

**INSIDE:** THE FUTURE TALENT | THE COST OF VACANT POSITIONS | REMOTE JOB TRENDS

# hrprofessional

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

THE MAGAZINE OF HUMAN RESOURCES THOUGHT LEADERSHIP | MAY/JUNE 2015

## RETURNING TO WORK

AFTER A MENTAL  
HEALTH LEAVE



**2015**  
HRPA SUPPLIERS  
GUIDE INSIDE

## OUTSOURCED RECRUITING MANAGED SERVICES

- Dedicated Recruiters, Account Managers and Delivery Managers Assigned to your Account
- Service Level Agreement Guaranteeing the number of Weekly/Monthly Submissions and Placed Candidates
- Seamless Integration into your Internal Recruitment Processes

## GLOBAL STAFFING, PAYROLL, HR SERVICES

- Operations in over 30 Countries
- Rapid Global Workforce Mobilization
- Global Recruitment and Security Screening Services
- In-Country Payroll and HR Services
- Global Workforce Management Options
- Continual Candidate Backlogging for Rapid Backfill

Over 1200 Global Clients trust BBG as  
their Staffing and Recruiting  
Services Partner

We will provide you with a staffing and recruiting services solution that is customized to your requirements



@bbgmanagement



BBG-Management



BBG Management Corporation



[www.bbgmanagement.com](http://www.bbgmanagement.com)

[info@bbgmanagement.com](mailto:info@bbgmanagement.com)

613-789-8080 x777

**BBG**

BBG MANAGEMENT CORPORATION

*We are Committed to being your Staffing Services Partner*

## FEATURES

- Returning to Work** ..... **16**  
*For employees returning from a mental illness-related leave, HR professionals have a pivotal role to play*
- The Future Talent** ..... **22**  
*Canada’s untapped talent goldmine*
- Meet the HR Influencers** ..... **68**  
*Melissa Sonberg, CHRE, ICD.D*

## DEPARTMENTS

- Letter from the Editor** ..... **4**
- Leadership Matters** ..... **5**  
*Raising the bar for the HR profession*
- Upfront** ..... **7**  
*The latest HR news*
- Legal Words** ..... **13**  
*The growing concern of cybersecurity*
- Recruitment** ..... **47**  
*The cost of vacant positions*
- Culture** ..... **49**  
*Breaking organizational bad habits*
- Benefits** ..... **51**  
*Challenges with cross-border pension plans*
- Leadership** ..... **53**  
*Taking a heart-centred approach*
- Technology** ..... **55**  
*Incorporating telecommuting into the workplace*
- Talent Management** ..... **59**  
*Flexible workspaces and collaborative culture*
- Policies & Procedures** ..... **63**  
*Preventing fraudulent criminal record checks*
- Career Paths** ..... **65**  
*Tracy New: Occupational health and safety specialist*
- Off the Shelf** ..... **71**  
*What’s worth reading*

- The Last Word** ..... **72**  
*Taking responsibility for employee health choices*

**2015 HRP A Suppliers Guide**  **27**



## IN THIS ISSUE

*After a leave of absence related to a mental health issue, an employee’s success may depend on an effective return-to-work plan. As HR professionals, we need to develop an abilities-based plan in collaboration with the employee and her manager, with regular check-ins and adjustments along the way. To read how to successfully implement a return-to-work plan, flip to this issue’s cover feature, starting on page 16.*

# contributors



## LOREN MINER

Loren Miner is chief operating officer (COO) of recruitment firm Decision Toolbox (DT). Miner has more than 15 years of financial, corporate and leadership experience and oversees DT's daily and long-term operational processes, client relations, finance, accounting, expansion and human resources functions. Miner holds a Bachelor's degree in business economics. Prior to joining DT, Miner served as vice president of finance and administration for AHI Healthcare Systems. Read her article discussing the costs associated with vacant positions, starting on page 47.



## DARREN COLEMAN

Darren Coleman is an investment specialist with Coleman Wealth of Raymond James Ltd. in Toronto. He is fully licensed in Canada and the United States, and was one of Canada's first investment managers to be accredited in three disciplines – professional financial planner, certified financial planner and certified hedge fund specialist. Raymond James Ltd. is a member of the Canadian Investor Protection Fund. Read Coleman's article about cross-border pension funds, starting on page 51.



## SUSAN STEINBRECHER

Susan Steinbrecher is a business consultant and coauthor of *Heart-Centered Leadership: Lead Well, Live Well*. She is the CEO of Steinbrecher and Associates, Inc. and serves as an executive coach, licensed mediator, professional speaker and leadership advisor. She is also the author of the Amazon bestseller, *KENSHO: A Modern Awakening*. Steinbrecher is an Inc.com columnist, Entrepreneur.com contributor and *Huffington Post* blogger. Her work has been featured on MSNBC's *Your Business*, *Woman's Day*, *Fortune Small Business*, CNBC.com and CNNMoney.com. Read Steinbrecher's article focusing on employing heart-centred leadership tactics, starting on page 53.



## JAMES TJAN

James Tjan is the president and CEO of Mindful Snacks, a provider of healthy snacks and beverages servicing some of the GTA and south-western Ontario's notable companies, including Google, LinkedIn, Nike and many more. Tjan founded Mindful Snacks following four successful years with Freshii, first as director of operations, and later as vice president, Purchasing and Product Innovation, where he managed over \$10 million in global purchasing annually.

Tjan graduated from Ryerson University's Hospitality program in 2003. Read his article about the benefits of readily available, nutritious snack options for employees, starting on page 72.

INDUSTRIAL RELATIONS CENTRE  
Professional Development



## Your workplace is **changing** . . . are you?

Most work environments today are dealing with constant change. New millennials in the workforce are seeking different rewards than their older co-workers, and evolving technology is changing the way we all do our jobs. How do we adapt to these shifts and build teams that foster collaboration?

Queen's University IRC (Industrial Relations Centre) tackles these challenges head on. We offer a wide range of one-day, multi-day and custom programs that give you the skills you need to navigate through a sea of change.

Make this a year of positive approaches to your changing world. Visit our website to download our **Program Planner**, or contact one of our professionals to discuss how we can support you and your teams.

### FALL 2015 ONTARIO PROGRAMS

**Labour Relations Foundations**  
September 20-25, 2015: Kingston

**Building Smart Teams**  
September 22-25, 2015: Kingston

**Change Management**  
September 29 - October 1, 2015: Ottawa

**Linking HR Strategy to Business Strategy**  
October 6-8, 2015: Toronto

**Negotiation Skills**  
October 18-23, 2015: Kingston

**Organization Development Foundations**  
October 27-30, 2015: Toronto

**Managing Unionized Environments**  
November 3-5, 2015: Ottawa

**Designing Change**  
November 3-5, 2015: Toronto

**Coaching Skills**  
November 25-26, 2015: Toronto



## TAKING CARE OF BUSINESS

**A**s HR professionals, you undoubtedly are aware of the importance of taking care of your mental health. We've previously explored the issues surrounding mental health in the workplace in *HR Professional*, and the May/June 2015 edition is continuing that conversation.

We know that, in some cases, the best option for an employee is to take a leave of absence to focus on their mental health or to deal with issues arising from a mental illness. What may go unconsidered, however, is how to successfully reintegrate that employee back into the workforce once they're able to return. In our extended cover feature, writer Melissa Campeau explores how HR can step in to better the chances of a more positive outcome when an employee returns to work after a mental illness-related leave, including accommodation strategies. To read more, flip to page 16.

In this issue's other feature article, Cathy Gallagher-Louisy of the Canadian Centre for Diversity and Inclusion fills us in about Canada's looming talent shortage, and how HR can try to avoid that crisis. By tapping into Canada's underutilized talent pools – skilled immigrants, Aboriginals and people with disabilities – we can better prepare for the future. HR is in the position of building more inclusive work environments and increasing the diversity of their workforces. To read Gallagher-Louisy's article, turn to page 22.

I'm always excited to put together a new issue of *HR Professional* because of the wealth of interesting and engaging topics we can include – I hope that you enjoy this edition and that you learn something new from it. I'm looking forward to your feedback – please send me an email or tweet to @HRProMag. The digital edition is available for viewing at [www.hrpatoday.ca](http://www.hrpatoday.ca).

Happy reading,



Jill Harris  
866-953-2182  
[jharris@lesterpublications.com](mailto:jharris@lesterpublications.com) ■



VOLUME 32 / NUMBER 4 MAY/JUNE 2015

**Editor:** Jill Harris | **Publisher:** Sean Davis

**Managing Editor:** Duff McCutcheon, HRPA

**Legal Editor:** Malcolm MacKillop, Shields O'Donnell MacKillop LLP

### HRPA

150 Bloor St. West, Suite 200, Toronto, ON M5S 2X9

Phone: 416-923-2324 | Toll-free: 1-800-387-1311 | Fax: 416-923-7264

Email: [info@hrpa.ca](mailto:info@hrpa.ca) | [www.hrpa.ca](http://www.hrpa.ca)

**Chief Executive Officer:** William Greenhalgh

**Vice President, Finance and Administration:** Gary Monk

**Vice President, Annual Conference and Sponsorship:** Marta Pawych

**Vice President, Marketing, Membership & Learning:** Chris Larsen

**Vice President, Regulatory Affairs:** Claude Balthazard, PhD, CHRL

**Vice President, Public Affairs:** Scott Allinson

As the premier HR association in Canada, HRPA is internationally recognized and sought out for its knowledge, innovation and leadership. With more than 20,000 members in 28 chapters in Ontario, HRPA connects its membership to an unmatched range of HR information resources, events, professional development and networking opportunities.

### EDITORIAL ADVISORY BOARD

Michael Bach, Canadian Institute of Diversity and Inclusion/Institut canadien de la diversité et de l'inclusion

Mary Ann Baynton, Great-West Life Centre for Mental Health in the Workplace

Christine Burych, StarlingBrook Corporation

Eric Cousineau, OCG Strategy & Organizational Consulting

Joseph (Val) D'Sa, York Region District School Board

Bonnie Flatt, Master Coaches

Mandy Hanlon, Oakbridges Labour Relations Consulting Inc.

Jennifer Laidlaw, CIBC

Norm Sabapathy, Cadillac Fairview

Dr. Parbudyal Singh, York University

Sandra Smith, Southlake Regional Health Centre

Melissa Sonberg, McGill University

Christine Thomlinson, Ruben Thomlinson LLP

*HR PROFESSIONAL* is published eight times per year for the Human Resources Professionals Association (HRPA).

### PUBLISHED BY LESTER COMMUNICATIONS INC.

701 Henry Ave., Winnipeg, MB R3E 1T9

Phone: 204-953-2189 | Toll-free: 866-953-2189 | Fax: 204-953-2184

Email: [info@lesterpublications.com](mailto:info@lesterpublications.com) | [www.lesterpublications.com](http://www.lesterpublications.com)

**President:** Jeff Lester

**Vice President & Publisher:** Sean Davis

### EDITORIAL

**Editorial Director:** Jill Harris

**Editorial Assistant:** Andrew Harris

### ADVERTISING

Quinn Bogusky, Michael Collins, Rob Holt, Nancy Kantor, Larry Kiska, Colleen McDonald, Louise Peterson, Darryl Sawchuk, Blair Sidorow, Cathy Zimmerman

### DESIGN & LAYOUT

**Art Director:** Myles O'Reilly

Crystal Carrette, Jessica Landry, John Lyttle, Gayl Punzalan

© 2015 HRPA – All rights reserved. The contents of this publication may not be reproduced, in whole or in part, without the prior written consent of the publisher.

**Disclaimer:** The opinions expressed by the authors and/or editorial sources contained in *HR Professional* are those of the respective parties and do not necessarily represent the opinion of the publisher or HRPA.

**Subscriptions:** (Prices include shipping and handling)  
\$49/year in Canada; \$79/year in the U.S. and International.

Publication Mail Agreement #40606022  
Return undeliverable Canadian addresses to Lester Communications Inc.

Printed in Canada on FSC Certified paper and polybagged with biodegradable plastic. Please recycle where facilities exist.

# Strong HR Capabilities and Flawless Execution are Good for Business



By Phil Wilson, CHRL, CHRE

## RAISING THE BAR FOR THE PROFESSION

**S**trong HR capabilities and flawless execution are good for business – and raise the bar for the profession. The recent Boston Consulting Group’s report entitled *Creating People Advantage* confirmed two things for me recently.

The correlation is very clear: companies that have strong HR capabilities enjoy higher financial performance over those that don’t.

And secondly, the Human Resources Professionals Association (HRPA) is definitely on the right track with its updated HR certification framework: the survey found the most important HR capabilities (and the ones most heavily invested in by high-performing organizations) included talent management, culture, HR strategy and engagement. These are precisely the kinds of capabilities that HRPA’s new framework defines via 213 functional competencies and 15 enabling competencies at each of the three levels of HR practice – Entry; Professional; and Executive.

Let’s examine what the survey found regarding high performance organizations.

BCG’s 2014-15 survey (its eighth since 2007) was produced in partnership with the World Federation of People Management Associations (WFPMA). It analyzed data from more than 3,500 online respondents from around the world, plus 64 in-depth interviews with both HR and non-HR executives.

A central finding was the clear correlation between HR capabilities and financial performance. Among the highest performers were organizations that were strongest in people management – and who were



confident in their capabilities across all HR subtopics (everything from international HR, social media and recruiting to onboarding, HR processes and metrics). By contrast, the organizations reporting the worst financial performance also showed a need to bolster their HR capability across the board.

BCG’s analysis also found the strongest performers were more strategic in the efforts they invested in their HR capabilities – notably how they accurately distinguished high-priority capabilities from lower priorities and directed their resources accordingly.

### HRPA COMPETENCY FRAMEWORK

As I mentioned above, I was pleased to see how closely HRPA’s updated competency framework mirrored the HR capabilities noted in the BCG survey – particularly the

capabilities noted above that are considered to be most important by high performing organizations around the world.

HRPA’s Competency Framework provides a template for these capabilities. Take, for example, “HR internationalization” (which, in the BCG survey, was among a few HR subtopics ranked significantly more important in high performers than in low performers). In HRPA’s Competency Framework, this competency is defined as “Develop an overall HR strategy that can be adapted to various national contexts” and is further defined as to how it should be demonstrated at each level of practice:

- **CHRP:** *Gathers relevant information upon request on HR management across various national contexts*
- **CHRL:** *Works with others to develop an overall HR strategy that can be adapted to various national contexts*
- **CHRE:** *Influences the overall multinational*

# TIPS ON DEALING WITH DIFFICULT PEOPLE



## DEALING WITH SOMEONE WHO MAKES PERSONAL ATTACKS

1. Ignore the attacks and focus on the issues;
2. Try to determine if you did anything to upset them and, if so, apologize;
3. Set ground rules for behaviour; or
4. Use an "I" statement to indicate that attacks are not helpful.

## DEALING WITH SOMEONE WHO LIES OR IS UNTRUSTWORTHY

1. Ask yourself whether the lie is about something important or just puffery.
2. Ask for proof/third party verification.
3. Outline the impact on future interactions if present discussion is based on a lie.
4. Build in a consequence that will occur if they have lied.

## DEALING WITH DIFFICULT PEOPLE WORKSHOP DATES:

Windsor Law  
School Certificate

**Toronto:** May 11-13, July 15-17, October 6-8

*"I would recommend this course to any HR Professional."*

- Susan Broniek, HR, Toral Cast Precision Technologies, Mississauga

## WINNING OVER IRATE CUSTOMERS WORKSHOP DATES:

Stitt Feld Handy  
Group Certificate

**Toronto:** May 14, October 16    **Ottawa:** October 26

*"I liked the steps on how to evaluate a situation and use positive interpersonal skills professionally or personally. The instructors made the information fun without dry theories."*

- Christina Schroen, Centre Manager, Downtown Montessori, Toronto



Contact us to speak to an instructor  
**1.800.318.9741 | [sfhgroup.com/ca](http://sfhgroup.com/ca) | [contact@adr.ca](mailto:contact@adr.ca)**

*HR strategy to enable it to be maximally effective from the perspective of an HR leader in the multinational head office*

In an increasingly interconnected world economy, the HR profession needs a global body of knowledge based on HR competencies that are valued and recognized by organizations – and HR professionals – around the world.

## SOME FINAL THOUGHTS

This is my last Leadership Matters as HRPAs chair and I would like to say what an honour it has been serving our members. I am proud to have volunteered with HRPAs over many years, having contributed to all the committees as an active member. Through that process I have developed as an HR practitioner as well as honed my governance skills. Through the years I have worked with a fabulous group of HR practitioners who volunteer many hours of their time on our board on behalf of our members and the public in effecting change that raises the bar for our profession. I have had tremendous insight in regards to the running of our association and can assure you that we are tremendously well served by the dedication of HRPAs CEO Bill Greenhalgh and his staff.

I am very proud to have been around for two of HRPAs greatest achievements: the passage of *The Registered Human Resources Professionals Act, 2013* and the introduction of our new HR framework and designations. Together these accomplishments help establish HRPAs as a Tier 1 regulator of the HR profession, and they act together to bring about this fundamental shift in HRPAs role.

What we've done to transform the HR profession is game changing, and we are effectively pioneering the way for other HR associations around the world.

I am truly excited and confident in terms of the great potential that exists for our members and the future of our HR profession. It's a great time to be in HR.

P.S.: For those who are interested, the BCG report *Creating People Advantage 2014-2015* can be accessed from <http://on.bcg.com/1rLsui9>. ■

*Phil Wilson, CHRL, CHRE is outgoing chair of the Human Resources Professionals Association (HRPA).*



# UPFRONT

## HR PROFESSIONALS SAY "NO" TO ONTARIO PENSION PLAN

HR professionals reject the proposed Ontario Pension Plan: that's the clear message coming out of a recent member survey conducted by the Human Resources Professionals Association (HRPA).

In a recent Ontario Retirement Pension Plan Survey, 55 per cent of HRPA members surveyed are against the proposed Ontario Retirement Pension Plan (ORPP), while 58 per cent think that the Ontario government should continue negotiating with the federal government to raise the Canada Pension Plan (CPP) and close the retirement gap.

"There does not seem to be a savings gap," said Bill Greenhalgh, CEO of HRPA. "It is clear that a majority of our members' organizations already have adequate benefit plans."

Respondents to the survey questioned the need for an ORPP when current workplace benefit plans already exist. In fact, 75 per cent of HRPA members' organizations currently offer a savings plan to their employees – more than half of which offer a defined contribution pension plan.

Affordability is another issue. Of those polled, almost half cannot afford to pay up to \$1,643 per employee per year, while 41 per cent said that it would force them to

either cancel or invest less in their current workplace plan.

"The employee benefit plans that companies currently offer will be affected," said Greenhalgh. "Of those surveyed, 44 per cent have 500 employees or more, making it challenging for these companies to maintain their existing plans while also incurring the cost of yet another mandatory savings plan."

For full survey details, please visit: <http://bit.ly/1EQxOm6>

## CFOs PREDICT WHAT HAPPENS WHEN YOU EMPOWER EMPLOYEES

A little employee empowerment can go a long way if you're the boss, new research suggests. Nearly one in three (29 per cent) chief financial officers (CFOs) in a Robert Half Management Resources survey admitted they would be more productive if they gave their employees greater autonomy at work. Only 21 per cent of executives feared their performance would decline if they gave workers more control.

The survey was developed by Robert Half Management Resources, a global provider of senior-level finance, accounting and business systems professionals on a project

and interim basis. It was conducted by an independent research firm and is based on telephone interviews with more than 270 CFOs at companies across Canada.

CFOs were asked, "If you gave your staff greater autonomy over how and when they do their jobs, such as flexible work hours, working remotely or less direct supervision, what effect, if any, do you feel it would have on your productivity?"

Increase in productivity	29%
No change	44%
Decrease in productivity	21%
Don't know	6%

"Executives at successful companies focus on the big-picture direction of the firm and trust their staff to achieve current goals," said David King, Canadian president of Robert Half Management Resources. "It can be difficult to let go of the day-to-day but executives who perform at their optimal levels maintain focus on strategic planning and analysis, and mission-critical initiatives. An organization with empowered staff is in line to achieve the long-term benefits of increased innovation, better morale and improved retention."

**FORTY-ONE PER CENT SAID THAT [THE NEW ONTARIO PENSION PLAN] WOULD FORCE THEM TO EITHER CANCEL OR INVEST LESS IN THEIR CURRENT WORKPLACE PLAN.**



olaws/Shutterstock



THE MOST SUCCESSFUL LEADERS  
SHARE A WILLINGNESS TO TURN  
ESTABLISHED BUSINESS PRACTICES  
ON THEIR HEADS AND FOSTER A  
CULTURE OF SMART RISK-TAKING.

**TO BE THE BOSS, YOU NEED TO MOTIVATE OTHERS**

Want to move into a management role? It takes more than business savvy and decision-making skills, says research by The Creative Group. When advertising and marketing executives were asked to name the most important factor they consider when promoting professionals to management positions, more than half said they look for candidates with strong motivational or leadership skills. Interpersonal or soft skills followed, with 19 per cent of the response.

The national study was conducted by an independent research firm and is based on 400 telephone interviews – 200 with advertising executives randomly selected from agencies with 20 or more employees and 200 with marketing executives randomly selected from companies with 100 or more employees.

The Creative Group outlines five key traits for those seeking a promotion to a supervisory role:

1. **Vision.** A sharp understanding of where your business is going is essential to success. Great leadership relies on a clear vision of the future as well as the ability to inspire others toward your goals.
2. **Focus.** Effective managers keep their eyes fixed on the prize. They know when to sacrifice short-term wins to pursue bigger-picture objectives.
3. **Creativity.** The most successful leaders share a willingness to turn established

business practices on their heads and foster a culture of smart risk-taking. A passion to innovate and advance the company overrides their fear of failure.

4. **Flexibility.** Good managers know change in the workplace is constant and that agility is central to getting ahead. This means they can pivot at a moment's notice to take advantage of opportunities as they arise.
5. **Resilience.** Sometimes the act of striving towards business goals means you will fail. The best bosses can bounce back and turn a setback into a well-timed gain.

**EMPLOYEE ENGAGEMENT TOPS HR TRENDS IN RETAILING**

As large and medium-sized retailers shutter and online retailing grows, surviving bricks and mortar stores must redefine themselves – and the HR function must adapt to meet the challenges. That was a clear message at the Retail Council of Canada's recent HR conference.

The conference examined several HR trends affecting the retail trade:

**EMPLOYEE ENGAGEMENT**

Engaging store managers/associates and home office staff across multiple brands and business units has become more significant. In implementing the Hudson's Bay Company's "transformational change" program after it bought Saks Off Fifth and

Lord & Taylor, CHRO Stephen Cerrone says that engaging its beefed-up workforce started by recognizing that "people had something to say." In May last year, The Bay asked its staff 40 questions across 10 categories, with more than 38,000 employees providing 64,365 responses to three questions on "commitment."

For H&M, "employee engagement is a top focus," said spokesperson Emily Scarlett. The fashion retailer's strategy includes encouraging employees to take responsibility and to set their own development goals.

**MULTI-GENERATIONAL WORKFORCE**

Rebecca Wood (Genuine Parts Company), Kristen MacLellan (Starbucks) and Ted Moroz (The Beer Store) say retailers are using mobile technology to attract younger people, who normally form the bulk of sales associate teams.

However, managing retailers' growing multigenerational workforce is a trending concern for retail management, says Norm Sabapathy, People EVP at Cadillac Fairview. He says retailers' HR departments are accelerating initiatives to "tap into the needs and motivations of its diverse workforce" so they can better work together toward the corporate goal.

"Our ability to influence how we bring talent into retailing [is important because different generations] are all looking for different things coming out of their work," said Wendy Swinden, VP HR at Wal-Mart Canada Corp.



# The Professional Trainer

Full Accreditation Program on Multimedia CD-ROM

The goal of this program is to teach participants how to assess the need for training, develop the material, prepare the handouts, deliver the content and evaluate the results. Successful completion of all 3 Modules makes you eligible for membership in the Canadian Professional Trainers Association, CPTA, with the RPT (*Registered Professional Trainer*) designation.

This new multi-media deluxe package includes three (3) CD-ROMS, participant workbook and exam.

