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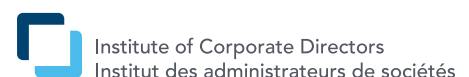
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IN THIS ISSUE

As is the case in a variety of professional fields and industries, technology is the future of HR. While HR has been slow to adopt the use of technology and data into its practices, more and more organizations are realizing that examining and interpreting current data can positively affect the bottom line. Storing and managing this data requires a robust system. Read about human resources information systems (HRIS), starting on page 16.

contributors



LOUISE CHALUPIAK

Louise Chalupiak is a senior project manager and facilitator with more than 25 years of progressive business experience. Her experience includes project and change management and human resources management. She has written and delivered numerous levels of curriculum for leadership, HR and project management training and is currently working as an independent consultant with a focus on HR projects. In addition, she has published work in the field of business leadership and continues to research current trends and best practises. Read her article about how to implement human resources information system (HRIS) technology, starting on page 16.



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Donna Marshall, M.A., C. Psych., is the CEO of BizLife Solutions and co-developer of the Harassment Education Advisory Response Team (HEART™) program. She specializes in consulting and training organizations on how to manage, prevent and address harassment and bullying as well as how to promote psychological safety and mental health in the workplace. Read her article, which she wrote with assistance from expert contributors Dr. Stephanie Bot and Judy Hamilton, about how a toxic work environment can have adverse effects on employee mental health, starting on page 27.



ELIOT BURDETT

Eliot Burdett is the co-founder and CEO of Peak Sales Recruiting, a B2B sales recruiting company launched in 2006. Prior to Peak, he spent more than 20 years building and leading companies by recruiting and managing high performance sales teams. He co-founded Ventrada Systems and GlobalX and served as vice president of sales for PointShot Wireless. Burdett received his Bachelor's Degree in Commerce from Carleton University and co-authored *Sales Recruiting 2.0, How to Find Top Performing Sales People, Fast*. Read his article about five mistakes commonly made when interviewing sales professionals and how to fix them, starting on page 33.



LIANE DAVEY

Liane Davey is the *New York Times* and *USA Today* bestselling author of *YOU FIRST: Inspire Your Team to Grow Up, Get Along, and Get Stuff Done*. She combines her expertise in strategy with her deep insight into group dynamics to create powerful changes in top teams. As vice president, Team Solutions at Lee Hecht Harrison Knightsbridge, she is sought out by executives at some of North America's leading financial services, consumer goods, high tech and healthcare organizations. Davey works to rehabilitate dysfunctional and ineffective teams, along with healthy teams that want to take their performance to the next level. She holds an Honours Bachelor of Arts from the University of Western Ontario, a Master of Applied Science and a Ph.D. in industrial/organizational psychology from the University of Waterloo. Read her article about how passive-aggressive behaviour affects a workplace, starting on page 37.

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letter from the editor

Shaping the Future

“The best way to predict the future is to create it,” according to expert words-of-wisdom creators Abraham Lincoln and Peter Drucker. But how does it apply to human resources?

If you recall, a few short months ago the March/April issue of *HR Professional* focused on Big Data applications in HR. Peter Smit, the author of that issue’s cover story, wrote that organizations must recognize that Big Data is a tool to provide new or better insight into their operations, which will enable more strategic decision-making down the line. In effect, gathering and examining HR data should be a major indicator and influencer for the future.

But collecting and storing data on everything from employee personal information, recruiting efforts, workforce diversity and more requires the use of a fairly robust system. So, as a follow-up to our Big Data issue, we decided that the September issue of *HR Professional* should provide a more in-depth look at systems capable of handling and sorting all of this data. Human resources information systems (HRIS) are powerful tools built to facilitate better handling of HR data. Choosing the right system for you and implementing it in your own organization is no easy feat – flip to our cover story, written by Louise Chalupiak, starting on page 16.

With the arrival of September brings a brand new Editorial Advisory Board for *HR Professional* magazine. I’d like to thank the previous board for all of their help and guidance over the last two years – it’s been a lot of fun learning from you. I’m very excited to work with the new panel of experts, who are now listed in our updated masthead to the right.

As always, I’m looking forward to your feedback – feel free to call or email me any time, or tweet to @HRProMag. You can now view and share the September digital edition on hrpatoday.ca.

