, establish one short window each day when you'll be reachable, and stick to it.



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5. **Ease your mind.** Put your work worries aside while on your break. You will return to your job feeling more energized and ready to tackle tough projects. And don't feel guilty about taking time off. Think of your vacation time as part of your compensation package – you've earned it.

## ANALYTICS AND THE RETIREMENT CRISIS

By David Creelman

Many leaders worry about an impending wave of retirements. In the traditional service delivery model, HR would be expected to respond to leaders concerns and “do something” – for example, put in a knowledge transfer program. However, in the data-driven model, HR would start with analytics.

A sophisticated firm might create a predictive analytics tool. But what if you're not that sophisticated? This takes us to one of the main lessons of talent analytics: “Some data is usually better than no data.” Imagine creating a spreadsheet, department by department, showing in five years how many people will be over 65, how many will be 60 to 65 and how many 55 to 60. You are now in a position to have a discussion with each department head about retirement risk.

You'll probably find that some areas face a problem, some are in good shape and some require further analysis. At this point, you'll be able to decide if you really need to “do something” and, if so, where you need to do it.

## HANDS-ON SIMULATOR ASSESSMENTS

By Philippe Mercure

As Canadian manufacturing increasingly relies on automation and computerization to reduce costs and optimize productivity, the demand for the skilled workers necessary to operate and maintain these high-tech operations has never been greater.

HR professionals and employers in the manufacturing sector need highly technical staff that possess troubleshooting

**HR PROFESSIONALS AND EMPLOYERS IN THE MANUFACTURING SECTOR NEED HIGHLY TECHNICAL STAFF THAT POSSESS TROUBLESHOOTING SKILLS, STRONG SPATIAL PERCEPTION AND AN UNDERSTANDING OF THE INTERACTIONS BETWEEN EQUIPMENT PARTS.**

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## news

skills, strong spatial perception and an understanding of the interactions between equipment parts. These are individuals who possess natural technical aptitudes – something that written and other theoretical assessments simply cannot evaluate.

A new method that HR professionals and recruiters are using to assess high-skill manufacturing talent – operators, mechanics, millwrights, maintenance, electricians, electro-technicians, etc. – is administering simulator assessments. These intense, 90-minute simulation assessments can identify the strongest technical employees prior to hire, evaluate incumbents to confirm and diagnose the quality of current maintenance and operation teams and identify the best employees in cases of downsizing operations.

Depending on the job position, simulator assessments involve a series of standardized tests of various complexities for mechanics, operators and electricians. Trained assessment administrators perform the simulation tests at client locations to assess candidates' skills. During a series of timed, simulated tasks, the candidates have to resolve malfunctions in the most logical way and shortest time possible.

After the assessments, employers receive a report detailing observations made during the test. Based on these results, the report makes recommendations on the suitability of candidates for the specific position(s).

The assessment simulator tests help to eliminate uncertainty in hiring. Employers no longer merely “hope” that candidates will have the talent to perform on the floor since the assessments provide the data employers need to make smart hires that are solidly backed up by proven success factors.

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### MANY CANADIAN MANAGERS WORK 11 HOURS OR MORE PER DAY

Almost 70 per cent of Canadian office workers and managers report working more than 40 hours a week, and the majority consider the office the most productive place to get work done. But employers need to take action to ensure it remains an inspiring, motivating environment. This is according to the second annual Workplace Index conducted by Staples Business Advantage, the business-to-business division of Staples, Inc.

Forty-three per cent of Canadians say they're working longer hours simply to catch up on work they couldn't tackle during an eight-hour day, with 22 per cent working 11 hours or more per day. That workload is taking a toll. Consider:

- Sixty-eight per cent of Canadians say their workplace has contributed to stress
- More than one-quarter of Canadians cite the volume of their



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## FORTY-THREE PER CENT OF CANADIANS SAY THEY'RE WORKING LONGER HOURS SIMPLY TO CATCH UP ON WORK THEY COULDN'T TACKLE DURING AN EIGHT-HOUR DAY

work as the number one stressor in their workplace

- One in five Canadian respondents has taken a workplace stress-related leave of absence

Despite an increasing number of employees opting for telecommuting and on-demand workspaces, 75 per cent of Canadian respondents consider the office the most productive place to get work done. Thirty-seven per cent say it's the most inspiring place to work as well, more than any other location. But as workers spend more time in the office, the onus falls on employers to keep their employees healthy, productive and inspired.

### Offer wellness programs and well-stocked break rooms.

Sixty-six per cent of Canadian respondents say the availability of a wellness program is a selling point when looking for a new job, but 55 per cent say their workplace doesn't offer one. In a wellness program, Canadians report they're looking for fresh foods,

ergonomic furniture, onsite gyms and other perks that help improve health and fitness. Additionally, employees want their kitchen, lounge, café or break room to be well-stocked.

**Break down productivity barriers so workers can get more done during the workday.** Seventy-one per cent of Canadian respondents say their employers do not give them access to the latest technology to help them do their job more efficiently. Workplace distractions also impact productivity, with top responses being loud co-workers, people coming to talk and email overload.

**Design with purpose to ensure employees are in an environment that works for them.** There's still work to be done when it comes to office design, as the majority of survey respondents describe their office as standard, plain and dull. When asked what design features they would like to see in their work spaces, Canadians cited natural light, private spaces, ergonomic furniture and flexible furniture for multiple uses as the most desired elements. ■

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# Human Rights Code Considerations in the Hiring Process

JOB POSTINGS, APPLICATIONS AND INTERVIEWS CANNOT CLASSIFY  
APPLICANTS BY A PROHIBITED GROUND OF DISCRIMINATION

By Todd Weisberg

**E**mployers must constantly consider legal issues that arise with their workforces. Often, employers focus on legal issues with former employees, such as when former employees bring human rights applications or wrongful dismissal claims, or when former employees breach restrictive covenants. However, many employment-related legal issues can arise during the hiring process.

It is well known by Ontario HR professionals and managers that the *Ontario Human Rights Code* (the *Code*) protects employees of provincially regulated Ontario employers from harassment and discrimination. This includes during the hiring process.

Section 5(1) of the *Code*, which applies both to current and potential employees, protects against discrimination on the

basis of the following grounds: race, ancestry, place of origin, colour, ethnic origin, citizenship, creed, sex, sexual orientation, gender identity, gender expression, age, record of offences, marital status, family status or disability.

Employers may not directly or indirectly classify or indicate qualifications by a protected ground in a job posting or application. For example, it would typically violate the *Code* for an employer to include in its job posting that it is looking only for people under the age of 40. Similarly, an employer may not ask questions of applicants (including during an interview) that directly or indirectly classify or indicate qualifications by a protected ground.

There are exceptions to the rules about discrimination in the hiring process where the employer can show that

an otherwise discriminatory requirement for employment is a *bona fide* occupational requirement (BFOR). In order to be a BFOR, an employer must satisfy a three-part test: (a) there must be a rational connection between the BFOR and the performance of the job; (b) the BFOR must have been established with an honest and good faith belief that it is necessary to fulfil a legitimate work-related purpose; and (c) the BFOR must be reasonably necessary to meet that purpose. For this third part of the test, the employer must demonstrate that it would be impossible to accommodate the employee without imposing undue hardship on the employer.

For the vast majority of employers and positions, however, the exceptions to the general rules regarding discrimination in hiring do not apply, and employers must



# legal words

ensure that their job postings, applications and interviews do not classify applicants by a prohibited ground of discrimination.

Questions that should not be asked in an interview include:

- Where are you from originally?
- Why is there a gap in your work history?
- Who do you live with?
- Have you ever been convicted of a crime?
- Do you have any disabilities that may affect your ability to do this job?

Employers must be careful not to include in a job posting or application that they are looking for applicants with or without certain protected grounds, such as age, gender or record of offences. Employers should further ensure that its hiring managers do not ask any questions in interviews that may elicit a response that would divulge information pertaining to a protected ground of discrimination. Even if there is no ill intent in asking such

## EMPLOYERS MUST BE CAREFUL NOT TO INCLUDE IN A JOB POSTING OR APPLICATION THAT THEY ARE LOOKING FOR APPLICANTS WITH OR WITHOUT CERTAIN PROTECTED GROUNDS

questions, they will still amount to a violation of the *Code*.

A breach of the *Code* will also occur when documents that contain *Code* identifiers are requested during the hiring process, even when the documents are not used for an improper purpose and are requested for a BFOR. Accordingly, employers should avoid asking for documents that disclose information about a protected ground, such as driver's licenses, unless they clearly advise the applicants to black out that information, such as age and place of origin. As a best practice, however, unless there is a strong reason to ask for such documents in advance, employers

should wait until they have made a conditional offer of employment before asking for documents that disclose information about a protected ground.

Employers need to be mindful of the *Code* and any answers to questions during the hiring process that could disclose information about a protected ground. A failure to do so will not only result in technical breaches of the *Code*, but also open an employer up to liability from candidates who have disclosed *Code* identifiers and not been hired for the position. ■

*Todd Weisberg is an associate with the law firm Shields O'Donnell MacKillop LLP.*

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# DRIVING OUT



## IMPROVE ENGAGEMENT FROM THE BOTTOM UP BY DETECTING — AND REVERSING — *DIS*ENGAGEMENT

By Melissa Campeau

**S**tate-of-the-art work spaces, flexible benefits, snacks in the kitchen and pool tables in the board rooms: on a quest to boost employee engagement, organizations are coming at the challenge from all directions, hoping to keep employees feeling passionate about their jobs, committed to the organization and putting plenty of discretionary effort into their work.

It's easy to see why engagement is a top priority for so many organizations; there's no shortage of research linking

higher engagement scores with bottom-line boosting factors as better retention and productivity.

With such enthusiasm for engagement — *The Deloitte Human Capital Trends 2016* report found nearly nine in 10 executives rated it as important or very important — you'd think engagement scores would be on a steady incline. But a 2013 Gallup survey suggested just 30 per cent of workers are engaged, 52 per cent are disengaged and 18 per cent are actively disengaged.

That means most of your workforce isn't entirely on board with what the organization is doing. They're less likely to be productive, and more likely to miss workdays and cost you customers. They're impacting the bottom line, possibly in a big way: the Gallup report estimated disengaged employees cost U.S. businesses between \$450 and \$550 billion each year. Even more worrying: where you find one disengaged employee, you'll likely find more.

Although it sounds counterintuitive, it might make sense to take the spotlight

# DISENGAGEMENT



off engagement, and focus instead on disengagement. There's merit, after all, in understanding what's going wrong, where organizations are losing people, how to spot the signs and how to turn it around.

## LISTEN TO THE WARNING SIGNS

Sometimes, spotting an actively disengaged employee is a plain-as-day exercise.

"You might see outbursts from someone who doesn't normally behave in that way," said Carrie Hotton-MacDonald, a Halifax-based HR manager who's worked

in both the private and public sectors. "When people start to go down that route, it should be fairly obvious if it's out of character for them."

Sometimes, it's a little less obvious.

"You might see negativity, notice someone not asking questions or showing a lack of interest, maybe gossiping more or just exhibiting a general bad attitude; those are indicators," said Hotton-MacDonald.

In other cases, disengaged employees might keep their feelings under wraps.

"Disengagement is not always obvious and many times, executives and managers don't have a real feel for engagement levels," said Doug Brown, president of Engaged2Perform in Wellesley, Ont. "Often, people stay below the radar; they learn how to perform so their disengagement won't be noticed."

A manager might note that a formerly productive employee is now doing the bare minimum and just skating by.

"Or they might notice an increase in absenteeism, although the worst part of

**“IT’S NOT ALWAYS OBVIOUS AND MANY TIMES, EXECUTIVES AND MANAGERS DON’T HAVE A REAL FEEL FOR ENGAGEMENT LEVELS. OFTEN, PEOPLE STAY BELOW THE RADAR; THEY LEARN HOW TO PERFORM SO THEIR DISENGAGEMENT WON’T BE NOTICED.”**

— DOUG BROWN, ENGAGED2PERFORM

people being disengaged is that sometimes they’re physically there but mentally they’re not,” said Brown. Other signs to watch for include poor communication between colleagues and a lack of pride in performance or ownership of tasks.

## DETECTING METHODS

“Managers and organizations can look for negative attitudes, poor morale, decreased effort and complaining as obvious signs,” said Brown. “[However,] they need to look deeper to find *what* engages and disengages employees as engagement surveys don’t typically provide this insight.”

While they can still provide valuable insights, traditional annual engagement surveys are problematic for a few reasons.

“I correlate engagement surveys with performance reviews,” said Lisa Sterling, executive vice president, chief people officer at Ceridian. “They’re done at a specific time, they’re usually backwards-looking

and there are so many variables that can impact a person when completing them. Then when we get results back, they’re already out of date and don’t represent current feelings and perspectives of our people.”

According to the 2016 Deloitte report, “Perhaps the biggest challenge for HR in leading engagement programs is shifting from a transactional, once-a-year mindset, to an ‘always on,’ continuous listening approach to monitoring engagement.”

That can be done with the help of software and applications, but there’s also no replacement for genuine human-to-human conversations and connections.

“It’s a matter of being really in tune with your people,” said Hotton-MacDonald.