**HRPA Members!** Special offer until June 30, 2015 ... **SAVE \$200**

**\$745** Regular \$945

Details at : [www.workplace.ca/hrpa.html](http://www.workplace.ca/hrpa.html)

## Institute of Professional Management

2210-1081 Ambleside Drive, Ottawa, ON, K2B 8C8 ★ Tel: (613) 721-5957 ★ Toll Free: 1-888-441-0000 ★ Fax: 1-866-340-3586

**WANT ACCESS TO  
HIGHLY QUALIFIED  
INVESTMENT  
PROFESSIONALS?**

**LOOKING TO HIRE?**

CFA Society Toronto's employment posting service gives you access to over 8,000 investment professionals. Our career centre has become **the** job source for investment employers.

Why not join us?  
For more information:  
Tel: 416.366.5755 option 4  
Email: [jobs@cfatoronto.ca](mailto:jobs@cfatoronto.ca)

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





**WORKPLACE  
SKILLS TRAINING**

- ✓ Advanced Microsoft Office
- ✓ Customer Service
- ✓ Sales & Marketing
- ✓ Payroll/Accounts Payable/Receivable
- ✓ QuickBooks
- ✓ Human Resources
- ✓ Computer Software

Training specific to the employer's needs

◆ **High return on investment**

◆ **Fast results**

**Programs may be eligible for the Canada-Ontario Job Grant.**

**ptcollege.com**  
**1-888-711-3271**

**i Call us today for more details.**

## New Books on Leadership

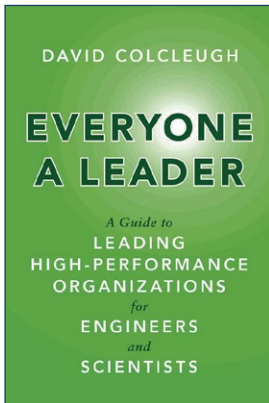


### Leadership is Half the Story

A Fresh Look at Followership, Leadership, and Collaboration

by Marc Hurwitz and Samantha Hurwitz

This book introduces the first model to seamlessly integrate leadership, followership, and partnerships and provides new ideas and practical advice for anyone working in an organization.

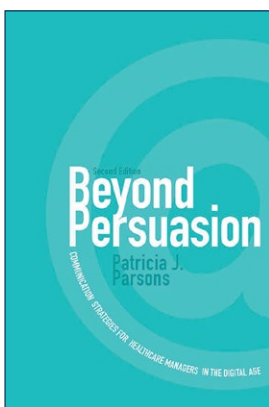


### Everyone a Leader

A Guide to Leading High-Performance Organizations for Engineers and Scientists

by David Colcleugh

In *Everyone a Leader*, David Colcleugh outlines how science and technology focused organizations can benefit from developing the leadership capabilities of their employees.



### Beyond Persuasion

Communication Strategies for Healthcare Managers in the Digital Age

by Patricia J. Parsons

*Beyond Persuasion* provides healthcare managers with a guide to using strategic communication to meet both personal and professional objectives in the digital age.



UNIVERSITY OF TORONTO PRESS

Advancing Knowledge

utppublishing.com

Recommended by 9 out of 10 customers.



"OfficeTeam provides reliable and consistent service, no questions asked. Our order gets filled with an appropriate candidate every time."

– HR Manager, Entertainment Company

Learn more at [officeteam.com/testimonials](http://officeteam.com/testimonials)

Robert Half again was named to FORTUNE® magazine's "World's Most Admired Companies" list, ranking #1 in our industry. (March 1, 2015)

 OfficeTeam®  
A Robert Half Company

[roberthalf.ca](http://roberthalf.ca)

Source: FORTUNE, March 1, 2015 © 2015 OfficeTeam, A Robert Half Company. 0310-3015

## INSURE MY GROUP

No hassle. No cost. No kidding.



Members and employees can save up to 40%\* off their auto and home premiums.

Enrollment is always fast, easy and hassle-free.

There's no cost to you – ever.

 the co-operators®  
Group Auto and Home Insurance



Learn more about Group Auto and Home insurance from The Co-operators.

[www.cooperatorsgroupinsurance.ca/sponsors](http://www.cooperatorsgroupinsurance.ca/sponsors)

\*Auto insurance not available in British Columbia, Manitoba and Saskatchewan.

This group insurance program is only available through our Contact Centre and website.

HBG530 C&C

### ENHANCING COMMUNICATIONS

The largest retailers are working to ensure change management decisions are not “lost in translation” on their staff, especially in far-flung locations. Swinden says that top retailers are adopting strategic communication to help “communicate and engage more with retail operations folks.” The retail giants’ HR staff also makes regular visits to stores so the managers and associates obtain a “better understanding of the ripple effects” of changes.

Swinden says such enhanced two-way communication processes can only derive from cross-functional planning involving HR, IT, merchants and finance at the table. In the past, retailers’ internal communication strategies were ineffective due to business groups operating in silos.

– By John Yuen, Freelance Writer, Great News for the Biz

### PROFESSIONAL AGILITY AND COMMERCIAL ACUMEN ARE KEY FOR HR

The changing nature of work is fundamentally altering both HR operating models and the capabilities HR practitioners need for the future, according to the latest HR Outlook survey report from the Chartered Institute of Personnel and Development (CIPD), the professional body for HR and people development in the UK. Although the role of the HR business partner has become more prevalent in recent years, the report found that many HR professionals are not developing the skills needed to fulfill these new responsibilities effectively, such as commercial acumen, data awareness and analysis and other specialist skills.

The report surveyed 630 HR professionals, covering a number of issues and emerging trends that help to indicate the current state of the profession, and measured how HR professionals and employers are understanding and reacting.


Highlights from the survey include:

- Half of HR departments have undergone a structural change in the last two years, mainly in order to enable HR to become a more strategic contributor to the business.
- Three-quarters of HR practitioners agree that HR understands how the organization works and how people practices influence the value chain.

- Over half of HR practitioners feel confident about using data and metrics to instigate change in the organization or to improve the HR function’s effectiveness, but less than half said their HR function goes on to draw insight from people data and communicate it to stakeholders to drive competitive advantage.
- Almost half of HR directors surveyed said their last job role was outside of HR and seven out of 10 HR directors worked in roles outside of HR five job

roles ago. This suggests that time spent learning elsewhere in the business or rotating in and out of HR could be valuable in reaching a senior HR position.

“Our report highlights how much the HR function has developed in just three years, when we last surveyed the profession,” said Dr. Jill Miller, research advisor at the CIPD. “HR has a crucial role to play in bringing unique insights about the organization’s people to business debates, informing strategic decision-making.” ■



## We’re the apple a day.


At Sherrard Kuzz LLP we collaborate with our clients to anticipate and avoid human resources problems.

We know that a healthy workplace today can prevent painful headaches tomorrow.


By thinking creatively and working proactively we help our clients stay healthy.

**If it’s about your workplace, we’re the only call you’ll need to make.**


---



Ranked In  
CHAMBERS  
GLOBAL  
2014  
Leading Firm



2014-15  
TOP 10  
LABOUR & EMPLOYMENT  
BOUTIQUE  
CANADIAN LAWYER



**SHERRARD KUZZ** LLP  
Employment & Labour Lawyers

Main 416.603.0700  
24 Hour 416.420.0738  
www.sherrardkuzz.com  
@sherrardkuzz

**LEXPTRANKED**



**As a group,**  
your employees  
can save more

The Personal can give your employees access to **exclusive group rates and customized coverage on your home and auto insurance.**

Over 700 of Canada's top organizations agree; it's rewarding to partner with The Personal.

To find out more, please call



**Tarek Ghannam**

Director National Sales

1-877-306-5252 ext. 5515138

email: [tarek.ghannam@thepersonal.com](mailto:tarek.ghannam@thepersonal.com)

[thepersonal.com](http://thepersonal.com)



**thePersonal**

Home and Auto Group Insurer

The right fit.

# Identifying Cyber Risks

CYBERSECURITY IS A GROWING CONCERN FOR ALL ORGANIZATIONS

By Justine Laurier



A simple fact of modern business is that data is everywhere and of all information created today, 98 per cent is stored electronically. This increase in electronically stored information has brought business advantages and ease-of-access, but with it comes a growing threat of data breaches and cybersecurity violations through attacks on information technology systems. According to a PwC survey, the global cost of these breaches was an estimated USD\$23 billion in 2014.

Apart from the challenges this poses from a public relations perspective, the legal fallout is often much more important and potentially devastating to the companies involved. The disclosure of

confidential information about the company and that of its employees and clients, breaches of privacy and infringement of intellectual property rights can have dire consequences. It is clear that cybersecurity has become a growing concern for both public and private sector organizations.

## LEARN FROM THE MISTAKES OF OTHERS

In one of the most eye-catching cases of breaches of cybersecurity of 2014, Sony Corporation became the victim of a crippling cyber-attack, making supposedly secure and confidential information publicly available. Private employee information, such as pay slips and social security numbers, and



WHILE IT'S THE HACKING OF LARGE COMPANIES THAT MAKE THE HEADLINES, IN REALITY IT'S SMALL AND MEDIUM ENTERPRISES THAT ARE MOST VULNERABLE AND MOST OFTEN FALL VICTIM TO CYBER-ATTACKS.

# legal words

confidential corporate information, such as salary schedules, unreleased movies and movie scripts, were offered for free download on peer-to-peer data-sharing networks.

The fallout for Sony was enormous: several costly projects had to be abandoned, several high-level executives had to publicly apologize and social media erupted in negative comments. Adding insult to injury, no less than four separate class actions of disgruntled employees have since been filed in the U.S., causing a serious financial liability to the company. Some of the allegations in the lawsuits indicate that the company had, in recent years, been breached several times on a smaller scale and did not learn from those experiences. No adequate changes had been put into place – the information was not stored in a properly encrypted format; too many people had access to confidential information; the passwords of the employees were weak and stored in a list that was, unsurprisingly, one of the first targets of the cyberattack.

Perhaps even more surprising is that the data breach at Sony was not even the largest of 2014; it ranked a meagre 33rd. In May 2014, eBay suffered the biggest attack of the year: an estimated 150 million records were breached and placed online, including the personal information (email, passwords, sales history) of all eBay users.

## PREVENTION IS KEY

The Internet, an undeniable asset in a globalized economy, poses a serious risk to the companies that use it without care. As reported by *The Globe and Mail*, in 2013, 36 per cent of enterprises in Canada experienced at least one form of security breach. While it's the hacking of large companies that make the headlines, in reality it's small and medium enterprises of less than 50 employees that are most vulnerable and most often fall victim to cyber-attacks. So, what should a responsible company do to avoid data breaches in the first place, and, once a breach is discovered, to limit the legal and financial fallout?

The first step is simple: realizing that no matter how large or small your company is, no matter the industrial sector you are active in, the company is at risk. Public outcry is magnified through social media, criminal capabilities grow and the legal ramifications are potentially devastating. These issues cannot be seen as just a problem for the IT department; it is a company-wide issue. Simply put, it has become too risky and too costly to close your eyes to the risk, and to clean up afterwards.

The second step is less self-explanatory: a robust IT and data protection policy should be put into place no matter the size of the company. While data encryption and firewalls should be among your first investments, it cannot end there. As more and more companies provide laptops, tablets and smartphones to their employees, the loss of these devices poses an increasing security risk. All employees should be made aware of the risks of using (and losing) such a device, so that the company can take swift and decisive action as soon as a potential breach is discovered.

THE INTERNET, AN  
UNDENIABLE ASSET  
IN A GLOBALIZED  
ECONOMY, POSES A  
SERIOUS RISK TO THE  
COMPANIES THAT USE  
IT WITHOUT CARE.



## INCLUDE EMPLOYEES IN FIGHTING CYBER-ATTACKS

Your employees should be educated about what information is confidential and why, and especially the potential fallout of a breach of that confidentiality.

Recent studies indicate that only 60 per cent of Canadian enterprises have a policy on data protection. This in itself leaves them vulnerable. A company-wide confidentiality policy should therefore be devised, emphasizing the necessity for employees to not copy or use for personal purposes, or circulate confidential information in any way (including on a social media platform) and to limit the possibility of data breaches. As a result, the company as a whole is made aware of the importance of cybersecurity and employees will be well placed to recognize cyber risks and therefore notify the company accordingly and promptly.

## PRIORITIZE TIMELINESS

A responsible company should think of having a containment plan in place, in case things do go awry. The risks of regulatory action, class action suits and the preservation of the organization's reputation – and in extreme cases, the organization's existence – all depend on the steps taken in the very first few hours (not days) to contain the situation, mitigate the damage that has been done, fix the problem and get the organization up and running again. It is therefore essential to have a containment plan and, where needed, experts should be called in as soon as possible to minimize the negative consequences of the data breach.

## ARE YOU READY TO COUNTERATTACK?

It may seem impossible to prevent a massive cyber-attack or to ward it off completely. Companies, even if they are aware of cyber risks, are still reticent to deploy the much-needed investments. The reality is that the companies' budgets available for cybersecurity are lower than what is actually needed to provide a robust responsiveness to cyber-attacks. Budgets to prevent data breaches or to address their fallout must not be neglected as, in the case of cybersecurity, the evidence shows that prevention is a lot more cost-effective than cure. ■

*Justine Laurier is an associate at Borden Ladner Gervais LLP's Montreal office. Nils Goeteyn provided research for this article.*



# SELECTING YOUR BEST TALENT BEGINS WITH UNDERSTANDING YOUR BUSINESS



We know a company's success starts with its employees. With more than three decades of recruiting and staffing expertise, Aerotek partners with industry-leading organizations to help find the best talent. As your strategic partner, our account managers live and breathe your industry and work with you to create a staffing plan that meets your business needs.



Visit [HRPA.Aerotek.com](http://HRPA.Aerotek.com) to learn more.

# RETURNING TO WORK

FOR EMPLOYEES  
RETURNING FROM  
A MENTAL ILLNESS-  
RELATED LEAVE, HR  
PROFESSIONALS HAVE A  
PIVOTAL ROLE TO PLAY

By Melissa Campeau



Imagine – as an HR professional, you’ve helped an employee struggling with a mental health issue to coordinate a leave of absence. She and her physician are working together on her care. You’ve assisted her manager and team in adjusting to her absence. The tough work is behind you, right? Now you can rest easier knowing she’ll come back when she’s better, slip into the role she once had and everything will go back to the way it was.

Not so fast. An employee’s success upon returning to work may depend – a lot – on what you do. If your employee has been gone a while, you can nearly guarantee she won’t be able to resume her duties at full speed the moment she returns. But simply stripping her workload arbitrarily isn’t likely to help her or the team in the long run, either. Developing an abilities-based plan, in collaboration with the employee and her manager, devising proactive solutions to potential challenges and scheduling regular check-ins and adjustments along the way are steps that HR can take to help better the chances of a more positive outcome – for everyone.

## AVOIDANCE IS NOT A SOLUTION

Mental illness can be a difficult subject to discuss and harder still to fully understand. Well-intentioned, compassionate employers may worsen a problem by attempting to avoid the issue altogether.

“Often, an employer is most concerned about how an employee returning from a mental illness-related leave will react in a stressful situation, and these, of course, do happen at work,” said Mary Ann Baynton, program director for the Great-West Life Centre for Mental Health in the Workplace and founder of Mary Ann Baynton Associates Consulting in Waterdown, Ont. The employer may attempt to keep the employee out of the path of all possible workplace stressors, a move that can render the employee ineffective and unproductive.

“It can also contribute to a sense of inadequacy for the employee,” said Baynton. “And it may create resentment among the coworkers who have to cover for that person. In most cases, it can create a real burden on the front line supervisor manager who still

**“THE IDEA OF A GRADUATED PLAN FOR AN EMPLOYEE RETURNING FROM A MENTAL ILLNESS-RELATED LEAVE IS THAT WE HELP THE EMPLOYEE TO BUILD UP STRENGTHS OVER TIME, RATHER THAN EXPECTING LESS FROM THEM.”**

— MARY ANN BAYNTON, PROGRAM DIRECTOR, GREAT-WEST LIFE CENTRE FOR MENTAL HEALTH IN THE WORKPLACE AND FOUNDER, MARY ANN BAYNTON ASSOCIATES CONSULTING

## cover feature

has to meet the same business objectives with an employee who may not be doing their job effectively.”

Accommodation (where required) and a return-to-work plan should help develop a solution that supports employee success on the job, which is more likely to benefit everyone involved.

“The idea of a graduated plan for an employee returning from a mental illness-related leave is that we help the employee to build up strengths over time, rather than expecting less from them, which is often de-motivating,” said Baynton.

### NEED TO ACCOMMODATE

An employee’s physician will indicate when he or she is ready to head back to work, and will let you know if accommodation needs to be part of the arrangements.

An employer’s need to accommodate an employee is a legal obligation, but there are other compelling reasons to accommodate. On a very basic level, there’s an employer’s social responsibility to assist an employee, since there are significant gaps in our public health system when it comes treatment, support and care of mental-health related illnesses.

There’s also a strong business case for bringing an employee back into the corporate fold sooner rather than later.

“If you focus on trying to get people back into the workforce early on, particularly with many mental health issues, most of the research would indicate that it actually aids in the employee’s recovery,” said Adam Kelly, a VP at Morneau Shepell in the Absence Management Solutions division. “Getting them back and engaged in the workplace is really important.”

Generally speaking, it’s human nature to want to be productive and make a contribution.

“When people are on a leave from work dealing with a significant mental health episode, most of them are not happy being away and disconnected from the workplace. They’re struggling

with some serious issues,” said Kelly. “Research will tell you that getting back in the workplace helps with a recovery and makes the return to work more sustainable over time.”

What’s more, the longer an employee dealing with a mental health illness is away from the workplace, the less likely it becomes that she will ever return. In fact, mental illness is the leading reason for long-term disability claims in Canada.

### REORIENTATION AFTER LEAVE

In some cases, accommodation might not be necessary. That doesn’t mean, however, that the employee should immediately leap back into his former routine.

“Not everyone who experiences depression or anxiety-related disorders actually needs formal accommodation,” said Baynton. “But what the literature says is that anyone who’s been away from work for 12 weeks or more likely needs a return-to-work plan – a gradual plan and a way to reintegrate with the team and retrain or reorient to the work.”

Much like someone who has been away with a physical injury like a broken leg, getting back into a routine can take some time.

“The other point to remember is that things change when you’re away. Work isn’t the same after 12 weeks,” said Baynton. “Employees can’t just pick up where they left off. They need to get back to speed gradually.”

### DEVISING A PLAN

To ease re-entry and determine what the employee is capable of handling, you’ll need a collaborative effort. This may mean hiring an external firm specializing in reintegrating employees coming back from leave. For some, this is a natural decision: reputable firms have a depth of knowledge in this area that people in the organization are unlikely to possess, objectivity to make clear decisions and the bandwidth to devote as much time as necessary to

## TOOLS AND RESOURCES

If you’re searching for more information on mental health-related issues in the workplace and back-to-work programs, the following free resources offer expert guidance and training.

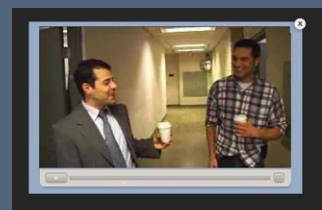
### Supporting Employee Success: A Tool to Plan Accommodations that Support Success at Work

This PDF booklet provides training, resources and support to help managers have effective conversations with their employees, as part of accommodation and return-to-work planning. Access the PDF by visiting <http://bit.ly/1wg5tq4>. (The *Supporting Employee Success* authors are seeking feedback about the publication. To contribute, go to <https://www.workplacestrategiesformentalhealth.com/ContactUs/Index>.)

### Managing Mental Health Matters

This online video-based training program for leaders and supervisors covers a range mental-health related concerns, including accommodation, performance, managing conflict and return to work. Go to [www.workplacestrategiesformentalhealth.com/mmhm/](http://www.workplacestrategiesformentalhealth.com/mmhm/) for more information.

All of the Centre’s tools and resources are available at no charge at [www.workplacestrategiesformentalhealth.com](http://www.workplacestrategiesformentalhealth.com), and in French at [www.strategiesdesantementale.com](http://www.strategiesdesantementale.com).



the project. However, handing the issue over entirely to an outside organization can have its challenges, too.

Johanna Skitt, now director of human resources with Giffin Koerth in Toronto, was formerly a reintegration specialist with CIBC.

“Like it or not, there tends to be stigma attached to employees who come back from a leave,” she said. “They can become less appealing to managers. So having someone external try to ‘sell’ them to managers instead of someone internal [can be hard]. I struggled with it constantly.”

On the other hand, there are ways to incorporate the guidance and expertise from outside sources, while still handling all of the communication with the manager and employee internally. It’s a matter of what works best for each organization.

Whether or not you employ external help, you’ll want to involve the employee, his manager and the employee’s physician in the process. The physician, though, shouldn’t be expected to define the accommodation plan.

“The legalese around the physician’s role when it comes to accommodation is that she will advise the employer if the employee has a disability that qualifies him for accommodation, and if so, inform the employer about the functional limitations related to that disability,” said Baynton. “What should happen next is that the employer develops a workplace accommodation based on the functional limitations and the work requirements, but in reality, physicians are often expected to provide specifics around job accommodation requirements, when they are rarely familiar with the requirements or the demands of the jobs.”

To help resolve this challenge and help employers (and even external consultants) develop accommodation and return-to-work plans, Baynton helped in the development of the booklet *Supporting Employee Success* (see sidebar for more information), an initiative of Great-West Life Centre for Mental Health in the Workplace.

“We worked with family physicians, the medical advisor for a large corporation, an occupational health physician and an occupational health nurse,” said Baynton. “We knew that many employers were saying, ‘We aren’t mental health experts so we can’t know what kind of accommodation is going to be safe for this employee.’ And the healthcare practitioners were saying, ‘We don’t know the workplace, so we don’t know what kind of workplace accommodation would best support this employee to do their job.’”

“If that’s what both sides are saying, the person who is left out in the cold is the employee. So we created a tool that bridges that gap and helps the employer to very concisely describe the expectations in terms of psychosocial demands on the employee.”

## MAPPING THE PLAN

Whether you handle the process of reintegrating the employee using internal or external resources (or a combination of both), their task is the same.

“I would frame what they’re developing as a disability management program,” said Kelly. “One of the core purposes of the disability management program, no matter who is delivering it, is to evaluate, throughout the absence, the functional limitations associated with the health condition, relative to the employee’s job description and core duties. Then, how do we understand and manage the relationship between the two? It requires appropriate

**“EMPLOYEES CAN’T JUST PICK UP WHERE THEY LEFT OFF. THEY NEED TO GET BACK TO SPEED GRADUALLY.”**

– MARY ANN BAYNTON, PROGRAM DIRECTOR, GREAT-WEST LIFE CENTRE FOR MENTAL HEALTH IN THE WORKPLACE AND FOUNDER, MARY ANN BAYNTON ASSOCIATES CONSULTING



expertise to address the complexity presented by mental health issues.”

Baynton recommends that the employer first outlines job expectations and some of the potential challenges inherent with them (including time pressures, exposure to emotionally stressful situations, working relationships) with the employee, manager and health care professional. The manager fills in a questionnaire, considering whether the employee’s duties mean she has frequent, occasional, infrequent or no exposure to each.

The employee then fills out the next section of the questionnaire, indicating her tolerance for each challenge. For example, she could indicate that she’s able to tolerate exposure to stressful situations, able to tolerate exposure occasionally or infrequently or is unable to tolerate it at all.

“The employee is saying, ‘This is how I feel right now,’” said Baynton. “The wording is designed to take away the feeling that it’s a failing of an individual rather than a particular circumstance of the moment.”

## PROVIDE SOLUTIONS AND SUPPORT

When you understand the areas where an employee might need help, you can offer suggestions for support.

“The list in the resource we’ve created provides ideas that might allow the employee to effectively manage stressful situations rather than avoid them,” said Baynton.

For example, an employer could allow reasonable time off to attend counseling sessions or medical appointments and time for phone calls of reasonable length during the day to doctors or other supporters.

“Let them have a lifeline and let them have permission to reach out when they need to,” said Baynton. If in-house EAP counseling services or work coaches are available, encourage the employee to access them.

# cover feature

## MANAGE THE MANAGERS

“One of the best things employers can do is offer training to their people leaders,” said Kelly. He encourages HR leaders to help managers and supervisors understand their business and legal obligations, as well as their role in this area. “They all have a stake in this and, as leaders, need to be champions and facilitators of these programs because they have the direct connectivity with the employee. That’s where a lot of organizations struggle. They need to focus more on training, communication and the ongoing accountability. Managers need to know they have a role in the return-to-work process.”

