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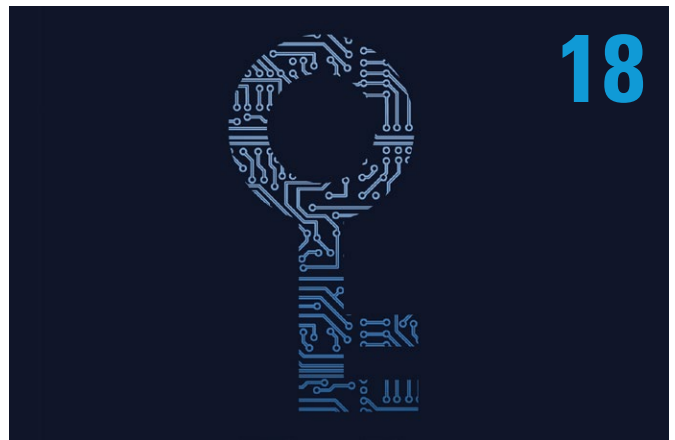


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### IN THIS ISSUE

Establishing a company's privacy policies and protocols is a careful balance between the expectations of the employee and the needs of the employer. They're both necessary in a healthy work environment, and both are supported by law, to a reasonable degree. How an organization treats its employees' information is a reflection of values and culture.

# contributors



## **SHERYL JOHNSON**

Sheryl Johnson is a partner in Fogler Rubinoff's Employment and Labour Law Practice Area. She has over 15 years of experience practicing exclusively employment and labour law. In her practice, Johnson provides strategic advice and perspective on all facets of the employment relationship and labour relations in both provincially and federally regulated industries. This includes recommending and assisting in implementing effective measures to expediently manage and proactively address workplace issues and business interests specifically tailored to her clients' needs, as well as conducting negotiations, wrongful dismissal litigation, enforcement of restrictive covenants and representation before administrative tribunals. In addition, Johnson conducts workplace audits and investigations on behalf of employers and is frequently called upon to provide workplace training. Read Johnson's article about accommodating caregiving requirements, starting on page 15.



## **JASON GELLER**

Jason Geller is the national managing director for human capital consulting at Deloitte Consulting LLP. He is responsible for overall strategy, financial performance and operations, talent recruitment and development and delivery of human capital consulting services across the U.S. He specializes in advising global organizations on the strategy, design and implementation of HR and talent transformations and has helped devise many of Deloitte Consulting LLP's methodologies and tools related to HR transformation, technology, service delivery and outsourcing. Geller believes that 2014 is the year that HR departments need to focus on developing analytical skills to interpret data; read his article, starting on page 31.



## **DAVID LAHEY, MBA**

David Lahey, MBA, is president of Predictive Success Corporation. Predictive Success leverages the Predictive Index (PI) to optimize organizational development. For the past seven years, Predictive Success has partnered with the Human Resources Professionals Association (HRPA) to provide their PI training, a requirement of the HRPA Certified Human Resources Professional (CHRP) program. Predictive Success' program has had a 100 per cent implementation rate and they currently conduct over two million PI surveys each year. Read Lahey's article about using data to acquire new talent as opposed to relying on gut feelings, starting on page 33.



## **MARIE-PIERRE LALANDE**

Marie-Pierre Lalande is the head of human resources for the Montreal hub of Sanofi Canada. She has extensive experience in all aspects of human resources management, acquired over several years within the competitive and fast-paced pharmaceutical and high-tech industries. In particular, she has contributed to the strategic development and implementation of key HR initiatives and information systems during numerous mergers and acquisitions.

Named to her current position in 2014, Lalande provides HR leadership for Sanofi Canada's pharmaceuticals business, its distribution centre and consumer health unit, as well as for the animal health business Merial Canada located in Baie d'Urfé. Read her article about involving employees in organizational change, starting on page 41.

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## HOW PRIVATE IS YOUR WORK LIFE?

**H**ow many digital devices do you use to access and/or store work-related documents or information? I have my iPhone, my laptop computer, plus my computer in my office at work. I'm also guessing that I'm on the lower end of the technological device ownership spectrum; I've witnessed people walking down the street on a lunch hour holding two phones at once and carrying a briefcase with multiple cords hanging out.

The point is this: privacy in the workplace – and more specifically, digital privacy – is a complex system of laws and rules that are constantly changing to keep up with a rapidly evolving space. Organizations need to keep personal information about their employees, but the type of information, how it's stored (and by whom) and who has access to that information are all things that HR professionals need to be wary of. There



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are also issues surrounding to what extent an organization can play “Big Brother” to its employees’ digital habits.

With such a tough-to-navigate legal landscape, we thought it would be relevant to bring you an issue of *HR Professional* that discusses the basics as to what’s allowed and what’s off-limits (and what’s open to interpretation) in terms of workplace privacy. Read our cover feature, researched and written by Melissa Campeau, starting on page 18. If your organization doesn’t have a privacy policy in effect, the article can be a starting point as to what you need to start thinking about.

Over the course of the summer, the Editorial Advisory Board and I have been planning topics to cover in *HR Professional* in 2015. If you have a suggestion as to what you’d like to read about, please feel free to send me an email. This is your magazine, and by providing your feedback, we can ensure that every issue that lands on your desk is exactly what you’d like to see.

Lastly, a note regarding Canada’s Anti-Spam Legislation – it’s been an endless topic of discussion over the last few months, and I hope the road to compliance hasn’t been too bumpy for you or your organization. For those of you who would like to email me about relevant HR news, article ideas and submissions or to send me feedback or questions about *HR Professional* magazine, [HRPAToday.ca](http://HRPAToday.ca) or any of the magazine’s social media accounts, please consider this my express consent that I am interested in hearing from you at any time. ■

Happy reading,



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## tips from the experts

### How can you be assertive without damaging relationships?

The trick is to be soft on the people, hard on the problem. It doesn’t have to be me against you; it can be us against a problem and we can be rigorous in trying to solve the problem. Just because we disagree, it doesn’t mean we have to be disagreeable.

### How can you become more persuasive?

Strangely enough, the most persuasive thing you can do is to be open to be persuaded. It sounds illogical, but when you think about it, it’s not. If you want someone to be open to be persuaded by you, you have to be open to be persuaded by them.

### When someone takes a position and doesn’t budge, what can you do?

Try to change the focus away from positions and on to interests. A position is just a means to an end. An interest is the end. If you can find out what people’s interests are, you can get a better deal than if you just accept their position.

### Alternative Dispute Resolution Workshop dates near you:

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**St. John’s:** October 21-24

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- Gerry Walsh, HR  
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# World Cup HR lessons



By Phil Wilson, CHRP, SHRP

**L**ike many of you, I spent much of July engrossed in the 2014 World Cup in Brazil. It was a fantastic few weeks of brilliant soccer and it was a pleasure to see the world's best compete using styles of play and strategies unique to each nation.

But while I was awed by the athleticism on display, I often found myself watching games through the prism of a human resources practitioner – especially Germany's 1-0 win over Argentina in the final.

HR? Soccer? Let me explain.

## TALENT MANAGEMENT/SUCCESSION/ TRAINING AND DEVELOPMENT

The German powerhouse that humiliated Brazil 7-1 and triumphed over Argentina and Lionel Messi was the product of a 10-year national effort – led by the national soccer association (the Deutscher Fussball Bund) – to remold its talent development system. After dismal showings at both the 2000 and 2004 European Cup, and no international tournament wins since 1996, the nation invested \$1 billion in youth soccer development programs, including elite academies at all Bundesliga clubs, and more than 300 regional programs run by the national association. Promising children are identified and begin training with these programs *as early as age four*.

The result has been a football factory churning out homegrown talent that's quickly restoring the nation's soccer glories. Besides the World Cup win, this year Germany sent numerous teams to both the European Champions League and Europa competitions – most of whom made it far into the knockout rounds. I believe Soccer Canada should take heed of Germany's approach as our current system is struggling to develop world-class talent and teams that can compete on the world stage. The last time Canada played in the World Cup was 1986.

## TEAMWORK

In all aspects of running a business or managing programs, whether it be in the public or private sector domains, my experience is that major achievements are a result of significant teamwork in realizing a vision or mission. Rare is it that an individual effort from a star or the most talented player in the world like Lionel Messi will win the day. Creating a balanced team with a few stars and a great supporting cast who all put in the effort to meet the ultimate goal will spell success.

I coached soccer at all levels in Ontario when my boys were growing up and I can tell you that it was natural for coaching staff

to look to the stars, but I learned that a critical balance must be attained so that the focus on the stars is not at the cost of teamwork. In Germany's case, although they had a few stars, the rest of the team was balanced, skilled and everyone knew their roles, which was pivotal in Germany's success

**ULTIMATELY, IT WAS A LEADERSHIP DECISION – ONE THAT TOOK INTO ACCOUNT THE TALENT MANAGEMENT BY ADDING THE RIGHT PERSON IN THE RIGHT SKILLED POSITION AT THE RIGHT TIME – THAT DECIDED THE WINNER OF THE WORLD CUP.**

## LEADERSHIP AND ALIGNMENT

Germany's coaches created an environment where their players could excel. They created a vision and goals that aligned and focused the team on attaining the ultimate goal of winning the World Cup. The coaches understood the skills and capabilities of all their players and could insert them as appropriate into the lineup so that they could excel and score in critical situations.

With Germany and Argentina deadlocked at zero as the World Cup final ground its way to the extra time midpoint, German coach Joachim Loew sent substitute Mario Götze on to the pitch, telling him, "Show the world you are as good, if not better, than Messi and can decide the World Cup."

Having lost his place as a starter earlier in the tournament, Götze was replacing leading scorer Miroslav Klose, but Loew was confident:

"I always had a good feeling about Götze," he told the *Guardian's* Dominic Fifield.

Ultimately, it was a leadership decision – one that took into account the talent management by adding the right person in the right skilled position at the right time – that decided the winner of the World Cup. Hats off to Germany and the many management and human resources strategies that were utilized for success. ■

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



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# UPFRONT

## “THE TALENT DECADE”: USING DATA TO BUILD BETTER HR SYSTEMS

New Conference Board of Canada research shows that Canadian organizations are heavily investing dollars and energy into their HR functions in the emerging “Talent Decade.” During this time, strategic factors such as demographics, labour markets and productivity are converging to elevate the importance of talent even further. In this dynamic business environment, it is talent management that will create sustainable competitive advantage.

During the Talent Decade, organizations will also need to ensure that their HR function is building effective talent systems and measurement tools that support strategic business decisions and strengthen workforce capacity.

Organizations that effectively exploit knowledge of data and analytics will have the capability to drive better business decisions. However, findings in *Human Resources Trends and Metrics: HR Function Benchmarking, Third Edition* reveal that Canadian organizations are only starting to build this capability, and less than a quarter of Canadian organizations use human capital performance dashboards or scorecards.

“In the emerging Talent Decade, aligned and integrated HR programs, policies and systems that find, develop and deploy the right talent will be the key differentiator between successful organizations and their less successful counterparts. An HR measurement strategy is needed to demonstrate that the HR function is getting this right. A comprehensive HR measurement strategy therefore includes measuring the relationship between HR programs and

service delivery and improved organizational performance,” said Ian Cullwick, vice-president, Leadership and Human Resources Research at The Conference Board of Canada.

## SMEs PREDICT A HIRING SPREE BUT NEED TO PROTECT THEIR CULTURE AND VALUES AS THEY GROW

Employers in small and medium-sized enterprises (SMEs) are nearly five times more likely to employ more people in the next quarter than larger businesses, according to figures from the UK’s Chartered Institute of Personnel and Development (CIPD).

But growth needs to be handled carefully. Other new figures show that having a clear purpose and values is key to the success of SMEs. They guide how work gets done, influence the satisfaction and retention of an organization’s people and ultimately steer a business towards achieving its goals. However, with workforce growth there is a risk that the organization’s purpose and values can become diluted and even disappear over time. Small businesses need to do more to articulate these business fundamentals and maintain them through growth.

More than three quarters of small business decision makers surveyed agree that their business success hinges on them staying true to their vision and values and say that this is something they will need to actively focus on as they grow. However, almost a fifth believe their colleagues would struggle to articulate what their company’s vision and values actually are.





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**TOP TIPS FOR RETAINING YOUR CULTURE, VALUES AND PURPOSE OVER TIME INCLUDE:**

- Look out for subtle signs that your employees are becoming less engaged with your business as you grow. This might manifest itself as employees lacking the passion they once had for the business and being less willing to go the extra mile. However, many SME owners say they just have an instinctive feeling that things are not quite right, which signals the need to re-engage the workforce with the founding purpose and values of the organization.
- Articulate your purpose and values in a way that reflects your founding principles but also in a way that your people can identify with. It is important to communicate your values in words that really mean something to your employees. Use focus groups to get employee feedback and discuss what your values actually mean in practice in terms of attitudes and behaviours.
- Consider how introducing new formal processes and procedures will affect your business culture. Try to avoid introducing processes that get in the way of efficiency and flexibility, like cumbersome forms or lengthy sign-off processes that complicate simple tasks.
- Your values and purpose need to be the golden thread through all your people practices, especially your recruitment processes. When hiring new staff, think beyond technical capabilities and look for people who fit with your culture and whose personal values and ways of working match those of the organization. Cultural fit is something that can't be learned.