Brown suggests checking in regularly with employees, and asking the following questions to spot any problems that might be simmering under the surface:

- How are you finding your role and work responsibilities?

- What challenges are you facing and how can we support your efforts?
- Is the type of work in line with your career expectations and desires?
- Are we providing sufficient feedback and communication to support your needs? How can we help you improve and grow and what new skills would you need to perform at your best?

## CONTAINMENT IS CRITICAL

Identifying an employee slipping into a disengaged state can prevent a much larger problem, as well, if the slide can be halted or reversed.

“Disengagement, like negativity, unfortunately breeds to the rest of the team,” said Sterling.

When an entire group is disengaged, a manager or HR professional might notice a change in attitude, performance or both.

“It’s really about looking at the overall dynamics of the team,” said Sterling, as well as changes to retention. “Are you starting to see an increase in turnover? Often that’s the first indicator that there’s disengagement with the team.”

## MANAGERS AND HR IN COLLABORATION

When it comes to handling disengagement, a coordinated effort can be the most effective approach.

“Organizations need to consider who is in the strongest position to facilitate engagement with an employee, and with whom the employee is most likely to share concerns and issues, as well as goals,” said Brown. “An HR professional may not [necessarily] be the ideal person to accomplish this, although they do play a role in the process. The manager can also play an important role, since in many cases they are the face of the organization to the employee.”

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## THE PATH TO DISENGAGEMENT

New recruits to any organization are generally full of optimism and enthusiasm, but somewhere along the way, that positivity can run off the rails.

“I don’t know of any employee who started their position or new career hoping to be disengaged,” said Brown. “Generally, they’re excited, enthusiastic and motivated to do well, learn new skills and contribute. But studies show over time this high engagement can wane as a result of unmet expectations or broken promises, such as a disconnect between the impression of the organization that was communicated during the hiring process and the realities the employee discovers on the job.”

## THE “MISS” IN MISMANAGEMENT

One of the biggest culprits is managers whose skills aren’t up to the task of effectively leading and motivating a team.

“It’s widely understood that most disengaged [employees] aren’t just leaving an organization, whether they’re physically leaving or just mentally leaving,” said Hotton-MacDonald. “Instead, they’re leaving their supervisor or manager.”

A 2013 Gallup report on employee engagement found that managers accounted for 70 per cent of variance in employee engagement scores across business units. In the report, Gallup CEO Jim Clifton wrote, “Here’s something they’ll probably never teach you in business school: The single biggest decision you make in your job – bigger than all of the rest – is who you name manager. When you name the wrong person manager, nothing fixes that bad decision. Not compensation, not benefits – nothing.”

A manager might, for example, fail to establish a connection and a sense of caring about the individuals on the team.

“Great leaders are team builders; they create an environment that fosters trust and collaboration,” said Brown. “Surveys indicate that being cared about by colleagues is a strong predictor of employee engagement.”

Managers who connect with employees are more likely to spot potential troubles before they grow into serious problems.

“That early intervention is so critical,” said Hotton-MacDonald. “If you get a sense that someone is getting disengaged,

or that an entire work unit is disengaged, if you have that rapport, chances are you’ll be able to intervene a bit earlier and perhaps turn things around.”

## RECOGNITION, REWARD, GROWTH

Being tuned in to employees also helps managers know when someone’s gone the extra mile for the organization – and then reward that action. Missing the chance to recognize employees is a bigger threat to engagement than many might realize.

“Some leaders do recognize and reward performance – and others don’t,” said Sterling. Research shows recognition is a key driver of both performance and engagement, and can have a ripple effect across entire teams. But the inverse is true, as well.

“There’s also the issue of visible disparity across teams,” said Sterling. “When an individual or team sees their peers and colleagues getting recognized – and they’re working just as hard or possibly harder and not receiving any recognition – that can cause disengagement really quickly.”

A 2001 Gallup survey of U.S. employees found that the number-one reason people leave their jobs is they don’t feel appreciated. In fact, 65 per cent of those surveyed said they received no recognition for good work in the previous year.

While organizations must understand this, even intrinsically, most are not effectively empowering managers to reward anyone. A 2013 Aberdeen Group survey found only 14 per cent of organizations provide managers with the necessary tools for rewards and recognition.

## ENVIRONMENTAL IMPACT

As with managers not effectively empowered to reward employees, the root cause of the disengagement might be a larger, organization-wide problem.

Too-heavy workloads, for example, can have dire consequences for engagement. Thanks to a fiercely competitive marketplace, many organizations have become quite lean, and workers can find themselves overwhelmed. Plenty of organizations, too, have an unofficial always-on expectation when it comes to emails and phone calls outside of traditional office hours. These pressures can take a toll on employees and lead to burnout, a state defined as the opposite of engagement in multiple research studies.

“An organization could have a problem with overall work/life balance and trouble with resource allocations,” said Sterling. “There might be a situation where there are not enough resources to do the job and people are experiencing burnout. This tends to go hand-in-hand with a lack of recognition and reward, too, which then compounds the problem.”

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# cover feature

As organizations shuffle or downsize, constantly shifting ground can wear away engagement levels, too.

“There are a lot of changes in our workplaces, and a great deal of change management that probably should be happening [does not happen],” said Hotton-MacDonald. “People are introducing new processes, new technologies or changing policies, but they’re not spending enough time thinking about the impact this will have on people. For some, it’s just one change after another and they still haven’t adapted to the first change.”

## TURNING IT AROUND

Once problems are diagnosed, managers and HR professionals can attempt to resolve them.

Sometimes, a major problem can be resolved with relatively simple actions.

“Making small but important changes in an employee’s job so their needs can be better met can make all the difference,” said Brown.

If troubles can be traced back to a manager with a lack of leadership skills, for example, HR can provide avenues of support.

“We in HR need to focus more on supporting our leaders and helping them become better managers,” said Hotton-MacDonald. “We’ve tried Band-Aid solutions. We’ve tried training programs

like ‘How to be a great supervisor!’ [But] what if people need more than a training program? What if they need ongoing coaching? Our role in HR is to make sure the organization is successful in terms of managing people, but also to work with supervisors and managers to help them be the best people managers they can be.”

If a challenge is complex or likely to spark some heated conversations, HR can play a valuable role.

“That’s where HR can really help, by getting people talking in a safe space,” said Hotton-MacDonald. “It’s about having an honest conversation and saying, ‘Here’s what we observe. This is what we’re feeling. What do you think?’”

## KEEP BRIDGES FROM BURNING

When, despite reasonable efforts, a disengaged employee can’t be brought back into the fold, it may be time for a very candid conversation, as a starting point for next steps.

“That’s when you need to have the employee’s leader sit down with them and say, ‘Hey, we know you don’t want to be here anymore,’” said Sterling. “Often, the employee will feel relief that they can open up about the situation, and then the manager and HR can look for a graceful exit strategy.”

Of course, it’s always wise to consult with legal experts when considering

terminating employees, but any route can be made more positive with the right approach.

“We want people’s experiences leaving our organization to be as delightful as when they came in, whenever that’s possible,” said Sterling. “At Ceridian, we always make sure employees have an opportunity to exit under their own volition, and in some instances we work out a gracious severance package. We want to make sure it’s a good experience for everyone, since that person is now an alumnus of the company.”

## EQUAL WEIGHT TO DISENGAGEMENT

Organizations, though, can reduce the need for such exits by being proactive about driving engagement and resolving disengagement early.

“I think as HR professionals, we need to be consultative in helping leaders understand what’s really driving engagement and disengagement and help them know what action to take to turn the ship and make it right for their people,” said Sterling.

Like engagement, disengagement has the potential to significantly impact corporate health.

“We focus so heavily on the engagement side and we don’t spend enough time really looking at the disengagement piece – and it really is just as important,” said Sterling. ■



**“DISENGAGEMENT, LIKE NEGATIVITY,  
UNFORTUNATELY BREEDS TO  
THE REST OF THE TEAM.”**

— LISA STERLING, CERIDIAN



## The Case for Culture

### SASCU WINS PRESTIGIOUS AWARD OF MERIT FOR ORGANIZATIONAL CULTURE FROM HUMAN SYNERGISTICS CANADA

In May 2015, SASCU Financial Group conducted its third organizational culture assessment, using Human Synergistics Organizational Culture Inventory™ (OCI)\*. When the report came back, the results were, once again, very constructive. This indicates that not only is SASCU a great place to work, but also a company that should experience long-term success.

And the predictors are correct. SASCU, a credit union nestled in the interior of British Columbia, enjoys unprecedented employee engagement and impressive financial results.

Allan Stewart, president of Human Synergistics Canada and an expert on organizational culture, says that he is “not surprised at the financial and engagement results of

SASCU because their OCI report was so impressive.”

Stewart goes on to qualify that “they were more constructive than 80 per cent of all organizations.”

Unlike other organizational surveys, the OCI from Human Synergistics accurately measures culture—the consciously held notions that directly influence members’ attitudes and behaviours in order to “fit in.”

Organizational culture directly influences such outcomes as employee engagement, service and product quality, and external adaptability.

Stewart says that “improving the culture of your organization could easily be the most important change initiative in your organization.”

In constructive cultures, not only do employees feel engaged, but they are also working in an organization that should do well—an unbeatable combination.

SASCU employees who have worked in other financial institutions report they are “blown away” by the way they are treated by the organization.

Recently retired CEO, Michael

Wagner, says that “leadership is the art of getting results through people.”

But the real proof is in their financial results. SASCU Financial Group has over 19,000 members, in a market where all of the “big five” banks have a presence. Since 1998, more than \$46 million has been given back to credit union members (their clients) through SASCU’s dividend and profit sharing program.

The lesson here is that if you want to be a great place to work, pay attention to your organizational culture—measure it accurately and then introduce initiatives to improve it.

To learn more about Human Synergistics and the OCI, or to learn more about SASCU Financial Group, visit the HS Canada website at:  
[www.humansynergistics.com/ca](http://www.humansynergistics.com/ca)



**“IMPROVING THE CULTURE OF YOUR ORGANIZATION COULD EASILY BE THE MOST IMPORTANT CHANGE INITIATIVE IN YOUR ORGANIZATION.”**

– ALLAN STEWART, HUMAN SYNERGISTICS CANADA

# TRUST IS THE NEW ENGAGEMENT

## THE IMPORTANCE OF TRUST IN THE WORKPLACE

By Sarah B. Hood

**B**ack in 2006, a book called *The Speed of Trust* became a *New York Times* bestseller. Written by Stephen M.R. Covey (son of the Stephen R. Covey who wrote 1989's landmark business book *The 7 Habits of Highly Effective People*), it explored the often misunderstood nature of trust in the workplace, and made a case for trust as an underrated tool for productivity.

*The Speed of Trust* points out that a low-trust workplace is a toxic and dysfunctional environment that keeps people

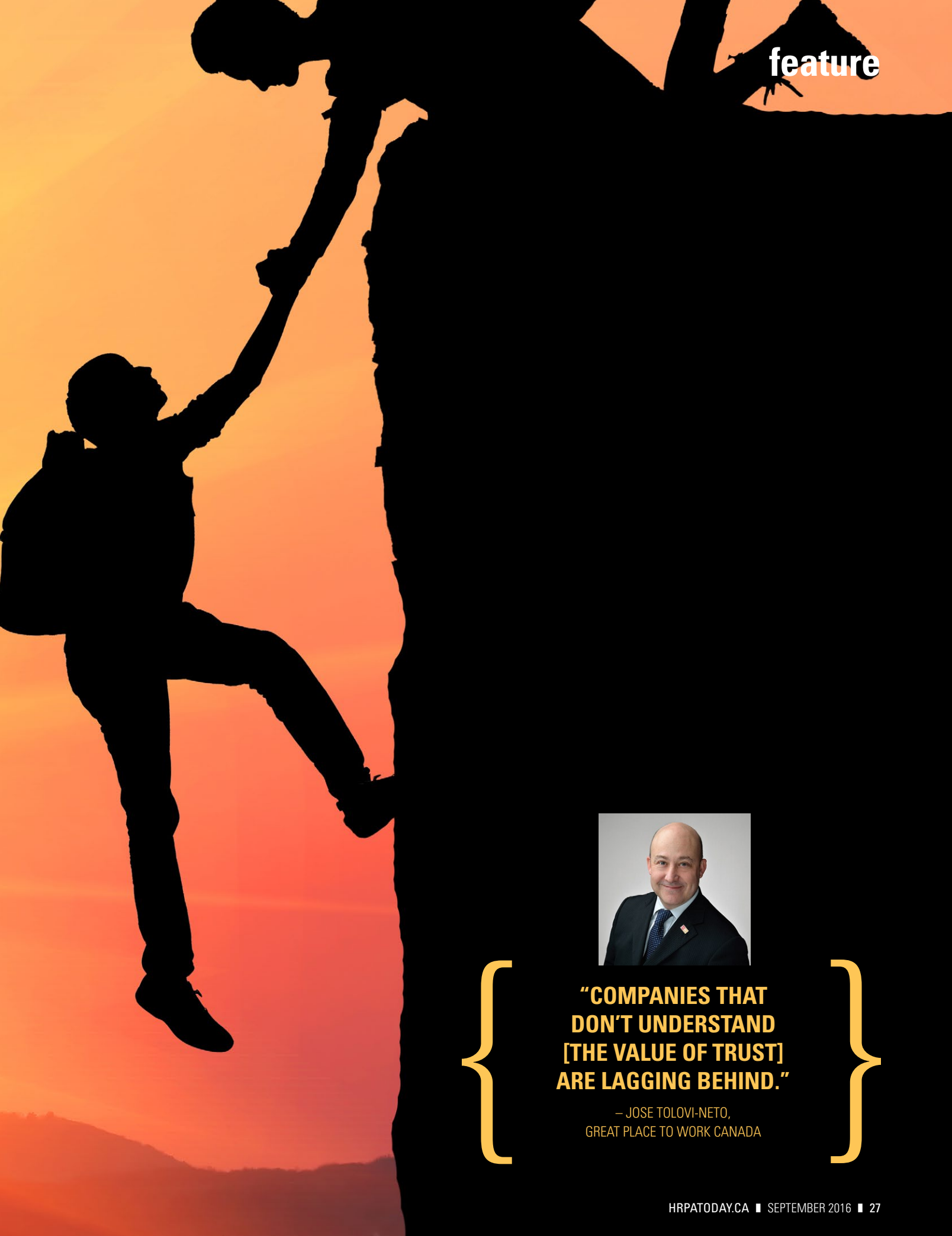
from sharing knowledge and makes them afraid to take the kinds of risks that lead to innovation. When trust is at its highest, however, Covey holds that communication becomes effortless and work is "characterized by purpose, creativity and excitement."