They also need to believe in a worker’s ability to improve and contribute. Assuming the employee is keen to get healthier and thrive in the work environment, he won’t get far without a manager who’s on the same page.

“Unless there’s appetite from both ends to accept the accommodation and focus on what an employee can do, it won’t work,” said Skitt.

## AVOIDING COWORKER CONFLICT

When workers have a lack of understanding around mental health issues, and a lack of faith in their organization’s ability to deal with them, it’s a problem waiting to happen. This is a possibility even in the best of circumstances. At CIBC, for example, the organization supported reintegration programs that helped to decrease the stigma for workers returning from a mental illness-related leave.

Despite this, said Skitt, “There was a general sense of ‘we can’t count on you’ towards the returning employee from the rest of the team.”

This is where a well-trained manager can have a positive impact on a returning employee and her coworkers. Focusing on the employee’s abilities rather than her limitations, and employing a graduated work plan where everyone can see progress being made, may help keep coworker resentment at bay. This not only helps with team dynamics, it can benefit the returning worker, as well.

“When coworkers are resentful, it can have an incredibly negative impact on the employee who is being accommodated,” said Baynton. “But when accommodation helps someone be more productive, other employees rally around that person to support them, and feel that the organization really would support them if the tables were turned.”

Organization-wide education about mental health, accommodation and return-to-work programs and policies can go a long way towards helping the process run smoothly, as well. Employees can develop a comfort level with this potentially difficult issue and feel that there’s structure in place to help support both the returning employee and the affected team.

## FOLLOW-UP AND ONGOING PLANNING

Once the groundwork has been laid and a return-to-work program is underway, it’s important to keep checking in with the employee.

“The frequency depends on the complexity of the situation,” said Baynton. “Usually we’d follow up at least once a week, but we would suggest that it’s just for 15 minutes.” A brief meeting gives time to quickly go over the plan the employee has created, discuss how things are going, find out if goals are being met and talk about any problems.

40 years of providing top corporations with customized financial education through seminars, individual financial planning and online solutions.

Karen Hall, Vice President  
Financial Education & Employer Services  
Calgary



To learn more about how T.E. Wealth is helping employers, please visit [www.tewealth.com/employers/](http://www.tewealth.com/employers/)

Vancouver • Calgary • Toronto • Montreal • St. John’s

**“ONE OF BEST THINGS EMPLOYERS CAN DO IS OFFER TRAINING TO THEIR PEOPLE LEADERS. THEY ALL HAVE A STAKE IN THIS AND, AS LEADERS, NEED TO BE CHAMPIONS AND FACILITATORS OF THESE PROGRAMS BECAUSE THEY HAVE THE DIRECT CONNECTIVITY WITH THE EMPLOYEE. MANAGERS NEED TO KNOW THEY HAVE A ROLE IN THE RETURN-TO-WORK PROCESS.”**

— ADAM KELLY, VP, ABSENCE MANAGEMENT SOLUTIONS DIVISION, MORNEAU SHEPELL

The schedule should lighten up over time, too.

“When you see things are going well, you might meet only once every two weeks and eventually once a month or less. But you don’t want to just ignore it and hope that everything’s going well,” said Baynton.

### BEST POSSIBLE OUTCOME

“The end goal with a return-to-work plan is that the employee is ultimately able to do her job, feel valued in the workplace and know how the work she does is valued in the workplace,” said Baynton. “If someone was able to do the job before they were ill, it’s highly likely they can continue to do that job when they’re well, and be able to thrive and progress. Some people assume that having an anxiety- or depression-related disorder means you can’t do your job, but this is just not true in the vast majority of cases.”

Baynton has witnessed remarkable successes when employees and employers were engaged in well-thought-out return-to-work plans.

“I’ve had employees who’ve been supported through a return to work process like this say, ‘I feel like I have a new lease on life,’ and ‘I feel like I’ve turned a new page.’”

### LOOKING AHEAD

Despite that kind of success, managing accommodation and return-to-work programs is still foreign territory for many organizations.

“I would say that to some extent, organizations are getting much better at recognizing that mental health is an issue that impacts the workplace and that as employers, we have a responsibility to address that,” said Kelly. However, theory is one thing and practice is quite another.

“As a concept, that’s been widely acknowledged, but what that means in terms of activity might be something different,” he said. “There’s been some improvement, but I think there’s still a lot of work to be done.” ■



## RECRUITING FINANCIAL PROFESSIONALS?

- Offer positions to over 190,000 Members
- Highly targeted advertising
- Immediate matching resume database access

**RECRUITING CANADA’S PREMIER FINANCIAL PROFESSIONALS HAS NEVER BEEN EASIER.**

**FOR MORE INFORMATION,** [cpacanada.ca/CPASource](http://cpacanada.ca/CPASource)

**TELEPHONE** 416 204 3284 **EMAIL** [TGardiner@cpacanada.ca](mailto:TGardiner@cpacanada.ca)

A young woman with brown hair, wearing a black blazer over a white shirt, is seated in a wheelchair. She is smiling and looking towards the camera. Her hands are on a black keyboard on a light-colored desk. The background is a blurred office window with a view of a city skyline.

# *The* **FUTURE TALENT**

CANADA'S UNTAPPED TALENT GOLDMINE

By Cathy Gallagher-Louisy





Canada is heading for a talent crisis. In his 2014 Canadian labour force report, *The Great Canadian Skills Mismatch: People Without Jobs, Jobs Without People*, Rick Miner showed that by 2031, Canada is expected to have a shortage of nearly two million workers.

You might be looking at this number and thinking: so what? And isn't the word "crisis" a bit too dramatic? In reality, it isn't. A talent shortage is an issue not only for recruiting professionals, but for organizations, our entire economy and our quality of life in Canada.

History can help us to prove this point. We've already experienced a talent shortage in Canada in the mid-2000s, prior to the 2008 recession. Alberta was the province most affected by the shortage, and as expected the impact on HR and recruiting was alarming. With double-digit turnover came predatory recruiting practices – recruiters and staffing agencies were calling people up on the job and offering them substantial increases to leave their jobs and go work for a competitor *immediately*. Organizations were jumping through hoops to develop innovative compensation and benefits packages to attract and retain employees. Many unlikely companies were offering signing bonuses. For example, a grocery store chain reported it was paying \$1,000 bonuses to part-time employees who stayed for six months.

The impacts for the general population were even more startling: since there was a talent shortage in higher paying corporate jobs, the retail and food service industries were having a difficult time attaining and keeping minimum staffing levels. Grocery stores and other retailers would have long lineups, and many fast food establishments couldn't get anyone to work the late shift and

# feature

ended up closing earlier. There weren't enough people working in construction to build houses for the influx of people moving to Calgary for jobs, so housing prices skyrocketed. Clearly, the talent shortage was not a problem confined to the HR department.

Now Canada is headed for a much bigger talent shortage and it will be nationwide. The impacts to our economy could be catastrophic if we don't take action. Why? The dependency ratio. Mass

retirements will cause a significant increase in the number of dependents in Canada – *i.e.*, those who are too old or too young to work. As a result, by 2030, there will be two dependents for every one Canadian of working age. This is not financially sustainable.

But here's the good news: there is a solution. We can find the talent that we need if we tap into the vast underutilized talent pools we currently have available to us.

In his report, Miner suggested that to increase the size of our workforce, we need to increase the participation of those groups who have historically been underrepresented in the workforce. These are immigrants, Aboriginals and persons with disabilities, among others. With our traditional talent pools shrinking, a talent shortage looming and its accompanying national financial crisis, we must make the most of all the talent we have. Diversity is the way to go.

## Hire a Canadian Registered Safety Professional (CRSP)<sup>®</sup> to protect your most important resources

Increasing health and safety hazards in the workplace, mounting employer obligations and the financial impact associated with occupational incidents means that your organization cannot afford anything less than a **Canadian Registered Safety Professional (CRSP)<sup>®</sup>**.

A CRSP<sup>®</sup> offers in-depth knowledge of OHS principles and practices and applies this knowledge to develop systems in order to achieve optimum control over hazards in your workplace.

Visit [www.bcrsp.ca](http://www.bcrsp.ca) to learn more or to advertise to hire a CRSP<sup>®</sup>.



## SKILLED IMMIGRANTS

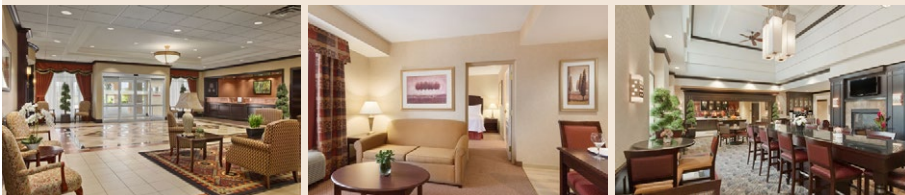
According to Margaret Eaton, executive director of the Toronto Region Immigrant Employment Council (TRIEC), we have an incredible untapped pool of talent in skilled immigrants. Eaton highlights startling facts about this group: the unemployment rate for university educated immigrants is double the rate for Canadian-born people. Education achieved abroad is discounted by the Canadian labour market by a factor of 30 per cent, while experience achieved abroad is discounted by 70 per cent.

Immigrants are highly skilled and educated. According to Statistics Canada, in 2006, 51 per cent of immigrants aged 25 to 64 had university degrees, compared with 19 per cent of the Canadian-born population. Unfortunately, when they enter the workplace, university educated skilled immigrants are often underutilized, and they earn only \$23,300 on average, compared to Canadian-born university grads who make \$78,900. According to a report by RBC Economics, the cost to our economy of underutilizing and underpaying skilled immigrants is \$30.7 billion per year.

Skilled immigrants also bring international expertise and can help organizations do business around the world. As our markets are becoming more diverse, and our organizations are competing in global markets, it can be beneficial to have people who have experience providing services across cultures and languages and who understand international business. We need to do better in our organizations and in society at large at leveraging and including this incredibly skilled and talented group.

## HOMESWOOD SUITES BY HILTON<sup>®</sup>

Toronto Airport Corporate Centre, Mississauga, Oakville and Cambridge  
*Make This Your First Address in Your New Hometown<sup>®</sup>*



A living room, a separate bedroom and a fully equipped kitchen. Complimentary hot, full breakfast daily and evening dinner (Mon-Thurs).

At Homewood Suites by Hilton<sup>®</sup>, you'll find exactly what you need to feel at home until you've settled into your new one. Visit [homewoodsuites.com](http://homewoodsuites.com) or call 1-800-CALL-HOME<sup>®</sup>

**Homewood Suites by Hilton<sup>®</sup>**  
Toronto Airport Corporate Centre  
5515 Eglinton Avenue West  
(416) 646-4600

**Homewood Suites by Hilton<sup>®</sup>**  
Toronto/Mississauga  
6430 Edwards Boulevard  
(905) 564-5529

**Homewood Suites by Hilton<sup>®</sup>**  
Toronto/Oakville  
2095 Winston Park Drive  
(905) 829-9998

**Homewood Suites by Hilton<sup>®</sup>**  
Cambridge/Waterloo  
800 Jamieson Parkway  
(519) 651-2888



© 2015 Hilton Worldwide

## ABORIGINAL PEOPLE

According to the Canadian Council for Aboriginal Business, there are more than 37,000 businesses in Canada owned by First Nation, Métis and Inuit persons. Further, the TD Bank estimated that by 2016, the Indigenous market in Canada will represent \$32 billion in combined income across households, businesses and governments. Thus, the total Indigenous income would be greater than the level of nominal GDP of Newfoundland and Labrador and PEI combined. This is a market for both customers and talent that should not be ignored.

According to a study released by the Centre for the Study of Living Standards, if Indigenous people in Canada reached the same education and employment level as non-Indigenous people, our country's GDP would increase by \$401 billion by 2026.

Yet, according to Aboriginal Affairs and Northern Development Canada, the unemployment rate for working-age Aboriginal people is more than twice the rate for non-Aboriginal Canadians of the same age (13 per cent versus six per cent).

Many companies operating in the oil and gas sector have a long history of employing Aboriginal peoples, and organizations in other sectors have seen tremendous benefits to including Aboriginal people among their employees. Some organizations report that Indigenous people bring unique decision-making approaches to their workplace, along with a deep knowledge of environmental stewardship and a strong sense of community, among other unique skills and attributes that make their contribution to workplaces especially valuable.

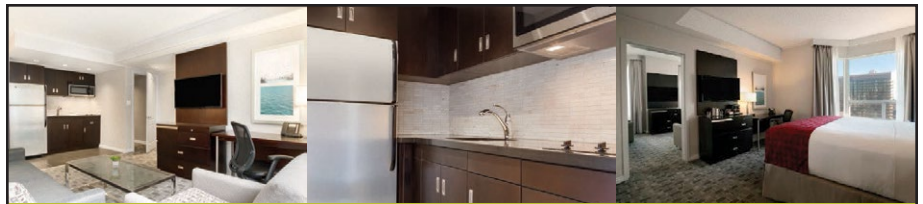
## PEOPLE WITH DISABILITIES

As David Onley (former Lieutenant Governor of Ontario and disability advocate) says, the biggest barrier to employment for people with disabilities is other peoples' attitudes. Many HR and talent acquisition professionals, as well as hiring managers, may be reluctant to hire people with disabilities because they still believe several myths about people with disabilities in the workforce – namely that they have higher absenteeism rates, lower job retention rates and that they come with significant accommodation costs.

In fact, studies have shown that people with disabilities have lower rates of absenteeism and higher rates of retention than their non-disabled counterparts. Employing people with disabilities is generally not onerous on the employer. In 57 per cent of cases, no workplace accommodation is required at all. Of the 37 per cent of cases that required a one-time cost to accommodate an employee with a disability, the average cost is \$500. Furthermore, a DuPont

study showed that 90 per cent of people with disabilities rated average or better on job performance.

Nonetheless, the Employment and Social Development Canada (ESDC) report *Rethinking DisAbility in the Private Sector* says that 795,000 working-aged Canadians with disabilities that would not prevent them from working are not employed – even though nearly half (340,000) have post-secondary education.



## DoubleTree by Hilton® Toronto Downtown

*Located in the Heart of the City*

*Ideal for your Relocation and Extended Stay Needs*

Stay with us for a few weeks or a few months and enjoy our newly refreshed junior one-bedroom suites, featuring separate living areas and fully equipped kitchens. Indulge in all of the luxuries our hotel has to offer, including two on-site restaurants, 24 Precor fitness centre, indoor pool, business centre, underground parking, and more. Complimentary Internet access and on-site coin laundry now available.



Contact our Sales Department today (416) 597-6347

108 Chestnut Street, Toronto, Ontario, M5G 1R3  
T: (416) 977-5000 F: (416) 977-9513  
www.torontodowntown.doubletree.com



Ask us about our new Executive Suites

Terms & Conditions: Hilton HHonors™ membership, earning of Points & Miles™ and redemption of points are subject to HHonors Terms and Conditions. © 2015 Hilton Worldwide

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

## Emond Harnden SRL LLP

### Labour and Employment Law's Best Practice

There are at least 12 areas of specialty in labour and employment law. Fortunately, we cover them all.

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

**www.ehllaw.ca**

**(613) 563-7660 / 1 (888) 563-7660**

**Glebe Chambers 707, rue Bank Street, Ottawa, Ontario K1S 3V1**

*Services dans les deux langues officielles*

# feature

So, how do we approach employing people with disabilities? Flexibility and open-mindedness are key, says the ESDC report. Accessibility features, once in place, often provide benefits to everyone, not just people with disabilities. Employers report multiple direct and indirect benefits to making accommodations. The first and foremost is attracting and retaining quality talent.

## INCLUSION IS KEY

Canada is quickly approaching a talent shortage. Increasing the diversity of our workforce is now more urgent than ever, and building an inclusive work environment is key.

When hiring people from non-traditional groups into our workforces, it's extremely important that we prepare our organizations to accept and include the new entrants to ensure that everyone works effectively

together and no one feels marginalized or excluded. It is in our best interest as a country and as HR professionals to create the best conditions so that we can tap into any under-represented talent and prepare Canada for a brighter future. ■

*Cathy Gallagher-Louisy is director, Knowledge Services at the Canadian Centre for Diversity and Inclusion.*

**WITH OUR TRADITIONAL TALENT POOLS SHRINKING, A TALENT SHORTAGE LOOMING AND ITS ACCOMPANYING NATIONAL FINANCIAL CRISIS, WE MUST MAKE THE MOST OF ALL THE TALENT WE HAVE. DIVERSITY IS THE WAY TO GO.**





# HRPA SUPPLIERS GUIDE 2015

# WE PRIDE OURSELVES ON GIVING HUMAN RESOURCES, WELL, MORE RESOURCES.

We focus on health and dental benefits.  
It allows us to be inventive, offer better service and  
do it all at better value. Because the bottom line is,  
when you look good, we look good.

1.800.268.6613

[greenshield.ca](http://greenshield.ca)

[@GSC\\_1957](https://twitter.com/GSC_1957)

**gsc**  
green shield canada

## ACCOMMODATIONS

Disability Awareness Consultants.....35

## ASSESSMENT

Apex Occupational  
Health and Wellness.....32  
Apex Wellness .....33  
Human Synergistics Canada .....37  
Live to Learn.....38  
Market Vertical Inc. ....39  
WATMEC Limited .....44

## BACKGROUND CHECKS & EXIT

### INTERVIEWS

Commissionaires.....34

### BACKGROUND SCREENING

CSI Background Screening .....35

## BARRISTERS & SOLICITORS

Nelligan O'Brien Payne.....40

## BENEFITS

Accompass .....31  
ADP .....32  
Buck Consultants, A Xerox Company .....34  
Cowan Insurance Group .....35  
Medavie Blue Cross.....39  
Mercer.....40  
The Williamson Group .....43

## BENEFITS – CONSULTANTS

ASSOCIUM.....33  
Express Scripts Canada.....36  
The Williamson Group .....43

## BENEFITS – GROUP INSURANCE

ASSOCIUM.....33  
Express Scripts Canada.....36  
Investors Group .....37  
The Williamson Group .....43

## CAPITAL ACCUMULATION PLAN

### PROVIDER

Sun Life Financial.....42

## COACHING & LEADERSHIP

### DEVELOPMENT

3V Communications .....31  
A Better Perspective.....31  
AchieveGlobal Canada .....31  
AWR Inc. – Alternative Workplace  
Resolutions.....33  
Build a Kick Ass Company .....34  
Executive English.....36  
Hay Group .....36  
Impact-Pro .....37  
Live to Learn.....38  
McLuhan & Davies  
Communications, Inc.....40  
Progressive Training College of  
Business & Health .....42  
The Niagara Institute.....43  
WATMEC Limited .....44

## COMPENSATION

Hay Group .....36  
Mercer.....40  
OACETT .....41  
Pesce & Associates Human  
Resources Consultants .....41  
The Compensation Company .....43

## COMPENSATION BENEFITS

Accompass .....31  
Medavie Blue Cross.....39

## CONSULTING

A Better Perspective.....31  
Actuarial Solutions Inc. ....32  
BBG Management Corporation .....33  
Buck Consultants, A Xerox Company .....34  
Disability Awareness Consultants.....35  
Impact-Pro .....37  
Investors Group .....37  
Live to Learn.....38  
Mercer.....40  
Pesce & Associates Human  
Resources Consultants .....41  
Seiden Health .....42  
The Compensation Company .....43

## CONSULTING – HR & BENEFITS

Accompass .....31  
LUCAS Professional Search Group.....39  
Medavie Blue Cross.....39  
Organizational Solutions Inc. ....41  
Workplace Options .....44

## DISABILITY MANAGEMENT

Cowan Insurance Group .....35  
Organizational Solutions Inc. ....41  
Seiden Health .....42  
The Williamson Group .....43  
Workplace Medical Corp. ....44

## E-LEARNING

HR Proactive Inc.....37

## EDUCATION / TRAINING

3V Communications .....31  
CN Tower.....34  
Disability Awareness Consultants.....35  
Executive English.....36  
Insightworks Learning  
and Development.....37  
McLuhan & Davies  
Communications, Inc.....40  
OACETT .....41  
Ontario Society of  
Professional Engineers.....41  
Progressive Training College of  
Business & Health .....42  
T.E. Wealth .....43  
The Niagara Institute.....43  
Trent University .....43

York University, Schulich  
Executive Education Centre .....44

## EMPLOYEE & FAMILY ASSISTANCE PROVIDER

Workplace Options .....44

## EMPLOYEE ASSISTANCE PROGRAMS

Cowan Insurance Group .....35

## EMPLOYEE INCENTIVES & RECOGNITION AWARDS

Achievers .....31  
CN Tower.....34

## EMPLOYEE VERIFICATION & SCREENING

CSI Background Screening .....35  
LUCAS Professional Search Group.....39

## EMPLOYMENT LAW

Emond Harnden .....36  
Nelligan O'Brien Payne.....40

## EMPLOYMENT LAWYERS DIRECTORY

Emond Harnden .....36  
Nelligan O'Brien Payne.....40

## FINANCIAL PLANNER / INVESTMENT ADVISORS

Investors Group .....37  
T.E. Wealth .....43

## HARASSMENT INVESTIGATIONS

HR Proactive Inc.....37

## HEALTH & WELLNESS

Apex Occupational  
Health and Wellness.....32  
Apex Wellness .....33  
Investors Group .....37  
La Capitale Insurance and  
Financial Services.....38  
Seiden Health .....42  
T.E. Wealth .....43  
Workplace Medical Corp. ....44  
Workplace Options .....44

## HEALTHY WORKPLACES – EAPS

Express Scripts Canada.....36

## HEALTHY WORKPLACES –

### HEALTH & SAFETY

Apex Occupational  
Health & Wellness .....32  
Apex Wellness .....33  
Express Scripts Canada.....36

## HR OUTSOURCING

The Compensation Company .....43

## HR SOFTWARE

Desjardins Payroll and HR Services .....35  
DLGL.....36  
Mitrefinch .....40  
WorkForce Software .....44

## HR SOLUTIONS

ADP.....	32
Aerotek.....	32
Buck Consultants, A Xerox Company.....	34
Ceridian Canada.....	34
Hay Group.....	36
Insightworks Learning and Development.....	37
Job Skills - Employment & Business Programs & Supports.....	38
Kelly Services.....	38
Live to Learn.....	38
LUCAS Professional Search Group.....	39
Miller Thomson LLP.....	40
Mitrefinch.....	40
Organizational Solutions Inc. ....	41
Payworks.....	41
Polycom.....	42

## INSURANCE

Cowan Insurance Group.....	35
----------------------------	----

## INVESTIGATIVE SERVICES

Commissionaires.....	34
HR Proactive Inc.....	37

## LABOUR & EMPLOYMENT LAW

Aird & Berlis LLP.....	32
AWR Inc. – Alternative Workplace Resolutions.....	33
Emond Harnden.....	36
Miller Thomson LLP.....	40
Nelligan O'Brien Payne.....	40
Pesce & Associates Human Resources Consultants.....	41
WorkForce Software.....	44

## MANAGEMENT CONSULTANTS

Live to Learn.....	38
McLuhan & Davies Communications, Inc.....	40

## OFFICE SERVICES

ASSOCIUM.....	33
---------------	----

## ONLINE RECRUITMENT

CPA Source.....	35
LocalWork.ca.....	39

## ORGANIZATIONAL EFFECTIVENESS / HR CONSULTING

ASSOCIUM.....	33
---------------	----

## PAYROLL / HR SOLUTIONS

ADP.....	32
BBG Management Corporation.....	33
Ceridian Canada.....	34
Desjardins Payroll and HR Services.....	35
DLGL.....	36
Kelly Services.....	38
Payworks.....	41
StarGarden Corporation.....	42

## PENSION PLAN GOVERNANCE

Actuarial Solutions Inc. ....	32
Sun Life Financial.....	42
T.E. Wealth.....	43

## PENSIONS

Cowan Insurance Group.....	35
----------------------------	----

## PENSION SERVICES

The Williamson Group.....	43
---------------------------	----

## PRE-EMPLOYMENT SCREENING

Apex Occupational Health and Wellness.....	32
Commissionaires.....	34
CSI Background Screening.....	35
Job Skills - Employment & Business Programs & Supports.....	38
Workplace Medical Corp. ....	44

## RECRUITMENT

BBG Management Corporation.....	33
Insightworks Learning and Development.....	37
Job Skills - Employment & Business Programs & Supports.....	38
Kelly Services.....	38
Lannick Group of Companies.....	38
LocalWork.ca.....	39
LUCAS Professional Search Group.....	39
Market Vertical Inc. ....	39
OACETT.....	41
Ontario Society of Professional Engineers.....	41
The Compensation Company.....	43

## REFERENCE CHECK

CSI Background Screening.....	35
-------------------------------	----

## RELOCATION SERVICES

Atlas Canada.....	33
-------------------	----

## SAFETY TRAINING COURSES

Commissionaires.....	34
----------------------	----

## SOFTWARE

BBG Management Corporation.....	33
DLGL.....	36
Polycom.....	42

## SPEAKERS

Build a Kick Ass Company.....	34
-------------------------------	----

## TECHNOLOGY

Polycom.....	42
--------------	----

## TIME & ATTENDANCE

ADP.....	32
Desjardins Payroll and HR Services.....	35
Mitrefinch.....	40
Payworks.....	41

## TRAINING / COACHING / CONSULTING

3V Communications.....	31
AchieveGlobal Canada.....	31
AWR Inc. – Alternative Workplace Resolutions.....	33

Executive English.....	36
Human Synergistics Canada.....	37
Live to Learn.....	39
WATMEC Limited.....	44

## TRAINING & DEVELOPMENT

3V Communications.....	31
AchieveGlobal Canada.....	31
Build a Kick Ass Company.....	34
CN Tower.....	34
Disability Awareness Consultants.....	35
Executive English.....	36
Human Synergistics Canada.....	37
Insightworks Learning and Development.....	37
Live to Learn.....	39
Market Vertical Inc. ....	39
McLuhan & Davies Communications, Inc.....	40
OACETT.....	41
Ontario Society of Professional Engineers.....	41
Progressive Training College of Business & Health.....	42
The Niagara Institute.....	43
Trent University.....	43
WATMEC Limited.....	44
Workplace Options.....	44
York University, Schulich Executive Education Centre.....	44

## TRAINING & ORGANIZATIONAL DEVELOPMENT

AchieveGlobal Canada.....	31
Build a Kick Ass Company.....	34
CN Tower.....	34
Human Synergistics Canada.....	37
Impact-Pro.....	37
Live to Learn.....	39
The Niagara Institute.....	43
York University, Schulich Executive Education Centre.....	44

## TRAINING VIDEOS

HR Proactive Inc.....	37
-----------------------	----

## UNIVERSITY EDUCATION / TRAINING

Trent University.....	43
-----------------------	----

## WORKFORCE MANAGEMENT

Ceridian Canada.....	34
Job Skills - Employment & Business Programs & Supports.....	38
Kelly Services.....	38
Miller Thomson LLP.....	40
Mitrefinch.....	40
Progressive Training College of Business & Health.....	42
WorkForce Software.....	44



# HRPA SUPPLIERS GUIDE 2015



## 3V Communications

2 St. Clair Ave. E., 8th Fl.  
Toronto, ON M4T 2T5  
Phone: (416) 429-7935  
ric@3vcommunications.ca  
www.3vcommunications.ca

3V Communications successfully empowers business leaders through their customized interpersonal and professional communication training. Learn how to manage conflict, be more persuasive and sky-rocket your employees' confidence levels to realize new potential! Ninety-three per cent of interactive communication is non-verbal; it's not what you say, but how you say it. 3V also offers industry-specific candidate/employee English Communication Assessments that are used in partnership with your HR/recruiting department. Contact us today!