“We know that having a clearly articulated purpose and values is vital for business success, and our research among SMEs shows that they wholeheartedly agree,” said Jill Miller, Ph.D., with the CIPD. “However, there is a danger that if these values are not a living part of daily operations, they can become diluted or even disappear as the business changes and the workforce grows.”

The CIPD recently published the report, *Keeping culture, purpose and values at the heart of your SME*. The report can be downloaded by visiting [bit.ly/1hH1cP4](http://bit.ly/1hH1cP4).

Body language can play a big role in a job interview. Employers cited the biggest non-verbal mistakes candidates commonly make:

- Failure to make eye contact
- Bad posture
- Failure to smile
- Fidgeting too much in his/her seat
- Crossing their arms over their chest
- Playing with something on the table
- Handshake that is too weak
- Playing with hair or touching one’s face

- Using too many hand gestures
- Handshake that is too strong

“Employers want to see confidence and genuine interest in the position. The interview is not only an opportunity to showcase your skills, but also to demonstrate that you’re the type of person people will want to work with,” said Rosemary Haefner, vice president of human resources at CareerBuilder. “Going over common interview questions, researching the company and practicing with a friend or family member can help you feel

## EMPLOYERS SHARE MOST MEMORABLE INTERVIEW MISTAKES

Most job seekers know that making a good first impression in a job interview is crucial, but they may not realize how little time they have to do it. A new survey from CareerBuilder.ca finds that nearly half of employers say they know whether a candidate is a good or bad fit for the position within the first five minutes of the interview. By the 15-minute mark, 87 per cent have determined if the job seeker is a good or bad fit. The national survey included a representative sample of 406 hiring managers and human resource professionals across industries and company sizes.

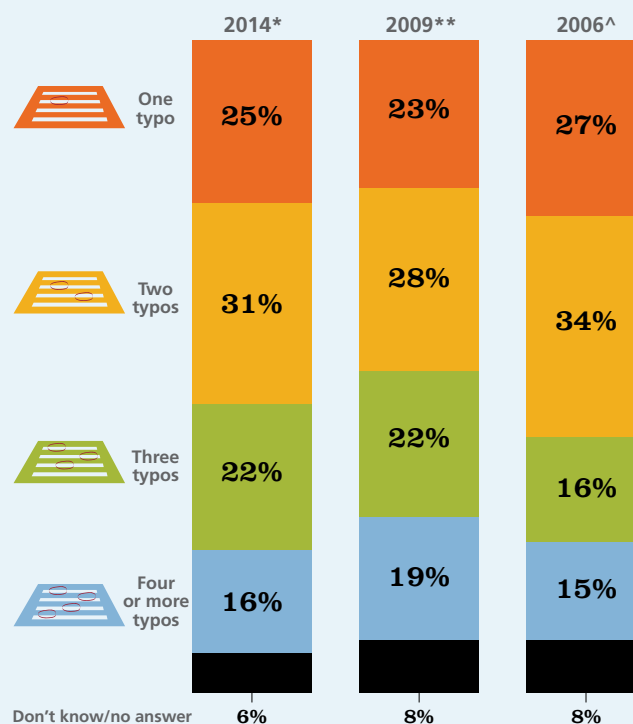
### Common mistakes

The top most detrimental blunders employers frequently see from candidates include:

- Appearing arrogant
- Appearing disinterested
- Appearing uninformed about the company or role
- Answering a cell phone or texting during the interview
- Dressing inappropriately
- Talking negatively about current or previous employers
- Not providing specific examples
- Not asking good questions
- Asking the hiring manager personal questions
- Providing too much personal information

## Resumé Mistakes

How many typos in a resumé does it take for you to decide not to consider a job candidate for a position with your company?



Sources:  
 \*Accountemps survey of more than 300 senior managers in Canada.  
 \*\*Accountemps survey of 100 senior executives in Canada.  
 ^OfficeTeam survey of 100 Canadian senior executives.

Accountemps survey: majority of managers pass on job candidates for one or two resumé mistakes

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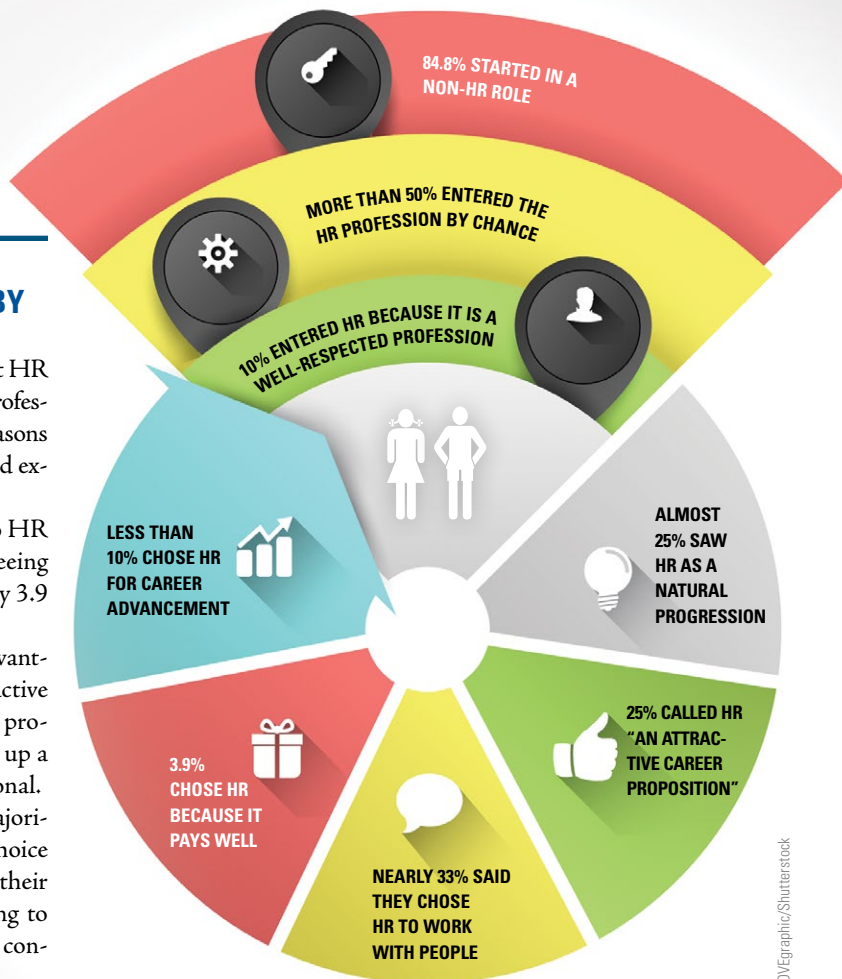
## MANY HR PROFESSIONALS ENTER THE FIELD BY CHANCE

In a new study of the HR profession, XpertHR found that most HR professionals (84.8 per cent) did not begin their careers as HR professionals. And more than half of the respondents felt that their reasons for entering the profession were heavily influenced by chance and external forces rather than an active desire to work in HR.

The survey also found that only one in 10 were attracted to HR because it was a well-respected profession, with fewer still seeing it as offering good opportunities for career advancement. Only 3.9 per cent came into HR because it pays well.

Nearly one in three said they had chosen HR because they wanted to work with people. One in four said it had been an attractive career proposition, and nearly as many saw it as a natural progression from their previous role. A substantial number took up a career in HR after having been mentored by an HR professional.

“Although many entered the profession by chance, the majority of HR professionals surveyed are happy with the career choice they made, believe that HR is valued by senior managers in their organization and have encouraging advice for anyone seeking to enter the profession today,” said Peggy Carter-Ward, head of content at XpertHR.



## CAREER EDGE INTERN WINS BIG CONTRACT, EARNS FULL-TIME JOB

Ronald Jacinto, an electrical designer at Toronto’s Spectra Engineering, found a surefire way to impress the boss: land telecoms giant Rogers as the company’s biggest client.

The former intern won the business – and a full-time job – on the strength of his highly detailed technical drawings for a new Rogers pilot project involving modular telecoms facilities being introduced in North America this year.

“Ronald was instrumental in helping us achieve Rogers’ goals to push out the design as quickly as possible and with the largest amount of detail,” said Joseph Elowe, an electrical engineer and

Spectra principal. “His previous technical experience in design of electrical systems was [paramount] in securing additional work with Rogers to the point where Rogers is now our largest client.”

That previous experience included several years as a deputy electrical manager with Obayashi Corp. in Dubai, UAE, leading a team in the design and coordination work during the construction of the Dubai Metro Project, a 75-km driverless LRT network with 10 underground and 35 overground stations.

However, when he arrived in Canada, he had a hard time landing a job in his field. He took advantage of a Career Edge Organization (CEO) internship program aimed at internationally educated professionals and found himself at Spectra Engineering – an electrical and mechanical engineering firm serving the building and engineering services sectors.

“After the internship, it was a no-brainer to hire Ronald full-time to continue doing this great work,” said Elowe. “Hiring a Career Edge intern was a great way to such tremendous talent. We continue our partnership with them to obtain additional talent in the future and we appreciate CEO’s help in assisting IEPs to join the workplace.”

The Human Resources Professionals Association (HRPA) also partners with CEO to find and place human resources interns in host companies. As Spectra Engineering illustrates, hiring an intern is a great way to source and test out new talent for your organization. For more information, please visit [HRPA.ca/findyourege](http://HRPA.ca/findyourege). ■



[www.careeredge.ca](http://www.careeredge.ca)



# Accommodating Caregiving Requirements

## PROTECT YOUR ORGANIZATION FROM DISCRIMINATION ON THE BASIS OF FAMILY STATUS CLAIMS

By Sheryl Johnson

Protection against discrimination on the basis of family status is relatively new in Canada. Perhaps its relative “newness” contributes to making it one of the most difficult forms of workplace accommodation requests for employers to respond to. Generally, such requests will be connected to caregiving responsibilities and must arise out of the parent-child relationship – meaning childcare or eldercare responsibilities. In the case of the “sandwich generation,” it will be both. The difficulty for employers is not to immediately consider an employee’s caregiving requirements as an isolated personal choice as opposed to

a requirement for accommodation resulting from family responsibilities beyond a caregiver’s control that preclude the employee from meeting work requirements.

In a recent example, the employer failed to view caregiving requirements as necessary for accommodation in the arbitration decision of *International Brotherhood of Electrical Workers, Local 2034 v. Manitoba Hydro* (Riley, September 10, 2013) and was found to have acted unreasonably and in breach of the collective agreement by refusing the grievor his flex-time request under the collective agreement’s flex-time provisions to change his start and



**THERE IS NO SET FORMULA OR “ONE FITS ALL” SOLUTION. A SOLUTION MAY MEET ONE EMPLOYEE’S REQUIREMENTS BUT NOT ANOTHER’S.**

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end times to an hour later on the days he had custody of his child following his divorce. However, given that the grievor did not adequately participate in his accommodation and make reasonable efforts to seek alternate solutions or try to “self-accommodate” (before looking to the employer), this breach was not found to be discrimination on the basis of family status.

So, as an employer, how do you avoid this pitfall? The human rights cases and the IBEW decision establish that after ensuring that you have the right mindset and are responding to such a request in good faith, there are five best practices to follow to balance employer/employee needs to avoid a finding of discrimination.

First, establish that there is a parent-child relationship and that there may be a case of discrimination that requires accommodation. This includes responding to a request that does not use any specific formal language or refer to an established policy or procedure, as well as determining whether an employee’s “unacceptable behaviour” is caused by a childcare or eldercare situation before discipline is implemented. Accommodation is appropriate if it will result in equal opportunity for an employee to attain the same level of performance, or to enjoy the same level of benefits and advantages, experienced by other, similarly situated employees.

Second, determine if there has been differential treatment that could amount to discrimination in the workplace. Not every caregiving/work conflict will give rise to a duty to accommodate. It may arise where rules, requirements, standards or factors have the effect of disadvantaging employees with caregiving responsibilities by imposing burdens that are not placed on other employees or by withholding or limiting access to opportunity, benefits or advantages available to others. Consider the nature of the caregiving responsibility versus the workplace conflict that it poses and weigh in any other factors that may be relevant (e.g. disability, age, gender and marital status). In determining whether a workplace rule, factor or requirement significantly interferes with a caregiving responsibility, take into account whether there are adequate social supports and services available for self-accommodation to resolve caregiving needs without the need for workplace accommodation.

Third, provide individualized accommodation. Each employee’s circumstances must be considered, assessed and accommodated individually and afresh. There is no set formula or “one fits all”



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**Accommodation of a childcare or eldercare situation can be appropriate and beneficial to both employers and employees**

solution. A solution may meet one employee’s requirements but not another’s.

Fourth, consider that the duty to accommodate may require modifying performance standards, policies or shift and schedules for work. If an employee is unable to perform the standard, but the standard is not considered an essential part of the employee’s

job, it can be changed, removed altogether or reassigned to another employee. The same goes for policies and shifts or schedules. If they are essential, the employer is nevertheless required to accommodate the employee. This may include an adjustment of that performance standard, application of the policy or hours – to the point of undue hardship. Remember that determining whether an accommodation is “appropriate” is a completely separate determination from whether the accommodation would result in undue hardship.

Fifth, understand that accommodation is a cooperative process that is a matter of degree, rather than an all-or-nothing proposition. The accommodation process is a shared responsibility. The employee must cooperate and provide relevant information, including advising what they have done to attempt to address the conflict and any available outside resources about which they have inquired. Take an active role in ensuring that alternative approaches and possible accommodation solutions are investigated and canvass various forms of possible accommodation and alternative solutions. Document your efforts. Grant accommodation requests to the point of undue hardship bearing in mind that you are not required to grant accommodation greater than what is needed.