Covey writes that trust doesn't just happen; it must be built. The good news is that trust can be created or restored, no matter how much it has been compromised. He discusses the idea of "choosing abundance," in the sense that it's important to believe

that assets like winning ideas, solutions to challenges and potential markets exist in infinite supply.

Over the past decade, the conversation about trust in the workplace has continued, and international research is showing that investing in a high-trust workplace culture yields clear business benefits.

"Thirty years ago, our founder Robert Levering was asked to write about good workplaces; as he was conducting focus groups, he noticed people would describe good workplaces in very similar ways," said



**“COMPANIES THAT  
DON’T UNDERSTAND  
[THE VALUE OF TRUST]  
ARE LAGGING BEHIND.”**

— JOSE TOLOVI-NETO,  
GREAT PLACE TO WORK CANADA



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**“ORGANIZATIONS THAT ARE HIGH-TRUST TEND TO BE MORE INNOVATIVE.”**

— JOEL PETERSON, JETBLUE AIRWAYS

Jose Tolovi-Neto, managing partner with Great Place to Work Canada, a company that helps other organizations become better workplaces. “They would talk a lot about their relationship with their managers and how much they trusted them.”

This led the company to create a proprietary Trust Index that has been widely adopted around the world.

“Our concept of trust came from a lot of research and observation,” said Tolovi-Neto. “Having published nine books, we

have learned that when we are able to create these trust-building relationships, the [effect on] performance can be measured.”

Increased employee engagement is one result of building a culture of trust; innovation is another, he says, because “in an environment of trust, people are allowed to make mistakes.” Recruitment also benefits for two reasons: employees naturally wish to share their good workplace with people they like, and – because they are invested in the company’s success – they are motivated to seek out potential colleagues likely to contribute to it.

“We worked with a retail chain in Canada that has 100 stores,” said Tolovi-Neto. When the performance at different locations is compared, “the stores where employees are more satisfied are selling seven per cent more. [Also,] satisfaction with compensation is 10 to 15 per cent higher; the interesting fact is that compensation is the same.”

**THE IMPACT OF TRUST ON CULTURE**

JetBlue Airways chair Joel Peterson is another exponent of workplace trust; in fact, he just released a book of his own, *The 10 Laws of Trust: Building the Bonds*

Continued on page 30

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**“TRUST IS BUILT OR  
DESTROYED ONE  
CONVERSATION  
AT A TIME.”**

– MORAG BARRETT, SKYTEAM

*That Make a Business Great*, in which he discusses the value that can accrue to businesses that invest in a high-trust workplace culture.

“Fundamentally, you learn to trust based on values,” he said, pointing out that JetBlue operates according to five values: safety, caring, fun, integrity and passion.

“I think it is important for organizations to determine what their values are and start to live them throughout the organization,” said Peterson. “Trust turns into collaboration. If you’re wary, people tend to play political games. They hold information close to their chests rather than innovating or being flexible. Organizations that are high-trust tend to be more innovative, they get more done. Plus, they’re more fun!”

Part of building a culture of trust is signalling tolerance for failure.

“In Silicon Valley, they talk about failure as the preamble to success. Failure of results should never be punished – a failure of character is a different matter,” said Peterson. “If you’re punished every time you fail at something, you tend to play way inside the line.”

A habit of empowering people by giving them a high degree of autonomy in their work is also conducive to a culture of trust. Peterson recommends “empowering people a little bit at a time, giving them the next level [of decision-making power] as soon as you can and driving empowerment as deep into the organization as you can. Recognize that the further into the field people are, the closer they are to customers.”

Transparency is another element of building trust. For instance, in *The 10 Laws of Trust*, Peterson mentions

companies that dare to share detailed corporate information with employees, even at the risk it may end up in the hands of competitors.

“People are smart,” he said. “Any time you’re not transparent with folks, they feel like they’re feeling manipulated. There are some things that can’t be shared, but you should always tell people what you can.”

### UNDERSTANDING TRUST

“Trust can be given and is earned through our actions,” said Morag Barrett, CEO of Denver-based HR consultancy SkyeTeam and author of *Cultivate: The Power of Winning Relationships*. “You cannot be successful in business or in life unless you are successful in cultivating winning relationships. If you don’t cultivate the relationship, you won’t cultivate a culture of trust.”

She says the nature of trust is generally misunderstood.

“Trust is considered a soft, fluffy, implicit thing that happens over time,” she said. “I believe it is an explicit thing; it is built or destroyed one conversation at a time.”

The first step in building trust is setting out the ground rules about expectations.

“It can be as formal as a contract; it can be as informal as saying, ‘We’re going to be collaborating, so you need to know what frustrates me’ [and which of my qualities may frustrate you],” said Barrett.

She suggests leaders should regularly take what she calls a “relationship pulse check,” consisting of three questions: What’s working for you? What’s not working? What’s one thing that I can do to help our or your success?

“Ask these on a regular basis, not in the same conversation, but over time,” she said.





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Even when the leader can't fix all the problems, the employee feels "respected as an individual."

Communication and openness from leadership does not have to be a huge undertaking, either.

"I have found that just stopping into people's offices to ask how everything's going, showing a personal interest and listening without an agenda is a really powerful affirmation," said Peterson. "Access to management is a perk."

## REBUILDING SOMETHING BROKEN

Once lost, can trust be rebuilt? Absolutely, says Tolovi-Neto.

"If workplaces are usually good, but something bad has happened, they can draw from the 'trust reservoir,'" he said. However, when trust has sunk extremely low (or was never there to begin with), building it up requires involvement from senior leadership.

How can the HR function champion trust building with senior management in their organization?

"We do very pragmatic HR; we take what is labelled as soft and fluffy and turn it into tangible tools," said Barrett. "When we give them the language and the framework, I find that most leaders can immediately wrap their head around it and start doing it: for example, scheduling the weekly reminder to phone your remote team and say 'Have a great weekend.'"

"There are two kinds of language: business language and people language. Business people have to know how to talk the people language [and vice versa]. In the past, this was an initiative that HR professionals would carry, but we have more and more business professionals and CEOs who understand this connection," said Tolovi-Neto. "But if the CEO doesn't think this is something they should prioritize, when they get confronted with the business statistics, they realize it's not something they can afford to ignore." ■

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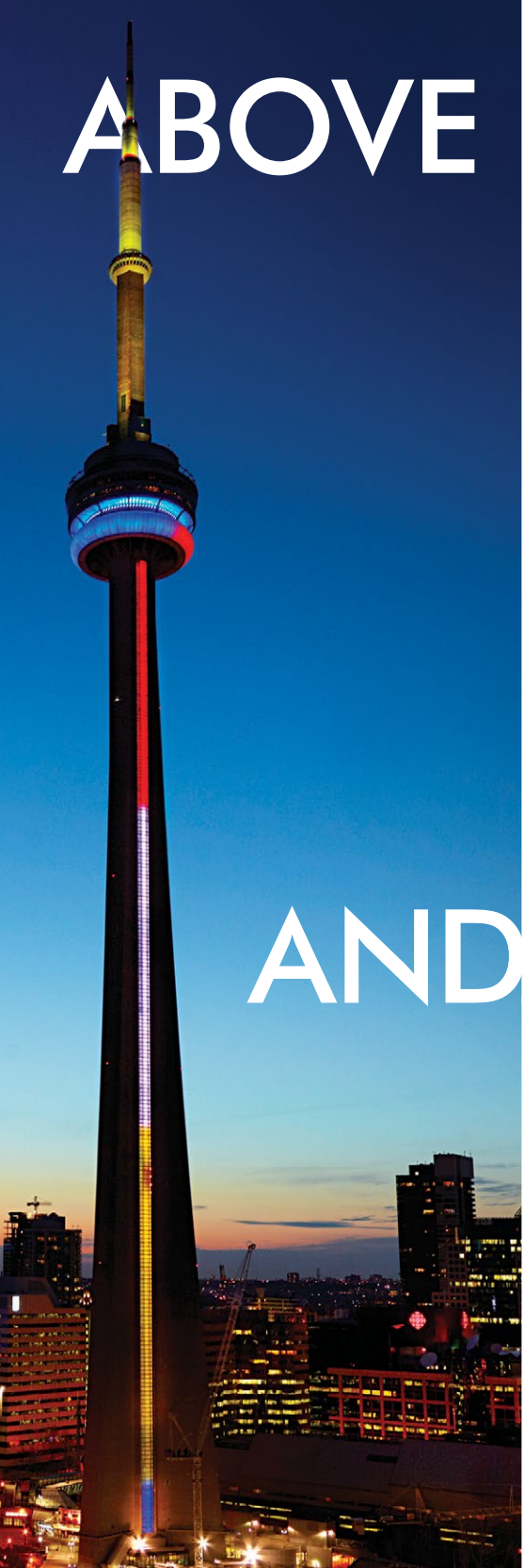
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# How Company Culture Drives High Performance

## REPLACE TRADITIONAL PERFORMANCE REVIEWS WITH REAL-TIME FEEDBACK

By Susan Power

Imagine having a workplace culture where your team is inspired by your company's vision and values, and consistently delivers high performance. Workplace culture runs much deeper than Ping-Pong tables or free fruit in the fridge; culture is the mindset and actions demonstrated by your employees each day when interacting with each other and your customers. One of the fastest ways to kill productivity and destroy a compelling culture is to implement (or continue implementing) antiquated HR programs. In this vein, traditional performance reviews are currently going through a radical transformation – world-class organizations are revamping their performance systems to encourage a growth mindset that embeds real-time feedback as part of the culture.

Traditional performance reviews are cumbersome to administer, and can disengage employees rather than inspire them. What's worse is that performance reviews typically are not an accurate reflection of an employee's performance. Reviews are subjective, full of rater biases and generally tell more about the manager writing the review than the employee. Performance reviews evaluate past actions instead of looking forward, and can be costly and inefficient. They often focus on weaknesses, which greatly erodes employee engagement.

### REVAMPING THE SYSTEM

Many leading employers realized that the "old" way of conducting performance reviews is deeply ineffective and have replaced their traditional annual performance review system.

The *Harvard Business Review* featured an article in 2015 profiling a pilot project by Deloitte U.S. about the company's efforts to change their performance management system. Deloitte discovered that, collectively, creating performance ratings consumed close to 2 million hours per year, and the majority of this time was spent on discussions between leaders behind closed doors about the outcomes of the process. Jason Winker, managing partner of talent for Deloitte Canada, says that the company is now in the process of piloting their new

system across Canada to their 9,000 employees here.

Deloitte's reinvention of their performance system was based on their desire to create a different talent management experience for their people. Their new system is focused on strengths and uses tools, including a "performance snapshot." The performance snapshot is the same four discussion points each team leader explores for their team members, regardless of their position or level. The four discussion points are:

1. Given what I know of this person's performance, and if it were my money, I would award this person the highest possible compensation increase and bonus. [The response measures overall performance on a five-point scale, from "strongly agree" to "strongly disagree.]"
2. Given what I know of this person's performance, I would always want him or her on my team. [The response measures the person's ability to work well with others on the same five-point scale.]
3. This person is at risk for low performance. [The response identifies problems that might harm the customer or the team on a yes-or-no basis.]
4. This person is ready for a promotion today. [The response measures future potential on a yes-or no basis.]



# workplace culture

Feedback that Deloitte has collected from its regular pulse surveys so far show that employees are responding positively to the new approach. The final version of Deloitte's performance system may change as the company continues to ask for feedback from employees and analyzes the overall results.

"People didn't like the forced ranking system that we used previously; however,

people get attached to having an overall rating, and it does involve a shift in mindset," said Winkler. "Initiating the conversation by focusing on people's strengths anchors the conversation from a different starting point."