Happy reading,



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Data-driven HR Leadership



By Brenda Clark, CHRE

This issue's cover story discusses the dos and don'ts of a successful human resources information system (HRIS) implementation – information technology (IT) that has simplified many of the transactional/administrative aspects of HR practice (payroll, benefits, attendance, etc.), and that also holds the promise of transforming HR decision-making and leadership through its predictive analytics capabilities.

The advent of HRIS (also known as HR management system (HRMS)) illustrates just how much HR has evolved in the past 20 years. Indeed, perhaps the HR specialty that has changed the most has been the whole area of HR metrics and workforce analytics. Consider that some of the seminal academic works in the area – *The ROI of Human Capital* by Jack Fitz-Enz in 2000, *The HR Scorecard* by Brian Becker,

Mark Huselid and David Ulrich in 2001, and *The Workforce Scorecard* by Mark Huselid, Brian Becker and Richard Beatty in 2005 – were all published just after the Human Resources Professionals Association (HRPA)'s first competency model appeared (and which was notably light on the topic).

We can see a bigger trend towards HR's quantitative competencies – so much so that a whole new functional area was added to HRPA's new HR Competency Framework: human resources metrics, reporting and financial management. On the enabling competency side of the new framework, we now also have quantitative skills and technological savvy.

PREDICTIVE ANALYTICS

HRIS-enabled analytics represents real opportunity for human resources. Indeed, predictive analytics

Handwritten notes and formulas include:

- $\frac{20\% - 20\%}{x(y-x)^2}$
- $200 - 100 = x(y)$
- 20% (multiple instances)
- 40% (multiple instances)
- 100%
- $x(y)$
- $10x - 50\%(x)$
- $20\% \text{ of } 100 = 20$
- $40\% \text{ of } 100 = 40$
- $20\% \text{ of } 100 = 20$
- $x - y = 101$
- $x^2 + y^2 = z^2$

[AS HR PROFESSIONALS,] WE NEED TO GET REALLY COMPETENT AT WORKING WITH DATA AND APPLYING TECHNIQUES SUCH AS PREDICTIVE ANALYTICS.

TIPS FROM DISPUTE RESOLUTION EXPERTS



HOW DO YOU CONVINCe SOMEONE THAT YOUR PROPOSAL IS 'FAIR'?

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

HOW CAN YOU BE ASSERTIVE WITHOUT DAMAGING RELATIONSHIPS?

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

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

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



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– that is, using past data to predict what will happen going forward – is where I think the HR leader can make a value added difference for their organization.

Consider talent management: using information gathered during an employee's recruitment could allow you to create the best onboarding experience for the employee – setting them up for success in the organization by finding and filling any training/development gaps or enhancing what they already have in their toolkit.

Or consider the example of how an organization used analytics to find and fix a serious retention issue. A British Columbia credit union discovered high turnover among its younger staff after it began monitoring retention and turnover rates. While the metrics showed overall turnover was within the expected range for the industry, a high turnover among workers aged 25 to 35 indicated that young people did not view the credit union as a long-term career choice and exposed problems in the organization's flow of management talent. The credit union corrected the problem by concentrating on what they offer young people and engaging them with learning and development opportunities. They also began identifying people with management potential earlier; this enabled the company to assist their employees develop long-term careers with the institution.

BUILDING METRICS SKILLS

However, there is much work to be done among HR professionals, regulators/associations and educators if the HR profession is to embed analytics and metrics into its skillset. Previously, HR did not require the same level of quantitative skills as, say, accounting, but we need to move on this. We need to change the required curriculum for HR professionals to build these quantitative skills. We need to get really competent at working with data and applying techniques such as predictive analytics. As an HR leader, I encourage you to take up the challenge now; the rewards are certainly "predictable." ■

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

UPFRONT

EMPLOYEES ARE OPTIMISTIC... TO AN EXTENT

Most people believe they should earn more, but aren't planning to ask for it, according to new research from staffing firm Robert Half. The majority are confident in their abilities at work, as 84 per cent of Canadian workers polled believe they should earn more money, however only one-third feel confident asking for a raise, with that same amount planning to ask for one in 2015.

Canadian workers are upbeat about their current organization and job prospects: 73 per cent are confident about the stability of their current employer, with just slightly less than half more confident in their job prospects now compared to one year ago. However, 43 per cent have never checked their salary against the market rate or those of their peers, and only 19 per cent have checked within the last year.