If you implement these best practices, you will find that if the workplace parties try to seek a balance in a cooperative, open-minded manner, they will each get what they need. ■

*Sheryl L. Johnson is a partner in Fogler Rubinoff’s Employment and Labour Law Practice Area.*



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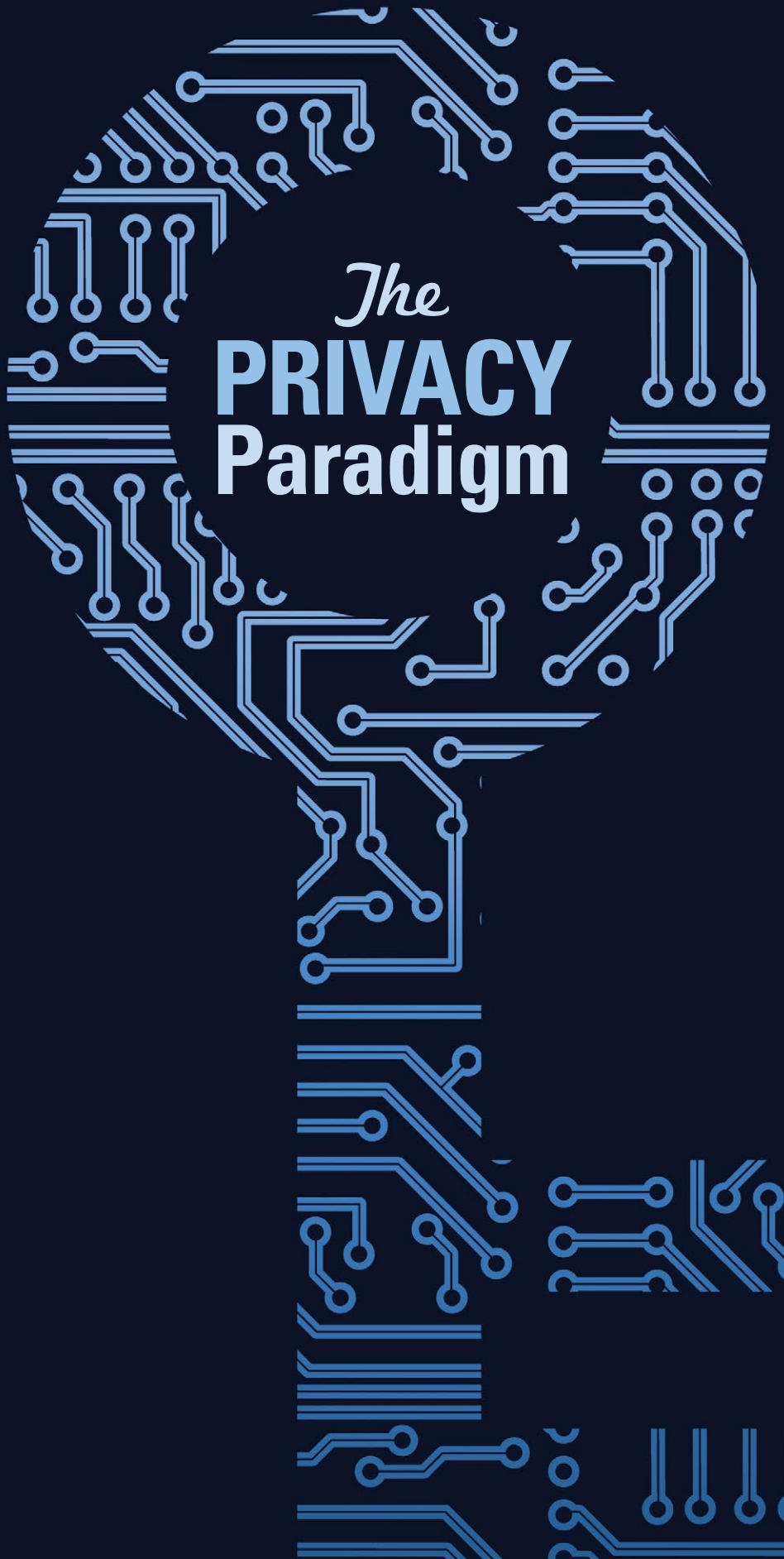


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## COLLECTING EMPLOYEE DATA: WITH GREAT INFORMATION COMES GREAT RESPONSIBILITY

By Melissa Campeau

In 2008, Colleen Colwell discovered a camera hidden in the ceiling of her private office at Cornerstone Properties Inc. in London, Ont. Her boss claimed he installed it because he suspected maintenance staff of theft. Colwell sued the company – and won, but not on the grounds you might think.

The judge noted that Colwell didn't have a legal right to expect privacy in the workplace (a more recent ruling on another case took a different stand, however), so her boss hadn't done anything illegal by installing a camera. However, the judge noted that employees could reasonably expect their employers to treat them in good faith. The secret camera, placed without consent or a particularly good reason, contributed to a poisoned workplace, so the court awarded Colwell damages for constructive dismissal.

While placing a hidden camera in an employee's office is extreme, the case illustrates just how much there is to know about privacy law in Canada. And there are also some serious consequences for organizations that don't do their homework.

### THE RULE OF MANY LAWS

Since the 2008 Colwell case, the privacy landscape in Canada has evolved. What an employer can and can't do with respect to employee surveillance depends, at least in part, on what kind of business you're in and where you're located. Many employers are subject to specific privacy laws that regulate and restrict how and if employers deal with their employees' personal information, but in Canada, there's no one privacy law that applies to every organization. Instead, there's a complex network of regulations.

Federal government institutions are subject to the Privacy Act. Nationally, there's the Personal Information Protection and Electronic Documents Act (PIPEDA), which applies to federally regulated private sector businesses, *except* in Alberta, B.C. and Quebec, where substantially similar provincial privacy laws apply instead. Ontario, New Brunswick and Newfoundland and Labrador each have provincial privacy legislation that applies to health care information. And then there are all the businesses that don't fall under any of those umbrellas.

"In the gap space, we're in an interesting environment because that's where other legislation might fall into play, such as Human Rights legislation and the common law and case law," said Patrizia Piccolo, partner at Rubin Thomlinson LLP in Toronto. "The Criminal Code of Canada can become an important element as well, when dealing with such privacy-related offences as intercepting a private communication without consent.



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Every organization should investigate which, if any, privacy acts it falls under. Beyond that, common sense and smart business practices should rule.

“It’s important to realize that even if PIPEDA doesn’t strictly apply to employee records held by your organization, employers should still be taking steps to respect privacy,” said Lisa Bolton, a lawyer with Sherrard Kuzz LLP in Toronto.

Common sense should rule, in other words – no one is going to open up their payroll info just because there’s no legislation specifying that they can’t.

## CAN EMPLOYERS COLLECT EMPLOYEE INFO?

Amid all of those privacy regulations, there are some common basics that apply to any employer. For starters, “information” includes such things as birth date, income, address, medical history, religion, political affiliations, education, others’ opinions about the employee and visual images including photographs and videos where the employee is identifiable. Typically, web history and email content would be included in this list as well.

According to the Office of the Privacy Commissioner of Canada, PIPEDA and the provincial privacy laws in B.C. and Alberta share an important principal: “An organization may collect, use or disclose information for a purpose that a reasonable person would consider appropriate in the circumstances.” The Privacy Commissioner also proposes the following questions to help assess whether the monitoring is legitimate: Is it necessary? Will it be effective? Is the loss of privacy proportional to the benefit gained? Is there a less invasive way of achieving the same end?

Employers also need employee consent to gather and disclose the information (with some exceptions) and they need to make the “why” of the collection clear, ahead of time. The data should be kept on hand only as long as necessary and be kept safe during that

time. Most important, corporate privacy policies need to be accessible and understood by all employees.

## THE BALANCING ACT

Despite all of this, employees are still legally entitled to at least some degree of privacy. In 2012, a Supreme Court of Canada decision stated, “Canadians can reasonably expect privacy in the information contained on [company] computers, where personal use is permitted or reasonably expected.”

It comes down to a careful give and take. While employees can expect some confidentiality when it comes to what they do while they’re at work, employers still have a right to make sure their laptops, cell phones and office hours aren’t being misused. The middle ground can be found where organizations clearly map out their expectations.

“For employers, this underscores the importance of a direct and understood privacy policy,” said Piccolo. “Companies who wish to monitor their employees’ use of technology will want to spell this out explicitly and state it publicly.”

An organization might advise employees that their emails and web history will be routinely monitored to ensure productivity. Or staff members might be told that the organization allows web browsing for personal use only during lunch breaks, for example.

To ensure employees have either a very low expectation – or no expectation at all – of privacy when it comes to information stored on a work device, Piccolo points out that some organizations implement an absolute prohibition on non-work related Internet use, blocking access to certain websites used mainly for personal reasons and creating network architecture that prevents employees from saving information in non-public folders. In addition to managing expectations, this also reduces the need to constantly monitor employees’ web use.

### PHYSICAL PRIVACY

Policy and prohibition measures, as well as PIPEDA and other privacy acts, deal with the safeguarding of information, but there's also the issue of privacy of physical spaces and documents. If an employer decides it's necessary to conduct a search of a particular workspace, for example, some guidelines should be followed.

"For searches of this nature, you've got to be careful because the Criminal Code comes into play. What you're doing could be an unauthorized search," said Piccolo. "To counter this, you can create a policy that makes it very clear that these physical searches will be conducted from time to time, with reasonable cause."

### NO-FLY ZONES

Despite an employer's right to basic information about an employee, some details will always remain off limits.

"Things like marital status, race, religion, sexual orientation – those are good examples of information an employer doesn't need," said Bolton. When an employer has knowledge of this kind of information, it can lay the groundwork for a human rights complaint in the future if an employee feels any of those details have been the cause of unfair treatment.

An excess of information about an employee's medical condition, too, can be a problem for an organization.

"An employer can ask about medical information in the context of returning someone to work following illness or injury or to substantiate an illness for someone off work," said Bolton. "But this



**"COMPANIES WHO WISH TO MONITOR THEIR EMPLOYEES' USE OF TECHNOLOGY WILL WANT TO SPELL THIS OUT EXPLICITLY AND STATE IT PUBLICLY."**

– PATRIZIA PICCOLO, PARTNER, RUBIN THOMLINSON LLP

should be limited to information about the prognosis or any restrictions necessary to perform work when they come back."

A manager doesn't need to know, for example, that an employee has a specific mental illness. She only needs to know how the

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employee's condition will affect his ability to perform his work and whether any accommodations need to be made. Steering clear of unnecessary detail means a less complicated path for everyone if decisions about promotions, layoffs or reorganization are made down the road.

### **SOCIAL MEDIA**

Social media can be another danger zone for employers. While it's now fairly common practice for an organization to review a candidate's online presence before hiring or offering a promotion, legal experts recommend caution. While some might argue there's nothing private about a person's public Facebook page or Twitter feed, an employer may unintentionally discover personal information that's not relevant, but could be problematic.

"It's okay to research social media," said Bolton, "but you want to create a screen." She suggests managers assign someone else – a person with no hiring authority – to collect only the relevant information from the social media sites. "Otherwise you may have a very difficult time proving that inappropriate personal information didn't come into play."

### **CHALLENGES OF BYOD**

"One of the biggest blurry areas we're seeing now, with respect to privacy issues, is the use of cell phones and other personal devices," said Bolton, who notes a large number of companies are either

giving in to employee requests to use personal cell phones for work or, in an effort to save on costs, asking employees to use their own mobile devices. This makes monitoring information significantly more difficult for an employer.

"If an organization is going to go that route, they need a bring-your-own-device (BYOD) policy," said Bolton, although this still doesn't get around the fact that it's potentially more difficult to compel an employee to surrender his own device for review or to have company information removed at the end of an employment period. "With BYOD, the employer is definitely at a disadvantage when it comes to protecting information."

### **TAKE THE TIME TO AUDIT**

Whether you're dealing with BYOD technology, social media or medical information, there are a lot moving pieces to consider when establishing a corporate privacy policy. To ensure your policy is relevant and up to date, or to begin developing one in the first place, Bolton suggests a periodic self-audit. When looking at how your organization manages employee information, consider how you establish consent, identify purpose and choose your method of collection. Once you have the information, how do you keep it secure and destroy it safely when you're done with it?

"If you've done a self audit, then you can determine where the weaknesses and vulnerabilities are and plot the steps required to fix them," said Bolton.



## HOW AN ORGANIZATION TREATS ITS EMPLOYEES' INFORMATION IS A REFLECTION OF ITS VALUES AND CULTURE.

### HOW TO HANDLE A COMPLAINT

Part of that planning should also include preparing for the worst. If you assume a breach will happen, then you can outline exactly what needs to be done well in advance of an actual emergency.

“Privacy complaints should be taken seriously, regardless of whether PIPEDA applies or not,” said Piccolo. “The organization should first conduct an investigation to determine if there has been a breach of privacy and then establish what should be done in response.” The Office of the Privacy Commissioner of Canada’s website offers protocols to follow in the case of a breach, including containment, evaluation of risk, notification and prevention of future breaches.

### CULTURE OF RESPECT

Establishing a company’s privacy policies and protocols is a careful balance between the expectations of the employee and the

needs of the employer. They’re both necessary in a healthy work environment, and both are supported by law, to a reasonable degree.