## FOCUS ON A VISION

An expert at building world-class cultures, Cameron Herold, author of *Double*

*Double* and former chief operating officer of 1-800-Got-Junk, talks about the importance for organizations to create a vivid vision that paints a picture of where their organization is going. The CEO looks forward three years into the future and writes down what they want their organization to look like, and drafts a focused, detailed vision that is then circulated to the team for input. The statement should be read aloud at quarterly team meetings, and reviewed when selecting what projects to pursue each year.

## DELIVERING FEEDBACK

A company's culture greatly influences how performance feedback is delivered and how frequently. Companies with open cultures deliver performance feedback fluidly, in real time through on-the-job coaching and peer-to-peer feedback. The focus is on continuous improvement. By training managers how to deliver feedback to increase employee morale, this builds a compelling culture that inspires productivity and trust.

## SHIFTING THE SYSTEM

So how do organizations transform from the outdated method of ratings and annual reviews towards a system built on an inspiring culture? Shifting the mindset to embrace frequent, candid feedback that supports each individual to reach their personal and professional goals is how others, like Deloitte, have accomplished the change. HR can train managers to develop their coaching capability, and should encourage all employees to provide candid feedback to everyone they work alongside.

Herold suggests that the best way to recognize employees is to do it frequently and publicly.

"Look to find things employees are doing well and things that demonstrate living the company's core values – and praise employees often and publicly," he said. It is also important for managers not to wait to give constructive feedback to employees.

"Coach them early and often, and focus on what they are doing well to raise their skills and confidence," said Herold. ■

Susan Power is owner and CEO of Higher Talent Inc.

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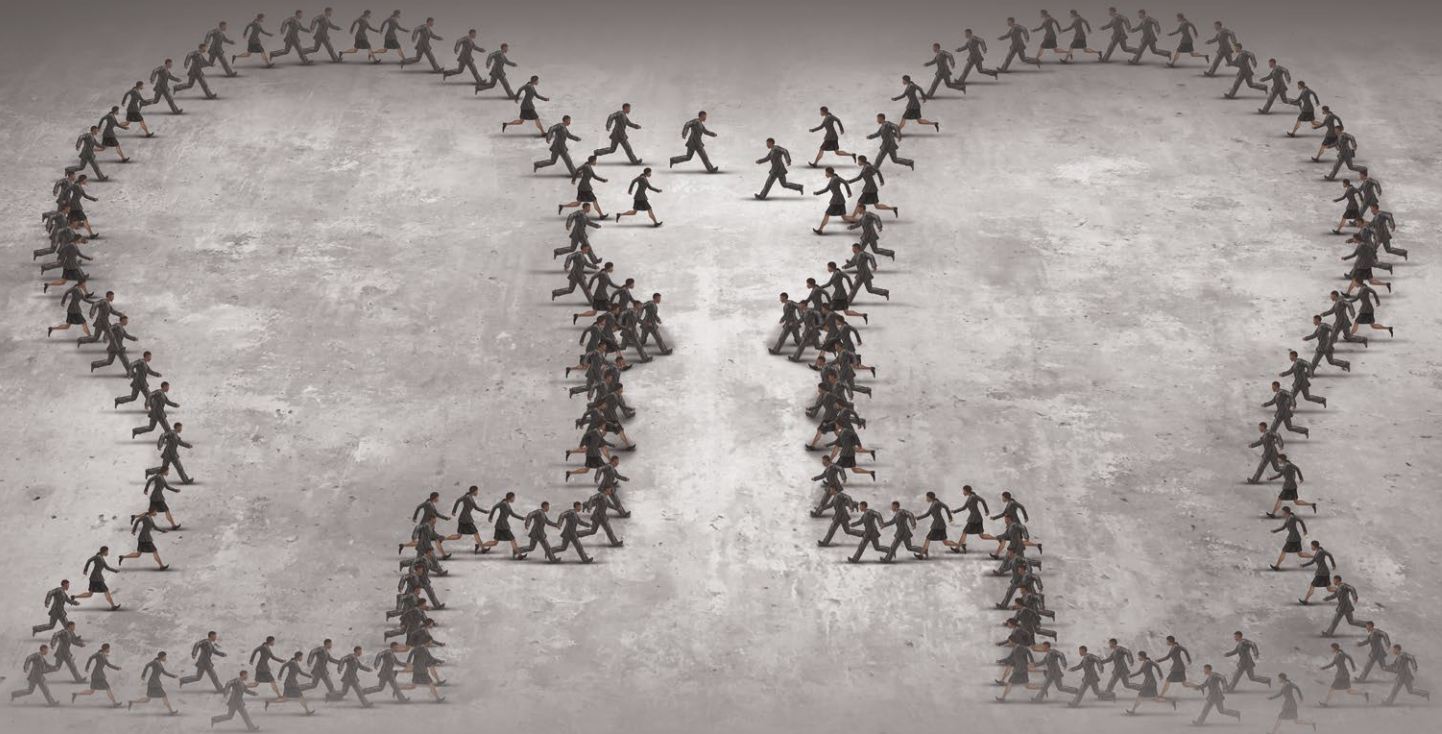
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# Preventing Boomer BRAIN DRAIN

HOW HR PROFESSIONALS CAN KEEP COMPANY KNOWLEDGE  
FROM WALKING OUT THE DOOR WITH RETIREMENT

By Krista Bax

**A**s the Baby Boom generation retires, companies are rightfully concerned about losing critical knowledge as their most experienced workers prepare to leave. Some companies will see leadership with decades of experience retire, while others will lose individuals with intimate knowledge of the company's

systems, key client relationships or the people and management skills that keep a team working together smoothly. For companies whose competitive advantage is based on their knowledge, these are significant risks.

The Asia Pacific Gateway Skills Table's work looking at the labour market for the transportation sector showed that nearly

half of senior managers could retire in the coming decade. Feedback from business leaders included concerns that they were unprepared for this wave – finding people to do the jobs is one challenge they are grappling with, but preserving the knowledge of departing employees is a daunting task and many companies don't even know where to begin.

# talent management

In May 2016, the Skills Table released *Management Attrition & Critical Knowledge Transfer: A Practitioner's Guide*, a step-by-step framework to support HR professionals and companies to identify and address their knowledge transfer issues and challenges. In addition to the steps outlined in the guide, the Skills Table's work with employers helped distill insights to help companies think differently and more creatively about knowledge transfer.

## KNOWLEDGE TRANSFER SUCCESS FACTORS

1. Recognize that knowledge transfer is its own challenge, and address it independently of other organizational development activities. Succession planning and employee development are related to knowledge transfer, but the transfer of critical knowledge is more likely to be successful when the organization labels it and differentiates it from related initiatives.
2. Address knowledge succession separately from role succession, and identify targets for knowledge succession among colleagues, peers or younger employees, not just the person expected to take over a role from a retiring worker.
3. Start early and create the time and space for knowledge transfer to take place in all its complexity. Don't wait until someone announces they're retiring. The more complex knowledge is, the harder it is to transfer, so as important employees approach retirement age, begin mapping out potential paths to transfer their knowledge.
4. Consider the interpersonal dynamics of knowledge transfer and be sure that both the expert and the learner are motivated and have the necessary rapport to work closely together (at specific times) as an expert nears retirement.
5. Customize knowledge transfer plans to fit people and circumstances, and execute the plan rigorously. Strategies don't have to be complicated, but they do need to be targeted and suited to the people and the company – when they are, see them through to a successful end.
6. Leverage existing programs like talent management, organizational development or succession planning. Knowledge transfer works best when it isn't assumed that other programs will solve the issue (see point #1), but they are nonetheless related – for instance, programs like mentorship can build in effective knowledge transfer tracks.
7. Establish a plan, with formal targets and clear accountability.
8. Maximize internal experts as teachers, coaches and mentors, instead of relying exclusively on external training for manager development. There is benefit to being exposed to outside ideas, practices and people, but the benefits from learning from internal experts about context-specific, business-critical expertise are often overlooked.
9. Use on-the-job learning to help organically transfer knowledge when experts and learners have the opportunity to interact in meaningful ways while engaged in real work.
10. Consider alternatives to knowledge transfer, which isn't the only strategy worth considering when an expert is retiring. This is the time to consider changing or eliminating a process, redesigning or outsourcing a job or hiring expertise directly from the job market.

## SETTING THE STAGE WITH COMPANY CULTURE

The study also found that companies with knowledge-transfer rich cultures are highly interactive, with staff across levels and functions regularly interacting formally and informally. These firms have structures in place to help employees interact and collaborate in the course of their work, training and development and an accessible and open executive supports this culture.

Like any other business process, taking a rigorous and committed approach is critical to addressing knowledge transfer, and steps for doing this are outlined in the guide. Ignoring the problem has left some companies struggling to recover from the loss of key personnel, with costs to the bottom line that far outweighed the costs of steps to address the issue. By giving the problem its own language and targets, companies have been able to better identify risks, mitigate them and build a company culture where knowledge flows more readily, which has big financial benefits for companies. ■

*Krista Bax is the executive director of the Asia Pacific Gateway Skills Table.*

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# Booking *the Best*

## SECURING THE RIGHT VENUE FOR YOUR NEXT EVENT IS THE FIRST STEP TO SUCCESS

By Jess Campbell

If you've ever been part of planning an event, you know it isn't for the faint of heart. There are myriad things to consider, people to keep track of and details to keep organized that you may feel as though you need a vacation after it's all said and done. But as harrowing as it can be, the joy and pride you feel after pulling off an amazing event is like nothing else.

Unless you have a dedicated event planner on staff (and most organizations do not), the likelihood of your boss asking you to plan the next training weekend or AGM can be high. Many seasoned planners will tell you that by booking your venue as soon as possible, the rest gets a little bit easier. But sometimes, choosing

the right venue for your event can be the hardest part – although it certainly doesn't have to be.

### VENUE PREP

There are several important items to consider before beginning the search for an event space. Jonathan Fruitman is director, Online Services at EventSource Corporation and says that you need to have several things secured in order to get your venue search started off on the right foot.

"Essentially, you need to know what you want before you ask for it. Where possible, make sure you have a solid idea of budget,

# planning

headcount, location and the services you require before you begin. Having these things in mind first will make the process that much more streamlined once you do book with someone," he said.

Bonnie DeWitt, assistant general manager at Georgian College's Kempenfelt Conference Centre, has two specific things she likes to see from a client when approached about booking their facility.

"First and foremost, the meeting planner needs to have a vision of what they want to accomplish during their event," she said. "They should also have a good understanding of their budget."

## FOR YOUR CONSIDERATION

When booking an outside venue for an event, the list of things to take into consideration can seem endless. Narrowing down that list to those that will have the largest impact on your specific event is key. DeWitt suggests that you look at the entire facility; take into account whether it's a good fit for your group and if it offers everything you need.

"You want this experience to be a positive one for the people you're hosting so you need to take their wants and needs into consideration and, as an organizer, blend them with the goals you have for the event."

Fruitman says that you also need to be ready to walk away from a venue that isn't completely right for your event.

"For example, if you know you have a head count of between 70 and 150, and the venue you love has a maximum capacity of 100,

you've got to move on," he said. "Even if you don't have your final head count yet, find a venue that can accommodate your maximum. It's not worth the hassle of staying with the venue you love when it doesn't actually serve your needs."

Other top items to consider when reviewing an event site include technology requirements, special dietary requests, accessibility, accommodations, parking, public transportation and, of course, location. All of these will affect the success of your event in different ways, and so are equally important to include in your initial conversations with each venue you're considering.

Questions aside, the most important thing to ensure a successful event is open communication between you and the venue's event coordinator.

"It is important for the facility to know your expectations," said DeWitt. "They are an extension of your team, and will certainly have a list of questions to ask you, too. So it's important that you share your vision and have that open dialogue early on in the process so they can help make that vision a reality."

For Fruitman, if it's not written, it's not said.

"Make sure you write down, in an email, everything you discuss in person. This will help you and your venue coordinator stay on the same page and manage expectations accordingly."

## DEAL OR NO DEAL

Budget is often the first priority when it comes to event planning and booking a venue. Getting the most value out of your budget is less about getting a "deal" and more about managing expectations, says Fruitman.

"There are a lot of variables at play when it comes whether a venue will – or is able to – provide any discounts or incentives," he said. "For example, if your event space is a hotel, quite often they will be more accommodating if your guests will be occupying a block of rooms. When in doubt, you can simply ask politely. You'll be surprised at how far this can go."

DeWitt suggests flexibility when keeping a closer than normal eye on budget.

"Every facility has times during the year that are traditionally slower," she said. "If budget is a concern and you have some flexibility in your booking, let them know that price is number one and date is number two in terms of priority. They may be able to suggest ways to cut costs."

When you are at the stage of comparison shopping, it's important to remember what each price quote includes. Some venues will appear to have a low rate but then charge extra for the amenities you require, such as food services, technology support or meeting room availability and set-up. Other venues provide all-inclusive rates with everything you require built into the price. Alternatively, you can request that the venue provide a quote that includes all the services you need. If the quote you receive is too hard on your budget, you might be able to secure outside vendors, such as your own catering or AV equipment. You must, however, confirm with your venue that outside vendors are allowed.