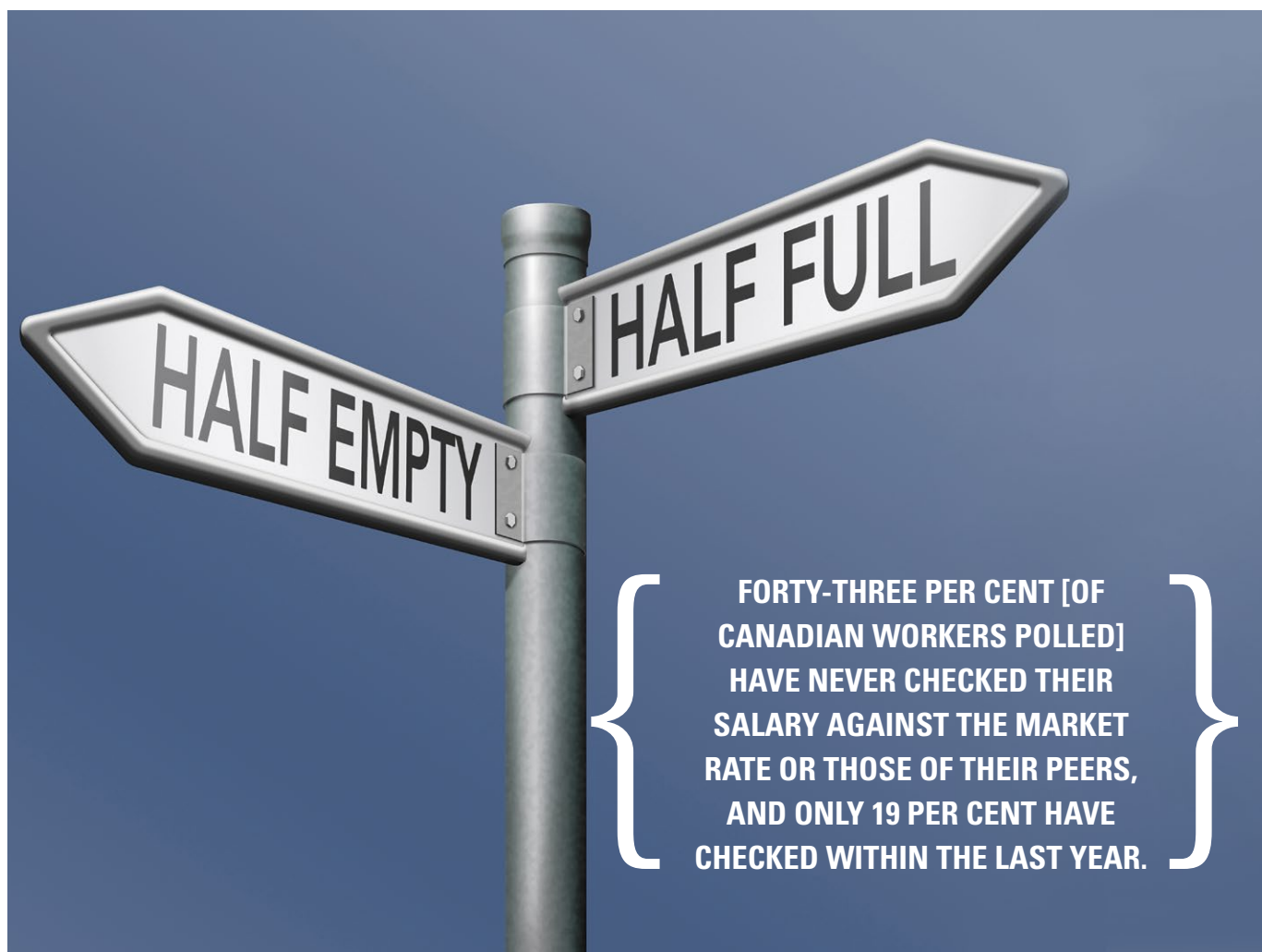
Robert Half's *Confidence Matters* research project outlines workers' confidence levels and attitudes about a variety of career and salary issues. More than 1,000 Canadian workers, employed

full-time in office environments, were surveyed by an independent research firm for the project.

"Employees with a firm understanding of their local hiring atmosphere have a definite advantage when it comes to asking for a raise," said Greg Scileppi, president of Robert Half, International Staffing Operations. "Without proper research, you run the risk of either being unreasonable in your demands, or lacking the confidence to negotiate decisively. Similarly for employers, inadequate understanding of market rates could result in losing great candidates or current employees due to weak offers or more competitive salaries elsewhere."