How an organization treats its employees’ information is a reflection of its values and culture.

“What happens in the workplace – including whether privacy is respected – can have a profound effect on employees’ sense of dignity, their sense of freedom and their sense of autonomy,” said Jennifer Stoddart, during her term as Canada’s Privacy Commissioner from 2003 to 2013.

Clearly, excessive measures like hidden cameras in employees’ offices are a big step in the wrong direction when it comes to privacy in the workplace. But a reasoned and well-communicated privacy policy – designed to protect employees’ interests as much as employers’ – can go a long way in supporting a corporate culture that’s built on trust and respect. ■

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**WHEN A BUSINESS ENVIRONMENT'S MEANING QUOTIENT IS LOW, EMPLOYEES PUT LESS ENERGY INTO THEIR WORK AND ARE LESS ENGAGED, RESULTING IN A SUBSTANTIAL OPPORTUNITY COST OF LOST PRODUCTIVITY.**

# Accelerating Performance

## THE INGREDIENTS FOR SKILL MASTERY

By Alyson Nyiri, CHRP

If you're envisioning crates of Red Bull as another means of motivating performance, then you might just be on to something. Author, journalist and director of research for the Flow Genome Project, Steven Kotler, has just released a new book on the science of what he calls ultimate human performance. In *The Rise of Superman*, Kotler combines meticulously researched neuroscience with real-life stories of professional athletes' experiences with flow and tremendously heightened performance. *HR Professional* caught up with him at his ranch in New Mexico, where he extrapolated on how ultimate performance applies to our working lives.

### WHAT IS FLOW?

When psychologist Mihaly Csikszentmihalyi first pioneered the term flow in the early 1990s, he defined it as the psychology of optimal experience. He discovered that when individuals are actively engaged in using their capabilities or skills in the service of meeting a defined goal, they experienced flow more often and were more

productive and satisfied with their lives. Flow, or being "in the zone," happens when we engage our skills with a challenge on an ever-increasing trajectory. This leads to an amplified sense of mastery and self-efficacy, leading again to an increase in the skill-challenge ratio.

### HUMAN PERFORMANCE

Investigating human performance is not a new pursuit. Many disciplines, from archeology to psychology, have researched performance for over 100 years. Much of what we know about human performance stems from various early evolutionary processes, such as learning to hunt as a group and in cooperation with other carnivores. Later studies began to look at how society functions and how individuals functioned within systems, such as organizations.

In the last 25 years, we have seen a huge leap forward in what we know about human performance. Why? Neuroscience, according to Kotler. He discusses how neuroscience and neurobiology allow us

to "peek under the hood" to see the actual chemical transformations taking place as a person learns a new task and, under certain circumstances, experiences flow. We now have the ability to work backwards and figure out what is triggering the state of flow.

### THE BEST POSSIBLE VERSION OF OURSELVES

Kotler delves deeply into the flow experiences of sports athletes. Their ability to make critical decisions mean the difference between life and death, making mastery of flow a necessity. Neurobiology shows us the specific neurochemical changes happening in the brains of athletes during a flow experience. As these athletes move through the stages of flow, their focus tightens and the brain stops multi-tasking; concentration is total and decision-making is near perfect. The doors of perception narrow, allowing the athlete to assimilate and apply incoming information with more speed and accuracy than non-athletes.



Ryan Heffernan

Steven Kotler, Director of Research, Flow Genome Project

**WE NEED THE RIGHT MIX OF CHALLENGE AND SKILLS. WE NEED TO BE PUSHING OURSELVES TO EVER-INCREASING LEVELS OF PERFORMANCE. AND THAT PUSH NEEDS TO BE DRIVEN BY SOMETHING THAT IS INTRINSICALLY MOTIVATING TO US – IT IS IN ACTIVELY PURSUING THINGS WE LOVE THAT WE FIND THE “BEST POSSIBLE VERSION OF OURSELVES.”**

And the rest of us? Kotler says athletes do not have a monopoly on flow. Flow is ubiquitous and can be accessed by anyone, provided certain conditions are in place first. We need the right mix of challenge and skills. We need to be pushing ourselves to ever-increasing levels of performance. And that push needs to be driven by something that is intrinsically motivating to us – it is in actively pursuing things we love that we find the “best possible version of ourselves.” The more emotionally powerful the experience, Kotler says, the more chance the details of that experience get moved from our short-term storage into long-term memory. Flow increases our performance over time, resulting in long-term successful mastery rather than the short-term success.

### THE 10,000-HOUR RULE

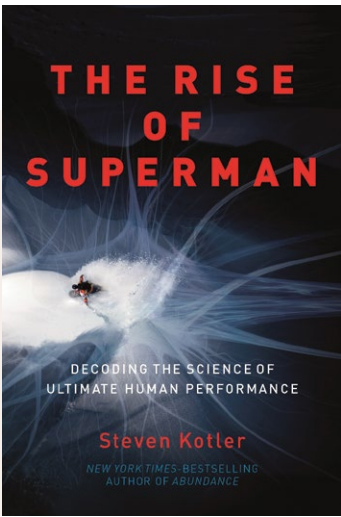
This brings us to the idea of practice. In his book *Outliers*, Malcolm Gladwell popularized the 10,000-hour rule, whereby a person can only achieve mastery of something by practicing for an accumulation of 10,000 hours. However, new developments in neuroscience suggest otherwise. In a recent TED Talk, neuroscientist Chris Berka, CEO and co-founder at Advanced Brain Monitoring, demonstrated how neuroscience has led to a breakthrough in learning, effectively cutting the 10,000 hours in half. Utilizing the latest neurotechnology, Berka’s team mapped the brains of experts in various fields, such as scientists, marksmen and golfers, and used the neural map of their brains to cut training time of novices.

### CAN FLOW BE FOUND AT WORK?

A 2013 McKinsey study finds that top executives in “flow” are five times more productive than out of it, which suggests that flow can indeed be found in the workplace. The McKinsey study discovered that for peak performance to occur, IQ and emotional intelligence (EQ) are necessary. Meaning quotient (MQ) is also required; MQ is described as involving high stakes, excitement, a challenge and something the individual feels will make a difference. The authors of the study point out that when a business environment’s MQ is low, employees put less energy into their work and are less engaged, resulting in a substantial opportunity cost of lost productivity.



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Steven Kotler’s new book, *The Rise of Superman*, delves into the neuroscience of ultimate performance by studying professional adventure athletes

**FLOW FOR INDIVIDUALS AND GROUPS**

Flow states occur when we are engaging in something meaningful to us and our skills are being challenged at incremental levels, and it can be done alone or with a group. Organizations, says Kotler, are built to allow and reward vertical mobility.

“If you want to be a flow-based organization, you will have to figure out how to incentivize horizontal mobility,” he said. “People have to be able to follow their passion, follow their curiosity and follow things they are intrinsically motivated by.”

For example, to encourage lateral thinking, Facebook offers a “hack-a-month.”

“You can go anywhere in the company for a month and if you like it, you can petition to stay there,” said Kotler. “This allows you to constantly increase the challenge/skills ratio and allows you to lateralize if you are stuck.”

Facebook, though, has prioritized group flow. Using open office plans and putting teams of people working on specific projects at walking desks facing each other, group members can see and respond immediately to other members’ frustrations or enthusiasm.

**THE FUTURE OF FLOW**

Flow research continues, and is fertile ground for new ways of improving performance, production, motivation and commitment in organizations. With the release of his new book, Steven Kotler and colleague Jaime Wheal have launched the Flow Genome Project. The project is a trans-disciplinary, international organization dedicated to “mapping the Genome of Flow by 2020 and open sourcing it to everyone.” ■



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# Is Workplace Camaraderie Across Distance Possible?

## CONNECT WIDESPREAD EMPLOYEES WITH ONE ANOTHER

By Carole Trask

**A**ligning corporate culture can be difficult enough with one office location, but how can a company make sure multiple offices feel connected? What strategies can HR departments implement to foster a sense of community and camaraderie between workers who live across the continent from one another?

At Rand Worldwide, our workforce is incredibly dispersed. Over 365 employees work from over 40 separate locations across North America, as well as employees who telecommute. With such a geographically fragmented workforce, one of the top challenges Rand Worldwide faces is creating a sense of community among co-workers.

Below is an overview of some of the strategies and solutions that Rand Worldwide has successfully implemented to connect its staff working all over North America.

### MAKE USE OF AVAILABLE TECHNOLOGY

Because Rand Worldwide is a technology consulting company, it only makes sense that we use a variety of technologies to keep teams on the same page. Many departments are entirely virtual. To keep people working together, project teams and departments regularly hold meetings online. Being able to share screens is valuable and simulates in-person responsiveness, and everyone in the company has access to an online meeting tool account.

We also allow everyone to use instant messaging (IM). IM is an efficient way to ask a question, get feedback or provide invisible backup when a team member on a call is asked a question they can't answer. IM replaces hard to schedule calls and email, which at times can be painfully slow. IM has been the ideal solution when someone has a quick, straightforward question. Even though employees may not be in the same office, it's easy for them to be there for one another and foster a culture of helping each other out.

Having technology available that allows for easy access to other employees lubricates communications and provides opportunities for workers (who may not otherwise have the chance to meet face-to-face) to become internal support systems.

### ESTABLISHING AN INFORMAL EMPLOYEE VOICE

Rand Worldwide publishes a monthly newsletter called *Random Thoughts*. The newsletter focuses on people in the organization; in each issue, we run a story written by an employee about who they are and what they do when they aren't working. For example, an employee was setting out to climb one of the highest peaks in the Himalayas, and he wrote his story to share with other employees at the company. He also created a blog where co-workers could follow his trip online. Everyone talked about where he was and how he was doing, even though many did not have a personal relationship with him. Other workers were able to bond over his story and ambitions, and he built a community within the company that cheered him on and supported his goals.

*Random Thoughts* also features photos of people both in the office and out of the office, at work or play. Staff members submit photos to the editor of the newsletter on a regular basis, and the editor chooses several photos to include each month.

## RECOGNIZE THAT THERE ARE ALMOST ENDLESS OPPORTUNITIES TO CREATE CAMARADERIE ACROSS DISTANCE.

While Rand Worldwide has an official employee recognition plan that honours employees for length of service and rewards them for outstanding performance, on a less formal basis, we ask staff for “shout outs” for the newsletter. Shout-outs give people a chance to thank each other publicly. They also demonstrate appreciation for excellence, diligence, kindness and many other qualities that we value.

The heavy emphasis on people stories and photos serves to make staff feel more connected. At Rand Worldwide, we are continually forming project-based teams; members on any given team might have met each other in person – or not. The newsletter shows what different staff members look like and can provide a starting point for conversation between two remote colleagues. This way, while two employees may not have met in person, they’re able to potentially know the other person’s face and a few key facts about their team member.

### HEALTH AND WELLNESS

Rand Worldwide takes a long-term view regarding our health and wellness initiatives, and uses those initiatives as another

opportunity to help employees feel connected to one another. The interesting thing about focusing on health and wellness is that it also fosters community, as many programs also instigate teamwork and good-natured competition. The company has a standing group of five people who serve on the morale and wellness team. As a virtual team, they come up with ideas for new ways to promote health and fitness – as well as corporate camaraderie.

Programs that have been successfully implemented:

#### Fitbit 10,000 steps challenge

The morale and wellness team started a walking program based around the wearable Fitbit activity tracker, which turned out to be a very successful means to encourage staff members to interact with each other. The company offered all employees and their partners the opportunity to purchase a Fitbit tracker for half-price. Employees paid half through payroll deduction, and Rand Worldwide paid the balance. Over 200 people at the company have consistently participated in the program.

In 2013, during the challenge, participants collectively walked 26,981,820

steps, equaling 12,432 miles. We burned 1,498,492 calories. The morale and wellness team created a website with a leaderboard, active minutes, distance and steps over time. The stats allowed people to see who is most active and motivated others to get going. Several offices started a lunchtime walking group, and walkers enjoyed getting to know their co-workers in a less formal setting. As typical of most challenge settings, there was plenty of friendly banter between colleagues. Participants were able to write comments on the challenge website, and the comments were almost more fun to follow than the actual steps.

#### Weight loss challenge

After the success of the 10,000 steps challenge, we held a weight loss challenge across office locations. Some teams were virtual, others location-based. From March 1 to June 30, participants included on the winning team lost 12.39 per cent of their combined body weight. The winning individual lost 18 per cent. The weight loss challenge was an opportunity for staff members to really support one another in their goals outside of the work setting; people were able to build relationships and truly rely on the encouragement of their team members from across many of Rand Worldwide’s locations.

### CONNECTING YOUR WORKFORCE

Recognize that there are almost endless opportunities to create camaraderie across distance. HR can put together a team to focus on your own organization’s morale and wellness, and ask them to generate ideas for new programs. Let the team know that their ideas will be supported and the goal is to ensure connectivity and camaraderie between office locations.

When your workforce feels connected to one another, a corporate culture of helping each other out can really take off. ■

*Carole Trask is vice president, Human Resources at Rand Worldwide.*

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# HR ANALYTICS

## MOVING FROM TALK TO ACTION

By Jason Geller

**F**or a century, HR has included an analytical bent, but with the rise of big data, HR is rapidly evolving into a data-driven function that offers significant new opportunities to drive business results. This latest trend in HR is, strictly speaking, not really a trend at all, but likely a fundamental, permanent change in how HR professionals will work, add value and manage relationships with other business functions.