With a clear vision, a solid grasp on needs and expectations and an abundance of communication, executing a fantastic event at a venue that fits every one of your needs is definitely possible. ■

## QUESTIONS TO ASK

Make sure you have these questions on your list when booking your next event site:

1. What is your experience with special food requests, and how do you handle them?
2. What is included in the per-person rate, and what is extra?
3. Is the rate based on single or double occupancy?
4. What's your bandwidth and WiFi structure?
5. Do you allow outside vendors, such as catering or technology support?
6. Is there a shuttle available for transportation to and from the airport?
7. Can you refer me to someone who offers [your required service that the venue does not provide]?

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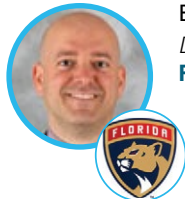
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# The Job-hopping Phenomenon

## HOW HR CAN HARNESS THE POWER OF A TRANSITORY WORKFORCE

By Greg Karr

The average employee tenure across industries is slightly longer than four years, but among certain high-demand job profiles, that timeframe drops to approximately 18 to 36 months. While this was once a sign of an unstable employee and had detrimental career implications, today, it's the new norm. How should companies respond to this job-hopping phenomenon? What are the implications and what needs to change in order to harness the power of a transitory workforce?

Talent is investing only 1.5 to three years at your company before moving on. Why are they moving on? In most cases, they are offered more enticing opportunities, better pay and a chance for a better work-life fit. The idea of leaving to get a raise has morphed into a focus in improving your income, job responsibilities and overall career trajectory. People don't climb the ladder in the same company anymore; they use multiple companies to build their career momentum.

### WHAT'S DRIVING THIS CHANGE?

A few major factors have driven this change. One, the speed of company evolution has increased exponentially. Consider Square, Zynga and Pinterest – they all achieved a level of revenue of more than \$1 billion in 2.5 to three years. With such high stakes, recruiting the best talent becomes a hyper-competitive business function where incredibly aggressive tactics are used to attract top talent. Candidates will naturally listen to enticing offers.

This quickening of the business cycle has also sped up employees' expectations related to how long they should stay at a job and maximize their potential. What used to take years now can take months in many companies. This has led to a supply and demand imbalance, where many companies are competing aggressively for fewer qualified candidates.

There has also been a shift in workforce psychology. Technology has trained us to have much shorter attention spans as well as an almost addictive expectation for continual change. Global job opportunities are as close as our smartphones, and there is an overall change in how people assign meaning to the concept of work. It



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**LOSING TALENT  
REPETITIVELY COSTS  
MONEY. IT ALSO DISRUPTS  
KNOWLEDGE CAPITAL  
WITHIN COMPANIES. BUT  
THERE ARE UPSIDES.**

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used to be that people were loyal to an employer and generally felt their employment was a lifelong commitment. Today's talent is loyal to their sense of self and to the power to actively build the lives they want.

These changes can feel intimidating to companies. Losing talent repetitively costs money. It also disrupts knowledge capital within companies. But there are upsides. The rate of innovation demands fresh insight, and the continual influx of new people serves this well. Joining and leaving teams repetitively creates

agile people who are good at adapting to new situations and contributing their expertise.

### HOW CAN COMPANIES LEVERAGE THIS?

First, accept that this is the new norm and it's here to stay. Take a hard look at how this impacts your business. Then evaluate where your current HR mindset and processes support or detract your ability to attract and retain the talent you need. Your employee value proposition may need to be overhauled.

Figure out what you have to sell a candidate that matters to them right now. For many, this could come down to better pay and more flexibility. Once you've achieved a value proposition that talent will notice, look at how you can create ways to keep that momentum going. If you have talent that you don't want to lose in three years (or less), how can you reshape what you offer so that you can compete with "the next best thing"?

It's also critical not to undervalue the strength of relationships. People may leave jobs for more money and better opportunities, but they stay because they love their boss and their teammates. Pay close attention to the quality and personalities of the managers in your company.

From a procedural recruiting standpoint, move quickly and aggressively to secure talent. Top candidates are in demand, coming on and off the market quickly, almost always receiving multiple offers. If you waste time in your hiring process, you will lose them. In a competitive market, the quality of the opportunity and fit are very important, but no matter how fantastic your offer, you can't play hard to get. Sell your opportunity and ability to give candidates what matters to them. Make this about how you have what they need to build this next chapter in their career story. If you do that, you'll keep a continual flow of top talent that will power your company to high performance in a competitive market.

By defining and selling a winning employee value proposition, working hard to build an outstanding culture and building an efficient and aggressive recruiting process, you will attract and retain top talent, even in a fluid and highly competitive environment. ■

*Greg Karr is a recruiting expert and EVP at Seven Step RPO.*

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# Keep It to Yourself

## HR LEADERS PLAY A KEY ROLE IN ENSURING EMPLOYEES UNDERSTAND THE RISKS AROUND CONFIDENTIAL DATA

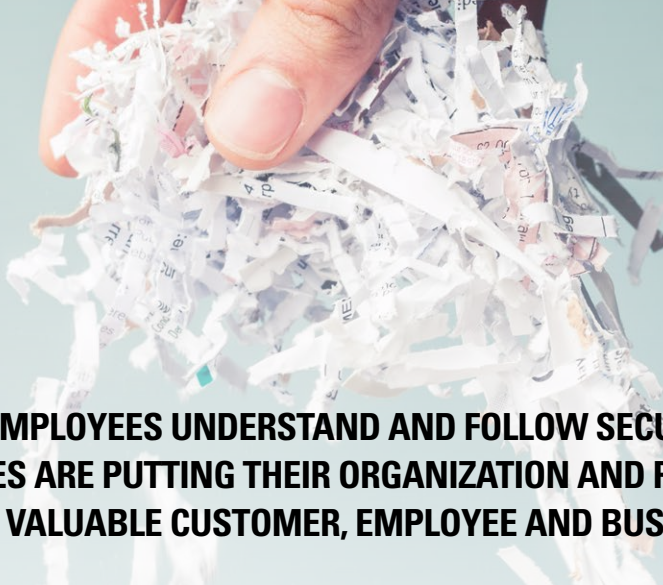
By Andrew Lenardon

**N**ew research confirms what many business and HR leaders have been thinking for some time – that despite the fact that human error is considered among the greatest risks to information security, very few organizations are implementing training programs and establishing protocols to help employees recognize these risks.

According to the 2016 Shred-it Security Tracker Survey, 41 per cent of Canadian large business C-suite executives and nearly half (47 per cent) of small business owners (SBOs) recognize that human error and lack of employee knowledge concerning information security protocols are the biggest future threats to their company.

However, Canadian businesses are not prioritizing employee training and auditing of company information security procedures and industry legal requirements. According to the study, only 31 per cent of C-suite executives say they train employees more than once a year on their industry's legal compliance requirements. Results are similar on the small business front, with 39 per cent of SBOs reporting they never train employees on legal compliance or company information security procedures and 31 per cent only conduct training on an ad-hoc/as-needed basis.

These findings should be of great concern for Canadian businesses, as they highlight a number of significant security challenges for organizations of any size. With limited training on information security procedures, employees are forced to make the decision as



**BY FAILING TO ENSURE EMPLOYEES UNDERSTAND AND FOLLOW SECURITY POLICIES, CANADIAN BUSINESSES ARE PUTTING THEIR ORGANIZATION AND REPUTATIONS AT RISK BY EXPOSING VALUABLE CUSTOMER, EMPLOYEE AND BUSINESS DATA.**

to what is and what isn't considered confidential. If they make an error in judgement, the organization can unintentionally be exposed to serious information security issues and the potential for fraud. HR professionals in both large and small businesses play a key role in helping to mitigate this risk. Development and adoption of strategies and training to help employees understand their roles and responsibilities for data management are some of the ways HR professionals can reduce this risk.

HR leaders should also consider training as an ongoing approach to keep risks top-of-mind among employees and ensure the information security policies and procedures are being followed. However, the research shows that there is certainly room for improvement when it comes to ensuring all employees follow procedures. For example, approximately half of C-suite executives and less than half (43 per cent) of SBOs have a protocol for storing and disposing of confidential paper data that is strictly adhered to by all employees, and 61 per cent of C-suite executives and only 40 per cent of SBOs have a protocol addressing electronic devices that is strictly adhered to by all employees.

By failing to ensure employees understand and follow security policies, Canadian businesses are putting their organization and reputations at risk by exposing valuable customer, employee and business data. Regular training and auditing not only mitigates the risk of data breaches caused by human error or lack of knowledge of security practices, but also serves as a helpful reminder to employees to follow policies.

HR professionals should not be discouraged from getting started. While training and auditing are critical components of every information security plan and are vital in reducing data breaches,

there are many easy-to-implement best practices HR professionals can begin using today. HR professionals in large or small businesses should consider the following three key strategies to help reduce the risk of data breaches caused by human error:

- **Shred-it-all policy:** Shred-it-all policies require all paper documents be shredded before being recycled or disposed. The shred-it-all policy removes any uncertainty around whether documents are confidential and require shredding. This simple step is one of the easiest ways to avoid human error, including mishandling of confidential documents and files. In addition, all shredded paper is recycled, adding an environmental benefit to a security solution for businesses. Overall, it leaves little to be decided around the type of information that should, and should not be deposited in recycling bins and waste paper baskets.
- **Clean desk policy:** Unattended workstations pose a risk, as loose paperwork and a messy desk are easy targets for information theft. A clean desk policy encourages employees to clear their desks and lock documents in a filing cabinet or storage unit when they step away from their workstation for an extended period and at the end of each workday. This includes documents, files, notes, business cards and removable digital media like memory sticks.
- **Destroying hardware:** Canadian C-suite executives and SBOs surveyed dispose of electronic confidential data by wiping and degaussing hard-drives in-house. Unfortunately, this method does not ensure the data stored on the hard drive is inaccessible and employees can be accidentally exposing confidential information when old hard-drives are sent to be recycled, reused or resold. Organizations must require obsolete hard drives to be physically destroyed before disposal, as it's the only way to safeguard the confidential information found on them.

HR leaders have an important role to play to ensure that information security training for employees is high on management's agenda. When all employees understand how to better manage and identify information security risks, businesses do a better job in protecting their customers, their reputation and their people. Implementing training and education for employees will help better manage the flow of workplace documents and mitigate the risk of human error-related fraud. ■

*Andrew Lenardon is the global director at Shred-it International.*

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# Emotional Safety at Work

## BULLYING AND ITS IMPACT ON EMPLOYEE ENGAGEMENT

By Caroline Cole Power

**W**hat are the telltale signs of workplace bullying? Examples include behaviours such as spreading rumours, undermining or understating accomplishments, inappropriately taking credit for work, setting people up to fail and directly or indirectly ridiculing colleagues, to name a few.

The International Labour Organization indicated in 1999 that one of the most serious problems facing companies in the new millennium is workplace violence. The gravity of this issue and the damaging role that bullying plays is underlined by a 2011 Canadian Safety Council report, which states that within the spectrum of workplace violence, the subset of bullying is four times more common than sexual harassment or workplace discrimination.

Effective June 15, 2010, through the passage of Bill 168, the Occupational Health and Safety Act mandates that workplaces in Ontario are required to have the necessary policies, programs, measures

and procedures in place to eliminate or appropriately manage matters of workplace harassment or violence.

As a result of this change, employers have to provide workplaces that are safe from all nature of harm for employees. However, while many employers continue to diligently monitor the areas in their workplace that require a physical safety check, some still turn a blind eye to the bully down the hall that berates his colleagues at every turn or the passive aggressive executive who wants to retaliate when she perceives that she has been wronged.

These personality types and others that create undue workplace stress need to be pulled into check as diligently and with as much effort as that which employers place on physical safety, because their behaviour is violent – not necessarily physically, but emotionally. The legislation is meant to protect employees from emotional trauma as much as it is meant to protect employees from physical harm.

With the focus of many employers more concentrated on physical safety, employees may be afforded little protection for their emotional wellbeing with the result being – among other things – employee disengagement, which erodes productivity.

### ADDRESSING THE PROBLEM

What can be done to reduce workplace bullying? A good starting point is to provide anti-bullying training and make it a requirement for employees at all levels. Another important step is to establish a process for employees who experience bullying to anonymously provide information to the company, because some employees may not be comfortable reporting a bully, particularly if that person is more senior in the organization. Implementing and nurturing a culture of respect in the organization solidifies the context in which anti-bullying interventions can flourish. ■

*Caroline Cole Power is president of Canadian HR Solutions.*



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# HR CAREER PATHS:



## Danielle Samuels, RCIC

### RELOCATION AND IMMIGRATION

By Kristy Rydz

**R**aised in East Vancouver by a family who immigrated to Canada from the U.K. and South Africa in the 1960s, it makes perfect sense that Danielle Samuels is now helping new faculty from all around the globe find their way to the University of British Columbia (UBC).

“I grew up with people from everywhere and that was fantastic because it really drove me later on in life to go explore the world and understand that there’s not one perspective when it comes to life. I’ve taken that into my professional life and that’s something I look at constantly,” said Samuels, the manager of work life and relocation for UBC.

“There’s not one perspective or paradigm, and you have to look at HR that way, too, because you’re dealing with people,” she said. “For me, it’s looking at how [people] view the world, and how I

can help with anything when it comes to that. We’re all fantastically different, and that’s a wonderful thing.”