CANADIAN EMPLOYEES MORE AWARE OF WORKPLACE PRESENTEEISM THAN EMPLOYERS

Morneau Shepell recently released new findings and a full report from its national study into workplace absenteeism, which found





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that more than half of Canadian employees see presenteeism as a serious issue within their workplace. Presenteeism is defined as time spent at work while not productively engaged in work.

The new report, based on a survey of employees, employers and physicians across Canada, found that eight out of 10 employee respondents self-reported experience with presenteeism, with 81 per cent indicating that they have gone into work while they were not able to perform as well as they would have liked. When asked why, 47 per cent indicated that physical sickness played a role, followed closely by stress/anxiety (40 per cent). Almost one in four (22 per cent) blamed issues with their work/workplace or co-workers/managers and 15 per cent specified depression.

The survey also showed that employees are more likely to see presenteeism as a serious issue than employers. The majority of employees (53 per cent) indicated that presenteeism is a serious issue in their workplace, versus 32 per cent of employers. Employees are also more likely to see presenteeism as a more serious issue in their workplace than absenteeism, while employers are more likely to see the reverse.

“Despite reports of the multi-billion-dollar impact of employee absenteeism on the Canadian economy, as well as evidence of the mitigating effect of integrated absence management strategies, many employers may be unaware of the extent and causes of presenteeism and absenteeism issues within their own organization,” said Paula Allen, vice president of research and integrative solutions at Morneau Shepell. “In fact, our 2014 Compensation and HR Trends research shows that 64 per cent of employers do not track the cost of incidental absence and 56 per cent do not know the average duration of their short-term disability claims.”

According to the current report, there are different workplace factors that can predict the reason for absenteeism, be it illness or non-illness related. When asked to identify the reason for their last absence, the majority of employees (52 per cent) indicated the



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reason was not related to illness. Those employees who indicated a non-illness related reason were more likely to report both higher work-related stress and lower levels of support from their organization for mental wellness.

NOT RESPONDING TO JOB APPLICANTS CAN ADVERSELY AFFECT A COMPANY'S BOTTOM LINE

When it comes to keeping job seekers interested in a company as candidate and customer, an employer's application process can be its own worst enemy. A study from CareerBuilder.ca shows how employers may be losing out on talent – and business – if someone has a bad experience applying for a job with their company.

The nationwide study of more than 500 workers and 400 hiring managers across industries and company size was designed to gain insight into how companies can create a better candidate experience and streamline their recruitment processes.

The survey also revealed five opportunities for employers to save on recruitment costs.

CREATE A POSITIVE APPLICANT EXPERIENCE

According to the study, nearly one in four workers who have a bad experience applying for a job with a company are likely to post about it online. Thirty-eight per cent are likely to stop purchasing from a company with which they have had a bad application experience, and 33 per cent are less likely to purchase from a company that didn't respond to their job application.

GO MOBILE

Only 39 per cent of Canadian employers offer the opportunity to apply to their jobs through a mobile application, and 36 per cent of employers do not even offer the option to search for jobs on a mobile device. Yet more than half of candidates expect to be able to apply to a company's job via their mobile device; of those, 33 per cent say it is a turnoff when companies do not offer a mobile apply option. Providing candidates the ability to search and apply to jobs from a mobile device is one of the easiest ways to prevent candidate drop-off (and, in effect, letting quality talent slip through the cracks).

EMBRACE BIG DATA

Only 20 per cent of Canadian employers use data intelligence to plan their recruitment strategies. Such data is essential for measuring the effectiveness of a recruitment marketing strategy. Without this data, employers may be unknowingly wasting money on ineffective recruitment marketing efforts.

RECRUIT YEAR-ROUND

Less than half of employers continuously recruit throughout the year for positions that may open up down the line. Though employers may not realize it, recruiting for positions year-round can end up saving time and money in the long run. In a separate study from CareerBuilder, 65 per cent of employers say recruiting year-round shortened their time to hire, and 54 per cent say it lowered their cost per hire.

THOUGH EMPLOYERS MAY NOT REALIZE IT, RECRUITING FOR POSITIONS YEAR-ROUND CAN END UP SAVING TIME AND MONEY IN THE LONG RUN.