Yet new research shows that many companies are behind the curve when it comes to deploying big data to improve HR results.

According to the *2014 Deloitte Global Human Capital Trends Report*, 86 per cent of companies report no analytics capabilities in the HR function, and 67 per cent rate themselves as weak when it comes to using HR data to predict workforce performance and improvement. Fewer than one in 10 companies say they have “strong” analytics capabilities. By contrast, 81 per cent of companies use analytics in finance and 77 per cent in operations, according to a 2013 study.

The good news is that 57 per cent of HR teams increased their investments in measurement and analytics last year. Companies

that are leading the way in talent analytics are already reaping the benefits, showing strong signs of improvement in recruiting, tripling their leadership development capabilities and enjoying 30 per cent higher stock prices than their peers.

### FROM ANALYSIS TO PREDICTION

Talent analytics combines workforce data with business data to make better business decisions about people. Critical questions – such as whom to hire, how to manage people and what drives performance, retention and engagement – can now be answered with the assistance of data, not just opinion.

A focus on analytics enables HR to shift from simply reporting and analyzing data to enabling the business to make informed talent decisions, conduct advanced workforce planning and – the final step – using data to help *predict* workforce performance and improvement.

The push toward greater capabilities in analytics is a critical part of re-skilling HR. This transformation from people administration to people *performance* may redefine HR’s value to all areas of the business, from the C-suite on down.

Companies that are successful in harnessing the power of analytics generally rely on targeted technology investments, cross-functional teams and strong partnerships between HR, IT and operations. Analytics is a positive disruption for HR. It offers an opportunity for HR to take a leadership role in identifying and solving problems that drive impactful business results.

Indeed, it's critical to the future of HR to show how talent analytics brings value to business leaders. Some examples of high-value solutions seen in the marketplace include:

- Understanding what makes high-performing salespeople successful, which assists companies to attract and select better candidates
- Understanding what factors truly motivate high performers to stay or leave, which helps companies to make more targeted decisions about how to structure compensation packages and build cultures that maximize performance
- Identifying work-related factors that contribute to fraud and accidents, enabling managers to focus proactively, not just after the fact, on reducing loss
- Developing analytics models that help predict turnover so managers can more rapidly change work conditions to promote retention

## 2014: THE YEAR FOR ACTION

A transition of this magnitude cannot happen overnight – and for many companies, it must seem like a frightening leap into the unknown. It will take a wide variety of skills to build this new, yet critical, capability. It can take three to five years to build a strong talent analytics function and the same time or longer to develop a

culture where people make decisions based on data and not just instinct. That's why it's important to lay the groundwork now.

In 2014, companies should take action to build HR and talent analytics capabilities, to conduct pilot projects focused on critical business and talent problems and to invest in developing the analytics capabilities that can drive HR in the future. This is the year to move from talk to action.

First steps include looking for skilled analysts to lead the analytics team and adding other data experts, such as econometricians or demographers, who have deep experience with numerical analysis and generating insights from data. It's also critical that HR professionals become better versed with data analytics to better serve their leadership. Successful companies also build close relationships across the HR, IT and finance functions, as well as with the business directly.

Companies should not be afraid to experiment or allow the perfect to be the enemy of the good. While it is true that analytics without good data will likely fail, it is equally true that insisting on 100 per cent data quality means that a project may never begin. By using the data that does exist to identify and address specific business challenges, companies are likely to see improvements in data quality over time as experience grows.

Technology has already transformed the workplace. Now, by leveraging analytics and big data, HR can position companies to outperform their peers when it comes to winning the talent game – and driving overall business results. ■

*Jason Geller is the national managing director for human capital consulting at Deloitte Consulting LLP.*



# SUCCESSFUL TALENT ACQUISITION

## ARE YOUR RESULTS BASED ON GUT FEELINGS?

By David Lahey, MBA

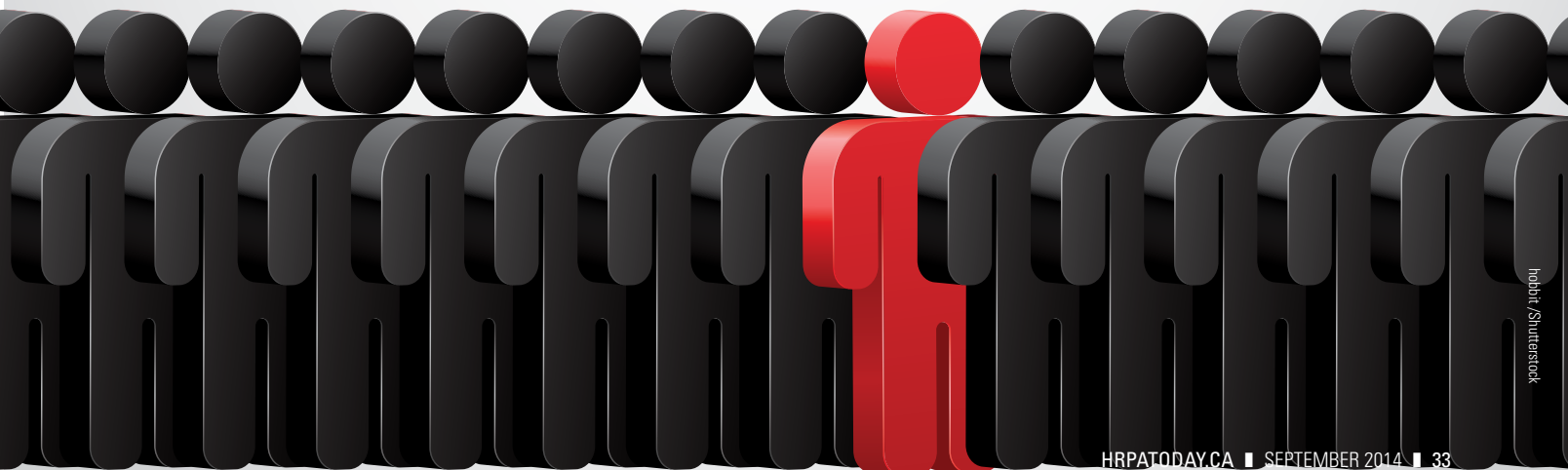
**T**he lifecycle for human capital within an organization starts with talent acquisition, and only once this critical component is perfected can the following phases of talent development, growth strategy and change management successfully occur. When all four phases are in sync, savvy business leaders know staff thrive and company profits rise.

How important is getting the hiring equation right? Peter Drucker explained in the *Harvard Business Review*, “No other decisions are so long-lasting in their consequences or so difficult to unmake. And yet, by and large, executives make poor promotion and staffing decisions. By all accounts, their batting average is no better than .333. At most, one-third of such decisions turn out right, one-third are minimally effective and one-third are outright failures. In no other area of management would we put up with such miserable performance.”

We all know that poor hiring decisions significantly impact the bottom line, decrease employee morale and lower productivity. So how can we stop continuing the same hiring practices based on gut feelings and outdated interview techniques while expecting better results?

### AVOIDING DRUCKER'S DILEMMA

How can organizations make the right hiring decision every time and beat the profit-killing statistics Drucker outlines above? It's critical to start with a process that answers questions with insight into how a candidate will perform in a specific work environment, and how he or she will react under daily work pressures and the organizational culture. Focusing on extracting unbiased insight into the true character of the candidate will provide the hiring manager real value to make informed decisions based on science.



# recruitment

Gut feelings will continue to play a role, but the statistics show that we shouldn't be following the "golden gut" to make the perfect hire that will help our organization profit.

Removing guesswork and personal feelings from hiring decisions means focusing on gathering scientific data to build a data-driven approach to decision making. An objective method gives employers the ability to predict natural workplace behaviours based on the candidate's responses to a list of varied, symbolic stimuli. Not only does the data measure behaviour and motivation accurately in a real environment, it can help identify the prospective employee's style and long-term potential with the organization.

## DEFINING BEHAVIOUR, AND NOT JUST TASKS

The first mistake we see employers make is the decision to write a job description, post and wait. Transactional managers see the job description as another task to check off. Since the attitude of a prospective employee is just as important as aptitude, consideration must be given to how to measure their behaviour in an actual work situation.

Movember Canada, a charity focused on making an everlasting impact on the face of men's health, encountered such a scenario while growing their Canadian team. Their challenge was growing the team without negatively impacting the unique culture of "Havin' Fun Doin' Good" that they had worked diligently to create. One poor hiring decision could throw the high-functioning team off course and damage the early forming culture at Movember Canada.

Movember addressed challenges head-on by developing an understanding of the behaviours required for the role and implementing behaviour-based interview questions. The questions and

associated processes identified gaps between the behaviours needed for the position and those the candidate possessed.

## IDENTIFYING NATURAL BEHAVIOURAL DRIVES OF CANDIDATES

People are motivated by their felt or perceived needs. This is true in life as it is in the workplace. If employee behaviours match those required by their job, there's a higher potential for success for both the employee and the company. Amazingly, the average turnover for hourly quick service workers hovers at 130 percent, according to *QSR* magazine.

Upon applying an analytical, scientific approach, multi-unit Subway restaurant owner, Harold Jackson, realized that part of the reason for his employee turnover was due to placing new hires in the wrong positions. Jackson recalls one such employee who was originally in a key customer service role. By analyzing predictive data, Jackson realized that the employee was more suited to a "behind the scenes" role, so he moved the employee from customer service to food preparation. By leveraging this newfound scientific data, the franchise owner saw turnover reduced by 50 per cent, which resulted in increased productivity and significant cost savings as the amount of training for new hires was also reduced.

## ASSESSING THE CANDIDATE'S FIT FOR THE JOB

Having taken the time to identify the behaviours necessary for success in the job as well as the behavioural personalities of the candidates, an informed decision can be made as to which candidate to hire.

With just three staff sales positions, Chudleigh's Apple Farm needed to be sure that their sales team's skills included those of a skilled market researcher as well as those of a sales representative.



  
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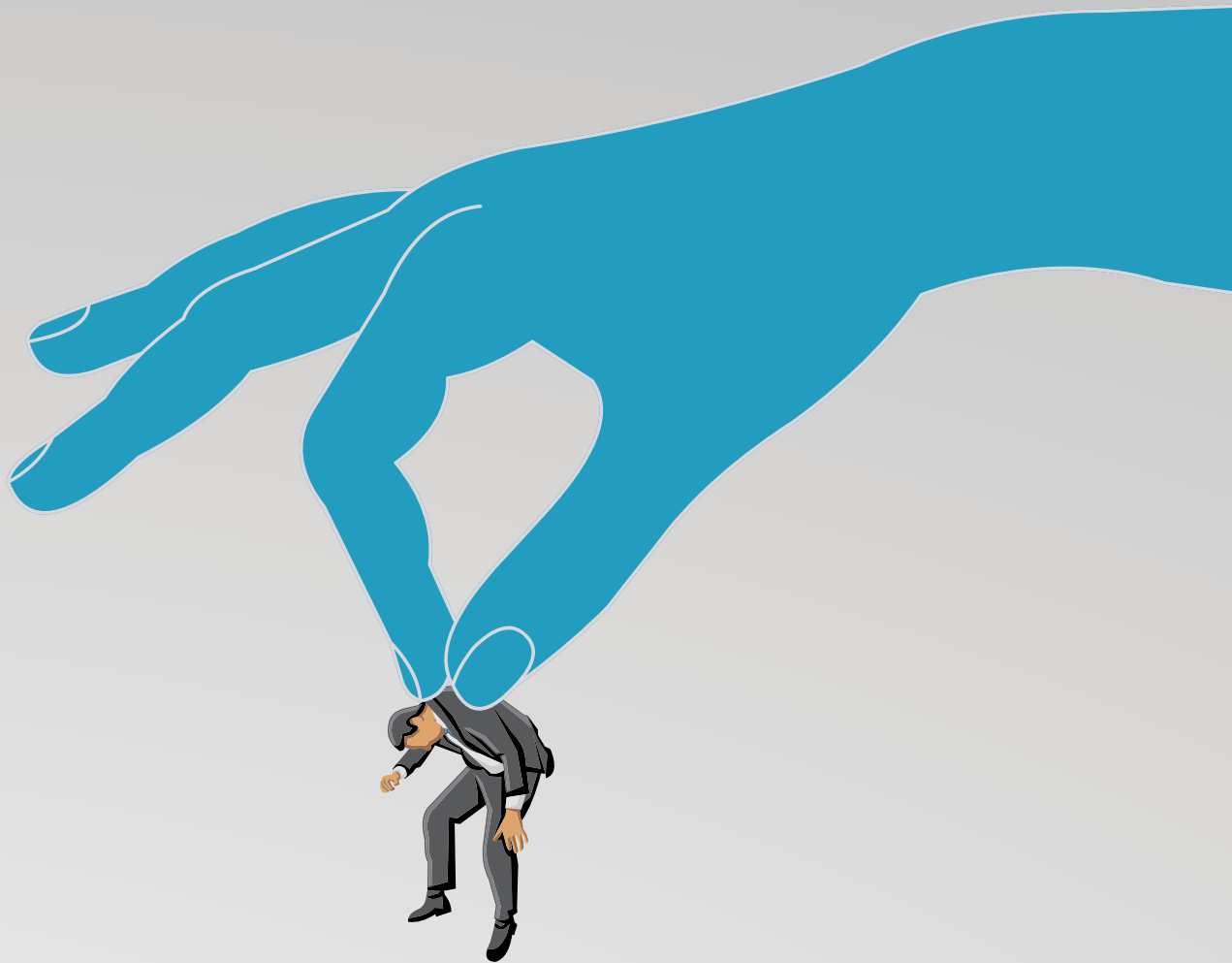
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**SINCE THE ATTITUDE OF A PROSPECTIVE EMPLOYEE IS JUST AS IMPORTANT AS APTITUDE, CONSIDERATION MUST BE GIVEN TO HOW TO MEASURE THEIR BEHAVIOUR IN AN ACTUAL WORK SITUATION.**



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Chudleigh's has been using an analytical approach to ensure that candidates possess the relevant traits. As a result of accurately matching candidates with the position, Chudleigh's exceeded sales and expanded their manufacturing facility despite the recent economic downturn.