In her early 20s, armed with a bachelor’s degree in political science and government, she volunteered in Africa and worked in Europe, aspiring to a career in international development.

Opportunity eventually brought her back home to work as the HR manager for the TED Talks production team in Vancouver, as well as helping to support staff at a local pulp and paper company. But in 2014, a week after completing her certification as a regulated Canadian immigration consultant to better understand the complexities of global recruiting for skilled workers for her then-job at the mill, Samuels accepted her current position with UBC, which consistently ranks among the 40 best universities in the world.

Artimages/Shutterstock.com

# career paths

Nearly two years in, she told *HR Professional* how her love of immigration law and ability to make anyone feel comfortable are helping her excel.

## In your current position, what are your main areas of responsibility?

**Danielle Samuels:** For new recruits coming to UBC, I help them manage the entire transition from when they are here for their first interview all the way through their first year and that off-boarding period. We don't just deal with faculty members – we also help their families by offering spousal support and programs for their children because the best success for a faculty member when relocating to Vancouver is that their family can integrate smoothly. If they don't have to worry about their family, they are really able to concentrate on work and striving for excellence in what they do here. Really, we focus on helping in any way to transition their life to Vancouver and have it be complete.

Another part of that transition is their immigration. I can help them, if it's required, with information for their work permit or visas that they need and all the way through to permanent residency once they're here. Once we have a great faculty member, we want to keep them and permanent residency is one way we can help do that.

## What does a typical day at work for you look like?

**DS:** We have a rotating clientele, which makes every day a little different. I can be working with a client on relocation issues, or putting on seminars and workshops with other people in HR on immigration and administration at the university, or I can be running events so that faculty and their family members can meet each other. I can also be working on sensitive immigration issues for staff or faculty on campus. It really runs the gamut.

## What do you love about your job?

**DS:** The variety. You're never bored. I get to talk to groups of people about immigration and I'm a little bit of an immigration nerd, so I love to answer questions and dig deep into it. I really enjoy meeting new faculty members from all over the world. I mean,

we're talking about people who are working in physics or opera or theatre or economics or business, and the things they do amaze me. It really inspires me to be even better at what I do because they're out there learning about and changing the world. While I might not be on the world stage like some of them, I definitely can help to advance UBC.

## What are some of the challenges you experience on a day-to-day basis?

**DS:** Changes in Canadian immigration law. Anyone who deals with it knows that it's always a challenge. But we all get together and step back to look at the bigger picture of the implications for our institution and then think about how this impacts the one client I might be working with.

For relocation, the challenge is working with people from all over the world and being able to adapt to each one of their needs. It's challenging but interesting because the way you help someone with a family of six from Finland is different than how you help a bachelor from California. In the end, they all want the same things – they want a home and a fulfilling and successful career.

## What skills do you possess that make you a great fit for your position?

**DS:** I'm inquisitive and I really want to understand the nitty-gritty of the laws and policy that I'm dealing with. I'm outgoing – I think that's really important. A lot of the people that you meet with don't necessarily want to take that first step to introduce themselves. You have to take that step out of their hands and go up and make them feel comfortable and welcomed.

## What are your ultimate career goals?

**DS:** In my career, I've followed where the opportunities have led me, predominately down the HR path but even within the immigration specialization. Educating yourself and saying yes to opportunities is very important, whether that is maybe one day consulting, maybe working with other institutions or staying on with UBC for the next 25 years – I don't know. All of those would be awesome but I've always just been open with my career path. ■





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## MEET THE HR INFLUENCERS:



# Anne Marie Malleau, CHRE

## LEADING THE PACK

By Kristy Rydz

If you want to work for Anne Marie Malleau, you have to howl – literally.

“We have daily stand-up meetings and at the end of each one with all departments and in the lobby with senior managers, we’re howling,” said Malleau, the HR director for Great Wolf Lodge Niagara Falls, the only Canadian location of North America’s largest family indoor water park resort chain.

“We feel that howling together makes us all feel part of the pack,” she said. “It’s important to be ‘on stage’ and deliver our best guest experience in our setting. It gets the families involved with this action. If we howl and have fun, so will they.”

And it’s been working. With around 500,000 visitors – or 122,000 families – making Great Wolf Lodge a part of their lives in 2015, the HR community has noticed.

Malleau was the winner of the CHRE category in the Human Resources Professionals Association (HRPA)’s

2016 Designation Excellence Awards while the lodge took home the 2015 Canadian Human Resources Best Employee Engagement Strategy Award.

Before carving out this distinct workplace culture, she put her business administration degree in management and services to work as manager of personnel for the riverfront then-Holiday Inn in her hometown of Sault Ste. Marie, Ont., where she initially manned the front desk.

“I worked in guest services and then I worked in sales, but I always watched what our personnel manager did at the time and thought, ‘I want to do that,’ because I always seemed to want to organize, fix, help,” said Malleau.

As part of the opening team at Great Wolf Lodge and leading their employees, or “pack members,” with the idea of thinking in terms of “we” rather than “me” for nearly 11 years, she shared why she carries that theme through every part of her job.

### What are your main areas of responsibility in your current job?

**Anne Marie Malleau:** I oversee a team of five and within our role we have recruiting, payroll, benefits, employee relations, training and development, health and safety and pack member engagement, as well as being part of the leadership team to ensure that our yearly goals within the lodge are met. I oversee all aspects of the function but yearly there’s a goal that I work with that’s team-driven.

We work on what we call “wildly important goals.” We always work on team, guest and financial goals, with team goals always coming first. My boss, our general manager, and I work together yearly to create what we feel, as far as the stream of human resources, is our most important goal. In 2015, recruitment and engagement were our wildly important goals, so what do we do to focus on that? It’s that strategic thinking critical partnership; it’s effective

## In a Nutshell

**First job:** Working at the front desk at the Holiday Inn in Sault Ste. Marie, Ont.

**Childhood ambition:** A teacher

**Best boss and why:** My current boss, Keith Simmonds, our vice-president and general manager, and Perry Miele, my general manager at the Holiday Inn. I think it's because they both set clear expectations for me and they both have a high level of integrity. With both, I feel recognized and appreciated. I always feel a sense of inclusion and that's really important to me.

**Current source of inspiration:** Personally, my mom. Right now, she's struggling with an illness and she's 83 years old. She is dealing with it with so much grace and strength. She amazes me. Professionally, watching our pack members use the lodge as a launching pad or making their careers here. With either option, being able to watch the growth that happens followed by the excitement and celebration we have when they are successful.

**Best piece of advice ever received:** Put your family first and everything else will fall into place.

**Favourite music:** Country, even before it was cool.

**Last book read:** *Weology: How Everyone Wins When We Comes Before Me* by Peter Aceto. It's a fast and awesome read. I got it and I had all the directors read it. They loved it.



**“DON'T BE THAT HALF CIRCLE – IF YOU SAY YOU'RE GOING TO DO SOMETHING, CLOSE THAT CIRCLE. BE HONEST, CHALLENGE YOURSELF AND DON'T BE AFRAID TO MAKE MISTAKES. AND DO NOT BE AFRAID TO ASK QUESTIONS.”**

– ANNE MARIE MALLEAU

communication and it's how to get 700 people on the same page about what we're looking for.

### What do you love about your job?

**AMM:** I love the fact that I get to work in an environment where people come for a vacation, so I come to a very happy place. Outside of our offices, it's really important that we have that “on stage” persona all the time because our guests are happy and we want to keep them happy. So, if you smile, that smile gets transferred. We're all trying to get the end result of making sure we are creating family traditions for our guests, one family at a time. We all work towards that one common goal for our guests. And when you have that, it's an amazing place to come to work.

### What are the challenges you experience in your job?

**AMM:** Having people who really want to work here because they hear that it's a lot of fun. Then, they come to work and we ask them to howl. Some people have a very difficult time doing that and the challenge is getting people to come out of their shell, realizing it's okay. And then realizing that if they can't do it, maybe it just isn't the right fit for them. You may be really good but maybe just not in this environment.

Also, because we're a waterpark, safety is our number one focus. [We have to find] the lifeguards, [train] them to the standards that we need and [make sure] that they are consistently at an excellent level for safety.

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

**AMM:** Communication. If you don't have communication, it's like that old game of telephone. If you're not getting proper information out, you won't be successful.

### What skills are important for success in HR?

**AMM:** You've got to understand what the business wants and what the business needs. You have to be at the table and involved in that strategic thinking process. You have to be a leader of change and the person who is successfully communicating. You have to have credibility. Be ethical. Your integrity needs to be second to none.

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

**AMM:** I take in co-op students from Niagara College and hire grads because I love being the launching pad for them. Here's what I tell them: do what you say you're going to do. Finish what you start. Don't be that half circle – if you say you're going to do something, close that circle. Be honest, challenge yourself and don't be afraid to make mistakes. And do not be afraid to ask questions.

### The HR field has been evolving. What changes excite you the most?

**AMM:** I like the fact that HR is not just a paper pusher anymore. We're really involved in the strategic aspect of the business. Technology in HR, to me, is very exciting. I'm old school but I love technology and I'm excited about how easy it makes our jobs. It's shrinking our world and yet it's growing it at the same time.

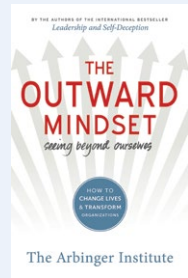
### What's the future of HR?

**AMM:** I see it having a role where it's more about engaging with the people you work with. It's not like, “Oh my gosh, I got called into HR,” back when it was like going to the principal's office. It's not like that anymore. We're partners in making your world successful. I think a lot of companies are choosing to engage, rather than dictate and turning HR professionals into partners. I see it in health care, education and the service industry when I speak to my counterparts in our HR association. ■



# OFF THE SHELF

By Alyson Nyiri, CHRL



## THE OUTWARD MINDSET: SEEING BEYOND OURSELVES

By The Arbing Institute  
Berrett-Koehler, 2016

In the preface of *The Outward Mindset*, we are asked to think of three people we like most, two who've had a positive influence on us, our best boss, someone who inspires us to do our best, three favourite coworkers and an acquaintance we respect. The point of this exercise? The people we choose have this in common: *you feel seen by them*. The Arbing Institute believes that an other-inclusive mindset (rather than a self-focused, inward mindset) will help guide us in building more innovative and collaborative teams and organizations.

### Point of interest:

Once a leader – or anyone, for that matter – outlines a purpose, they step away and allow others to exercise their human agency and initiative. *The Outward Mindset* offers tips on how to develop performance evaluation and management systems to match an outward mindset.



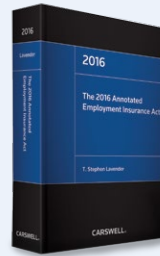
## THE OSTRICH EFFECT: SOLVING DESTRUCTIVE PATTERNS AT WORK

By William Kahn  
Routledge, 2016

Dysfunction in the workplace can take years to develop, arriving with stealth and embedding itself into much of the organization's programs, people and divisions. In *The Ostrich Effect*, Kahn surfaces how dysfunction occurs, using detailed examples in each chapter to illustrate the process and demonstrate the fix. Kahn explores his view of human behaviour, which he calls the "Ostrich Effect" – when individuals are not simply the source of troubling issues, but are signals of disturbances in relationships, groups and organizations. Kahn offers an absorbing look at how organizations, large and small, can halt the damage and begin to reverse its effects.

### Point of interest:

Leaders must frame and tell stories with meanings that employees find compelling enough to engage them in moving forward in their collective work.



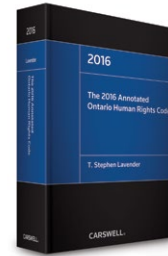
## THE 2016 ANNOTATED EMPLOYMENT INSURANCE ACT

By T. Stephen Lavender  
Carswell, 2015

Reviewing the *Employment Insurance Act* is a tall order, and so having an annotated version lessens the burden. Lavender organizes the volume into EI Act, EI Regulations, EI Fishing Regulations, Insurable Earnings and Collection of Premium Regulations, Reconsideration Request Regulations, SIN Regulations and Appendix (A, B, and C). The legislation is current as of August 2015 and all relevant Federal Court of Appeal decisions are updated to June 2015. Having the annotated version can offer quicker access to qualifying for regular or special benefits, such as compassionate care, and how to calculate premiums for employers.

### Point of interest:

Madame Justice L'Heureux-Dubé of the Supreme Court of Canada said this about the *Act*: "The least that can be said is that the *Act* is not a model of clarity and, consequently, its interpretation is not an easy task." As with any *Act*, interpreting it accurately is essential.



## THE 2016 ANNOTATED ONTARIO HUMAN RIGHTS CODE

By T. Stephen Lavender  
Carswell, 2015

Getting it right when faced with a *Human Rights Code* violation is critical. While legal counsel will be involved, having access to an annotated version of the *Code* can help ensure that your policies and procedures meet the standards and that you have an understanding of the application and adjudication procedure of the Ontario Human Rights Tribunal. In response to the passing of Bill 107, the Ontario Human Rights Commission rewrote their policies and on June 30, 2009 the direct access system for alleged violations of the *Human Rights Code* came fully into force. The new Human Rights Tribunal is developing substantive and procedural jurisprudence and this volume contains most of the decisions made during that first year.