- COACHING & LEADERSHIP DEVELOPMENT ▪ EDUCATION / TRAINING
- TRAINING / COACHING / CONSULTING ▪ TRAINING & DEVELOPMENT



## A Better Perspective

1 Riverbrook Rd.  
Ottawa, ON K2H 7W7  
Phone: (613) 829-7539  
info@abetterperspective.com  
www.abetterperspective.com

We are experts at helping people, and their organizations, become remarkable.

- COACHING & LEADERSHIP DEVELOPMENT ▪ CONSULTING



## Accompass

1052 Yonge St.  
Toronto, ON M4W 2L1  
Phone: (416) 969-8588  
clee@accompass.com  
www.accompass.com

Accompass is a leading independent benefits, investment and compensation consulting firm that designs and manages its clients' programs from the biggest picture to the smallest detail.

- BENEFITS ▪ COMPENSATION BENEFITS ▪ CONSULTING – HR & BENEFITS



## AchieveGlobal Canada

1206 - 150 York St.  
Toronto, ON M5H 3S5  
Phone: (416) 214-2022  
Toll-Free: (800) 706-9364  
contactus@achieveglobal.ca  
www.achieveglobal.ca

AchieveGlobal is the world's leading resource for helping organizations translate business strategies into business results by developing the skills and performance of their people.

Built on more than 50 years in the performance improvement business, we are a single resource for a breadth of effective training and consulting solutions, with expertise in sales performance, customer service, leadership and teamwork.

- COACHING & LEADERSHIP DEVELOPMENT ▪ TRAINING/COACHING/CONSULTING
- TRAINING & DEVELOPMENT ▪ TRAINING & ORGANIZATIONAL DEVELOPMENT



## Achievers

190 Liberty St. W., Suite 100  
Toronto, ON M6K 3L5  
Toll-Free: (888) 622-3343  
info@achievers.com  
www.achievers.com

Achievers delivers the only true cloud-based Employee Success Platform™ that enables remarkable business success. Designed specifically to meet the complex needs of today's changing, modern workplace, it is the most engaging software specifically designed to engage, align and recognize employees. It is software employees love to use every day in over 110 countries. Learn how your company can change the way the world works at [www.achievers.com](http://www.achievers.com).

- EMPLOYEE INCENTIVES & RECOGNITION AWARDS

A  
B  
C

D  
E  
F

G  
H  
I

J  
K  
L

M  
N  
O

P  
Q  
R

S  
T  
U

V  
W  
X

Y  
Z

# HRPA SUPPLIERS GUIDE 2015

A  
B  
C



**Actuarial Solutions Inc.**  
1695 Manning Rd., Suite 202  
Tecumseh, ON N8N 2L9  
Phone: (519) 979-4600  
Toll-Free: (866) 323-7200  
team@actuariesolutionsinc.com  
www.actuariesolutionsinc.com

Actuarial Solutions Inc. (ASI) provides quality actuarial, consulting and pension administration services. ASI has a base of loyal clients including sponsors of DB plans, hybrid DB/DC plans, capital accumulation plans, executive programs and retiree health plans. Our clients range from small businesses to multinational corporations, span many industries including manufacturing, transportation, social services, financial services and regulatory agencies. Clients include both publicly and privately funded, both for-profit and not-for-profit organizations.

▪ CONSULTING ▪ PENSION PLAN GOVERNANCE

D  
E  
F



**ADP**  
3250 Bloor St. W., 16th Fl.  
Toronto, ON M8X 2X9  
Phone: (416) 207-7995  
Toll-Free: (866) 228-9675  
www.adp.ca

ADP Canada Co. is a leading provider of human resources, payroll and benefits solutions that power organizations to drive business success. ADP Canada's insightful solutions provide superior value to 45,000 clients of all sizes, allowing them to increase productivity, improve employee retention, control costs and maintain regulatory compliance. For more information about ADP Canada or to contact a local ADP sales office, call us at 1-866-228-9675 or visit us at adp.ca.

▪ BENEFITS ▪ HR SOLUTIONS ▪ PAYROLL / HR SOLUTIONS ▪ TIME & ATTENDANCE

G  
H  
I

J  
K  
L



**Aird & Berlis LLP**  
181 Bay St., Suite 1800, Box 754  
Toronto, ON M5J 2T9  
Phone: (416) 863-1500  
www.airdberlis.com

The Aird & Berlis LLP Labour & Employment Group provides practical and strategic advice to employers on a wide range of workplace law issues. Whether it is providing guidance on wrongful dismissal and human rights matters or assisting our clients in ensuring compliance with myriad of labour and employment related laws, our focus is on effective, practical and strategic legal advice that is consistent with our client's business interests.

▪ LABOUR & EMPLOYMENT LAW

M  
N  
O

P  
Q  
R



**Aerotek**  
1130 Morrison Dr., Suite 310  
Ottawa, ON K2H 9N6  
Toll-Free: (800) 759-3000  
www.aerotekcanada.ca

Aerotek's flexible staffing services are designed to fit your business needs. We support your long-term goals or supplement your hiring for project-based or temporary staffing needs. We can also help you respond to business cycles by quickly increasing or decreasing your contract workforce as needed. From the strong partnerships we develop to the variety of successful staffing programs we implement, Aerotek always strives to deliver the perfect fit. Visit [HRPA.Aerotek.com](http://HRPA.Aerotek.com).

▪ HR SOLUTIONS

S  
T  
U

V  
W  
X



**Apex Occupational Health and Wellness**  
1601 River Rd. E., Unit 102  
Kitchener, ON N2A 3Y4  
Phone: (519) 896-3330  
info@apexocc.com  
www.apexocc.com

Apex is your trusted advisor for occupational health and wellness, offering knowledge-based medical and regulatory guidance and a full spectrum of high-quality employee health solutions. Working closely with clients, Apex designs and delivers services that integrate easily into company operations, engage employees for increased program participation and provide a cost-effective return on your health and wellness investment.

▪ ASSESSMENT ▪ HEALTH & WELLNESS  
▪ HEALTHY WORKPLACES – HEALTH & SAFETY ▪ PRE-EMPLOYMENT SCREENING

Y  
Z

# HRPA SUPPLIERS GUIDE 2015

A  
B  
C

D  
E  
F

G  
H  
I

J  
K  
L

M  
N  
O

P  
Q  
R

S  
T  
U

V  
W  
X

Y  
Z



**Apex Wellness**  
1601 River Rd. E., Unit 102  
Kitchener, ON N2A 3Y4  
Phone: (519) 896-3330  
info@apexocc.com  
www.apexocc.com

Apex Wellness makes it easy for businesses and organizations to say 'yes' to wellness in a way that is effective and engaging for their employees. Apex Wellness works with you to develop a strategy that aligns with your company objectives and covers the most prevalent risk factors your people face. From turn-key wellness products to fully-customized wellness programming, our expertly crafted offerings can be built to suit any organization.

- ASSESSMENT ▪ HEALTH & WELLNESS
- HEALTHY WORKPLACES – HEALTH & SAFETY



**ASSOCIUM**  
1 Concorde Gate, Suite 802  
Toronto, ON M3C 3N6  
Phone: (416) 867-9350  
Toll-Free: (888) 761-1164  
info@associum.com  
www.associum.com

ASSOCIUM provides human resources and organizational development consulting, employee group benefits as well as national procurement services to the not-for-profit, public and private sectors. We offer flexible options to support the growth of your organization and save on your bottom line.

ASSOCIUM facilitates dynamic partnerships in all sectors to deliver advanced, cost-effective, people-focused business solutions since 1984!

- BENEFITS – CONSULTANTS ▪ BENEFITS – GROUP INSURANCE
- OFFICE SERVICES ▪ ORGANIZATIONAL EFFECTIVENESS / HR CONSULTING



**Atlas Canada**  
485 North Service Rd. E.  
Oakville, ON L6H 1A5  
Phone: (905) 844-0701  
Toll-Free: (800) 267-3783  
scampbell@atlasvanlines.ca  
www.atlasvanlines.ca

Atlas Van Lines is known for quality service with its award-winning Quality in Motion program and the No Stranger in Your Home initiative: a background criminal check program for all moving personnel. Atlas' President's Gold Leaf service will ensure your employees receive a problem-free move through a personalized monitoring program. Atlas is known for its charitable focus, sponsoring the Royal LePage Shelter Foundation who support 200 women's shelters and Canada Company, an organization that supports the families of fallen soldiers.

- RELOCATION SERVICES



**AWR Inc. – Alternative Workplace Resolutions**  
5863 Leslie St., Suite 505  
Toronto, ON M2H 1J8  
Phone: (416) 490-0911  
Toll-Free: (877) 508-8806  
sue@awr-resolutions.com  
www.awr-resolutions.com

Let us assist you to strengthen and revitalize your healthy work environment and relationships. Our transformative approach results in exceptional sustainable change using a number of different processes such as facilitating respectful conversations; leadership and employee coaching; a unique coaching and mediation process; and workplace assessments. Add our seasoned expertise in restoring the psychological health of work environments from bullying, harassment, mental health, after investigation cases and toxic work environments.

- COACHING & LEADERSHIP DEVELOPMENT ▪ LABOUR & EMPLOYMENT LAW
- TRAINING / COACHING / CONSULTING



**BBG Management Corporation**  
204-112 Nelson St.  
Ottawa, ON K1N 7R5  
Phone: (613) 789-8080 ext. 777  
john.gabriel@bbgmanagement.com  
www.bbgmanagement.com

BBG Management Corporation is a global staffing and recruiting services firm that offers:

- Permanent contingency recruiting
- Hourly rate managed services recruiting
- Temporary staff augmentation services
- Global payroll and HR services

- CONSULTING ▪ PAYROLL / HR SOLUTIONS ▪ RECRUITMENT ▪ SOFTWARE

# HRPA SUPPLIERS GUIDE 2015

A  
B  
C



## Buck Consultants, A Xerox Company

155 Wellington St. W., Suite 3000  
Toronto, ON M5V 3H1  
Phone: (416) 865-0060  
Toll-Free: (866) 355-6647  
hrconsulting@xerox.com  
www.xerox.ca/hrconsulting

We are a global HR consulting firm that can help develop, deploy and manage your workforce. We provide real-world solutions to complex HR and business challenges. We find answers to tough problems in areas of employee benefits and engagement, and consult on a full range of benefits programs, intended to attract, motivate, reward and retain talented employees. We can help you develop and implement an effective future-oriented HR strategy.

▪ BENEFITS ▪ CONSULTING ▪ HR SOLUTIONS

D  
E  
F



## Build a Kick Ass Company

31 Broad St.  
Brockville, ON K6V 4T9  
Phone: (613) 342-2200  
Toll-Free: (866) 905-2228  
marketing@bizxcel.com  
www.buildakickasscompany.com

Kick ass companies don't just appear – they're made. It takes committed and motivated people to craft a company that not only reaches new heights, but is both raved about by customers and loved by employees. Be that company. This leading edge training program (offered by BizXcel) offers three courses – Find Your Mojo, Legendary Leaders and Hell Ya Teams. Does your company have what it takes to be kick ass?

▪ COACHING & LEADERSHIP DEVELOPMENT ▪ SPEAKERS  
▪ TRAINING & DEVELOPMENT ▪ TRAINING & ORGANIZATIONAL DEVELOPMENT

G  
H  
I

J  
K  
L



## Ceridian Canada

675 Cochrane Dr.  
Markham, ON L3R 0B8  
Toll-Free: (877) 237-4342  
sales@ceridian.ca  
www.ceridian.ca

Ceridian is a leader in human capital management with more than 100,000 clients in over 50 countries. We deliver trusted results and transformative technology. Our offering includes the award winning, cloud-based Dayforce HCM, LifeWorks, PowerPay and International Solutions. Ceridian is transforming the world of work. For more information, visit [www.ceridian.ca](http://www.ceridian.ca) or call 1-877-237-4342.

▪ HR SOLUTIONS ▪ PAYROLL / HR SOLUTIONS ▪ WORKFORCE MANAGEMENT

M  
N  
O

P  
Q  
R



## CN Tower

301 Front St. W.  
Toronto, ON M5V 2T6  
Phone: (416) 601-4718  
sales@cntower.ca  
www.cntower.ca

Combining unique settings not found anywhere in the world with award-winning cuisine and ambiance, the CN Tower is Toronto's most exclusive venue for spectacular events. New – Teambuilding on EdgeWalk!

▪ EDUCATION / TRAINING ▪ EMPLOYEE INCENTIVES & RECOGNITION AWARDS  
▪ TRAINING & DEVELOPMENT ▪ TRAINING & ORGANIZATIONAL DEVELOPMENT

S  
T  
U

V  
W  
X



## Commissionaires

100 Gloucester St., Suite 201  
Ottawa, ON K2P 0A4  
Phone: (613) 688-0710  
Toll-Free: (877) 322-6777  
ddarcy@commissionaires.ca  
www.commissionaires.ca

Commissionaires specializes in pre-employment screening and background checks on your potential employees via criminal record checks and digital fingerprinting. Employee screening and verification safeguards your business by mitigating risk, preventing loss and complying with government programs/policies such as violence in the workplace. Commissionaires is the trusted source for all your employment screening needs. Commissionaires offers mobile fingerprinting and identifications services across Canada.

▪ BACKGROUND CHECKS & EXIT INTERVIEWS ▪ INVESTIGATIVE SERVICES  
▪ PRE-EMPLOYMENT SCREENING ▪ SAFETY TRAINING COURSES

Y  
Z

# HRPA SUPPLIERS GUIDE 2015



## Cowan Insurance Group

705 Fountain St. N.  
Cambridge, ON N1R 5T2  
Phone: (519) 650-6360  
Toll-Free: (866) 912-6926  
groupbenefits@cowangroup.ca  
www.cowangroup.ca

Selected as one of Canada's Best Managed Companies, Cowan Insurance Group has assisted plan sponsors in managing their pension and benefits plans for over 30 years. We provide expert consultation, helping with administrative challenges and providing health and disability management solutions and international programs.

- BENEFITS ▪ DISABILITY MANAGEMENT ▪ EMPLOYEE ASSISTANCE PROGRAMS
- INSURANCE ▪ PENSIONS



## CPA Source

277 Wellington St. W.  
Toronto, ON M5V 3H2  
Phone: (416) 204-3284  
tgardiner@cpacanada.ca  
www.cpasource.com

CPA Source is a service of the Chartered Professional Accountants of Canada designed to provide career support to CPA Canada members and CPA students and to help employers and recruiters recruit CPA Canada members. In total, over 190,000 professional accountants have access to CPA Source.

- ONLINE RECRUITMENT



## CSI Background Screening

102 Chain Lake Dr., Unit 1E  
Halifax, NS B3S 1A7  
Phone: (902) 450-0697  
Toll-Free: (888) 818-5251  
valerie@csiscreening.com  
www.csiscreening.com

### WHY CSI?

One source for all your background screening needs. Canadian, American, international searches. Exemplary bilingual customer service. Professional analysts to answer all your questions. Competitive prices: no contracts, no hidden fees. 24-hour turnaround on Canadian criminal record checks. Canadian secure servers – your information stays in Canada. Most secure web portal in the industry. Air Miles® reward provider.

- BACKGROUND SCREENING ▪ EMPLOYMENT VERIFICATION & SCREENING
- PRE-EMPLOYMENT SCREENING ▪ REFERENCE CHECK



Cooperating in building the future

## Desjardins Payroll and HR Services

1611 Cremazie Blvd., Suite 300  
Montreal, QC H2M 2P2  
Phone: (514) 356-5050  
Toll-Free: (888) 311-1616  
info@spd.desjardins.com  
www.desjardins.com/HR

Desjardins offers unique, innovative and scalable solutions to manage payroll, human resources and occupational health and safety. Our products are true management tools that centralize your data within a single solution and thereby decentralize access to information for more effective management, automate recurrent tasks, anticipate your needs and have a better planning of your operations. The HRM modules, along with the payroll functions, let you efficiently document and manage several HR-related activities based on your requirements and objectives.

- HR SOFTWARE ▪ PAYROLL / HR SOLUTIONS ▪ TIME & ATTENDANCE



Disability  
Awareness  
Consultants

## Disability Awareness Consultants

146 Haslam St.  
Toronto, ON M1N 3N7  
Phone: (416) 267-5939  
laurisue@bell.net

We teach people who aren't disabled how to work with people who are. We help our clients to broaden their customer base by removing barriers to access for people with disabilities. We do site-audits for barrier-free design, and we remove physical and attitudinal barriers for customers and employees who have disabilities. We design accessible sites and source barrier-free furnishings, appliances and building materials.

- ACCOMMODATIONS ▪ CONSULTING ▪ EDUCATION / TRAINING
- TRAINING & DEVELOPMENT

A  
B  
C

D  
E  
F

G  
H  
I

J  
K  
L

M  
N  
O

P  
Q  
R

S  
T  
U

V  
W  
X

Y  
Z

# HRPA SUPPLIERS GUIDE 2015

A  
B  
C

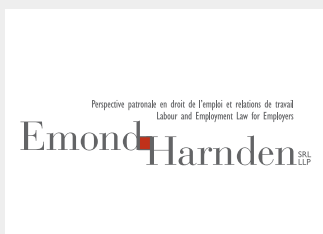


**DLGL**  
850, boul Michèle-Bohec  
Blainville, QC J7C 5E2  
Phone: (450) 979-4646  
info@dlgl.com  
www.dlgl.com

V.I.P. integrated Web HR-Payroll-Workforce Management-Self-Service Portals: Compensation. Benefits. Time & Attendance. Employee – Manager – Executive Portal. E-Recruitment. Safety. Medical. Claims. Investment Plans. Training. Labour Relations. Absenteeism. WCB Claims. Skill Inventory. Succession Planning. Organization Charting. V.I.P. is North American. Bilingual. Web Architecture. Oracle. Implementation & modifications supported by DLGL.

▪ HR SOFTWARE ▪ PAYROLL / HR SOLUTIONS ▪ SOFTWARE

D  
E  
F



**Emond Harnden**  
707 Bank St.  
Ottawa, ON K1S 3V1  
Phone: (613) 563-7660  
Toll-Free: (888) 563-7660  
info@ehlaw.ca  
www.ehlaw.ca

Founded in 1987, Emond Harnden provides its clients with years of experience in every facet of labour, employment and human resources management in both official languages, along with the recognition that, more than the provision of representation in litigation matters, clients want a partnership with a trusted human resource advisor that will provide them with timely, proactive, strategic advice.

▪ EMPLOYMENT LAW ▪ EMPLOYMENT LAWYERS DIRECTORY  
▪ LABOUR & EMPLOYMENT LAW

J  
K  
L



**Executive English**  
42 Alameda Ave.  
Toronto, ON M6C 3W2  
Phone: (416) 712-4182  
info@executiveenglish.ca  
www.executiveenglish.ca

Executive English helps business and technical professionals meet performance objectives and career goals through better English communication. ESL and native speakers become more engaged and proficient verbal communicators by developing their language, communication and cross-cultural skills. They also learn techniques to build and refine their business writing. On-site or online coaching is offered one-on-one, in workshops or in small groups.

▪ COACHING & LEADERSHIP DEVELOPMENT ▪ EDUCATION / TRAINING  
▪ TRAINING / COACHING / CONSULTING ▪ TRAINING & DEVELOPMENT

M  
N  
O



**Express Scripts Canada**  
5770 Hurontario St., 10th Fl.  
Mississauga, ON L5R 3G5  
Phone: (905) 712-8615  
Toll-Free: (888) 677-0111  
ntibbo@express-scripts.com  
www.express-scripts.ca

Express Scripts Canada (ESC) transforms the way organizations and employees think about and participate in their benefit plan. Through our proprietary consumer intelligence, clinical expertise and patients-first approach, we promote better health outcomes for plan members while managing and reducing plan sponsor costs.

▪ BENEFITS – CONSULTANTS ▪ BENEFITS – GROUP INSURANCE  
▪ HEALTHY WORKPLACES – EAPS ▪ HEALTHY WORKPLACES – HEALTH & SAFETY

P  
Q  
R  
S  
T  
U



**Hay Group**  
700-121 King St. W.  
Toronto, ON M5H 3X7  
Phone: (416) 868-1371  
Toll-Free: (800) 722-9945  
anne.heber@haygroup.com  
www.haygroup.com/ca

Hay Group is a global management consulting firm that works with leaders to transform strategy into reality. We develop talent, organize people to be more effective and motivate them to perform at their best. Our focus is on making change happen and helping people and organizations realize their potential. We have over 4,000 employees working in 86 offices in 49 countries.

▪ COACHING & LEADERSHIP DEVELOPMENT ▪ COMPENSATION ▪ HR SOLUTIONS

V  
W  
X

Y  
Z

# HRPA SUPPLIERS GUIDE 2015



## HR Proactive Inc.

2-558 Upper Gage Ave., Suite 217  
Hamilton, ON L8V 4J6  
Phone: (905) 304-6660  
Toll-Free: (888) 552-1155  
sales@hrproactive.com  
www.hrproactiveinc.com

HR Proactive is committed to helping your company build a respectful and safe workplace through the design and delivery of superior human resource training products and services. HR Proactive's range of services include: investigations, mediations, workplace interventions and policy development and training. Companies turn to HR Proactive for customized human resource training solutions. Our company provides all methods of delivery, such as: instructor-led, train-the-trainer, customized e-Learning and videos and off-the-shelf training products.