### A WIN FOR ALL INVOLVED

By replacing qualitative “gut feelings” with quantitative data, hiring managers are able to help organizations place the right people in the right positions. Successfully hiring talent using a scientific approach offers both short-term and long-term benefits for employees and employers alike. Employees feel more secure in their role and certain of their abilities to successfully carry out the job while employers enjoy the benefits of satisfied and motivated staff. And they both see the long-term potential of the fruitful relationship. ■

*David Lahey, MBA, is president of Predictive Success Corporation.*



# Employee Assistance Programs Make Good Business Sense

## EMPLOYERS NEED TO RECOGNIZE THE IMPORTANCE OF SUPPORTING THEIR WORKFORCE

By Lisa Kopochinski

In the not-so-distant past, employers often expected their employees to leave their personal problems at the door.

Fortunately, that line of thinking is changing as more employers realize this old adage is not realistic and that the side effects of working through personal issues, stress and anxieties at home – as well as deeper concerns like dependencies and addiction – spill over to work. After all, we are only human and we don't come equipped with an on/off switch.

"When employers truly believe people are their biggest asset, they take action to protect and support that resource and strengthen the organization at the same time. Enter employee assistance

programs (EAPs)," said Allan Stordy, president and CEO of Calgary-based Arete Human Resources, Inc.

He says people are often surprised to learn that EAPs first emerged in the 1940s. But the original approach was based on assisting workers with alcohol addictions.

"In those days, employees struggling with alcoholism were generally fired or retired on the job," said Stordy. "This initial foray into assistance provided by employers, classified as industrial (or occupational) alcoholism programs, was an early forerunner of the more comprehensive EAPs we see today."

## What's in an EAP?

### KEY COMPONENTS OF A STRONG EAP INCLUDE THE FOLLOWING:

- Access to confidential, psychosocial counselling from a qualified expert with proven credentials.
- Inclusion of family members.
- Transparency regarding the scope of service, hours available and process.
- Access to other services that may affect an individual's mental well-being, including grief counselling, nutritional consultation, childcare and eldercare guidance, personal financial and legal challenge opinion and dependency and addiction support.
- Extra support and guidance for managers.

"Some EAP providers are willing to tailor a program to best suit an organizations' needs," said Allan Stordy, president and CEO of Arete Human Resources Inc. in Calgary. "Do some research, determine what services are key to your particular organization, ask questions and check testimonials – and then make the best choice."

Additional resources, such as professional associations that set standards for EAPs, are also out there. These include the Employee Assistance Society of North America ([www.easna.org](http://www.easna.org)) and the Employee Assistance Professionals Association ([www.eapassn.org](http://www.eapassn.org)). ■

### EAPS BY DEFINITION

Simply defined, EAPs are a resource that organizations use to support employees (and, in most cases, their families) in dealing with challenges and stresses that negatively impact their lives and, in turn, productivity and performance in the workplace.

In the past, a company's concentration was on specific and limited concerns – primarily addiction. Today, EAPs provide support for marital and family concerns, gambling and dependencies such as Internet, food and shopping addictions, mental health concerns (such as depression, stress and anxiety) and behavioural conflicts.

"The recognition that family plays a large part of a person's state of mind is also significant," said Stordy. "Most EAPs today include the option for family members to be included. This makes so much sense, as we all know if a child, spouse or partner is suffering

through an issue, carry-over effects can really impact the entire family and, [as a result], an employee's performance."

Stordy says that over the past decade, greater efforts have been made to increase the public's understanding of mental illnesses and its serious repercussions.

"But we still have a way to go," he says. "Today, one in five Canadians will be impacted by a mental health concern each year. The stigma may still be there, but more people are making the smart move of reaching out through EAPs and other services."

### SHORT-TERM HELP

It is important to emphasize that EAPs are designed to offer short-term counselling, such as helping employees develop coping skills to deal with specific situations. They don't replace long-term treatment for serious issues, but provide an excellent starting point for someone looking to start the process.

Since personal challenges and stress affect companies to the tune of thousands of dollars each year, employers are seeing a genuine cost savings by implementing a quality EAP – one that provides access to an established number of professional counselling hours.

Peter Stratton, chief people officer with Western Financial Group in Calgary, says when looking at introducing EAPs into their company, human resources professionals need to consider a number of factors such as accessibility of the program to employees; quality of counselling resources; amount of coverage (i.e. hours); cost to the company; how well the program will be utilized; reporting; and confidentiality.

"HR professionals should try to network with other organizations that have a good employment practices reputation," he said. "Networking can help give employers a good understanding of what works and what doesn't. Also, having an understanding that the lack of a good EAP can potentially lead to a higher cost environment with more sick leaves and absences can help to 'sell' the idea of an EAP at the executive level."

Stratton says the key services of EAPs often include the following:

- Family/relationship counselling (marriage difficulties, domestic violence, eldercare)
- Onsite services counselling/support (emergency situations requiring immediate onsite attention)
- Dependency counselling (alcohol, drugs, sex, gambling)
- Work-related counselling (supervisor or organizational change,

**"BE WARY OF THE MISCONCEPTION THAT ALL EAPS ARE BASICALLY THE SAME. THIS IS NOT SO AT ALL. RESPONSIVENESS AND RELIABILITY OF THE EAP SERVICE PROVIDER CAN DIFFER GREATLY."**

– ALLAN STORDY, PRESIDENT AND CEO, ARETE HUMAN RESOURCES, INC.



Courtesy of Allan Stordy



**“EAPS ARE BECOMING INCREASINGLY PREVALENT AS EMPLOYERS ARE RECOGNIZING THE IMPORTANCE OF SUPPORTING AND ENGAGING THEIR WORKFORCE.”**

— PETER STRATTON, CHIEF PEOPLE OFFICER, WESTERN FINANCIAL GROUP



Courtesy of Peter Stratton

harassment, respectful workplace)

- Financial counselling (debt, budget, spending)
- Legal counselling (divorce, separation, child custody)

“Normally, there is no charge to the employee and since confidentiality is a key component in a good EAP, employees can feel confident their privacy will be respected and they won’t incur any costs for accessing professional assistance,” said Stordy. “This is a huge plus as paying privately can be out of reach for many individuals.”

**NOT JUST FOR EMPLOYEES**

While it is easy to think EAPs are meant for employees only, a reputable program provides additional support for managers and business owners.

“The best EAPs provide human resources coaching and assistance in dealing with complex issues, which often involve

terminations, bullying or harassment,” said Stordy. “We find companies really appreciate the support and it’s especially attractive as a complement to the work of internal HR professionals.”

In researching EAPs in its recent study, *Investigating the Global Value of Employee Assistance Programs*, Arete found that when employees access assistance through their EAP, businesses save an average of \$900 per month, per employee. This, in turn, equates to \$10,800 per year, per employee. Additionally, the study found that reduced productivity costs businesses an average of \$13,000 per year, per affected employee.

“It bears repeating,” said Stordy. “EAPs provide access to expertise on behalf of the employer in what can best be described as a win-win situation: the employee gets the support they need, the employer sees a return to productivity and the issue does not escalate to a point where the individual requires external funded health care.” ■

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# Adopting a Successful HR Strategy During Organizational Change

## TAKE A PROACTIVE APPROACH FOR A POSITIVE OUTCOME

By Marie-Pierre Lalande

### INTRODUCTION

Organizational change is one of the greatest challenges an HR director or team will face, and maintaining good employee morale while ensuring the retention of key team members in periods of uncertainty requires a proactive approach. Employees must be made active players in the changes that affect them – in other words, they must become change *agents*. In many cases, this will involve HR working hand-in-hand with your company's communications and executive teams.

Senior management cannot bring about major change alone, and with the era of one-way, “top-down” communications over, the importance of HR in securing the “buy-in” and participation of employees in major change management campaigns has never been greater. The following is a case study from a major, award-winning change management initiative at Laval (Greater Montreal), Quebec-based healthcare company Sanofi Canada, who began a campaign that engaged a total audience of over 425 employees.

### RELOCATION AND CULTURAL CHANGE

In 2013, the sale of one of its business divisions prompted Sanofi Canada to relocate its headquarters to a new, custom-built office space in Laval's Biotech City. This move meant much more than a new office space: the company had identified a rare opportunity to completely overhaul its corporate culture and reposition itself to respond to the changing healthcare market.

A primary objective of the relocation and move to an open-plan office became bringing about a transformational change in Sanofi Canada's culture to embrace collaboration, transparency and innovation. After many years spent in closed “silo” offices, senior management decided that the company would shift towards a state-of-the-art office space where employees would, for the first time, work side by side with their colleagues in an open-concept environment.

Since the mid-2000s, in common with many pharmaceutical companies of similar stature, Sanofi had begun experiencing a series of “patent-cliffs” as its exclusive rights to medicines serving a broad base of the Canadian population began to expire. Challenged

# engagement

by generic versions, the resulting loss in revenues forced downsizing initiatives that resulted in low employee morale, and a monthly attrition rate that peaked at 15 per cent in January 2012. A proactive change in management strategy needed to be adopted, one with the ultimate objectives of:

- a) Preventing turnover as a result of the relocation and fundamental change in work culture
- b) Ensuring employees were truly engaged in the change management process
- c) Ensuring employees were satisfied with their new work environment

## THE ACTION PLAN

In April 2012, as preparations to move offices began, Sanofi Canada welcomed a new president and CEO, Jon Fairest, who on arrival committed senior management to a year-long change management campaign. A Steering Committee with cross-departmental representation was then formed of members of the executive team, HR and communications, and led by Franca Mancino (vice president, Regulatory and Medical Affairs) who together developed a comprehensive, 12-month change management strategy to ensure a successful move and cultural change.

Its rollout would empower employees as active players in the change process from the beginning, with Jon Fairest assuming the role of “driver” and change “catalyst.” Employees would be engaged directly at every stage of the transition, and be involved in as many aspects of the decisions related to the new office space as possible.

## THE TACTICS

**1. Change Ambassadors.** Selected from across the organization on the basis of their networks, credibility and capacity to influence, three groups of ten employees became “Change Ambassadors.” Tasked with sharing information about the move with their peers, and providing feedback to the communications and executive team to ensure that all employees concerns and questions were

addressed, this tactic engaged employees as active players in the cultural change management process.

**2. Open and consistent communication to employees.** Strong, regular and transparent communications with employees were maintained before, during and after the change management campaign. All communications with employees were framed within the context of a “new chapter” for the company, and messaging focused on the shared opportunity that stood to benefit all at the company.

When employees were promised information, it was delivered. When feedback arrived, the change management team listened actively to ensure that the change remained inclusive. What it learned influenced decision-making right up to executive level.

**3. Employee engagement: getting to know you, employee voting, housewarming.** A series of tactics were executed to keep employee engagement high throughout the change management campaign. These included “Getting To Know You” sessions during one breakfast and lunch, in which employees interacted in a 30-second “speed dating” style scenario in order to break the ice and begin the relationships necessary for collaborating in an open-plan office.

Employees were also polled on their preferred choice of work station module, chair, carpet and lighting, with mock sample work stations set up for them to view. On moving day, the company threw a “housewarming” party, with Fairest and other members of senior management welcoming those arriving with bags of special housewarming goodies, and information to help them with orientation on the day.

The move was a great success, and Sanofi Canada was able to keep this initial wave of excitement alive for several weeks with supplemental activities to help employees acclimatize to the change in environment. Eighty-eight per cent of employees polled in a post-move survey agreed or strongly agreed that they felt “satisfied with [their] new work environment” and that their “new workplace environment [had] a positive impact on engagement.”

## KEY LEARNINGS FOR HR PROS TO SUCCESSFULLY NAVIGATE CHANGE

**Carpe diem.** HR must seize the opportunity to forward a positive change agenda for employees when senior management is open to organizational change.

**Be proactive.** During periods of major change, HR must take a proactive approach to employee engagement.

**Collaboration is key.** HR must work in tandem with leadership and other key corporate departments, including communications, to achieve change objectives. ■

*Marie-Pierre Lalande is director of human resources at Sanofi Canada.*

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# IT'S TIME FOR HR TO START TALKING **RISK**



## A BETTER UNDERSTANDING OF TALENT RISK CAN IMPROVE TRADITIONAL HR DUTIES

By Laura Croucher

**A**lthough it is an increasingly important term in modern business – from strategic planning, to project implementation, to board oversight – “risk” has not yet become common parlance for HR professionals. That seems odd given the impact talent can have on organizational capability, capacity, cost, connection and compliance. In fact, according to a recent global survey report, *Time for a More Holistic Approach to Talent Risk*, talent-related challenges pose significant risk to organizational capability and capacity. In the survey, over 1,200 HR, talent, learning and business executives indicated they face particular challenges in developing future leaders, improving internal bench strength and recruiting top talent.