### Point of interest:

The *Code* saw major amendments between 2012 and 2013 that included additions such as "gender identity and gender expression," "sexual orientation," "harassment in employment" and "sexual harassment." The legislation in this edition is current as of October 2015. ■

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# Why We Want to Hire Difficult People

## DISSENTING OPINIONS MAY BE CRUCIAL FOR SURVIVAL

By Evert Akkerman

**T**his is an interesting comment about German general Heinz Guderian by one of his fellow officers: “Guderian was always in conflict with everybody else. He was very hard to get along with, and it’s a tribute to the German Army, as well as to Guderian’s own remarkable abilities, that he was able to rise as high as he did.”

There exists the notion of “difficult” employees, who we assume need to be “dealt with,” rather than benefitted from. However, what if the difficulty is in the eye of the beholder? A difficult employee may just be someone with a dissenting opinion. Independent thinkers shouldn’t always be viewed as a pest to their managers.

Tough questions may be difficult and people with an opinion can be opinionated, but even if you’re the only person with a different point of view, that doesn’t mean you’re wrong – it may simply be an inconvenient truth. While it’s usually easier to leave things the way they are, an unconventional idea can benefit the entire company.

Creating room for dissenting opinions may be crucial for survival. U.S. President

Franklin Roosevelt was known to listen to an advisor and then call in another advisor with an opposing view, at which point Roosevelt would sit back and watch them go at it. John F. Kennedy said, “I can’t afford to have just one set of advisors.” Similarly, companies can’t afford to have a CEO surrounded by cheerleaders and court jesters.

Avoiding conflict at all costs is no way to manage risk. Organizations can institutionalize dissent by encouraging debate and accepting disagreement as part of the decision-making process. This way, employees know that having an opposing opinion doesn’t mean they’re negative or a poor fit.

We can contribute to a winning culture if we identify competent people who may

not fit the mold, and make a conscious effort to bring them up through the ranks. A simple first step is to record the courage to disagree on performance reviews, by listing examples of where an employee suggested an approach that differed from mainstream thinking.

HR has a key role in building a record of who has the courage to be a lone voice in the woods, versus those who keep their heads down and hope for the best. A tendency to fly below the radar may be an excellent reason for not promoting someone to a position of greater responsibility, where challenging the status quo is even more important. ■

*Evert Akkerman is founder of XNL HR.*

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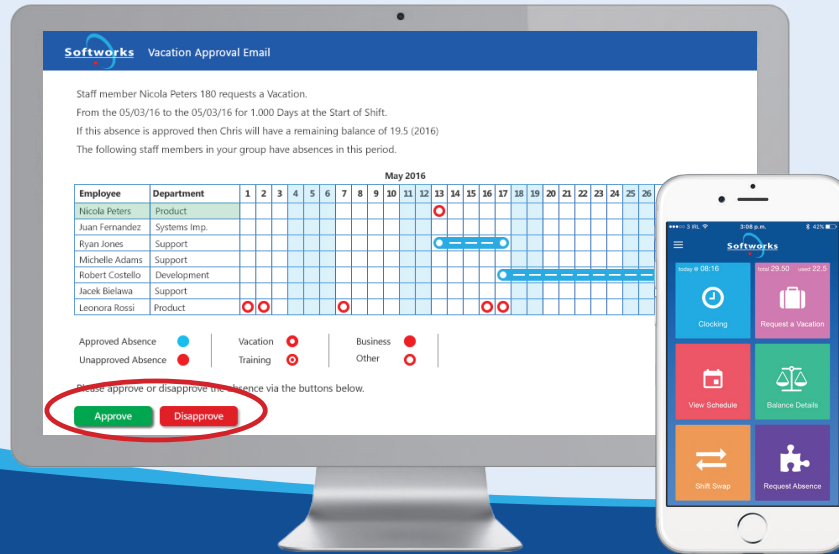
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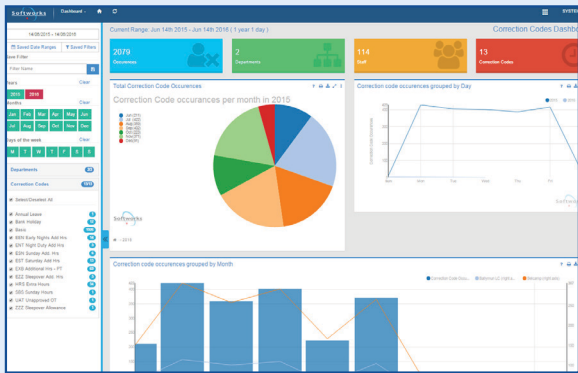
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# A Snapshot of the features & functions within our award winning solutions...



Dashboards

Softwareworks Manager Timesheet Approval

Hi Steve,

Here is the previous weeks Unapproved & Edited timesheets, if these hours are correct, please "Authorize All" alternatively if any adjustments need to be made please "Edit" and then approve the Timesheets for the week.

Regards,  
Superuser

[Login to manage individual actions.](#)

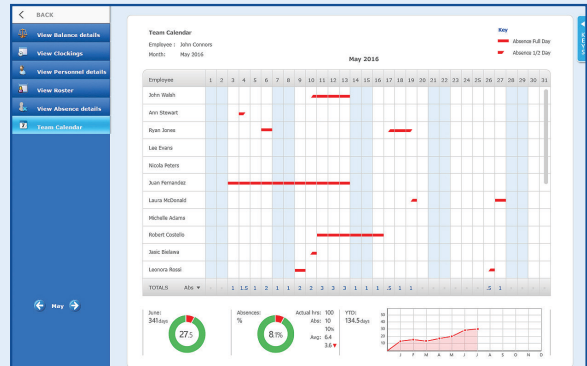
Unapproved Timesheets   Motor Loans   Credit Union					Week 23: 05/01/2016 to 05/07/2016	
Name	Emp. No.	Basic	Overtime	Vacation	Absences	
John Walsh	0135	37.30	2.00	0.00	4.00	
Ann Stewart	0136	40.00	0.00	4.00	0.00	
Ryan Jones	0137	40.00	2.00	0.00	0.00	
Lee Evans	0138	37.30	3.00	0.00	0.00	
Nicola Peters	0139	40.00	2.00	8.00	0.00	
Juan Fernandez	0140	37.30	3.00	0.00	4.00	
Laura MacDonald	0141	37.30	3.00	0.00	0.00	
<b>Totals</b>		<b>270.00</b>	<b>15.00</b>	<b>12.00</b>	<b>8.00</b>	

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Softwareworks Employee Self Service

- My Info
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- Book a vacation
- Enter absence
- Business absence
- Team Calendar
- Shift Swaps
- Payslips

Employee Self Service



Team Calendar

Employee No: 149  
Firstname: Michalla  
Surname: Fitzgerald  
Department: Phoenix

On Absence Reports:   
Clocking:

Personnel | Employment | Payroll | Other Information | Time & Attendance | Access Control

Comments | Organisation | Payments | Staff Interest | Car Details | Assesst | Absence Review

Staff Support | Development | Medical Matters | Monitor

Gender: F  
Date of Birth: 07/04/68  
Address: \_\_\_\_\_  
UserText2: \_\_\_\_\_

HR module including eForms

Employee Status Panel

Filter Time	Time Name	No.	Phone	Status	Time Name	No.	Phone
Full Time   1	Adler, Andrew	0314		●	Harris, Paul	1344	
	Carberry, Rose	0309		●	Hurphy, Gary	0062	
	Flannery, Tad	0340		●	Hurphy, Jason	0083	
Flexible Workers   2	Keogh, Brian	0294		●	Keogh, Eric	0294	
	Keogh, Brian	0294		●	Keogh, Eric	0294	
Full Time   6	Keogh, Brian	0294		●	Keogh, Eric	0294	
	Keogh, Brian	0294		●	Keogh, Eric	0294	
	Keogh, Brian	0294		●	Keogh, Eric	0294	
Full Time   2	Keogh, Brian	0294		●	Keogh, Eric	0294	
	Keogh, Brian	0294		●	Keogh, Eric	0294	

Employee Status Panel

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VICTORIA | OCTOBER 24, 25 & 26  
REGINA | OCTOBER 24, 25 & 26  
KELOWNA | OCTOBER 26, 27 & 28  
WINNIPEG | OCTOBER 26, 27 & 28

CALGARY | OCTOBER 26, 27 & 28  
VANCOUVER | NOVEMBER 2, 3 & 4  
EDMONTON | NOVEMBER 2, 3 & 4  
TORONTO | NOVEMBER 2, 3 & 4



## MANAGING EMPLOYEES IN A UNIONIZED ENVIRONMENT



KELOWNA | SEPTEMBER 19, 20 & 21  
SASKATOON | SEPTEMBER 19, 20 & 21  
VICTORIA | SEPTEMBER 21, 22 & 23  
PRINCE GEORGE | SEPTEMBER 21, 22 & 23

THUNDER BAY | SEPTEMBER 26, 27 & 28  
CALGARY | SEPTEMBER 26, 27 & 28  
OTTAWA | SEPTEMBER 28, 29 & 30  
REGINA | SEPTEMBER 28, 29 & 30

TORONTO | OCTOBER 3, 4 & 5  
WINNIPEG | OCTOBER 3, 4 & 5  
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**Kelowna General Hospital**



PROGRAM CITY	DATES	LOCATION (SUBJECT TO CHANGE)
PRINCE GEORGE	OCT 3, 4 & 5	PRINCE GEORGE CIVIC CENTRE
SASKATOON	OCT 17, 18 & 19	RADISSON HOTEL SASKATOON
OTTAWA	OCT 19, 20 & 21	OTTAWA MARRIOTT HOTEL
THUNDER BAY	OCT 19, 20 & 21	VICTORIA INN & CONVENTION
REGINA	OCT 24, 25 & 26	DELTA REGINA
VICTORIA	OCT 24, 25 & 26	HOTEL GRAND PACIFIC
KELOWNA	OCT 26, 27 & 28	DELTA GRAND OKANAGAN RESORT
WINNIPEG	OCT 26, 27 & 28	DELTA WINNIPEG HOTEL
CALGARY	OCT 26, 27 & 28	INTERNATIONAL HOTEL CALGARY
VANCOUVER	NOV 2, 3 & 4	METROPOLITAN HOTEL VANCOUVER
EDMONTON	NOV 2, 3 & 4	RADISSON EDMONTON SOUTH
TORONTO	NOV 2, 3 & 4	COURTYARD MARRIOTT DOWNTOWN

Where do you learn the right skills and how do you put them into practice? Organizations promote employees with good intentions, but some fail to consider a more vital attribute – their ability to manage people. As you climb the corporate ladder, your role becomes less technical in nature and increasingly more managerial. This explains why great employees can sometimes turn out to be poor supervisors.

A good manager inspires their team to achieve organizational goals, maintains a positive organizational culture, and motivates employees when necessary. Do you have the right skills and knowledge to achieve all this?

This program will teach you practical tools, techniques, and concepts which help you become a better manager of people. You will learn how to motivate your team, set expectations, make tough decisions, and build a positive team culture. Let us show you the way!

## Who Should Attend

- Front Line Supervisors
- Middle Management
- Direct Management
- Team Leaders
- Project Leaders
- Human Resources Specialists
- Anyone aspiring to the above positions

## What you should expect

**Small interactive hands-on programs**

**Experienced program presenters with an average of 25 years experience in their field**

**Group activities, open discussions, and case studies**

**Practical content and information that you can use in your everyday work environment**



## Learning Objectives

- ✓ Building a managerial tool box
- ✓ Understanding and applying motivational theory
- ✓ Developing a decision-making model
- ✓ Dealing with poor performance
- ✓ Coaching employees for success
- ✓ Handling common management dilemmas
- ✓ Using progressive discipline when all else fails



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# THREE DAY PROGRAM CONTENT

## CRITICAL DECISION MAKING SKILLS & DELEGATION

- Using decision-making models
  - knowing who, when and what to delegate
- Asking the right questions
- Analysis and piloting – keys to success
- Managing risk successfully
- The delegation model
- Creating critical check-points
- Learning to let go

## LEADERSHIP & MANAGING YOUR TIME

- Understanding the four quadrants of time
- Organizational saturation
- Time blocks and scope statements
- Developing critical paths
- Identifying key attributes of an effective leader
- Three key components of leadership
- Avoiding common leadership errors

## BUILDING POSITIVE CULTURE

- The 'six-pack' of culture
- Understanding how organizational culture develops
- Avoiding destructive sub-cultures
- Initiating team traditions
- Building common norms and practices
- Guarding your culture – your shield
- Strategies leaders use to improve culture

## EFFECTIVE COMMUNICATION SKILLS

- What are effective communication strategies?
- The power of role modeling
- The 'Art of Persuasion'
- Short term vs. long term communication strategies
- How you unknowingly contribute to communication failures
- Verbal communication – the lost art
- Fostering two-way communication

## USING PROGRESSIVE DISCIPLINE AS A MANAGEMENT TOOL

- Progressive discipline – when all else fails
- Discipline models
- How to develop discipline guidelines
- Three principles of progressive discipline
- The 'dirty dozen' – 12 key considerations of discipline
- Mitigating and aggravating principles