CREATE A TALENT PIPELINE

The majority of employers do not have talent pipelines; however (much like year-round recruitment), talent pipelining can cut down on long-term recruiting expenses. Having a pool of potential job candidates employers can tap into any time a position opens up means no more time spent waiting for applicants to trickle in and sorting through unqualified candidates. It also cuts down on costs associated with advertising, time to hire and lost production.

A PARTNERSHIP TO HELP EMPLOYERS BUILD ACCESSIBLE WORKPLACES

The Human Resources Professionals Association (HRPA) has signed a partnership agreement that will see its 21,000 members gain access to workplace disability management assessment tools and educational resources to help establish effective disability management programs in Ontario workplaces.

The partnership with the National Institute of Disability Management and Research (NIDMAR) will provide HRPA members and their more than 9,000 Ontario organizations with its Disability Management Self-Assessment (DMSA) tool.

Pacific Coast University for Workplace Health Science (PCU-WHS)'s continuing education program will provide HRPA members with access to disability management education resources to help them better accommodate persons with disabilities in the workplace, including the Certified Disability Management Professional (CDMP) and Certified Return To Work Coordinator (CRTWC) designations granted by the International Disability Management Standards Council. PCU-WHS will upgrade its program content to include compliance requirements under the Accessibility for Ontarians with Disabilities Act (AODA) and its regulations.

"With one out of every seven Ontarians living with disabilities, and that stat expected to soon rise to one in five as the population ages, it is absolutely necessary that HR professionals have the tools and resources they need to ensure their workplaces are accessible and allow everyone to fully contribute," said HRPA's CEO, Bill Greenhalgh. "This partnership will do much to improve organizations' abilities to accommodate persons with disabilities in the workplace and assist them to return to work in a timely and safe manner." ■



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Cause and Effect

NO REDUCTION IN NOTICE PERIOD FOR “ALMOST CAUSE”

By Hena Singh, Singh Lamarche LLP



While most employers are familiar with the terms “without cause” and “with cause” when it comes to terminations, the concept of “almost cause” and how that can affect the notice period of a terminated employee is lesser known.

This is a typical scenario in which this conversation comes up from employers: an employee fails to perform up to the employer’s standards, and eventually the employer decides to cut their losses and terminate the employee. The employee’s conduct doesn’t amount to just cause, so the employer makes a determination about a reasonable notice period for the employee and presents the offer to the employee upon termination. The employee then tries to negotiate the package offered, arguing it is not sufficient to fulfill the employer’s obligations.

When discussing negotiating a higher reasonable notice period for a

sub-standard employee, employers often don’t feel that they should increase the reasonable notice period to be closer to the common law standard, because the employee was only terminated due to their failure to meet the company’s expectations of them; *i.e.*, “The employee didn’t do their job properly. Why are we obligated to pay them anything?”

There is a seminal case that outlines the factors for the determination of an employee’s reasonable notice period following a termination without cause. The case, *Bardal v. Globe and Mail Ltd.*, outlined the main factors for this determination, which are: the employee’s age; years of service;

position; and availability of similar employment. Essentially, the question is how long should it take this specific individual to find another job? Underperformance is not a factor. Specifically, underperformance doesn’t decrease the amount of time it should take an employee to find another job. In fact, someone could argue that if the employee was incompetent, they will have a *more* difficult time finding an employer who will employ them. Bad performance (unless it amounts to cause) simply does not reduce an employer’s obligation to provide the employee with pay for a reasonable amount of time for that employee to find another job.

Continued on page 15

A SUB-STANDARD EMPLOYEE DOES NOT MEET THE THRESHOLDS FOR A TERMINATION FOR JUST CAUSE.

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BE WARY OF JUST CAUSE

After an employer hears this explanation, they tend to have a reaction along the lines of, “We should have just terminated the employee for cause.” However, just cause is a very high standard. An employer can only take the position that they have just cause to terminate an employee’s employment where an action or inaction by the employee has caused irreparable harm to the employer/employee relationship. Irreparable harm is a high threshold. The standard under the *Employment Standards Act, 2000* is even higher, that being wilful misconduct, disobedience or wilful neglect of duty.

A sub-standard employee does not meet the thresholds for a termination for just cause unless the employee was provided notice that their performance was sub-standard, and provided with an opportunity to meet the standard of performance but failed to meet the standard. The amount of opportunity that an employee is entitled to in order to improve their performance is case-specific, but it is usually quite significant – requiring multiple attempts to assist the employee in rehabilitating their performance, followed by the employee’s repeated and complete failure in meeting the reasonable standards set for them. When dealing with sensitive situations such as these, legal advice should be sought because there could be other liabilities associated with an employer miscategorizing a termination as “with cause.”