### **MOST IMPORTANT TALENT RISKS TO CAPABILITY AND CAPACITY**

Certainly, talent issues have come to the forefront in recent years, with analysts projecting impending talent shortages in numerous industries and framing the issue as “the war for talent,” “the labour crunch” and various other ominous phrases. Nonetheless, specific discussions of risk are traditionally focused in departments such as finance, project



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management and, of course, risk management. Notably, when directly queried, HR professionals are more than willing to frame talent issues as risk issues. The question is: When will HR professionals begin to apply these terms more consistently to talent planning and the larger corporate context?

Indeed, if HR professionals are to more effectively attract attention from the board and encourage their active engagement in the function's most pressing talent concerns, framing those issues more consistently as risks is an approach worth exploring.

## **BUSINESS-SPEAK GETS BUSINESS RESULTS**

It may be time for HR professionals to stop talking so persistently in the specialized language of the field, a language that too often serves to segregate the function and its issues from the larger business – at least when communicating HR issues to executive management and the board. Moving from HR-speak to business-speak and looking at talent from the broader risk perspective can be an extremely valuable tool, not only for building credibility around the department as a strategic contributor but also for more effectively communicating critical information in ways that will resonate and evoke response and cooperation.

This rethinking of terms and drivers represents a change in direction for HR departments in general, one that will also require a significant shift in the way talent management plans are developed. If you think about it, the very capabilities on which most HR departments pride themselves may indicate that they aren't managing talent risk very well. HR departments often excel in areas such as recruiting and performance management. However, when these requirements dominate HR activities beyond all others, it may indicate that the function's understanding of the larger business, its strategic priorities and the true risks talent issues pose to that strategy may be lacking.

In other words, a better understanding of talent risk with respect to business goals and risks when developing a talent management plan can change and improve the way HR professionals execute more traditional HR duties. At the same time, it can contribute to overall strategic drivers such as greater profitability and increased market share. HR departments need to ask some key questions, such as:

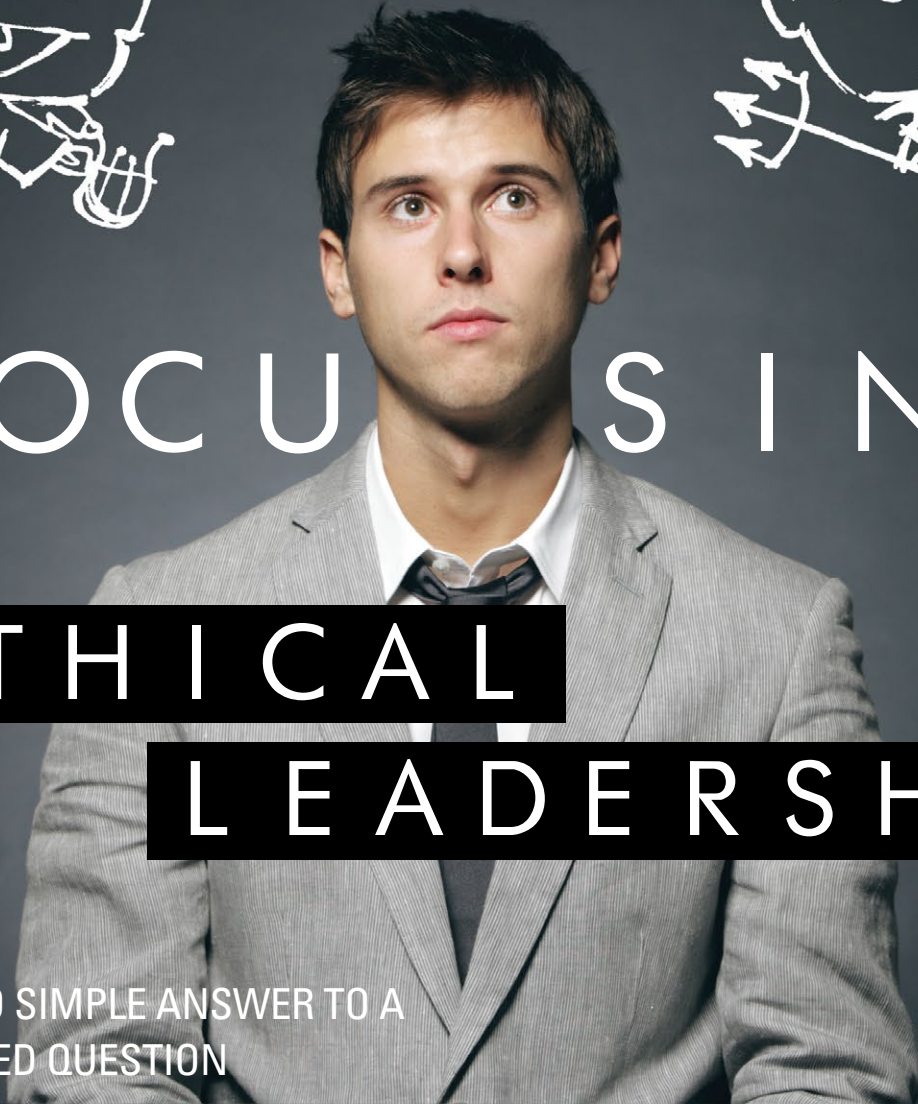
- What exactly are the larger business risks?
- Do we have an infrastructure in place to manage talent risk within a broader corporate framework?

“Talent risk management” – followed by measuring talent risk impacts on the organization – is a key component in developing an effective overall talent strategy.

## **UNDERSTANDING TALENT RISK IS A KEY, OFTEN OVERLOOKED, PART OF ANY TALENT STRATEGY**

Even though the complexity of simply doing business in the global economy has increased exponentially, many HR departments still take a relatively compartmentalized approach to talent management. It's critical, however, that HR moves from point solutions to a more holistic, strategic approach to talent management and risk. Focusing on recruiting star talent, while important, is simply not enough. The research indicates that organizational size and sector has little effect on organizations' perception of talent risk-related issues, meaning virtually any business can benefit by more effectively factoring risk – both talent-specific and in the broader business context – into the talent program development process. ■

*Laura Croucher is partner, Advisory Services, and People & Change National Service Line leader with KPMG.*



# FOCUSING ON ETHICAL LEADERSHIP

THERE IS NO SIMPLE ANSWER TO A  
COMPLICATED QUESTION

By Sarah B. Hood

**C**an altruism coexist with capitalism? A growing body of thought holds that organizations with a strong ethical mandate are not just a nice idea; they tend to be more productive, better at attracting and retaining desirable employees and ultimately more profitable than those without.

Nonetheless, the value of ethical leadership can be a hard sell to senior executives negotiating a tough economy. And even when they do buy in, who defines the ethical code, especially when values clash? Environment, human rights, loyalty, inclusivity – all are admirable values, but may not always align.

Is it permissible to test medical treatments on animals in order to reduce human suffering more quickly? What if a decision to source supplies more sustainably threatens to end a relationship

with a long-established supplier? How can you accommodate an employee's right to observe non-statutory religious holidays in a way that's fair to other workers?

The short answer, says author and consultant Linda Fisher Thornton, is that it's complicated; workplace ethics can't be governed by a single rulebook. Fisher Thornton is the CEO of Leading in Context, a leadership development firm based in Richmond, Va. In her recently published book, *7 Lenses: Learning the principles and practices of ethical leadership*, she analyses a practical approach for organizational leaders who wish – in the words of her own mission – to “unleash the positive powers of ethical leadership.”

Fisher Thornton believes that it is necessary to consider decision-making from the point of view of different sets of criteria.

**“THE PROACTIVE COMPANIES ARE BEING REWARDED BY THE CONSUMERS WHO WANT TO SUPPORT VALUES-BASED ORGANIZATIONS.”**

— LINDA FISHER THORNTON, FOUNDER AND CEO, LEADING IN CONTEXT



shortest-term to longest-term thinking, and from most practical to most aspirational.

- Profit (“Make money”): This lens focuses on traditional corporate values of financial loss or gain.
- Law (“Comply”): Guides organizational activities according to the minimum standards required by law.
- Character (“Be moral”): Centres on developing leaders’ personal moral integrity.
- People (“Care”): Includes respect for the needs and rights of employees.
- Communities (“Serve”): Widens the focus to include the broader community.
- Planet (“Sustain”): Places a high value on environmental conservation and sustainability.
- Greater good (“Do good”): This lens takes the biggest picture into consideration and looks ahead to the needs of future generations.

The ethical expectations of the contemporary world are changing, which can have dramatic implications for leaders. Organizations must better define an ethical system appropriate to their own particular activities and personality, and be constant throughout that entire system.

“Companies that consistently strive to do business ethically tend to outperform their counterparts who don’t, and they outperform in lots of different ways,” said Fisher Thornton. “When you lead with ethics, you build trust, and that’s when you transform the metrics. So traditionally, people have thought of ethics as a burden, but it’s moved to focusing on their potential and the opportunity that proactive ethics brings out in the organization.”

Managing people is an important component of ethical leadership, though not the only one.

“There is no one dimension of ethical leadership,” she said. “We are understanding that people are whole beings; people have many different aspects of their lives, and we can’t ask them to turn that off when they come into the workplace.” When a leader demonstrates that employees are valued for who they are as people, she says, they feel safe and they can do their best work.

Corporate leaders actually have an ethical obligation to keep abreast of the latest developments in their fields since, for example, it would be impossible to source ingredients, materials and supplies ethically without being aware of the health or environmental concerns that may have arisen about a given product in the supply chain.

“Our ethics as leaders are defined by every piece of what our organization does, and that includes our subcontractors and suppliers. If we have really good values in our own workplace, but we’re subcontracting to another country, we need to go over there and check,” said Fisher Thornton.

“We are our supply chain, and businesses are being held accountable for the whole chain by consumers. They’re saying no, you can’t have this squeaky-clean image and then use sweat shop labour. People are voting with their purchases. The proactive companies are making the changes now, before the laws require it, and they are being rewarded by the consumers who want to support values-based organizations,” she said.

“Ethical competence is always going to be a moving target,” said Fisher Thornton. “[I want] to help people build ethical competence, because it doesn’t just happen. Companies that are doing that are getting a lot of media attention. They’re attracting consumers who are attracted by the care they’re taking. Companies who are taking these steps are finding that it moves their metrics forward in wonderful ways.” ■



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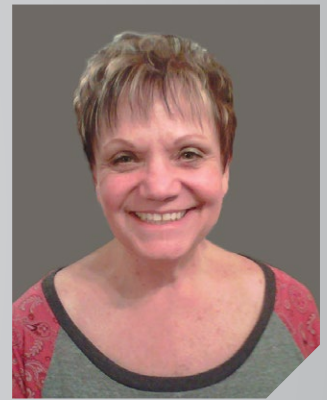
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# Interview with an HR Hero:

## ANTOINETTE BLUNT, SHRP, FCHRP



### A GENERALIST WITH SPECIALTY SKILLS

By Lisa Gordon

**H**uman resources is a lot like nursing, according to Antoinette Blunt. After a rewarding 25-year career as a registered nurse – much of it spent at the managerial level with the Victorian Order of Nurses (VON) in her hometown of Sault Ste. Marie, Ont. – Blunt can draw more than a few parallels between nursing and her present job as an HR and labour management consultant.

With a wide variety of clients served by her company, Ironside Consulting Services, Inc., Blunt believes both occupations require a problem-solving approach.

“If you’re going to start recommending a resolution, you really need to have all the background information first,” she said. “It runs the whole gamut from knowing who they are, understanding the problem, planning appropriately and then evaluating. And, that’s exactly how nurses are trained.”

After 14 years of running her consulting service, and 13 years of volunteer work with the Human Resources Professionals Association (HRPA) – including serving as association chair from 2009-2010 – Blunt was honoured with the Fellow Certified Human Resources Professional (FCHRP) designation in 2013, in recognition of the lasting contribution she has made to promoting best practices and enhancing the reputation of the profession.

*HR Professional* spoke to her about the rewards and challenges of providing a diverse range of results-oriented HR consulting services, when she’s “never quite sure what she’ll be dealing with next.”

**HRP: How and when did you decide upon a career in human resources?**

**AB:** For the last 10 years of my nursing career, I was executive director of the Sault Ste. Marie VON, and we were responsible for human resources. While working on my master’s degree, my electives focused on human resources. It went from there to getting involved in a lot of provincial committees at the VON. At one point, I was seconded for about 16 months to be the acting director of labour relations for VON Ontario. Then, in 1999, the provincial government changed the community nursing model and we lost the nursing program in the Sault after 50 years. My heart wasn’t in health care anymore; it was time for a change. So, I started my consulting business.

**HRP: What was your first HR job?**

**AB:** My first HR-related work was with the VON, and then I turned it into my own business. I’ve been providing HR and labour relations services to employers throughout Northeastern Ontario since 2000. I still maintain my certification as a nurse, and I provide a lot of services to hospitals. Most of my nursing career has been at the managerial level, so there are very transferable skills.