## USING THE DISCIPLINARY PROCESS

- Consistent treatment does not mean identical treatment
- How to write effective disciplinary letters
- Culminating incidents
  - 'the straw that breaks the camel's back'
- What is the standard of proof?
- Considering fairness and natural justice
- Timing of discipline

## DOCUMENTATION & INVESTIGATIONS

- When and what to document
- Formal versus informal conversations—is there a difference?
- Understanding how to use warnings to correct behaviour
- How to properly conduct an investigation
- Confidentiality does not guarantee anonymity
- The do's and don'ts of disciplinary meetings

## SETTING EXPECTATIONS

- Constructing reasonable expectations
- Communicating and building consensus
- Setting the rules and guidelines
- Building flexibility while attaining accountability
- Linking individual performance objectives to a greater goal
- Using the power of a 'file of accomplishments'

## MANAGING PERFORMANCE

- Creating a performance plan and developing 'buy-in'
- The primary reasons why employees don't perform
- Why managers fail to recognize performance issues
- Objective and subjective criterion
- How to develop employees to become peer supporters
- How to gauge when performance has improved

## COACHING & MOTIVATING EMPLOYEES

- The motivation formula
- Understanding the motivation stimuli – intrinsic vs. extrinsic
- Leading with the early adopters
- Performance coaching – how it works
- Using coaching sessions to achieve goals
- Dealing with problematic behaviour and insolence
- Building a coaching culture

## USING THE POWER OF TEAM BUILDING

- Team formation and culture
- Setting team goals
- Personality and its impact on a team
- How to foster a sense of belonging
- Utilizing each individual's strengths to complement the team
- Building a team's shared vision

## CASE STUDIES

- Your best employee can be cancerous to your culture
- Motivated employees, but no resources
- Managing those who were once your peers
- When your boss is the problem
- Dealing with poisoned work environments



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PROGRAM MATERIALS PROVIDED



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# MANAGING EMPLOYEES IN A UNIONIZED ENVIRONMENT

*“Awesome program. I appreciated how the presenter involved the attendees to foster discussion and debate of differing perspectives. A lot of information to absorb, very useful.”*

**City of Grande Prairie**



PROGRAM CITY	DATES	LOCATION (SUBJECT TO CHANGE)
KELOWNA	SEPT 19, 20 & 21	DELTA GRAND OKANAGAN RESORT
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VANCOUVER	OCT 17, 18 & 19	METROPOLITAN HOTEL VANCOUVER

Proper training of Management in a unionized environment is essential. There are strict guidelines and protocols to follow. But for many managers, there are more questions than answers.

If a task is not in an employee’s existing job description, do they have the right to refuse completing the task? What can you do when someone is treating sick days as an entitlement, rather than a benefit? What happens when constructive criticism and / or coaching is interpreted as targeted discipline, rather than helpful guidance? It is unfortunate, but some employees think they can use the backing of their union to take advantage of certain privileges.

However, most progressive unions also want better management and better processes with consistency and fairness. Unfortunately, most employers leave it up to the individual to learn by experience.

Our **“Managing Employees in a Unionized Environment”** program will teach you how to succeed and thrive in union based situations. In this program you will not only learn what your rights are, but also how to actively apply them in order to become a more confident, respected, and effective leader.

## Who Should Attend

- Front Line Supervisors
- Middle / Direct Management
- Team / Project Leaders
- Human Resources Specialists
- Union Reps / Officials / Shop Stewards
- Members of the Negotiating Team
- Anyone aspiring to the above positions

## What you should expect



**Small interactive hands-on programs**



**Experienced program presenters with an average of 25 years experience in their field**



**Group activities, open discussions, and case studies**



**Practical content and information that you can use in your everyday work environment**

## Learning Objectives

- ✓ Understanding management rights and obligations
- ✓ Setting the standard of expectations
- ✓ Learning how to enforce rules in a unionized environment
- ✓ Understanding what arbitrators look for in disciplinary issues
- ✓ Managing excessive absenteeism
- ✓ Developing rational policies and procedures for the workplace
- ✓ Building defensibility into your ability to manage a unionized workplace



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# THREE DAY PROGRAM CONTENT

## UNDERSTANDING MANAGEMENT RIGHTS

- Bargained Rights vs. Residual Rights
- Making and enforcing rules
- Setting expectations and performance standards
- Management rights – what rights do you have?
- Employer policies and procedures
- Side deals – limiting your rights
- Conducting past practice audits

## UNIONS AND THEIR ROLE

- Duty of fair representation
- Carriage of collective rights
- The Shop Steward and their role
- Leaves for union business – your rights
- Representation during investigations
- Dispute resolution – the alternative
- Ensuring disciplinary processes are followed

## THE COLLECTIVE AGREEMENT

- Becoming familiar with employment laws
- Intent of collective agreement language
- Learning to read collective agreement language
- What are 'letters of agreement'?
- The use of headings in a collective agreement
- What are mandatory provisions?
- The management rights clause

## BUILDING CULTURE IN A UNIONIZED ENVIRONMENT

- The 'six-pack' of culture
- Defining acceptable norms and practices
- Building positive traditions
- Recognizing positive role models
- Recognizing sub-cultures and cultural skewing
- Positive labour relations
- Disclosure of relevant information
- Building an interest-based dispute resolution model

## WORKPLACE ISSUES

- Dealing with uncooperative employees
- Harassment of other employees
- Setting precedent – do you really want to?
- Consistency in the workplace
- Confronting to resolve
- Using sick days as an entitlement



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## MANAGING PERFORMANCE

- Setting the standard
- Communicating in a unionized environment
- Identifying performance problems
- Coaching and assistance
- Proving poor performance
- Creating a performance-based culture

## MANAGING ABSENTEEISM

- Doctrine of Frustration
- Doctors' notes and Dr. Automatic – what can you do?
- Culpable vs. non-culpable absenteeism
- The do's and don'ts of a good absenteeism program
- Last chance agreements – what should they say?
- Considerations regarding non-culpable absenteeism
- Eliminating 'patterned' absenteeism

## USING PROGRESSIVE DISCIPLINE

- Progressive discipline – when all else fails
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- Understanding how to use warnings to correct behaviour
- How to properly conduct an investigation
- Confidentiality does not guarantee anonymity
- The do's and don'ts of disciplinary meetings

## GRIEVANCE MANAGEMENT

- Writing effective grievance replies
- Understanding grievances and hidden issues
- What the union and management are responsible for
- Seven steps to an effective grievance investigation
- What info must you gain from the investigation process?
- Effectively use 'Step 1' & '2' meetings to your advantage
- What information should and must you disclose?
- 'Without prejudice' – what does it mean?

## CASE STUDIES

- Insubordination and misconduct
- Absenteeism – setting expectations
- Enforcing workplace rules
- Standard of proof – balance of probability
- Breach of trust – the end of the relationship

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- ▶ **Managing Employees in a Unionized Environment**  
March 2017
- ▶ **How to Become a Better Manager of People**  
April 2017

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Whether you require a customized program, or would like the convenience of bringing a facilitator to your organization, at CPMS we can do both. We will design a program curriculum to specifically meet your learning objectives, using scenarios & case studies that are applicable to your industry while tailoring the discussions to meet the education & experience level of the participants. In this setting, participants will gain the added advantage of learning with their peers while discussing situations that they may be currently experiencing.

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# Consulting Services



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## What Our Clients Have Said About Our Programs



"The presenter was extremely engaging, encouraging, humorous, well-spoken, and thoughtful; an obvious fountain of knowledge. Well-presented and I am definitely looking forward to other programs."  
**SGS Canada Inc.**

"Definitely worth the investment to gain the confidence to manage staff more effectively in a unionized environment."  
**Burlington Hydro Electric Inc.**

"Good course... it was beneficial to see both the union and management perspectives."  
**Health Sciences Association of Alberta**

"Every manager or supervisor needs this for their work."  
**Rod McGillivray Memorial Care Home**

"Course content was very helpful. Interaction was great and cases helped to relate theory to the workplace."  
**Hatch Industries Limited**

"Excellent quality; great combination of lecture and group work. The facilitator gave amazing examples through his experiences."  
**Thames Valley District School Board**

This was by far the best course I have ever taken in terms of knowledge gained and practical hands-on training."  
**O'Connor MacLeod Hanna LLP**

"Excellent course. I have attended several training sessions and found this to be the best."  
**SGEU**

"Very clear presentation of concepts. Tools helpful. Stories and past experience really add to the learning. Great Course."  
**MNP LLP**

"Informative, interactive and enjoyable - I will recommend others to attend."  
**BC Ferries**

"This program gave me a very solid knowledge base to address any issues I might have, as well as material to pass on to supervisors and HR."  
**Sleep Country Canada**

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\* See program page for Early Booking Dates for each program

\*\* Save Up to \$1200 by booking 3 + seats by the Early Booking Deadline Date

## Step # 1 - Select Program & City

### Managing Employees in a Unionized Environment

- KELOWNA | SEPT 19, 20 & 21 | DELTA GRAND OKANAGAN RESORT (11310 Water St)
- SASKATOON | SEPT 19, 20 & 21 | RADISSON HOTEL SASKATOON (405 Twentieth St E)
- VICTORIA | SEPT 21, 22 & 23 | HOTEL GRAND PACIFIC (463 Belleville St)
- PRINCE GEORGE | SEPT 21, 22 & 23 | PRINCE GEORGE CIVIC CENTRE (808 Canada Games Way)
- THUNDER BAY | SEPT 26, 27 & 28 | VICTORIA INN & CONVENTION (555 Arthur St. W)
- CALGARY | SEPT 26, 27 & 28 | INTERNATIONAL HOTEL CALGARY (220 4 Ave SW)
- REGINA | SEPT 28, 29 & 30 | DELTA REGINA (1919 Saskatchewan Dr)
- OTTAWA | SEPT 28, 29 & 30 | OTTAWA MARRIOTT HOTEL (100 Kent St)
- WINNIPEG | OCT 3, 4 & 5 | RADISSON HOTEL DOWNTOWN (288 Portage Avenue)
- TORONTO | OCT 3, 4 & 5 | COURTYARD MARRIOTT DOWNTOWN (475 Yonge St)
- EDMONTON | OCT 17, 18 & 19 | RADISSON EDMONTON SOUTH (4440 Gateway Blvd)
- VANCOUVER | OCT 17, 18 & 19 | METROPOLITAN HOTEL (645 Howe St)

### How to Become a Better Manager of People

- PRINCE GEORGE | OCT 3, 4 & 5 | PRINCE GEORGE CIVIC CENTRE (808 Canada Games Way)
- SASKATOON | OCT 17, 18 & 19 | RADISSON HOTEL SASKATOON (405 Twentieth St E)
- OTTAWA | OCT 19, 20 & 21 | OTTAWA MARRIOTT HOTEL (100 Kent St)
- THUNDER BAY | OCT 19, 20 & 21 | VICTORIA INN & CONVENTION (555 Arthur St. W)
- REGINA | OCT 24, 25 & 26 | DELTA REGINA (1919 Saskatchewan Dr)
- VICTORIA | OCT 24, 25 & 26 | HOTEL GRAND PACIFIC (463 Belleville St)
- KELOWNA | OCT 26, 27 & 28 | DELTA GRAND OKANAGAN RESORT (11310 Water St)
- WINNIPEG | OCT 26, 27 & 28 | DELTA WINNIPEG HOTEL (350 St. Mary Avenue)
- CALGARY | OCT 26, 27 & 28 | INTERNATIONAL HOTEL CALGARY (220 4 Ave SW)
- VANCOUVER | NOV 2, 3 & 4 | METROPOLITAN HOTEL (645 Howe St)
- EDMONTON | NOV 2, 3 & 4 | RADISSON EDMONTON SOUTH (4440 Gateway Blvd)
- TORONTO | NOV 2, 3 & 4 | COURTYARD MARRIOTT DOWNTOWN (475 Yonge St)

**Cancellation Policy:** Minimum 15 days prior to the program for reimbursement. A credit note will be issued for all other cancellations. Substitutions can be made at any time. Fees, dates, speakers and venue are subject to change. CPMS' liability is limited to reimbursement of paid program fees.

## Step # 2 - Registrants Info

Organization/Company: \_\_\_\_\_

Address: \_\_\_\_\_

City: \_\_\_\_\_ Postal Code: \_\_\_\_\_

Phone: \_\_\_\_\_ Fax: \_\_\_\_\_

Contact Name: \_\_\_\_\_

Email for Confirmation: \_\_\_\_\_

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Name: \_\_\_\_\_

Position: \_\_\_\_\_

Email: \_\_\_\_\_

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Name: \_\_\_\_\_

Position: \_\_\_\_\_

Email: \_\_\_\_\_

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I prefer to receive my course material as a PDF via e-mail  I prefer my course material as a hard copy in a binder

## Step # 3 - Payment Info

Credit Card

Card Number: \_\_\_\_\_ Expiry: \_\_\_\_/\_\_\_\_

Card Holder: \_\_\_\_\_

Signature: \_\_\_\_\_

Cheque enclosed  Invoice my organization (PO #: \_\_\_\_\_)  
Payable to: CPMS  
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Vancouver, BC V6E 2J3  
GST/HST # 874032162



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