- E-LEARNING ▪ HARASSMENT INVESTIGATIONS
- INVESTIGATIVE SERVICES ▪ TRAINING VIDEOS



## Human Synergistics Canada

246 James St. S.  
St. Mary's, ON N4X 1A2  
Phone: (519) 284-4135  
info@hscanada.ca  
www.humansynergistics.com/ca

As one of the foremost suppliers of psychometric assessments, Human Synergistics has provided both internal and external consultants and trainers around the world with statistically valid and reliable training instruments, for over 40 years. Our integrated system means that whether you're measuring your organization's culture, team effectiveness or the thinking styles of its leaders, the results are presented in the same comprehensive format.

- ASSESSMENT ▪ TRAINING / COACHING / CONSULTING
- TRAINING & DEVELOPMENT ▪ TRAINING & ORGANIZATIONAL DEVELOPMENT



## Impact-Pro

4000 St. Ambroise St., Suite 299  
Montreal, QC H4C 2C7  
Phone: (514) 877-0777  
info@impact-pro.ca  
www.impact-pro.ca

For 20 years Impact-Pro has empowered HR leaders to develop individual and team strengths by changing how employees communicate (interact), listen (master emotions) and work (prioritize high-return activities). We improve engagement, consensus and mobilization toward team and organizational goals. Through a deep understanding of your needs and business strategy we customize individual coaching and group training in leadership of influence, cultural diversity, time management, negotiation, emotional intelligence, change management and more.

- COACHING & LEADERSHIP DEVELOPMENT ▪ CONSULTING
- TRAINING & ORGANIZATIONAL DEVELOPMENT



## Insightworks Learning and Development

1520 Queen St. E.  
Sault Ste. Marie, ON P6A 2G4  
Phone: (705) 257-6990  
info@insightworks.ca  
www.insightworks.ca

Our powerful Viewpoint platform combined with our custom Learning Maps create a visual and engaging online learning experience that combines powerful imagery with multiple media formats. Viewpoint allows consistent and complete organizational understanding faster than traditional training methods. Each learning map is developed with your organization to capture the culture and "feel" of your company. Do you have an immediate need? Try ready-to-go, Learning Map Collection products.

- EDUCATION / TRAINING ▪ HR SOLUTIONS ▪ RECRUITMENT
- TRAINING & DEVELOPMENT



## Investors Group

1 Yorkdale Rd., Suite 300  
Toronto, ON M6A 3A1  
Phone: (416) 783-7447  
Toll-Free: (855) 413-7848  
philip.tonge@investorsgroup.com

Investors Group provides employers and employees with holistic financial planning solutions including; employee benefit plans, individual personal financial planning, on-site "Lunch and Learn" education sessions and group retirement plans.

- BENEFITS – GROUP INSURANCE ▪ CONSULTING
- FINANCIAL PLANNER / INVESTMENT ADVISORS ▪ HEALTH & WELLNESS

A  
B  
C

D  
E  
F

G  
H  
I

J  
K  
L

M  
N  
O

P  
Q  
R

S  
T  
U

V  
W  
X

Y  
Z

# HRPA SUPPLIERS GUIDE 2015

A  
B  
C



## Job Skills - Employment & Business Programs & Supports

9 locations in the GTA  
Phone: (905) 898-5138  
Toll-Free: (866) 592-6278  
info@jobskills.org  
www.jobskills.org

Offering customized solutions to meet your labour force needs: candidate screening/matching, job fair facilities/support, apprenticeship information, job boards, financial incentives (i.e.: Canada-Ontario Job Grants), PD opportunities and more. Looking for free HR assistance? Bridge to HR connects employers to skilled internationally trained HR professionals. Contact us if you want to become an HR mentor, and earn CHRP/CHRL re-certification points. Job Skills receives funding from the federal, provincial and municipal governments.

- HR SOLUTIONS ▪ PRE-EMPLOYMENT SCREENING
- RECRUITMENT ▪ WORKFORCE MANAGEMENT

D  
E  
F



## Kelly Services

1 University Ave., Suite 500  
Toronto, ON M5J 2P1  
Phone: (416) 368-1058  
Toll-Free: (888) 325-2494  
enquire@kellyservices.com  
www.kellyservices.ca

Your long-term strategy hinges on your ability to get the right talent, with the right skills, at the right time. With more than 65 years in the making, Kelly Services knows your talent needs are unique and that talented people are the heart of your business. So whether you're looking for a holistic talent acquisition strategy or someone to call when you have a last minute project, we can help. Visit kellyservices.ca for more information or to request staff, find your local branch, access the latest market trends, management tools and career tips as well as search our online job postings.

- HR SOLUTIONS ▪ PAYROLL / HR SOLUTIONS
- RECRUITMENT ▪ WORKFORCE MANAGEMENT

G  
H  
I

J  
K  
L



WORKPLACE HEALTH  
AND WELLNESS PROGRAM



## La Capitale Insurance and Financial Services

7150 Derrycrest Dr.  
Mississauga, ON L5W 0E5  
Phone: (905) 696-8492  
Toll-Free: (844) 247-0033  
viva@lacapitale.com  
www.viva.lacapitale.com/en

Would you like to give your employees an opportunity to participate in workplace health and wellness activities? VIVA makes a tangible investment in prevention by offering health and wellness programs adapted to your needs. Discover the different formulas, health challenges, consult our VIVA monthly bulletins and visit viva.lacapitale.com. By choosing VIVA, you opt for happiness at work!

- HEALTH & WELLNESS

M  
N  
O

P  
Q  
R



## Lannick Group of Companies

4110 – 77 King St. W.  
Toronto, ON M5K 1J5  
Phone: (416) 340-1500  
hire@lannickgroup.com  
www.lannickgroup.com

Founded in 1985, Lannick Group of Companies has grown into the premier professional recruitment and staffing firm in the Greater Toronto Area. Lannick Group includes Lannick Finance & Accounting, Pro Count Staffing and Lannick Technology, and specializes in providing best-in-class professionals at all levels and roles. Our brand reputation and expertise has led to fill ratios that are well above industry standards.

- RECRUITMENT

S  
T  
U

V  
W  
X



## Live to Learn

Offices in Toronto, London and Sarnia  
Toll-Free: (888) 305-3276  
info@livetolearninc.com  
www.livetolearninc.com

Live to Learn partners with your organization to develop the "people" side of your business. We provide customized learning solutions in leadership/management, Everything DiSC Behavioural Styles, communications, teams, building trust, sales strategies, time management and other essential skills that address your specific and unique requirements. As authorized partners of Everything DiSC and The Five Behaviors of a Cohesive Team we offer online assessment tools, facilitator kits and online and in-person client certification.

- ASSESSMENTS ▪ COACHING & LEADERSHIP DEVELOPMENT
- CONSULTING ▪ HR SOLUTIONS ▪ MANAGEMENT CONSULTANTS

Y  
Z



# HRPA SUPPLIERS GUIDE 2015

A  
B  
C

D  
E  
F

G  
H  
I

J  
K  
L

M  
N  
O

P  
Q  
R

S  
T  
U

V  
W  
X

Y  
Z



## Live to Learn

Offices in Toronto, London and Sarnia  
Toll-Free: (888) 305-3276  
info@livetolearninc.com  
www.livetolearninc.com

Live to Learn partners with your organization to develop the "people" side of your business. We provide customized learning solutions in Leadership/ Management, Everything DiSC Behavioural Styles, Communications, Teams, Building Trust, Sales Strategies, Time Management and other essential skills that address your specific and unique requirements. As authorized Partners of Everything DiSC and The Five Behaviors of a Cohesive Team we offer online assessment tools, facilitator kits and online and in-person client certification.

- TRAINING / COACHING / CONSULTING ▪ TRAINING & DEVELOPMENT
- TRAINING & ORGANIZATIONAL DEVELOPMENT



## LocalWork.ca

44 Frid St.  
Hamilton, ON L8N 3G3  
Phone: (905) 525-1708  
Toll-Free: (877) 856-2250  
recruitmentsupport@localwork.ca  
www.localwork.ca

LocalWork.ca is owned and operated by Metroland Media Group Ltd. We are Ontario's largest and most successful community newspaper publisher, providing local news/information and advertising media in Canada's heartland. Our mission is to be the best destination for local job searches – the one place you can go to find the best local work opportunities – a site you can trust to deliver you the best local results.

- ONLINE RECRUITMENT ▪ RECRUITMENT



## LUCAS Professional Search Group

2425 Matheson Blvd. E., 8th Fl.  
Mississauga ON L4W 5K4  
Toll-Free: (855) 777-7009  
info@lucaspsg.ca  
www.lucaspsg.ca

Lucas Professional Search Group is quickly becoming a leader in professional and executive search

- SUPERIOR customer service, along with customizable recruitment strategies
- Once we earn your business we keep it by EXCEEDING your expectations
- CONNECTING great companies with the BEST and most qualified talent

- CONSULTING – HR & BENEFITS ▪ EMPLOYEE VERIFICATION & SCREENING
- HR SOLUTIONS ▪ RECRUITMENT



## Market Vertical Inc.

1235 Bay St., Suite 400  
Toronto, ON M5R 3K4  
Phone: (416) 646-0527  
info@marketvertical.ca  
www.marketvertical.ca

Market Vertical is a human capital practice with integrated solutions that help our clients align talent strategy with organizational objectives. Gifted people are at the heart of every successful company, and Market Vertical's mission is to play an integral role in your talent acquisition, assessment and development process. Our goal is beyond meeting the needs of today. We want to engage the leaders that will take you into tomorrow.

- ASSESSMENT ▪ RECRUITMENT ▪ TRAINING & DEVELOPMENT



## Medavie Blue Cross

185 The West Mall  
Etobicoke, ON M9C 5L5  
Phone: (506) 867-4976  
vanessa.matthews@medavie.bluecross.ca  
www.medavie.bluecross.ca

One size does not fit all. Through our holistic approach, we create customized benefit plan solutions that reflect your specific needs to ensure every piece of your offering fits. Today, we continue to pair our 70-year history of innovation with integrated disability, wellness, forward-thinking technology and drug plan management solutions with a personal touch to create an exceptional member experience.

- BENEFITS ▪ COMPENSATION BENEFITS ▪ CONSULTING – HR & BENEFITS

# HRPA SUPPLIERS GUIDE 2015

A  
B  
C



## McLuhan & Davies Communications, Inc.

15 Delisle Ave.  
Toronto, ON M4V 1S8  
Phone: (416) 928-3131  
Toll-Free: (800) 862-2429  
info@mdctraining.ca  
www.mdctraining.ca

McLuhan & Davies (and its affiliated company Think on Your Feet, International) is the premier provider of communication skills training worldwide. We teach people how to think, write and speak with CLARITY, BREVITY and IMPACT®. For over 35 years, our workshops have become a gold standard for onboarding teams, emerging leaders and executive leadership. We serve a diverse client base in more than 30 countries, providing training in 12 languages.

- COACHING & LEADERSHIP DEVELOPMENT ▪ EDUCATION / TRAINING
- MANAGEMENT CONSULTANTS ▪ TRAINING & DEVELOPMENT

D  
E  
F



## Mercer

120 Bremner Blvd.  
Toronto, ON M5J 0A8  
Phone: (416) 868-2882  
stephen.lee@mercer.com  
www.mercer.ca

Mercer is a consulting leader in talent, health, retirement and investments. With 12 offices across Canada, Mercer helps clients advance the health, wealth and performance of their most vital asset: their people. Mercer offers consulting products and solutions in retirement, health and benefits, compensation, performance management, workforce analytics, executive remuneration, wellness, investment, investment management, communication, change management, HR operations and information products.

- BENEFITS ▪ COMPENSATION ▪ CONSULTING

G  
H  
I

J  
K  
L



## Miller Thomson LLP

Scotia Plaza, 40 King St. W.,  
Suite 5800  
Toronto, ON M5H 3S1  
Phone: (416) 595-8500  
Toll-Free: (888) 762-5559  
anowakowski@millerthomson.com  
www.millerthomson.com

Miller Thomson's expertise includes traditional labour relations and employment law services, plus such specialty areas as workers' compensation, health and safety and human rights. We appear as counsel for employers before various courts and administrative tribunals in the labour and employment field; judicial reviews of administrative tribunal decisions; regulatory prosecutions and injunction proceedings. Our lawyers have represented clients in employment matters at every level of court, including the Supreme Court of Canada.

- HR SOLUTIONS ▪ LABOUR & EMPLOYMENT LAW ▪ WORKFORCE MANAGEMENT

M  
N  
O

P  
Q  
R



## MitreFinch

5500-1106 North Service Rd.  
Burlington, ON L7L 6W6  
Phone: (905) 629-2914  
Toll-Free: (866) 610-7603  
sales@mitrefinch.ca  
www.mitrefinch.ca

MitreFinch Time & Attendance hardware and software enables organizations to input, manage and analyze employees' working time more effectively. This allows you to have all the intelligent data to easily access the information and create the processes you need to manage your business more efficiently. Saving over 4,000 organizations time and money worldwide with over 35 years of industry experience, let MitreFinch help manage your most important resource – your people. Book a free demo today!

- HR SOFTWARE ▪ HR SOLUTIONS ▪ TIME & ATTENDANCE
- WORKFORCE MANAGEMENT

S  
T  
U

V  
W  
X



## Nelligan O'Brien Payne

50 O'Connor St., Suite 1500  
Ottawa, ON K1P 6L2  
Phone: (613) 238-8080  
Toll-Free: (888) 565-9912  
info@nelligan.ca  
www.nelligan.ca

Nelligan O'Brien Payne's employment lawyers have experience representing employees and employers in the private and public sectors throughout Canada. They provide advice on wrongful dismissal, severance, employment contracts, HR policies, pensions, human rights and more. The Workplace Matters is a blog published by the Employment Law Group. It provides practical insights on all areas of employment law. To reach an employment lawyer call 613-238-8080. Subscribe to our blog at theworkplacematters.ca.

- BARRISTERS & SOLICITORS ▪ EMPLOYMENT LAW
- EMPLOYMENT LAWYERS DIRECTORY ▪ LABOUR & EMPLOYMENT LAW

Y  
Z

# HRPA SUPPLIERS GUIDE 2015



**OACETT**  
 10 Four Seasons Pl., Suite 404  
 Toronto, ON M9B 6H7  
 Phone: (416) 621-9621  
 info@oacett.org  
 www.oacett.org

Ontario Association of Certified Engineering Technicians & Technologists (OACETT) is a professional association with 24,000-plus members. We certify the best and brightest technology professionals in Ontario. Post jobs and hire these experts on cten.ca.

- COMPENSATION ▪ EDUCATION / TRAINING ▪ RECRUITMENT
- TRAINING & DEVELOPMENT



**Ontario Society of Professional Engineers**  
 4950 Yonge St., Suite 502  
 Toronto, ON M2N 6K1  
 Phone: (416) 223-9961  
 Toll-Free: (866) 763-1654  
 corporateprogram@ospe.on.ca  
 www.ospe.on.ca/corporate

We are committed to supporting and advancing the interests of engineers and work with employers to do so. We offer a range of programs and resources to help attract and retain top talent, including professional development and recruitment.

- EDUCATION / TRAINING ▪ RECRUITMENT ▪ TRAINING & DEVELOPMENT



**Organizational Solutions Inc.**  
 2186 Mountain Grove Ave., Suite 253  
 Burlington, ON L7P 4X4  
 Phone: (905) 315-7179  
 Toll-Free: (866) 674-7656  
 info@orgsoln.com  
 www.orgsoln.com

Organizational Solutions Inc. (OSI) is a top provider of disability management, workers' compensation claims management and return to work programs for all industries. Having OSI as a provider, at a price your business can afford, means access to highly experienced health care professionals and specialists who take pride in best practices, consistently find the right solutions to even the most difficult and complex of cases and ensure incredible cost savings.

- CONSULTING – HR & BENEFITS ▪ DISABILITY MANAGEMENT ▪ HR SOLUTIONS



**Payworks**  
 1565 Willson Pl.  
 Winnipeg, MB R3T 4H1  
 Phone: (204) 779-0537  
 Toll-Free: (866) 788-3500  
 info@payworks.ca  
 www.payworks.ca

Canadian-owned Payworks is an emerging national leader in the field of total workforce management solutions. Since 2001, we have developed innovative cloud-based payroll, human resources and time management solutions that all share a single common database. This means no interfaces, no double entry and all systems update each other seamlessly and in real-time. Visit us online to learn more.

- HR SOLUTIONS ▪ PAYROLL / HR SOLUTIONS ▪ TIME & ATTENDANCE



**Pesce & Associates Human Resources Consultants**  
 3303 Don Mills Rd., Suite 2703  
 Toronto, ON M2J 4T6  
 Phone: (416) 491-1501  
 info@pesceassociates.com  
 www.pesceassociates.com

Pesce & Associates provides a customized approach for employers and HR professionals seeking human resources and OD expertise. Our clients see us as an essential partner that provides strategic and practical HR solutions at the organizational, team and employee level. Our consultants are experts in helping employers minimize their liability while implementing cost-effective HR programs that boost performance and employee engagement to drive business results.

- COMPENSATION ▪ CONSULTING ▪ LABOUR & EMPLOYMENT LAW

A  
B  
C

D  
E  
F

G  
H  
I

J  
K  
L

M  
N  
O

P  
Q  
R

S  
T  
U

V  
W  
X

Y  
Z

# HRPA SUPPLIERS GUIDE 2015

A  
B  
C



## Polycom

145 King St. W., Suite 2700  
Toronto, ON M5H 1J8  
Phone: (416) 364-0318  
Toll-Free: (866) 580-4419  
meredith.lawrence@polycom.com  
www.polycom.ca

Polycom helps organizations unleash the power of human collaboration. More than 400,000 companies and institutions worldwide defy distance with secure video, voice and content solutions from Polycom to increase productivity, speed time to market, provide better customer service, expand education and save lives. Polycom and its global partner ecosystem provide flexible collaboration solutions for any environment that deliver the best user experience, the broadest multi-vendor interoperability and unmatched investment protection.

▪ HR SOLUTIONS ▪ SOFTWARE ▪ TECHNOLOGY

D  
E  
F



PROGRESSIVE TRAINING  
COLLEGE OF BUSINESS  
AND HEALTH

## Progressive Training College of Business & Health

265 Rimrock Rd., Suite 211  
Toronto, ON M3J 3C6  
Phone: (416) 410-3550  
Toll-Free: (888) 711-3271  
admissions@ptcollege.com  
www.ptcollege.com

Progressive Training College of Business and Health Customizable Workplace Skills Training Includes: Microsoft Office, HR, Sales & Marketing, Customer Service, Payroll, QuickBooks and much more!  
Campus Locations: Toronto, Scarborough, Barrie, Bracebridge, Sault Ste. Marie, Thunder Bay—or Your Workplace! Programs may be eligible for the Canada-Ontario Job Grant. Call for details!

▪ COACHING & LEADERSHIP DEVELOPMENT ▪ EDUCATION / TRAINING  
▪ TRAINING & DEVELOPMENT ▪ WORKFORCE MANAGEMENT

G  
H  
I

J  
K  
L



## Seiden Health

365 Bloor St. E., Suite 1400  
Toronto, ON M4W 3L4  
Phone: (416) 362-8611  
Toll-Free: (866) 362-8611  
info@seidenhealth.com  
www.seidenhealth.com

Seiden Health is one of the largest physician owned/operated Independent Medical Evaluation (IME) providers in Canada. For more than three decades, our team of medical experts have provided the highest-quality independent assessments while providing an unparalleled level of personalized service. Through our network of highly qualified evaluators, we provide IME services throughout North America to insurers, law firms and employers, as well as disability management, return-to-work coordination and accommodation reviews.

▪ CONSULTING ▪ DISABILITY MANAGEMENT ▪ HEALTH & WELLNESS

M  
N  
O

P  
Q  
R



## StarGarden Corporation

300-3665 Kingsway  
Vancouver, BC V5R 5W2  
Phone: (604) 451-0500  
Toll-Free: (800) 809-2880  
info@stargarden.com  
www.stargarden.com

StarGarden's HCM is the enterprise-wide answer for trouble-free administration of your human resources business processes and data. StarGarden offers a fully integrated human resources, payroll, scheduling and time and attendance solution designed to meet the needs of structured, position-based organizations with complex pay and benefit issues such as those found in government, health and education.

▪ PAYROLL / HR SOLUTIONS

S  
T  
U

V  
W  
X



## Sun Life Financial

225 King St. W.  
Toronto, ON M5V 3C5  
Phone: (416) 408-7669  
Toll-Free: (800) 387-2636  
derrick.march@sunlife.com  
www.sunlife.ca

Sun Life Financial is Canada's leading provider of Capital Accumulation Plans – serving more than 4,500 clients and over 1 million plan members. We listen carefully to what our clients say, gaining insights that help us become better partners. Leading an industry that millions of Canadians rely upon for their retirement income is a profound responsibility. We acknowledge that responsibility with respect, with confidence and with passion.

▪ CAPITAL ACCUMULATION PLAN PROVIDER ▪ PENSION PLAN GOVERNANCE

Y  
Z

# HRPA SUPPLIERS GUIDE 2015

A  
B  
C  
D  
E  
F  
G  
H  
I  
J  
K  
L  
M  
N  
O  
P  
Q  
R  
S  
T  
U  
V  
W  
X  
Y  
Z



## T.E. Wealth

26 Wellington St. E., Suite 710  
Toronto, ON M5E 1S2  
Phone: (416) 366-1451  
Toll-Free: (888) 505-8608  
info@tewealth.com  
www.tewealth.com

T.E. Wealth's employee financial education programs enhance loyalty and retention, while managing risks associated with the increasing demands of good governance in employee group Pension and Savings plans.

Our customized programs, proven to instill financial behaviour modification, are delivered to employees through seminars, webinars, one-on-one coaching and digital tools. And, our Certified Financial Planners have shared experience in all facets of wealth management.

- EDUCATION / TRAINING ▪ FINANCIAL PLANNER / INVESTMENT ADVISORS
- HEALTH & WELLNESS ▪ PENSION PLAN GOVERNANCE



## The Compensation Company

849 Mary St. N.  
Oshawa, ON L1G 5G5  
Phone: (416) 587-5453  
pallinson@hrcompensation.ca  
www.hrcompensation.ca

Since 1989, The Compensation Company has provided outsourced human resources consulting services, specializing in compensation/total rewards and pay equity, by designing and developing strategies, plans, programs and services. Pat Allinson, Principal of The Compensation Company, provides services to organizations within private, public and non-for-profit sectors (both non-union and union). Pat has worked with leadership teams and boards of directors to effectively re-align HR programs.

- COMPENSATION ▪ CONSULTING ▪ HR OUTSOURCING ▪ RECRUITMENT



## The Niagara Institute, a division of The Conference Board of Canada

509 Glendale Ave.  
Niagara-on-the-Lake, ON L0S 1J0  
Toll-Free: (800) 663-7305  
info@niagarainstitute.com  
www.niagarainstitute.com

The Niagara Institute's programs are leader-focused, experiential, personal, and practical. Our Faculty is an exceptionally strong group of experienced senior professionals; they support leaders in leveraging their strengths across a range of complex issues. Development at Niagara Institute yields a double return: our graduates quickly build insights, skills and capacity to enhance their impact; their organizations benefit from the clarity, energy and creativity they bring to achieving long-term results.

- COACHING & LEADERSHIP DEVELOPMENT ▪ EDUCATION / TRAINING
- TRAINING & DEVELOPMENT ▪ TRAINING & ORGANIZATIONAL DEVELOPMENT



## The Williamson Group

225 King George Rd.  
Brantford, ON N3R 7N7  
Phone: (519) 756-9560  
Toll-Free: (800) 265-9973  
cbaker@williamsongroup.com  
www.williamsongroup.com

The Williamson Group (TWG) is a boutique benefits and financial services consulting firm with over 350 corporate clients across Canada and an international network of independent advisors spanning the globe. With an elite team of group benefit and retirement consultants, and an award-winning custom disability management system, our goal is to assist HR in fostering healthier and more productive work environments. The TWG Result—your employees are informed and engaged, and the solutions align with your corporate philosophies and objectives.