For the situation at hand, however, the unfortunate news for employers is that they do not get “credit” in terms of the reasonable notice they need to provide to a departed employee because the employee’s performance was not at the expected level.

AVOIDING THE SITUATION

The next question employers ask is, “How do we avoid this situation in the future?” The answer is two-fold:

1. Ensure that there are clearly worded and enforceable employment contracts that outline an employee’s entitlement upon termination. Then both the employer and employee will know what the employee is entitled to upon termination without cause. Further, if employers want to be more generous

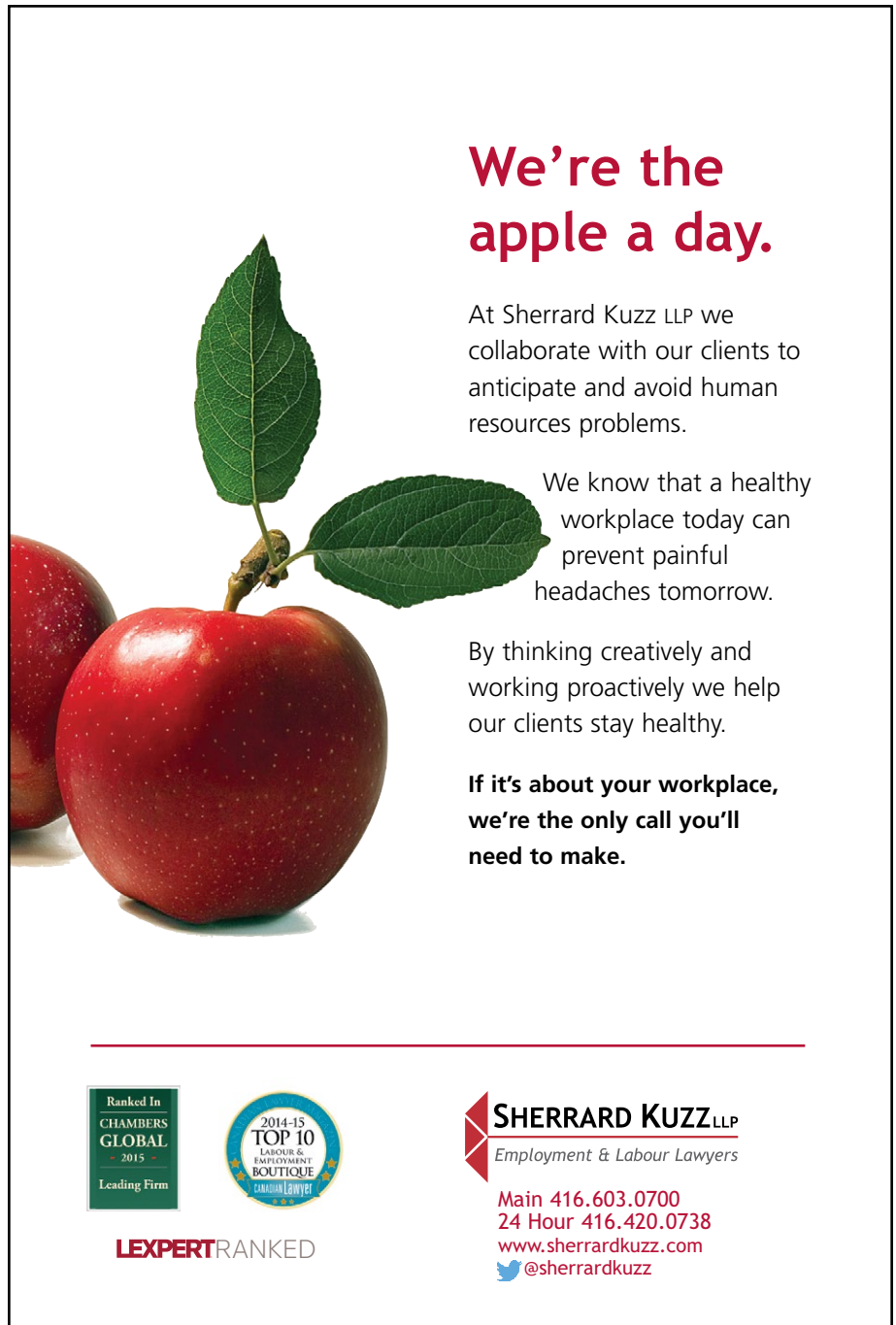
with some employees than others, they have the prerogative to provide a notice period exactly as it is stated in the employment contract or more.