# IN A NUTSHELL

- **First (full-time) job:** My first job after university was as a staff nurse at the Moose Factory General Hospital on Moose Factory Island in James Bay. I believe I learned more there in one year than I would have in three years at an urban hospital.
- **Childhood ambition:** There were two: nursing and law. I remember when I was about 10, I'd fold a Kleenex and pin it in my hair, and then I'd wait on my dad. I'd bring him sandwiches and snacks, but then I realized that wasn't nursing, it was waitressing! In high school, I thought about law. But at that point, girls tended to be directed toward secretarial, teaching or nursing careers.
- **Best boss:** Donna Roe. She was the national CEO of VON Canada for most of my career. She led with confidence, knowledge, integrity and kindness.
- **Current source of inspiration:** My daughter, Katie. She's 26 years old now, and she continually amazes me with her dedication to helping people and making a difference in the world. She inspires me. I also get a lot of inspiration from my colleagues and friends in human resources.
- **Best piece of advice I ever got:** Stop and really listen to what people are saying, and listen actively. This advice came from my assistant executive director at our VON branch in Algoma.
- **Favourite music:** I absolutely love music and always sing in the car on the way to visit clients. I love '70s music; The Eagles have been one of my favourite groups for over 30 years.
- **Last book:** I am constantly reading and researching for work. So, I tend to look to fiction to take my mind off work for a while. I just finished *The Fear Index* by Robert Harris, and I really enjoyed it. I love reading something that is totally different from what I do at work; it clears my mind.
- **Time away from work:** I thoroughly enjoy spending time with my daughter and my friends; they are very important in my life. I like to travel, relax, go shopping, go out for walks and talk to my daughter and my best girlfriend, Sharon.

## HRP: Describe your current job.

**AB:** I provide service to many different types of clients: hospitals, health units, social service organizations, police services, municipalities, universities and First Nations organizations. Consulting in the north is a little bit different. In Southern Ontario, there are many different companies that provide HR consulting; you find a lot of specialists. But I really need to be a generalist with a lot of specialty skills, so I can provide a broad range of services. I've done pay equity, compensation, workplace investigations, collective bargaining, HR policy and procedure and recruitment. A little bit of everything, but it has to be at a higher level.

## HRP: What do you love about your job?

**AB:** I have always loved working with people; I enjoy meeting new people and helping them resolve their problems. Also, I really like challenges. I never know which client is going to call and what the problem may be. I have to listen, understand the issue, research and keep learning to be able to help them.

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

**AB:** Weather and geography can sometimes be a challenge, since some of my clients are several hours away. Also, just dealing with so many different types of clients can be a great challenge. For instance, with First Nations organizations, I have become familiar with the culture. I have built traditional and culturally significant requirements into HR policies for them.

## HRP: What are your career highlights?

**AB:** The volunteer work I have been privileged to do with HRP, and before that with CCHRA, is a highlight. I'm still a volunteer on HRP's professional regulations and standards committee. In 2013, I was very honoured to be awarded the FCHRP designation; and at the same time, I was awarded an honorary life membership in HRP. It was unbelievable; I was very proud of what I had done.

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

**AB:** During difficult times, especially as a consultant, you need to understand the nature of the client's business. You really need to ensure you have all the pertinent information before you can recommend a resolution. I always look at considering alternative approaches, too, and weigh out the probability of success for each option.

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

**AB:** I think that at all levels, relationship management is one of the critical factors for success in the HR field. It ensures that everyone you are involved with is treated with respect and dignity. How people communicate with one another is usually a part of the problem. Of course, the other skills that are becoming more critical are business acumen, strategic skills, talent management, governance, leadership skills and communications.

**SOMETHING I LEARNED A LONG TIME AGO IS THAT YOU NEED TO COMMIT TO LIFELONG LEARNING. IF YOU LEARN ONE NEW THING EVERY DAY, YOU WILL CONTINUE TO DEVELOP AS A PERSON AND AS A PROFESSIONAL.**

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

**AB:** Something I learned a long time ago is that you need to commit to lifelong learning. If you learn one new thing every day, you will continue to develop as a person and as a professional. If you want to be current in your chosen profession, you can never stop learning.

**HRP: What is the future of HR?**

**AB:** I think we have a very exciting future and it's just unfolding now. Last fall, HR became a regulated profession in Ontario. I think we're going to see much more recognition and acknowledgement that HR is a critical component of any organization's management. I know our designations will be recognized as top of the class, worldwide. ■

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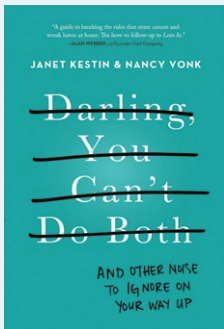
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# OFF THE SHELF

By Alyson Nyiri, CHRP



## DARLING, YOU CAN'T DO BOTH AND OTHER NOISE TO IGNORE ON YOUR WAY UP

Janet Kestin and Nancy Vonk  
Harper Collins, 2014

From two of the leaders behind Dove's Campaign for Real Beauty and two of Ad Age's "100 Most Influential Women in Advertising" comes a straight-talking roadmap for all working women. Filled with hard lessons they and other women learned, the authors illustrate how women of different generations are embracing and redefining ambition – that women's careers do not follow the straight path, often zig-zagging toward goals that fulfill them rather than the stereotypical brass ring.

### Talking point

Though there are still structural changes urgently required in order for women to take on more positions of power and authority, there is still a case to be made for the simple act of reaching out to the woman beside or behind you.



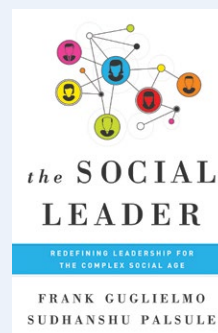
## THE KEY: HOW CORPORATIONS SUCCEED BY SOLVING THE WORLD'S TOUGHEST PROBLEMS

Lynda Gratton  
McGraw-Hill, 2014

Over the coming decades, corporations will be profoundly affected by several trends such as the rebalancing of global markets for goods and labour, hyper-connectivity of people and jobs, increasing skills gaps and poverty and inequality. Yet corporations contain resilient and creative people who, working together, can develop strategies to overcome the complexity facing them. Gratton pushes things further, saying that these resilient and creative corporations can and should become anchors in their communities and address global challenges.

### Talking point

Gratton writes, "What will differentiate leadership in the coming decades is not just what the leaders choose to do within their corporations but also what they choose to do in the world."



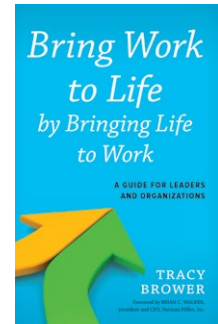
## THE SOCIAL LEADER: REDEFINING LEADERSHIP FOR THE COMPLEX SOCIAL AGE

Frank Guglielmo and Sudhanshu Palsule  
Bibliomotion, 2014

Hierarchical workplaces are quietly being replaced by communities. Information is so quickly attained and shared that leaders today need to understand they no longer control it. The Social Age has upended the business world of planning, forecasting and strategy to a world of ambiguity and disruption; one in which leaders need to engage stakeholders across and beyond their formal sphere of responsibility. The five tenets of social leadership that help leaders shift their thinking for a community-based organization are: mindfulness, proactivity, authenticity, openness and social scalability.

### Talking point

Today's social leader must learn how to harness social energy rather than creating meaning and control. What are the implications of this for developing leadership talent?



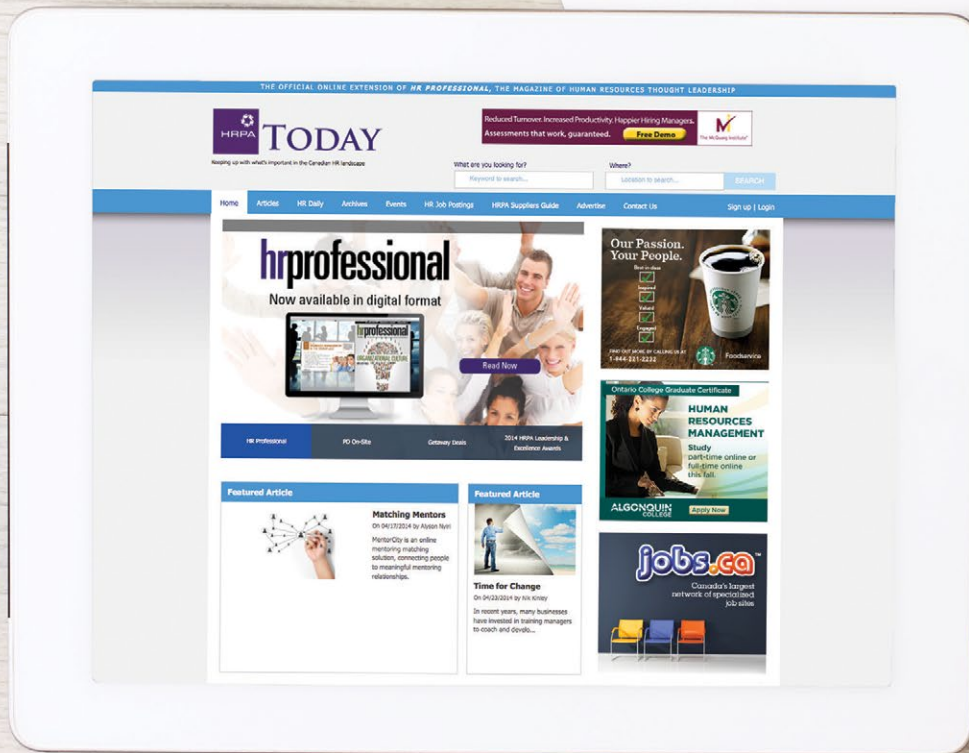
## BRING WORK TO LIFE BY BRINGING LIFE TO WORK: A GUIDE FOR LEADERS AND ORGANIZATIONS

Tracey Brower  
Bibliomotion, 2014

Work-life strategies are the many policies and practices used by organizations, designed to give flexibility and options for workers. Brower argues that work-life balance is a zero-sum game in which work and life are mutually exclusive. Work-life support, conversely, is an integrative approach, recognizing the relationship between work and life. It supports employees in navigating their life-course by offering strategies that reduce perceived demands and increase perceptions of capacity.

### Talking point

How well do your organization's strategies foster employees' capacity to handle the demands of their jobs? ■



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# FIVE TIPS TO AN ENGAGED WORKFORCE

## NEW HRP A SURVEY FINDS THAT ENGAGEMENT IS STILL AN IMPORTANT METRIC AND PROVIDES KEYS TO BUILDING AN ENGAGED WORKFORCE

**E**mployee engagement is a human resources metric that essentially tells an employer how happy its workers are.

A high engagement score means workers are satisfied, committed, proud, loyal and understand how their role impacts the organization as a whole. It translates into high productivity and creativity in peoples' jobs. A low engagement score often correlates with high absenteeism and low morale and is a clear indication of an unhealthy workplace.

The Human Resources Professionals Association (HRPA) recently polled its members on the validity of the employee engagement metric in the 21st century Canadian workplace.

Eighty per cent of the 850 HR professional respondents came back with a strong affirmation of the metric, with more than a third saying it's a concept that's increased in importance over the years.

### ENGAGEMENT ACROSS THE GENERATIONS

Seventy-six per cent of respondents agreed that engagement means different things to different generations: mature workers want to be valued as full contributors, rather than people nearing the end of their careers; while millennials want continuous learning and advancement opportunities – they really want to enjoy their work and want their voices to be heard.

### BUILDING ENGAGEMENT

"Respondents said the most commonly shared drivers of engagement are supportive managers, compelling work, career opportunities, good salary, work/life balance and recognition," said Kristina Hidas, HRP A's vice president of HR research and development.

Using comments from respondents, five useful tips on building an engaged workforce shone through:

#### 1. KNOW THEM

It is vital for managers to know their employees. Senior leaders should know – and understand – their workforce, while every front-line manager should know the individuals on her/his team.

*"Executives, managers and employers need to know who their employees are. Not only names and faces, but also work experience, education, outside interests, families. You want someone to be engaged when they show up at work? Know that they have a sick parent or kids, or that they're training for a race, or love to play cards. Remember who they are when they leave at the end of the day."*

#### 2. GROW THEM

Help employees to improve their skills, including providing training and career development.

*"Too often we think 'growing employees' means developing a formal internal career path, or doing courses at night. Wrong. There are many ways to grow employees, and they all make them feel more engaged in their work lives. Send someone who's afraid of public speaking to [a leadership workshop], support someone's hobby, encourage a worker to do a presentation on her favourite charity. These are all growth opportunities and they make all the difference in how people feel about their work."*

#### 3. INSPIRE THEM

Every worker should know exactly how their efforts support the organization's strategy.

*"This means keeping employees in touch with every aspect of what the organization is doing and showing them that we are all working to a larger strategy and vision. When people feel they are part of something bigger, they're engaged in it."*

#### 4. INVOLVE THEM

Solicit employee input to leverage their experience and foster creative problem solving.

*"Get employees involved in challenges that don't directly touch them. If they can give an opinion on an issue that affects another team, it's good for everyone. It generates ownership, and ownership leads to engagement."*

#### 5. REWARD THEM

Aside from compensation, reward employees according to what they value.

*"Compensation means a lot of things. We have to pay employees fairly and competitively. But it also means benefits and vacation, flex hours and the ability to work from home. One of the pillars of engagement is the ability to compensate individuals according to what they value, and according to what stage they're at in their personal lives." ■*

*The Human Resources Professionals Association (HRPA) is the professional regulatory body and the professional association for Human Resources professionals in Ontario.*

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