- BENEFITS ▪ BENEFITS – CONSULTANTS ▪ BENEFITS – GROUP INSURANCE
- DISABILITY MANAGEMENT ▪ PENSION SERVICES



## Trent University

Durham, ON  
Peterborough, ON  
Phone: (705) 748-1011 ext. 7492  
Toll-Free: (855) 698-7368  
businessadmin@trentu.ca  
www.trentu.ca/hrmc

NEW Postgraduate Certificate in Human Resource Management. Develop new talent. Lead organizational change. Become a human resource management professional. Graduating? Changing careers? Consider a career in the rewarding field of human resource management. Working at the heart of business and the public sector, HR professionals build talented teams that lead great organizations. Trent University is now accepting applications for this one-year intensive program that prepares you for a successful career.

- EDUCATION / TRAINING ▪ TRAINING & DEVELOPMENT
- UNIVERSITY EDUCATION / TRAINING

# HRPA SUPPLIERS GUIDE 2015

A  
B  
C



## WATMEC Limited

464 Forestlawn Rd.  
Waterloo, ON N2K 2J6  
Phone: (519) 886-4740  
Toll-Free: (800) 265-9726  
dale.wilcox@watmec.com  
www.watmec.com

With over 40 years in the industry we provide online and simulation assessments for hiring, succession planning, identification of training needs, team development and 360. Our e-learning and face-to-face topics include communication, customer service, innovation, leadership, management, personal development project management, team and time. Many initiatives qualify for government grants. Our performance consultants and engaging facilitators constantly strive to align the learning outcomes to your business strategies.

- ASSESSMENT ▪ COACHING & LEADERSHIP DEVELOPMENT
- TRAINING / COACHING / CONSULTING ▪ TRAINING & DEVELOPMENT

D  
E  
F



## WorkForce Software

38705 Seven Mile Rd.  
Livonia, MI, USA 48152  
Toll-Free: (877) 493-6723  
info@workforcesoftware.com  
www.workforcesoftware.com

WorkForce Software is the leader in workforce management for organizations with complex policies and compliance concerns. Its EmpCenter® suite enables strategic HR by automating and streamlining interactions between the employer and its workforce, enabling organizations to better manage payroll and processing costs, help ensure compliance with labour regulations and increase productivity and satisfaction of employees. EmpCenter is composed of five key applications including time & attendance, absence management, staff scheduling, fatigue management and labour analytics.

- HR SOFTWARE ▪ LABOUR & EMPLOYMENT LAW ▪ WORKFORCE MANAGEMENT

G  
H  
I

J  
K  
L



## Workplace Medical Corp.

130 Wilson St.  
Hamilton, ON L8R 1E2  
Phone: (905) 526-9744  
Toll-Free: (800) 263-9340  
contact@workplacemedical.com  
www.workplacemedical.com

Workplace Medical Corp. provides a comprehensive range of services to help organizations across Canada reduce avoidable absences by supporting their prevention, response and return to work strategies. Services include: occupational health services, first aid training, mobile hearing testing, absence management software and disability management.

- DISABILITY MANAGEMENT ▪ HEALTH & WELLNESS
- PRE-EMPLOYMENT SCREENING

M  
N  
O

P  
Q  
R



## Workplace Options

36 Toronto St., Suite 502  
Toronto, ON M5C 2C5  
Phone: (416) 366-1212  
Toll-Free: (877) 601-0707  
sales@workplaceoptions.com  
www.workplaceoptions.com

Workplace Options is the world's leading provider of well-being solutions to third-party organizations with 100 per cent focus on building products and services that improve individuals' effectiveness and productivity. The company provides integrated services, information, resources, referrals and consultation on a variety of issues ranging from dependent care and stress management to clinical services and wellness coaching.

- CONSULTING – HR & BENEFITS ▪ EMPLOYEE & FAMILY ASSISTANCE PROVIDER
- HEALTH & WELLNESS ▪ TRAINING & DEVELOPMENT

S  
T  
U

V  
W  
X



## York University, Schulich Executive Education Centre

222 Bay St., Suite 500,  
Ernst & Young Tower  
Toronto, ON M5K 1K2  
Phone: (416) 360-8850  
Toll-Free: (800) 667-9380  
amiddleton@schulich.yorku.ca  
www.seec.schulich.yorku.ca

Designs and delivers competency-based, customized training programs aligned to key performance. An action-based learning approach enhances individual performance and delivers ROI. A blend of academic rigour and practical expertise delivers performance in areas such as leadership, strategy, corporate governance, coaching and mentoring, change management, project management, supply chain and logistics management, marketing, finance and sales. Open enrollment programs also available in these areas.

- EDUCATION / TRAINING ▪ TRAINING & DEVELOPMENT
- TRAINING & ORGANIZATIONAL DEVELOPMENT

Y  
Z



# HRPA PROFESSIONAL DEVELOPMENT: SPRING/SUMMER 2015

Premium HR education across all human resources disciplines.

## UPCOMING PROGRAMS:

<p><b>The Accredited Executive Compensation Program</b> Build performance without the pitfalls through executive compensation.</p>	May 4, 5, 6, 2015
<p><b>HR Executive Authors Series Luncheons: Bill Conaty – former SVP HR at General Electric</b> The Talent Masters: Why Smart Leaders Put People Before Numbers.</p>	May 8, 2015
<p><b>Workplace Mental Health and Psychological Safety Certificate</b> Learn to prevent and manage the complexities associated with mental health in the workplace.</p>	Starts May 28, 2015
<p><b>Workplace Investigations Certificate Program</b> Learn to recognize, investigate and report the findings of crucial workplace investigations.</p>	Various locations and dates
<p><b>A Complete Guide to Employment Law</b> Receive a solid foundation in Ontario employment law plus recent caselaw updates.</p>	June 2,3, 2015
<p><b>Labour Relations Certificate Program</b> Engage, Motivate, Develop more Positive Labour and Workplace Relationships.</p>	Various locations and dates
<p><b>PD in the Park</b> Afternoon personal development sessions amid the amazing natural beauty of Toronto's High Park.</p>	High Park - Various dates
<p><b>Comprehensive Project Management Certificate</b> Learn the what, why, who, when and how of project management within an HR setting.</p>	July 22, 23, 24, 2015

For complete May-July 2015 professional development listings, please visit: [HRPA.ca/SpringPD](http://HRPA.ca/SpringPD)



Human Resources  
Professionals  
Association



# Yorkville Conference Centre

Corporate | Social | Cultural



Premium event space in the heart of Toronto's  
downtown Yorkville neighbourhood.

Visit [www.yorkvillecc.ca](http://www.yorkvillecc.ca) or call 416.923.2324x309

**Save 25% on your first booking! • Save 40% on Monday and Friday Bookings**



# Calculating the Cost of Vacancies

## FIVE COSTLY RECRUITING SINS

By Loren Miner, with assistance from Tom Brennan

Every company deals with turnover, but the most effective companies deal with it quickly. Failure to respond to a job vacancy promptly can cost a company thousands of dollars and have harmful, non-monetary effects. To put it in perspective, most industry analysts agree that an employee generates revenue at a rate of one to three times his or her salary. Assuming there are 220 working days in a year, this means a vacancy in a \$70,000 position can cost the company \$318 to \$954 a day.

In order to develop an effective strategy for responding to vacancies, it's important to calculate the costs of various options. There are more ways to do this than can be described here, but all useful calculations should consider both direct and indirect costs. Direct costs include recruiting, separation pay and formal training for a new employee. Indirect costs might include on-the-job training, loss of efficiency and loss of productivity. There are non-monetary costs, too, such as burning out the employees shouldering the extra weight.

Here are the five most costly mistakes companies make regarding vacancies and advice for avoiding them.

### **COSTLY SIN #1: PUTTING OFF BACKFILLING**

The costliest sin of all is deciding not to backfill. It may look good on paper – just distribute the responsibilities among other team members, and save on salary and benefits. However, it is more complicated than that. Burning out team members saddled with additional responsibilities will impact productivity. In addition, position accountabilities aren't Lego® bricks that can connect to just any other brick – an intangible synergy created when one individual owns a particular set of accountabilities may be at stake.

### **COSTLY SIN #2: DRAWING OUT THE RECRUITMENT PROCESS**

Diligence and thoroughness are essential in filling a vacancy, but speed is just as important. A-list talent will have multiple suitors, and slowpokes may have to settle for B- and C-list candidates. Here are some ways to streamline the process:

- Make sure all stakeholders consider recruitment a high priority. Treat recruitment like a project, with deadlines and deliverables, and hold people to them.
- Put the decision in the hands of no more than three people and hold no more than three interviews.



- Keep the schedule tight. For example, book all of a candidate's interviews for the same morning and gather stakeholders in the afternoon to make a decision. Contact the candidate that same day with a decision.

### **COSTLY SIN #3: ASSESSING TALENT POORLY**

Human resources should provide coaching to ensure hiring decision makers are competent at assessing talent. Everyone involved should ask the same questions and evaluate the same criteria. More importantly, they should be asking the right questions. Clarify the most important evaluation criteria early in the recruitment process, including both "hard" skills and culture fit. There are professional tools for assessing hard and soft skills, but keep

# recruitment

**DILIGENCE AND THOROUGHNESS ARE ESSENTIAL IN FILLING A VACANCY, BUT SPEED IS JUST AS IMPORTANT.**

in mind that tools don't *make* decisions – they only support them.

## **COSTLY SIN #4: NOT PAYING ATTENTION TO RETENTION**

A more proactive approach is to prevent vacancies altogether. It sounds simple:

hire well from the beginning and set the stage for a long, mutually satisfying relationship. In fact, it takes a good deal of effort.

One way to support this goal is to practice honesty. According to an American Psychological Association survey, about half of employees believe

their employer is not completely honest with them, and 25 per cent don't trust their employer at all. Most candidates, then, would find it refreshing to hear about a role's challenges and obstacles before they make a decision. What's the payoff? A foundation of trust to build that long relationship.

The onboarding process should make a new hire feel welcome. Ask appropriate members of leadership to reach out and introduce themselves within the first week. Ensure the trainer is compassionate; starting a new job can be overwhelming, and a show of understanding can generate loyalty. Continue your honesty policy by clarifying expectations on both sides.

## **COSTLY SIN #5: STUNTING YOUR PEOPLE'S GROWTH**

Training and development (T&D) is a key strategy in promoting ongoing retention. Any T&D program should include hard skills as well as soft skills like communication and leadership. Whether the T&D is delivered externally or internally, it builds loyalty and commitment. It also helps with succession planning – and promoting from within sends a positive message to other employees. A strong T&D program can become a recruiting tool that enhances employment branding.

Vacancies are expensive and the market is competitive, so companies who want to stay ahead of the curve will implement fast and efficient recruitment processes. This includes clarifying goals and priorities, ensuring all involved in the onboarding process are on the same page, and making recruitment a priority like any other business objective. Invest a little to save a lot and implement a retention strategy that ensures employees would never think of leaving to go somewhere else. ■

*Loren Miner is chief operating officer of recruitment firm Decision Toolbox.*

**workperks®**  
by **venngo** the original perks company™

**\$1000s saved annually / employee**  
**easy access online and mobile**  
**\$42 saved per \$1 spent**  
**over 1200 discounts**

WorkPerks® can easily save your employees \$1,000s per year on everything from restaurants and shoes to entertainment and travel. Save employees money. Increase employee engagement. Enhance your overall benefits package.

**Contact us to learn more...**  
**1.866.383.6646 ext.227** [www.venngo.com/hrpro](http://www.venngo.com/hrpro)

Venngo is proud to be one of Canada's fastest growing technology companies. **technology | Deloitte fast 50™**

\*Copyright 2015 Venngo Inc. All rights reserved. WorkPerks® is a registered trademark of Venngo Inc. All other trade-marks are the property of their respective owners. V1\_20150306

# Breaking the Habit

ORGANIZATIONS CAN BE SUSCEPTIBLE TO FALLING INTO BAD HABITS, TOO

By Vanessa Judelman

**R**honda's story is an interesting one. She is an experienced project manager. In her organization, she works with six other team members to manage large-scale change initiatives internally. This team reported to a leader who ruled with an iron fist. He was a micromanager who provided little opportunity for his team to collaborate and share their ideas.

Recently, that leader was transferred to another department. Not surprisingly, Rhonda and her team were delighted to welcome a new department head. Their new manager has a very different leadership style – the antithesis of a micromanager. Rather, she operates from a place of high trust and delegates freely. She shares clear objectives and then empowers her team to take action and make their own decisions.

However, this story has an unusual twist. One might assume that Rhonda and her team transitioned seamlessly to their wonderful new situation. But, in fact, the opposite occurred.

After years of working in a low-trust, toxic environment, Rhonda and her team struggled to transition to a more inclusive one. Since the team was so used to being micromanaged, they set up systems and habits to support this management style. Once they were empowered to make their own decisions, they all felt a little lost.

What's going on here? Don't we all desire the opportunity to work for a leader who empowers us? According to the book *The Power of Habit: Why We Do What We Do in Life and Business*, Rhonda and her team's reaction is not a surprising one. Author Charles Duhigg says that our habits have a big impact on our behaviour and our success. The research indicates that we often realize that our habits are not aligned with our desires, yet we become stuck in a rut and find it difficult to change. Rhonda and her team were definitely stuck in a rut. They really struggled to create new, positive habits to support the expectations of a new and empowering leader.

**WE OFTEN REALIZE THAT OUR HABITS ARE NOT ALIGNED WITH OUR DESIRES, YET WE BECOME STUCK IN A RUT AND FIND IT DIFFICULT TO CHANGE.**



**We can help  
you put it all  
together.**

**Creating and maintaining  
a psychologically healthy and  
safe workplace can seem daunting,  
but it doesn't have to be.**

The Psychological Health and Safety section of our *Workplace Strategies for Mental Health* website can help you get started, assess your current situation, or take the next step.

[www.workplacestrategiesformentalhealth.com/phsms](http://www.workplacestrategiesformentalhealth.com/phsms)

All tools and resources are free. Use them to help make a difference in your workplace.



The Great-West Life Centre for Mental Health in the Workplace and design are trademarks of The Great-West Life Assurance Company.

## **culture**

### **SHIFTING THE THOUGHT PROCESS**

*The Power of Habit* lists specific steps we can all take to break bad habits and develop new ones. The first step is to clearly understand that habits, for the most part, are a good thing. Habits are critical to our survival as they decrease the amount of mental energy we need to spend on day-to-day activities – like brushing our teeth or driving to work. In fact, researchers at Duke University found that more than 40 per cent of our daily actions are based on habits, not decisions.

However, when you realize a habit needs to change, what should you do? Duhigg leans on scientific research to explain how bad habits can be replaced with good ones. He describes “the golden rule” of habit change, which includes the following three steps:

1. Understand the “cue” or trigger that sets off a behaviour.
2. Identify the “reward” that you get from the behaviour.
3. Insert a new “routine.”

So, for example, you snack too much in the afternoon at work. Think about the cue for that behaviour. When the clock strikes 2:00 p.m., is that the cue to go to out for tea and a cookie? What reward does this trip offer? Does it eliminate boredom or satisfy your hunger? Now you need to insert a new routine to change this habit. So instead of going to a coffee shop, go for a walk or grab an apple when the clock strikes two.

### **ORGANIZATIONAL HABITS**

Like people, organizations can also change bad habits to improve their results. This may seem like a daunting task, but it actually doesn't need to be complicated. In fact, Duhigg states that by focusing on just one key habit, the culture of an organization can drastically improve. For example, a local Canadian cleaning company was struggling to retain their cleaning staff. The job itself was unglamorous and the employees were feeling unappreciated.

So, rather than developing a fancy retention strategy, the president focused on changing one bad habit. His managers and supervisors needed to eliminate all disrespectful behaviour within the firm. For two years, he trained his people to be respectful to one another. Every level of the organization was taught what respect looked like and was encouraged to demonstrate respect daily.

Wondrous things started to happen. Not only were retention issues minimized, but employees became engaged like never before. For example, they started a carpool program to address long commutes. They even began offering colleagues shifts if they knew someone needed extra money for an upcoming wedding or a baby on the way. This case study shows that one change can literally transform a culture.

As a human resources practitioner or executive, consider what new habits you need to develop. Where can you help your leaders to stop what is not working and develop more effective habits? How can your team use “the golden rule” to be more effective? All habits can be changed. With a plan and a dose of willpower, anything is possible. ■

*Vanessa Judelman is president of Mosaic People Development.*

# Investment Issues

## CHALLENGES WITH CROSS-BORDER PENSION PLANS

By Darren Coleman

**A**re you an HR advisor for an organization that straddles the Canada-U.S. border? Do your Canadian employees often take on assignments for a lengthy time in the U.S., or do American employees ever assume postings in Canada? If so, significant issues can arise for expatriate employees who have pension and retirement programs established by their employer. This is especially true when the employee returns to their home country.

Many cross-border workers are caught in a frustrating, confusing web of compliance and regulatory issues, sometimes with bizarre complications. This happens because the regulators want to catch money launderers, terrorist financiers and tax cheats, but they create havoc in the personal financial planning of innocent business people.

HR professionals are well positioned to help their expatriate staff navigate the dilemma that occurs when someone wants to come back across the border. Indeed, many situations can result for employees with retirement plans provided by their companies, such as Defined Contribution or Defined Benefit Pensions or group RSPs in Canada, or 401(k) and IRAs in the U.S. Often, the issues will not be identified by a tax or legal advisor because these people may not be well versed in such scenarios.

For one example, a group of executives were returning home to Canada after successful careers in the U.S. They established residency back in Canada, but discovered that their IRA provider would no longer maintain their accounts.

The issue is not that the IRA or 401(k) becomes immediately taxable. Once the plan participants return to Canada, they may continue to enjoy tax-deferral benefits of their IRA, 401(k) plan and Roth IRA balances just as if they were still U.S. residents. This explains why it often goes unnoticed by many tax and HR professionals who advise employees about moving across the border.

In another example, a certified professional accountant told their client not to expect adverse tax consequences when returning to Canada. Imagine how shocked this person was to receive a notice from her U.S. brokerage firm that her IRA had to be transferred or moved or within 90 days. If not, it would be cashed out, and she faced a tax that she didn't expect of over a quarter-million dollars.

To the untrained eye, this may not initially look like a tax problem, but a regulatory-compliance issue that later becomes one. By then, however, it may be too late.

U.S. brokers will not maintain IRA accounts for individuals who move back to Canada because of recent changes from the Canadian Securities Administrators regarding the registration requirements for all broker-dealer and advisor firms doing business in Canada.

How big a problem is this? Many brokers figure it's not worth the trouble – in cost and complexity – to retain the client's accounts after reviewing exemption requirements for



# benefits

**ONCE THE PLAN PARTICIPANTS RETURN TO CANADA, THEY MAY CONTINUE TO ENJOY TAX-DEFERRAL BENEFITS OF THEIR IRA, 401(K) PLAN AND ROTH IRA BALANCES JUST AS IF THEY WERE STILL U.S. RESIDENTS.**

individual investors and registration requirements for dealers. So, they let this business go and ask for the accounts to be transferred to another firm.

The taxpayer left in the lurch must then search for an institution that will take on a new account for a Canadian resident, and this can be an ordeal. Usually, Canadian investment firms cannot open IRAs because these are U.S. plans. It is possible for IRA proceeds to be moved to an RRSP, but that's the exception rather than the rule.

There have also been situations involving Canadian expatriate executives who participate in their employer's 401(k) plans. While the 401(k) can be moved to an IRA, the employee and their HR department may be surprised to learn that the 401(k) provider will not roll over the plan to an IRA when the participant retires, as is commonplace for U.S. employees.

Likewise, Americans working in Canada face similar challenges when they return home. While Canadian investment firms have the ability to manage RRSP and RRIF plans for U.S. residents in most states, not all firms will. Why? This ability was primarily intended for Canadian snowbirds, not permanent U.S. residents. Unless they are licensed, registered and able to do business in the United States, Canadian financial advisors are not permitted to

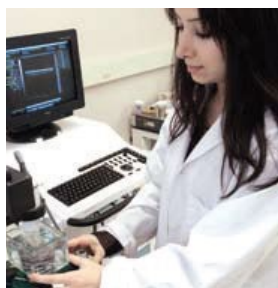
advise and solicit trades from U.S. residents in their non-registered accounts.

If that isn't enough, another problem can arise, too. Some investments are not portable across the border. For example, people who invest in mutual funds cannot hold them outside their original jurisdiction; U.S. mutual funds cannot be held by Canadian investors, and vice versa. In many cases, when an investor moves back to Canada they are forced to liquidate, and must face a tax bill on any unrealized capital gains. Other investments, such as shares traded on the NYSE or NASDAQ, do not have this issue. So, the choice of investment type becomes critical for the ex-pat investor if they wish to minimize their tax bill and avoid complications.

It is estimated today that over one million Americans live and work in Canada, and an even larger number of Canadians live and work in the U.S. Thus, these financial issues affect a lot of people.

The solution? Have the human resources professional and expatriate staff member consult with a financial advisor who is familiar with cross-border investment issues, and licensed to do business in *both* countries. ■

*Darren Coleman is an investment specialist with Coleman Wealth of Raymond James Ltd. in Toronto.*



## CHOOSE RYERSON CO-OP

Your destination for students who are motivated, work-ready and productive

- Get help to manage your workload
- Mentor a future professional
- Earn up to \$3000 in a tax credit

**Hire a Ryerson co-op student**

**Students are available for 4, 8, 12 or 16 month work terms, depending on the program.**

### CO-OP PROGRAMS

- Accounting and Finance
- Architectural Science
- Biology
- Biomedical Science
- Business Management with option/major in:
  - Economics & Management Science (Summer 2016)
  - Entrepreneurship & Strategy (Summer 2017)
  - Global Management Studies (Summer 2016)
  - Human Resources Management & Organizational Behavior (Summer 2016)
  - Law and Business (Summer 2016)
  - Marketing Management (Summer 2017)
  - Real Estate Management (Summer 2016)
- Business Technology Management
- Chemical Engineering
- Chemistry
- Computer Science
- Contemporary Science
- Financial Mathematics
- Hospitality and Tourism Management
- Mathematics and its Applications
- Medical Physics
- Occupational Health and Safety
- Public Health and Safety
- Retail Management (Summer 2016)

**Call or email us to get started!**

416-979-5068 • ryecoop@ryerson.ca • www.ryerson.ca/co-op

RYERSON  
UNIVERSITY

CO-OPERATIVE  
EDUCATION

# Connection Point

## ENGAGE EMPLOYEES USING A HEART-CENTRED APPROACH

By Susan Steinbrecher

**T**he demand for exceptional leadership skills has never been more vital to unlocking transformational growth in business.

According to Deloitte's Global Human Capital Trends report, released in March 2014, leadership development was listed as the most "urgent" or "important" global challenge facing organizations today by 86 per cent of the HR and business leaders surveyed. Only 13 per cent of the respondents felt that they did an excellent job developing leaders at all levels.

Research continues to emphasize that leadership development needs to be

centred on interpersonal skills and human relationship building in the workplace. The problem with most leadership development programs today is that they are focused on outdated models. The future of leadership is, at its core, about people connecting with people – there is a significant cost when you neglect the human connection point in business.

Over the past 20 years, a substantial amount of data has shown that investment in the human element in business is a profit-making proposition. It is no secret that programs directed at employee engagement, leadership development,

work-life balance, wellness and employee assistance all show a meaningful return-on-investment for employers.

One example of this research is a 2012 Towers-Watson study of 50 global companies, comparing those with low regard for sustainable engagement strategies versus those with high regard for such. These strategies include a people-first leadership approach, along with an emphasis on work-life balance, job clarity, supervisor support and ethical business practices. The study found that those companies with low engagement had an average operating margin of 10 per cent, whereas for



Robert Knieschke/Shutterstock

THE FUTURE OF LEADERSHIP IS, AT ITS CORE, ABOUT PEOPLE CONNECTING WITH PEOPLE – THERE IS A SIGNIFICANT COST WHEN YOU NEGLECT THE HUMAN CONNECTION POINT IN BUSINESS.

those with high engagement, the average one-year operating margin was close to three times greater, at just over 27 per cent. There is strong evidence that these results may be due to the positive impact that a more heart-centred leadership approach has on employee performance.

In our business culture, and society in general, the image or metaphor of the heart is often associated with yielding, kindness or perhaps weakness. Yet, the heart is also strong and powerful, as well as the driving force of life. A leader's ability to lead well is hindered when there is an unbalanced connection with the heart.

Anyone can be a heart-centred leader if he or she has the determination and daily commitment to practice certain core principles. The root or basis of these principles is fueled by "the power of the human element." Two things are required to tap into this human component that will enable leaders to connect to and inspire their employees. The first is the ability to listen or, better yet, the ability to learn how to listen. The second is to have an unwavering willingness

to clear personal obstacles and organizational limitations that get in the way of this deeper listening.

Leaders can move mountains when they understand that they share the same universal needs that their associates do. People want to be valued, listened to, appreciated, respected, involved and connected. They wish to have meaning in their lives. At the very least, people want their self-esteem to be maintained and, ideally, enhanced. However, these needs are rarely expressed out loud. People in a working environment will not come right out and ask, "Will you value me?" or "How can we create more meaning on the job?" But when leaders step back and really take in all that is being said, both verbally and nonverbally, they will find that – at the root of the problem, frustration or challenging situation – people are really saying that they want to be valued.

It is important to understand how the human element shows up at work. Many problems result when human needs for self-esteem and meaning are not valued or are even thwarted. The following is a short

list of the ways that these "people needs" surface when they do not receive the attention they deserve:

- **Meetings that drag on.** Time is often wasted in meetings because an associate just wants to be heard or feels that what he or she has said is not valued.
- **Office politics.** Office politics are usually about protection, self-interest and self-esteem; they are about being valued.
- **The need for team-building.** When a team is in trouble, it is often more about relationships and less about team processes and structures. Leaders want and need their associates to get along, cooperate and have their needs met, both as individuals and as a group.
- **Retention problems.** Associates rarely quit the company. More often than not, they quit their boss. For more than 30 years, researchers have studied factors related to associates' commitment to their organizations and their reasons for quitting. Almost always, the number one determinant of leaving was the lack of leadership or support by administration, managers or supervisors.

A wide variety of problems that companies face today can be improved through effort spent in the human connection point. In short, there is great power in understanding the importance of heart-centred practices in business. Remember that honouring the heart does not signify weakness. True power means listening to and from the heart and having the commitment and humility to clear all that stands in the way of that heart connection. Leaders who have authentically tapped into this power can positively transform any organization and run extremely successful and profitable businesses. ■

*Susan Steinbrecher is a business consultant and coauthor of Heart-Centered Leadership: Lead Well, Live Well.*

## We Practise At the CUTTING EDGE

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

Kuretzky Vassos Henderson LLP is widely recognized as one of Canada's leading employment and labour law boutiques. We practise at the cutting edge assisting a wide spectrum of clients ranging from major corporate employers through to individual plaintiffs. Our practice includes employment contracts, wrongful dismissal, collective bargaining, labour board applications, arbitrations, adjudications, employment standards, health & safety, human rights and ADR. To discuss what we can do for you or your client, call Kuretzky Vassos Henderson LLP at (416) 865-0504.

### KURETZKY VASSOS HENDERSON LLP

Suite 1404, Yonge Richmond Centre, 151 Yonge Street, Toronto, Ontario M5C 2W7

T: (416) 865-0504 F: (416) 865-9567

[www.kuretzkyvassos.com](http://www.kuretzkyvassos.com)





# Remote Job Trends

THANKS TO TODAY'S TECHNOLOGY AND POTENTIAL COST SAVINGS, MORE EMPLOYEES ARE TELECOMMUTING

By Lisa Kopochinski

**M**ore North American companies are incorporating remote job options – such as telecommuting – into their business practices. Over the past decade alone in the U.S., it has been estimated that telecommuting has grown by more than 70 per cent across all sectors.

In Canada, statistics are a little more difficult to confirm, but FlexJobs, a U.S.-based website for flexible jobs, calls Canada a leading country in the telecommuting career revolution. Even before many other countries were offering this form of work, Sara Sutton Fell, CEO and founder of FlexJobs, says Canadian companies were providing flexible job options. And she can't tout the benefits enough.

"By having people work from home, companies can drastically reduce their overhead and real estate costs," she said. "But they

also reap the benefits of a more productive, more engaged and happier workforce."

Sutton Fell knows all of this from personal experience. She formed FlexJobs in 2007 while pregnant with her first son, having been just laid off from a C-level position.

"I was experiencing firsthand the frustrating search for professional jobs that also offered flexible work options," she said. "I wanted to find a job that would allow me the flexibility I needed to be there for my growing family while pursuing my career. I was overwhelmed by the scams that existed in the work-from-home job market, but I knew flexible jobs existed, and I knew I couldn't possibly be the only professional searching for more work flexibility."

# technology

While telecommuting can be incorporated into a wide variety of positions, it lends itself particularly well to certain fields.

“The work that we see most commonly associated with telecommuting includes jobs in the fields of medical and health, administrative, sales, computer and IT, marketing, nonprofit and philanthropy, education and accounting and finance,” said Sutton Fell.

## PROS OFTEN OUTWEIGH CONS

Telecommuting (sometimes referred to as telework or remote work) is essentially an arrangement where employees do not commute to a central place of work. One can work remotely all or part of the time, thanks to today’s technology.

Kristy Carscallen is chief human resources manager for KPMG, a firm offering audit, tax and advisory services. With 34 locations across Canada, the company has more than 700 partners and 6,000 employees that provide services to many top business, not-for-profit and government organizations. She says it makes good business sense for the company to incorporate telecommuting into their business strategy.

“It enables us to take care of our greatest asset – our people – allowing KPMG to achieve a balance between managing work and personal commitments. Telecommuting is cost-effective and reduces absenteeism for people with minor illnesses and family responsibilities.”

Carscallen says KPMG has many employees who telecommute, but they don’t track these figures formally as the number varies by season.

“Our people work with their managers to create plans that make sense for both the individual and the firm. Many of our people telecommute on an ad-hoc basis to help manage personal commitments,” she said.

Erin Sproule is just one of KPMG employees who telecommutes. As manager in the Transfer Pricing (Tax) group, he is responsible for managing the whole lifecycle of engagements, from start-up/administration, to delivery and billing.

Working out of his home office one day a week in Milton, Ont., Sproule says he has the flexibility to do more if needed.

“My wife is a college professor and doesn’t have flexibility in her teaching schedule,” he said. “So if she has early classes, I have to be able to drop off our kids, or if she has late classes, I have to pick them up from school/childcare. When I’m working downtown and have to be home by 5 p.m., it means taking the 3:40 p.m. train home. I often do a couple extra hours of work in the evenings after the kids have gone to bed. My arrangement is flexible for both me and the company.”

The pros of telecommuting can be plentiful – increased productivity, decreased overhead costs, reduced commuting time and decreased rate of absenteeism.

The cons are that it can be more challenging to build a team environment and alleviate isolation.

“The biggest thing you miss out on is networking,” said Sproule. “When you’re not physically there, [it can be more difficult] to deepen relationships with other colleagues.”

## RECRUITING REMOTELY

Carscallen says when recruiting employees for certain positions or hard-to-find skillsets, telecommuting can be very beneficial because it virtually eliminates geographical limitations by opening up a wider pool of candidates for selection.

“The cost of relocation of an employee and family is potentially eliminated. KPMG recruits for telecommuting positions through our regular channels such as LinkedIn, social media, a member referral network and our alumni network. Our recruiters and hiring managers speak to the ‘flex work’ options during the interview stage.”

She says that KPMG’s human resources department is highly supportive of its telecommuting staff by providing a strong performance management system that includes annual goal setting and year-round feedback.

“This helps our people in terms of accountability for their work responsibilities and to achieve their goals,” said Carscallen. “Keeping our people engaged with business and social updates through our internal portal is also helpful.”

As wonderful as telecommuting can be, it is not for everyone. It requires a high level of self-motivation.

“You have to be disciplined in setting specific hours to be working and stick to them,” said Sproule. “I shower, get dressed and say goodbye to my family when I head into my home office, just like I would if I were leaving for the train.”

Since employees (remote or otherwise) are often only as effective as their managers, it’s vital that a company sets a strong foundation for its telecommuting program. For example, policies must be in place to govern schedules, regular communication and meetings and any other expectations the firm has for its team.

“It’s also important that we make sure that our telecommuting employees are aligned with our privacy policy to ensure documents are stored and saved properly,” said Carscallen. ■

**“BY HAVING PEOPLE WORK FROM HOME, COMPANIES CAN DRASTICALLY REDUCE THEIR OVERHEAD AND REAL ESTATE COSTS. BUT THEY ALSO REAP THE BENEFITS OF A MORE PRODUCTIVE, MORE ENGAGED AND HAPPIER WORKFORCE.”**

– SARA SUTTON FELL,  
FOUNDER AND CEO, FLEXJOBS

# Competence. Validation. Trust.

HRPA is proud to introduce  
the **CHRP**, **CHRL** and  
**CHRE** designations.



CERTIFIED  
HUMAN RESOURCES  
**EXECUTIVE**

CERTIFIED  
HUMAN RESOURCES  
**LEADER**

CERTIFIED  
HUMAN RESOURCES  
**PROFESSIONAL**

The new global standard for  
HR excellence and professionalism.

The **Certified Human Resources Professional**, **Leader**, and **Executive** designations  
for HR professionals at every stage of their careers.

Unleash the **new gold standard**:

[www.hrpa.ca/designations](http://www.hrpa.ca/designations)



Human Resources  
Professionals  
Association

# 2015 HRP A MEMBERSHIP RENEWAL CONTEST\*

RENEW EARLY TO

# WIN

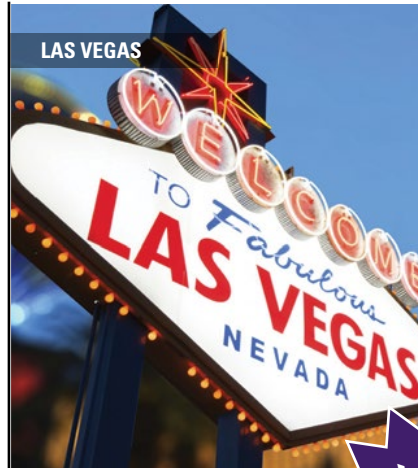
ONE OF 18 TRIPS FOR 2

to your choice of four fabulous destinations:  
**Las Vegas, Orlando, San Francisco**  
or **San Diego**

## PLUS

A CHANCE AT OUR  
**GRAND PRIZE:**

An 8 Day/7 Night  
**HAWAII**  
**ESCAPE**  
**FOR 2**  
**IN MAUI!!**



YOUR CHOICE!

Additional Prizes  
Courtesy Of  
HRPA's Member  
Savings Partners

Contest Now Open!

Renew your 2015 HRP A Membership Today for best odds:

[hrpa.ca/2015Renewal](http://hrpa.ca/2015Renewal)

HRPA

# Wide Open Spaces

TODAY'S FLEXIBLE WORKSPACES MIGHT BE THE TICKET TO A MORE COLLABORATIVE CULTURE, BUT HR NEEDS TO LEND A GUIDING HAND

By Melissa Campeau

Anyone who has ever picked up a paint brush to change the feel of their living room or de-cluttered a desk in search of a little Zen understands that physical space impacts performance. Study after study supports the idea that the environment in which we work can't help but shape what we do and how we feel about it.

With this in mind, an increasing number of organizations have taken to knocking down walls, quite literally, in the hopes of shaping a more innovative and collaborative culture. Often fueled by an organizational emphasis on cross-functional teams, they're hoping

a more open and flexible workspace will translate into greater creativity and a corresponding competitive edge in the marketplace.

Employees in Google's Toronto location, for example, don't have offices or cubicles. Instead, employees are gathered in four- or six-desk open clusters and take advantage of more than 50 designated spots for private phone calls, team meetings and larger gatherings.

Deloitte Canada's offices use a similar model, with an extra variable: their employees don't have assigned seats. This makes smart fiscal sense for an organization like Deloitte, where a large percentage of employees are working remotely or visiting clients at





**AN INCREASING NUMBER OF ORGANIZATIONS HAVE TAKEN TO KNOCKING DOWN WALLS, QUITE LITERALLY, IN THE HOPES OF SHAPING A MORE INNOVATIVE AND COLLABORATIVE CULTURE.**

any given time. But much like Google, Deloitte had broader cultural goals in mind when the company made the shift to flexible offices, complete with workstations, phone booths, reading nooks and more.

The reasoning for the office design goes like this: ideally, workers with a range of backgrounds and experiences from different areas of the company sit next to each other, discuss ideas and challenges and gain company-wide knowledge from each other.

"I'd call it learning by osmosis," said Cissy Pau, principal consultant with Clear HR Consulting in Vancouver. "Let's say you're a developer sitting in an open space, and you're next to a graphic designer, who's next to a sales person. It's a way of learning what's going on with their world and being more engaged in the organization. You hear the challenges and maybe you can start contributing to some of those discussions from your perspective, your knowledge."

The plan isn't without its drawbacks, though.

"It sounds like utopia, but without some guidance – and this is where HR can make a real difference – it can be chaos," said Pau.

## PLANNING STAGES

It can also be a rocky transition for some employees, but starting the conversation early in the process can smooth the path.

"Before employees walk in and find that all their desk space is gone and they have no walls, you need to talk to them and say, 'This is what we're doing, this is why we're doing it,'" said Pau. "You need to ask them what challenges they foresee and how those might be mitigated. It's all about change management."

During the development phase at Deloitte, the project team worked with one or two people from each area of the business.

"They told us what their typical days looked like, from a morning client meeting offsite, followed by a few hours at a desk at the office, then a team meeting, then lunch with a colleague, followed by a confidential client meeting in the afternoon," said Jason Winkler, managing partner, Talent at Deloitte Canada.

Considering the details of how every part of the business functions can help pinpoint what to include in a flexible environment. Those in accounting, for example, may need more filing space for papers and proximity to printers. Tech people may need space for or proximity to particular pieces of equipment.

"People in HR, for example, aren't going to discuss sensitive topics like someone's mental health issues in a wide open space, so the planning needs to consider where those things will happen," said Pau. "You need to find ways to accommodate each person's different needs."

## SOCIAL SPACES

Beyond workstations, meeting rooms, reading nooks and other productivity-focused areas, new flexible workspaces place an emphasis on spots for socializing, as well.

"When I walk into the average Starbucks I see a lot of people talking, working and connecting," said Winkler. "One of the things we realized when planning our new design is that many of the spaces we had before didn't really enable connections between people the way we would like. The addition of social spaces

into the workplace was a really important component of what we wanted to do.”

While the emphasis might be on connections, it’s important to consider how to support the individual, as well.

“If you’re moving to this environment and suddenly you don’t have a regular desk or a high wall where you can tack pictures, I think sometimes people can feel a little bit lost or homeless,” said Pau. “It’s important to work through some of that and consider, ‘How do we still build personalization and community and that ownership without saying everyone’s got their own little silos?’”

## SOUND ISSUES

When people imagine open-concept spaces, they often imagine noise, and lots of it. That can certainly happen, although it can often be avoided or addressed with some office etiquette ground rules and a good communication plan.

Sometimes, it’s not noise but quiet that’s the challenge.

“When we go into clients’ workspaces, some of those open concept environments are deathly quiet,” said Pau. That’s a problem for collaboration, since workers are less likely to speak up with half-baked brainstorming ideas if they feel the entire office is listening. To counter this, some companies gather desks in smaller groups to create the feeling of intimacy, and others pipe in enough white noise to ensure voices don’t carry beyond a certain distance.

“For HR, finding a balance between competing employee interests becomes critically important,” said Pau.

## MANAGE YOUR MANAGERS

Another consideration – employees in open and collaborative work environments often need a different kind of manager. In this setup, workers typically take more control of their time and tend to move around each day, making use of meeting rooms, phone booths and other task-specific areas of the office. The environment also places an emphasis on the employee’s responsibility to sort out the “how” of getting a project done.

“A command-and-control style manager may have a hard time with this transition,” said Pau. “This is where HR can play a role, and help coach those managers on how to manage by objectives and expectations, because you don’t have the luxury of observation.”

## A MEASURE OF SUCCESS

If an organization’s goal in making this change is increased collaboration, innovation or some other outcome, consider how you’ll assess whether you’ve met the goal.

“What’s the measure for you to say this is better than what it was?” said Pau. “Will you measure productivity, the number of new ideas that come out, engagement or something else? The question deserves some thought, even if you don’t know the answer.”

Along the way – and Pau points out it can take a few years for organizations to fully adjust to a new working environment – it’s likely that some personalities, professionals and generations may warm to this shift more easily than others.

“For HR, it’s really about finding solutions to make sure everyone is accountable and buying in,” said Pau. “It’s not just for the twentysomethings. This can work for nearly everyone, with the right planning.” ■



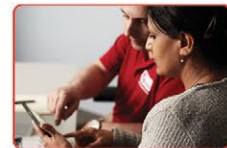
## Make a One-Stop Shop for First Aid & Safety

Choosing a training provider that can dedicate expertise and resources for a comprehensive occupational health and safety training program is a sound business decision, especially when you have to train employees in multiple locations.

The **Canadian Red Cross Major Account Solutions** program makes it easier to ensure consistent quality training for all of your employees, and can assist you in creating a health- and safety-oriented workplace culture.



Classroom Training



Blended Learning



eLearning



eShop



[redcross.ca/catalogue](http://redcross.ca/catalogue)



**CANADIAN  
RED CROSS**

[mas@redcross.ca](mailto:mas@redcross.ca)  
1-877-692-6644



# YOU'RE INVITED.

**DON'T WAIT!** Space is limited to 70 people.

## HR Executive Authors Series Luncheons



Human Resources  
Professionals  
Association

**HRPA's HR Executive Authors Series features lunch, networking and conversation with some of the world's leading business icons and authors.** Open to senior human resources executives (director and above), the Authors Series is a unique, high-level opportunity to network with fellow HR executives and engage in candid conversation about HR and business with an all-star line-up of business and leadership authors. All guests will receive a complimentary copy of the book written by the session presenter.

### UPCOMING HR EXECUTIVE AUTHORS SERIES EVENTS

**MAY 8, 2015**

**The Talent Masters: Why Smart Leaders Put People Before Numbers**

Bill Conaty, former SVP HR at General Electric (GE)

11:30am-1:30pm

**JUNE 18, 2015**

**Culture Connection: How Developing a Winning Culture Will Give Your Organization a Competitive Advantage**

Marty Parker, CEO, Waterstone Human Capital

12:00-2:00pm

**SEPTEMBER 16, 2015**

**The Real Deal on People: Straight Talk on How the CHRO Creates Business Value**

Les Dakens, former CHRO Maple Leaf Foods and CN Rail

12:00-2:00pm

**OCTOBER 14, 2015**

**Optimizing Organization Design: A Proven Approach to Enhance Financial Performance, Customer Satisfaction and Employee Engagement**

Ron Capelle

12:00-2:00pm

**To register, go to: [hrpa.ca/authors](http://hrpa.ca/authors)**



# Criminal Record Checks

## PREVENTING FRAUDULENT DOCUMENTS IN THE HIRING PROCESS

By Rod Piukkala

**S**ending candidates to the police station to get their criminal record check is a practice familiar to many HR managers across Canada. In fact, according to research, 69 per cent of employers use criminal record checks to screen job applicants as part of their hiring process.

There are several reasons why criminal record checks are a popular screening tool. Overall, background-screening helps employers make more informed hiring decisions, leading to a more engaged and efficient workforce. The result is a decrease in employee turnover and improved retention rates. Criminal record checks, in particular, are effective at creating a safer and more secure workplace, preventing occupational fraud and theft and reducing the legal liability associated with negligent hiring.

Unfortunately, by putting the onus on the candidate to obtain and provide a clear criminal record check, employers could potentially expose themselves to the risk of receiving a forgery.

### CREATING FALSE DOCUMENTS

When a candidate is sent to their local police station to obtain a criminal record check, the results are provided back to the candidate, who is then expected to pass the document along to their prospective employer. This practice compromises the chain of custody, leaving the document in the hands of the person who would benefit from altering its contents.

With access to a scanner, the appropriate computer software and a quality printer, a candidate could alter the name or result on a document. There have also been cases where candidates with more advanced computer skills have recreated authentic-looking police checks from scratch using basic desktop publishing software.

For those candidates who are less tech-savvy, a clear police check can be purchased for the right price. A western Canada police service recently became a target for an illegal scam artist offering police clearance certificates for \$4,250.

### PREVENTING FRAUD: AN EASY FIRST STEP

As a best practice, hiring managers should conduct a physical check of the candidate's photo identification. Background screening is rendered ineffective if the hiring manager has not verified that the candidate standing in front of them is indeed the person who they might be investigating. For example, a candidate with a lengthy criminal record could attempt to gain employment using a stolen or borrowed identity. If the hiring manager never bothers to check their photo identification, the candidate's criminal history would likely go undetected.

### THIRD-PARTY SCREENING

Another effective way to prevent the intake of a fraudulent police check is to use a third-party service provider. Background

checking companies replace the candidate as the intermediary between the police and the employer. The results are provided back to the employer, removing the opportunity for candidates to alter or forge results.

When considering a provider, employers should first confirm that the criminal record checks are being performed by accredited and authorized police partners and gather information on the types of checks that are available. Not all criminal record checks are created equal.

### PREVIOUSLY COMPLETED CHECKS

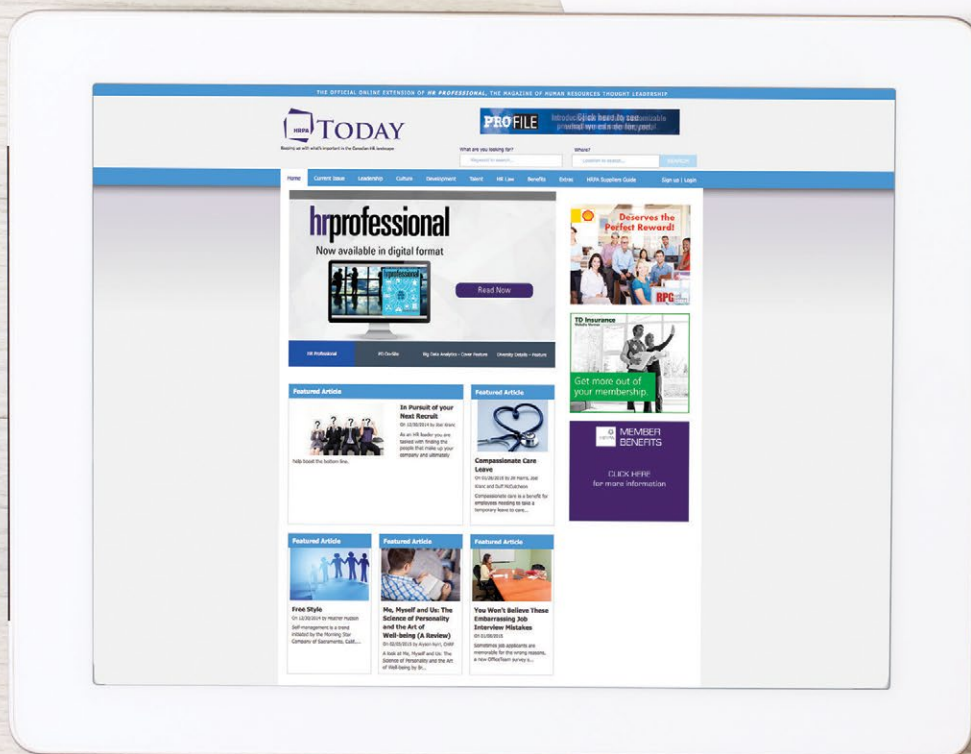
In certain situations, employers are faced with the question of whether or not they should accept a criminal record check that was previously conducted. One of the most common examples of this is when an employee is contracted through a staffing agency. While simply accepting the check might be more convenient and save both time and money, it is accompanied by the risk of relying on an outdated document.

Employers should record their procedure for accepting existing checks in their screening policy. If an employer intends to accept criminal record checks completed by staffing agencies, there should be clear criteria – such as how and when the check was originally completed – in order for it to be accepted.

Criminal record checks can be valuable to the hiring process; however, to get the most value from a screening program, employers need to regularly evaluate their screening policy and take measures to close any loopholes. ■

*Rod Piukkala is vice president, Police Service Technologies at SterlingBackcheck Canada.*





# TODAY

The official online extension of *HR Professional*, the magazine of human resources thought leadership

Access the digital archives of *HR Professional*, view the current issue online and read articles from the magazine as well as online exclusives. Find the products and services you're looking for by using the digital HR Suppliers Guide, read daily news impacting the Canadian HR field, view current job postings and upcoming HRPAs events and more.

[www.hrpatoday.ca](http://www.hrpatoday.ca) – keeping up with what's important in the Canadian HR landscape

Want more digital interaction with *HR Professional*?

Follow the magazine on Twitter, @HRProMag



# HR Career Paths: Tracy New, CHRL

## OCCUPATIONAL HEALTH AND SAFETY EXPERT

By Lisa Kopochinski

**G**rowing up in Scarborough, Ont., Tracy New always thought she would pursue a career in sales. Her father was in sales and owned his own business, but it was her mother's job in the human resources department as a pension actuary that really motivated New to pursue HR.

"I've always been told I'm a people person," she said. "I truly care about peoples' well-being. That – I believe – is a skill to be successful in any area of business and, in particular, human resources. I also have an education in business management, so that meant I could choose to focus on any segment, including accounting/finance, sales and marketing, operations and human resources."

As HR manager for iCheck, one of Canada's largest national maintenance and repair companies, New calls her current position a perfect fit. The firm provides comprehensive work-order dispatch, client support, invoicing, portfolio analysis and reporting to more than 4,000 companies of varying sizes.

"Our entrepreneurship keeps me close to strategic business development, while human resources keeps me close to developing our people through so many programs, but especially in the health, wellness and safety of our employees," she said.

When she started at iCheck 15 years ago, New says basic HR responsibilities were divided into different departments – including accounting and operations – and managed by the controller.

"I started as an account manager in operations and then went back to school to obtain my CHRL," she said. "As our company evolved, I was promoted into human resources to develop this new department. Programs, policies and procedures continue to be developed, including a strong focus on occupational health and safety."

*HR Professional* recently sat down with New to find out more about what she does and why she is so devoted to this specific facet of HR.

### What are your main areas of responsibility?

**Tracy New:** I have responsibilities for all HR disciplines, including occupational health and safety, recruitment and selection, training and development, employee relations, compensation, strategic development, policy development and additional functions. My biggest responsibility is ensuring that managers, supervisors and employees carry out their roles in compliance with the company's health and safety policies and procedures. I also work in partnership with employees and contractors (operational partners) to minimize operational losses, accidents and injuries. It's my continuous responsibility to promote a positive health and safety culture in the workplace.



Courtesy of Tracy New

### What do you like most about your job?

**TN:** There are benefits to working with a mid-size company, especially one that is always growing and has an entrepreneurial spirit. There is great satisfaction to be part of a team that turns ideas into successful business.

Depending on the project, we may deal with asbestos in a residential home in New Brunswick to infection control in a health facility in B.C. We must train our supervisors, managers and contractors to be health and safety advocates across the nation. We're successful because of our people.

### What does a typical work day look like?

**TN:** Depending on the day, I may need to juggle project work with daily activities and spontaneous urgent matters, while always working towards the company goals. My day can be spent carrying out risk assessments and considering how risks could be reduced; outlining safe operational procedures that identify and take into account all relevant hazards; making changes to working practices that are safe and comply with legislation; preparing health and safety strategies and developing internal policy; leading training with managers and employees about health and safety issues and risks; recording incidents and accidents and producing statistics for managers, or producing management reports, newsletters and bulletin reports.

# career paths



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

TN: It could be from an accident investigation or an employee relations issue or a client process audit. Being an HR generalist provides me with a diverse range of challenges. Human resources is aligned with the strategic goals of the company, so we are forever planning new, innovative ways to develop our people.

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

TN: I would say it's my ability to communicate and negotiate. I have to sell ideas to managers, colleagues, employees and owners

on a daily basis. When I started here, HR was pretty much non-existent. I had to communicate and negotiate new programs, policies and procedures. It was a new mindset for the entire company. Since we are a progressive company, I have to be innovative and possess analytical skills.

## What advice do you have for others interested in pursuing a career in HR and specializing in occupational health and safety?

TN: HR continues to be a necessity in the success of any business. Organizational health and safety is a broad and ever-changing field. There are multiple dimensions including technical, legislative, political and personal. If you're looking to pursue a career in HR, and specifically occupational health and safety, I suggest you have a passion for it and believe in the concept. You need to be a strong advocate of the subject and possess strong communication and negotiating skills. You also need the education to help you with the necessary knowledge and skills. There will always be a demand for health and safety in organizations and it will continue to play a key role in all businesses globally.

## Away from your busy job, what do you like to do?

TN: I like embracing Canada's four seasons and enjoy the outdoors. I love spending weekends at the cottage in Muskoka, downhill skiing, water sports, walks and golfing – but only when I play well! ■

## Looking to hire?

We offer win-win strategies for employers!

**FREE services + qualified candidates  
+ incentives/supports**

### Next-Steps Employment Centres



*Contact us today to get a customized strategy to fit your needs.*

 <p><b>Don Mills</b> 416-395-5101</p>	 <p><b>Downsview</b> 416-395-9559</p>
 <p><b>Riverdale</b> 416-396-2313</p>	 <p><b>Scarborough Rouge</b> 416-396-8110</p>
 <p><b>Dundas-Dixie</b> 905-896-2233</p>	 <p><b>Mississauga Meadowvale</b> 905-814-8406</p>
 <p><b>Vaughan</b> 905-851-6551</p>	<p><b>Monday to Friday</b> 9 am - 5 pm</p>




**NEW! Canada-Ontario Job Grant available for employers**

[www.next-steps.ca](http://www.next-steps.ca)

NextStepsEmploymentCentres

@NextStepsEC

Operated by



**EMPLOYMENT ONTARIO**

This Employment Ontario service is funded in part by the Government of Canada

## SHIELDS · O'DONNELL · MACKILLOP LLP

EMPLOYMENT AND LABOUR LAWYERS

**Are your employees posting inappropriately on social media?**

We recently posted in our blog a 2015 update on the factors to consider in determining whether a social media post amounts to just cause to terminate.

**See what you need to know on our website:**

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







## Experience Counts

SHIELDS O'DONNELL MACKILLOP LLP  
416.304.6400  
65 QUEEN STREET WEST, SUITE 1800  
TORONTO, ONTARIO, CANADA M5H 2M5

# 75% OF EXECUTIVES SAY



## MENTORING PLAYED A KEY ROLE IN THEIR SUCCESS.

Now it's your turn.

- **Connect**

with others to create meaningful mentoring relationships.

- **Gain insights and knowledge**

that will help you realize your potential and achieve your goals.

- **Pay-it-forward**

by **sharing your** experiences and providing guidance.

Join the HRPA's **MentorCity™**

### TO GET STARTED

**MentorCity™** establishes private label

**online mentoring and coaching** programs for companies, schools and associations to offer member engagement, succession planning, leadership development, and diversity and inclusion strategies.

Visit: [MentorCity.com](http://MentorCity.com)

**FOR A FREE TRIAL**



**MEET THE HR INFLUENCERS:**

# **Melissa Sonberg, CHRE, ICD.D**





## DRIVING TRANSFORMATIVE CHANGE

By Lisa Gordon

**T**hroughout her 30-year career, Melissa Sonberg has been a driving force for transformative change. Never one to shy away from a challenge, her career path has immersed her in the corporate, non-profit and academic sectors, touching on many aspects of human resources along the way.

Today, Sonberg is executive in residence/adjunct professor at McGill University's Desautels Faculty of Management. She is happiest working in the trenches of innovation, where new ideas are formed and cultivated. Although Sonberg thrives on rolling up her sleeves and building solutions, she freely admits that once that framework has been built, she's happy to let someone else maintain it. For her, it's all about conquering a challenge.

*HR Professional* caught up with Sonberg recently to discuss her career highlights, her current work at McGill and how some long-ago advice has always inspired her to "just do good work."

### When did you decide you wanted a career in human resources?

**Melissa Sonberg:** HR chose me, rather than the other way around. When I did my master's degree in health administration, I had to do an organizational internship at Royal Victoria Hospital in Montreal. I had a couple of weeks

in almost every department, and the department that was the most fun and where I felt the most connected was human resources.

### What was your first HR job?

**MS:** Conveniently, that internship turned into my first human resources job, as an HR generalist for the Montreal Neurological Hospital. I did everything from recruitment to managing payroll and benefits, supporting labour relations and dealing with all kinds of people problems. There were a few hundred employees and I had to do everything pretty much on my own, although I had access to the resources of the greater McGill University Health Network for specialized services.

### Tell me about your current job. What are your main areas of responsibility?

**MS:** I joined the McGill faculty last year after 30 years in organizational life – 15 of which were spent with AIMIA, the public company that developed from Air Canada's Aeroplan frequent flyer program. The company grew internationally and by the time I left, it was running loyalty programs and services in 23 countries. Turning 50 triggered a decision to look for my next set of challenges. McGill was incredibly welcoming; I'm now attached to the

## IN A NUTSHELL

**First job:** I was a lifeguard at an apartment building pool when I was 15.

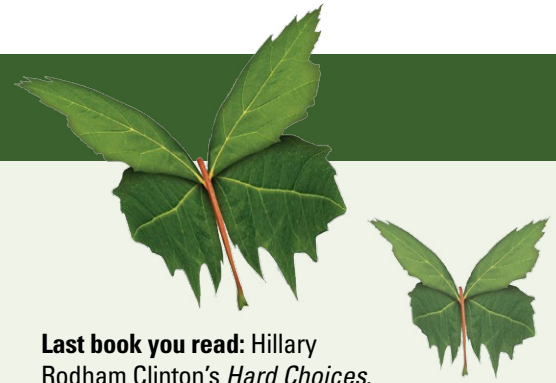
**Childhood ambition:** I wanted to be a doctor. That lasted well into my undergrad degree and is one of the reasons I did the master's in health administration.

**Best boss and why:** I had some really great bosses, but I'd have to say my last boss at AIMIA, Group CEO Rupert Duchesne, was probably my best for a couple of reasons. First, he had intellectual horsepower to the max and constantly challenged my thinking. He was also one of the most humane leaders I've worked with – he cared as much about the people as the profit.

**Current source of inspiration:** I have two daughters, aged 18 and 21. They inspire me for so many reasons. They are strong young women who have clear views of the world; they give me a fresh new perspective.

**Best piece of advice you ever got:** This goes back to very early in my career. I was flailing around trying to get a handle on how to implement a new mandate. My boss said, "Just do good work." So, focus on doing the best work you can do and stop being paralyzed about how to do it.

**Favourite music:** Classic rock going back to the early 1970s. Carole King is a favourite.



**Last book you read:** Hillary Rodham Clinton's *Hard Choices*. It was a good description of a tough job in a tough environment.

**How you spend your time away from work:** My primary activity is helping to support human rights education and development through my work chairing the board at EQUITAS-International Centre for Human Rights Education. I'm very involved in supporting their efforts. And, I also like to travel with my husband and kids.

organizational behaviour department. There's a component of my work that is traditional teaching, but I also participate in organizational change initiatives, such as faculty visioning exercises and setting strategic priorities. The third part of my role is to be a conduit between the university and the local, national and global business communities. I am basically here to be a professional resource to students and faculty.

### What do you love about your job?

**MS:** The first thing I love is that I don't actually have a job in the traditional sense – I have a portfolio of interests. I have a wonderful position at McGill, where my experience and expertise are being well leveraged to help students see the world through a different perspective. This role also pushes me to keep learning myself, and I have a lot more control over what I do, so that I have variety and complexity on my own terms.

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

**MS:** I'm a very community-oriented person, and very loyal to my group of people. So, being a free agent all of a sudden was very challenging – where do I belong and who are my people? There wasn't an obvious answer. Fortunately, I now have several organizations in which I feel at home. Another challenge is that in the university environment, we're under constant budgetary pressure. It's always a challenge to make tough decisions when there are a lot of competing demands for scarce resources. The last challenge would be having an impact in the limited time I do have with the students.

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

**MS:** I've had both good times and bad times in my career. It's interesting how some of the key leadership attributes are the same during both. From a leadership perspective, the challenge is always

to focus on the bigger picture. You may feel you're playing tennis with one racket against a hundred opponents who are all lobbing balls at you, but focusing on the overall outcome will always get you through. Also, be a source of calm amidst the chaos. People will look to you to stay above the fray and provide a sense of direction and optimism for the future. And, finally, get things done! Say what you're going to do, and do it.

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

**MS:** Clearly, HR exists as a service to the greater enterprise. Knowing the business of the business – the intricacies of how that business works – is a given. For HR in particular, you need the ability to know your function at a level where you can engage, inspire and challenge in the best way possible. You also need good listening skills and integrity. We have to deal with humanity at its best and worst, and we must get the right things done.

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

**MS:** Do your homework and know what opportunities are open to you. Once you know those parts of the puzzle, get out of your comfort zone! Move into a line job or a supervisory role to understand the challenges of management, so you can be a better adviser.

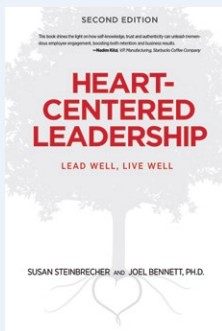
### What's the future of HR?

**MS:** To me, HR should not be isolated. There are too many articles about how to get HR to the table. Let's get over that; HR is at the table! The real question is how does HR become more effective? Essentially, the things that make each business unique are the people who show up to work every morning and go home every afternoon. Organizations need to understand how to leverage that uniqueness as a competitive advantage and deploy it in support of the enterprise goal. ■



# OFF THE SHELF

By Alyson Nyiri, CHRL



## HEART-CENTERED LEADERSHIP: LEAD WELL, LIVE WELL. SECOND EDITION.

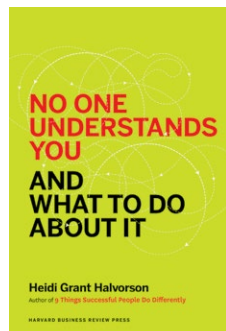
Susan Steinbrecher and Joel Bennett  
Sustainable Path Publishing, 2014

Ten years ago, the original edition asked readers to go inward and reflect and choose the course of action from your heart. It was a hard sell; however, today's leadership strategies have changed. Organizations are more open to innovative approaches and are beginning to understand the need to infuse meaning into their workplace.

*Heart-Centered Leadership* offers seven principles (e.g., know your impact) and corresponding virtues (e.g., integrity and foresight) for heart-centred leaders to follow. The principles offered relate to conviction and a deep and abiding belief in nature of work and people.

### Talking point

Heart-centered leadership is defined as having the wisdom, courage and compassion to lead others with authenticity, transparency, humility and service. The terms used here could fit many spiritual traditions. How easily could it be adapted to fit your multicultural workplace?



## NO ONE UNDERSTANDS YOU AND WHAT TO DO ABOUT IT

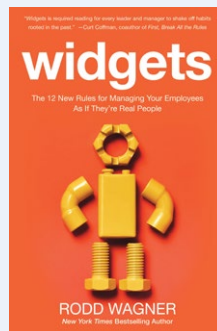
Heidi Grant Halvorson  
Harvard Business Review Press, 2015

Opening with Lululemon's founder and former CEO and chairman Chip Wilson's now famous blunder that "some women's bodies just actually don't work" for yoga pants, social psychologist Dr. Halvorson demonstrates how critical it is to come across the way you intend to.

Despite what we may believe, we are much harder to read than we realize. Added to that, we rely heavily on assumptions. For communication to succeed, it is essential that we learn to accurately perceive others and ourselves. Halvorson offers numerous strategies for correcting and overcoming bad impressions.

### Talking point

Halvorson talks about ways to produce egalitarian perception, which is the goal of judging people fairly and treating them accordingly. As HR practitioners, we're well trained in this process. But is the profession accorded the same courtesy?



## WIDGETS: THE 12 RULES FOR MANAGING YOUR EMPLOYEES AS IF THEY'RE REAL PEOPLE

Rodd Wagner  
McGraw Hill, 2015

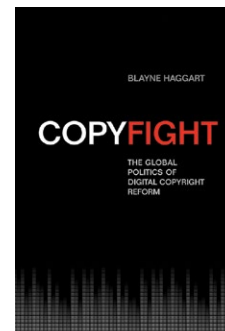
"Your people are not your greatest asset. They're not yours, and they're not assets. Assets are property. You don't own your people."

Rodd Wagner declares employees are not "human resources" or "inventory." Money, land, buildings and computers are resources. By depersonalizing people as widgets, it becomes easier to apply a variety of operational terms such as "onboarded" or "downsized."

Realizing that HR and management wanted more from employee engagement methods, he and his team developed the New Rules, addressing issues such as transparency, wellbeing, pay, fearlessness, meaning, collaboration and employees' perceptions of their future.

### Talking point

Humans are reciprocal. For corporations, this has enormous implications. After the Great Recession, Wagner says companies are unprepared for the new breed of worker who is more individualistic, impatient, thrill-seeking and connected, and who will require better leadership and managing than at any time before.



## COPYFIGHT: THE GLOBAL POLITICS OF DIGITAL COPYRIGHT REFORM

Blayne Haggart  
University of Toronto Press, 2014

Grappling with copyright and intellectual property, plus the relevant law, is part of the job for many HR professionals.

Two questions drive the book. First, in a world where economic giants drive copyright reform, are smaller countries able to exercise copyright-policy autonomy? Second, when it comes to making copyright policy, whose voices matter?

Haggart examines the development of and decisions made by the U.S., Canadian and Mexican governments regarding Internet treaties as well as their individual copyright policies.

### Talking point

A copyfighter is the broad banner to describe people who are fighting for reforms to intellectual property – trademarks, patents, copyrights and what are called "related rights." ■

# It Pays To Snack

## EMPLOYERS SHOULD SHARE RESPONSIBILITY FOR EMPLOYEE HEALTH CHOICES

By James Tjan

It's 2 p.m. and that mid-day craving spikes. Do you reach for the chips from the vending machine or a donut from the coffee shop? Anything will do to sustain energy for the rest of the day.

As the theory goes, a well-fueled worker provides the best functionality and the best productivity. Top results are shown when energy levels are kept up throughout the day. However, with increasingly busy work schedules, employees tend to neglect their own health. With so many fast food options – vending machines, convenience stores, baked goods – it's easy to fall victim to unhealthy choices.

Though healthy food options are more readily available and becoming the more popular choice, getting them into the hands of employees is the hard part; employees may not be making conscious healthy choices at work when that mid-day snack craving creeps up.

If a healthy option was readily provided to employees by their employers, not only would employees be at peak performance all day, they would also be improving their overall health.

Work environments should be structured with wellness in mind in order to get the best out of employees. A large part of this comes down to making healthy choices throughout the day, and if a quick, easy and healthy snack is readily available, the choice becomes simpler. Employers can take responsibility for this small but crucial aspect of employee wellness.

There are a number of simple changes employers can make that will provide optimum opportunity and encouragement for their employees to sustain a healthy lifestyle in the workplace. Try making small but important changes, like these:

- **Consider removing vending.** Instead, think about offering healthy snacks to your employees for free. They'll appreciate the gesture, and you'll reap the benefits of a healthier workforce.

- **Order fruit or veggie platters for meetings instead of baked goods.** Fruits and vegetables bring energy levels up, and keep them up through the day without the sugar crash.
- **Provide healthy eating tips/nutrient facts.** Post useful and informative information in communal spaces to educate employees.
- **Remove things that promote poor eating habits.** Limit the types and amount of food available, and control when and where it is offered.

The key to a healthy workplace environment is making the choice an easy one, with little to no thought about it. Usually, if it's there, people will take it. Employees and employers will both reap the benefit. Starting small is a great way to get going – a "healthy snack day," for example, can focus just one day of the week to encourage staff to bring healthier lunches and snacks or for the employer to offer various healthy snacks in the afternoon for free.

The need for a healthy workplace is more important than ever and employers can play an important role in providing better options for employees. Not only does a healthy lifestyle improve the overall quality of life, but it also improves the quality of work being done and the productivity of employees. In the long run, providing the benefit of a healthy workplace leads to greater results. ■

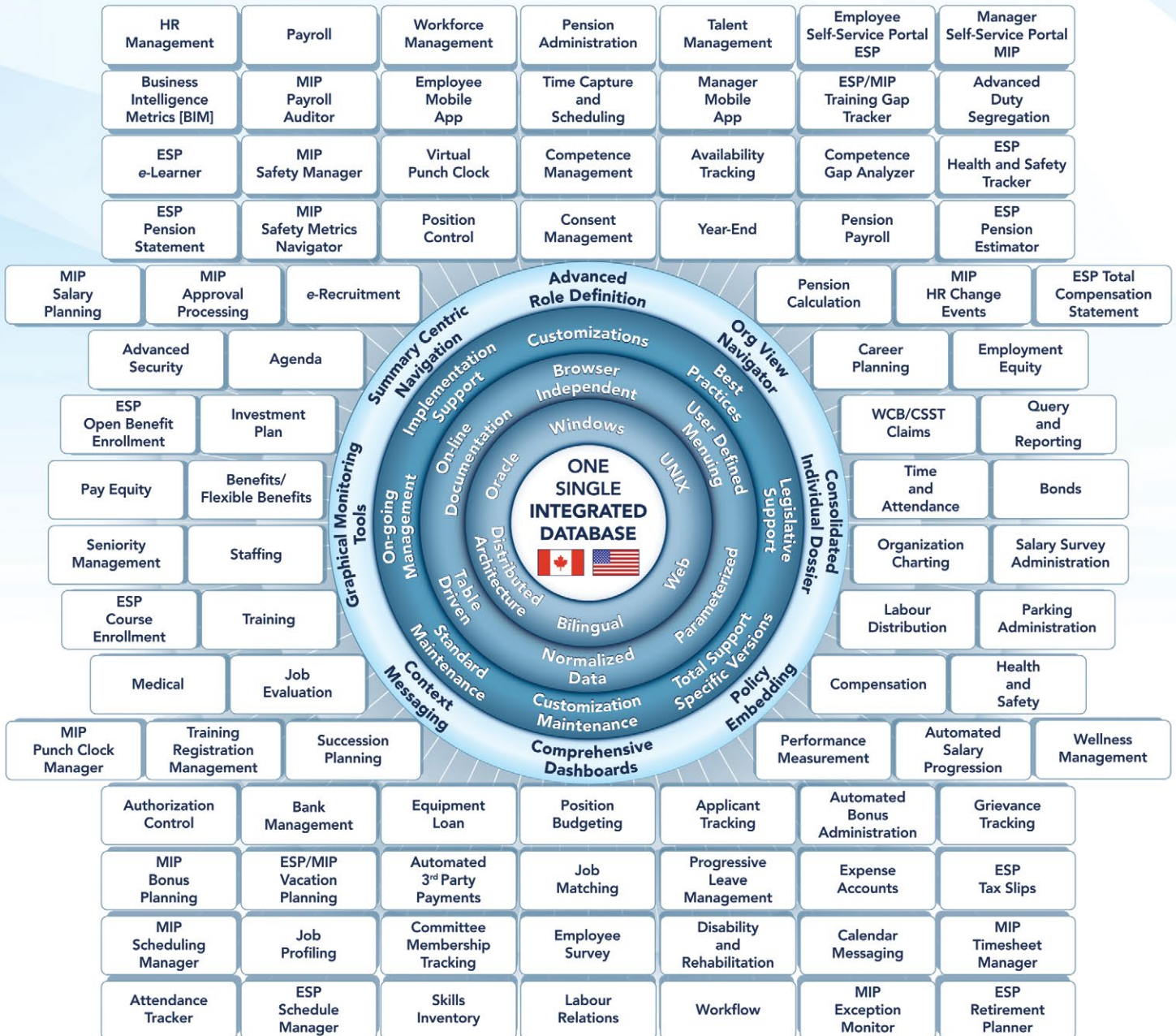
*James Tjan is president and CEO of Mindful Snacks.*

**THE NEED FOR A HEALTHY WORKPLACE IS MORE IMPORTANT THAN EVER AND EMPLOYERS CAN PLAY AN IMPORTANT ROLE IN PROVIDING BETTER OPTIONS FOR EMPLOYEES.**



# INTEGRATED SYSTEM

- ▶ Human Resources
- ▶ Payroll
- ▶ Workforce Management
- ▶ Pension
- ▶ Talent Management
- ▶ Self-Service Portals



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

[www.dlgl.com](http://www.dlgl.com)



# BUSINESS WESS.

Need a pro?

Canada's Chartered Professional Accountants deliver the financial and strategic expertise that today's businesses need. With the unification of Canada's three accounting designations into a new, single CPA profession, there are more than 190,000 top Canadian accounting professionals recognized and respected throughout the world.