2. If an employer wants to take the position that they have cause to terminate the employee, they must ensure that they provide employees with notice that performance is below expectations and the opportunity necessary to meet the standard required of them (making sure that the standard is reasonable). Once an employer has provided this

opportunity in accordance with the law and has this documented appropriately, they *may* be in a position to terminate the employee for cause. Again, this is a high standard for an employer to meet.

With respect to these very sensitive issues, it is strongly advised that legal advice be obtained prior to implementing either, or both, of these plans. ■

Hena Singh is one of the founding partners of Singh Lamarche LLP.






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EFFECTIVE HRIS Implementation

INS AND OUTS OF INTRODUCING
AN HRIS INTO YOUR ORGANIZATION

By Louise Chalupiak

- PEOPLE
- FORUMS
- MAIL



WORKING

These days, many organizations are investing in software systems to turn HR and payroll data into useable information. Commonly referred to as human resources information systems (HRIS) or human resources management systems (HRMS), these powerful tools are built to facilitate the better handling of HR information via information technology.

Regardless of the specific tool, implementing and using these systems provide organizational advantages by enabling data information needs through maintaining all HR information within a common database. This allows an organization to pull information from multiple areas for detailed reporting and analytics. Added benefits include the ability to implement employee self-service, which lets employees view and update personal information at any time on their own. Recruiting efforts can be better managed and even feed information gathered during the recruiting process directly into the onboarding process, eliminating duplication of effort.

CHOOSING THE RIGHT SYSTEM FOR YOU

Implementing a HRIS/HRMS system requires a lot of planning and preparation. The appropriate amount of time must be allocated, and it's important to understand that decisions need to be made by, and not for, an organization before starting down this path.

HRIS/HRMS systems may be hosted either internal or external to an organization. Having data remain internal comes with a home court advantage. The data belongs to you and you maintain the flexibility to customize and capitalize on the data as you see fit. In addition, it can be built to suit the needs specific to an organization with no obligation to conform to a system built to meet the needs of the many. However, building and hosting an internal system comes with certain challenges. The cost to build and maintain the system will be high. In addition, consideration must be given to the ability of the organization to obtain and maintain the subject matter expertise required to create, manage and maintain this system.

While software-as-a-service (SaaS) vendors build systems to meet the needs of many organizations, most have enough flexibility to allow for configuration that is specific to your company's needs. It's important to consider how crucial organization-specific customizations really are; SaaS vendors can usually offer

implementation and operational costs substantially lower than building something specific to one organization. In addition, the hardware and software is maintained by the vendor.

IMPORTANT CONSIDERATIONS

The requirement for cross-border payrolls will mean consideration for information crossing borders. The regulatory compliance for data that resides outside of Canada can be much different than for data that resides inside Canadian borders – this is something that needs to be researched to make an educated decision that delivers what your company needs.

The appropriate person to champion the project within the organization must also be carefully chosen. This individual will become the project sponsor, and they must be educated in what it takes to fill that role. In addition, they require an in-depth understanding of the strategic importance of the project. Moving to an integrated HR system requires change management – and the number one rule of change management is that strategic messages must come from the top down. The project sponsor must be able and willing to communicate why this change is important to the organization.

Functional expertise needs to exist within your organization. A system implementation is not the time to train new employees. Expertise must be immediately

WHILE THE IMAGE OF A FULLY FUNCTIONAL SYSTEM MAY SEEM UTOPIAN, THESE IMPLEMENTATIONS REQUIRE A LOT OF PLANNING AND PREPARATION.

present and experienced. Know that working on an HRIS/HRMS implementation will be a full-time role for the functional subject matter experts. Consideration needs to be given as to how the operational roles will be backfilled while your employees are busy with the implementation.

Corporate HR policies will need to be completed and signed off so that they can be used as the configuration detail. If these are not in place, very lengthy delays will likely be experienced while this information is gathered, debated and approved.

Decisions will need to be made as to the amount of historical data that will be migrated to the new system. While it can be great to have all of your data in one place,

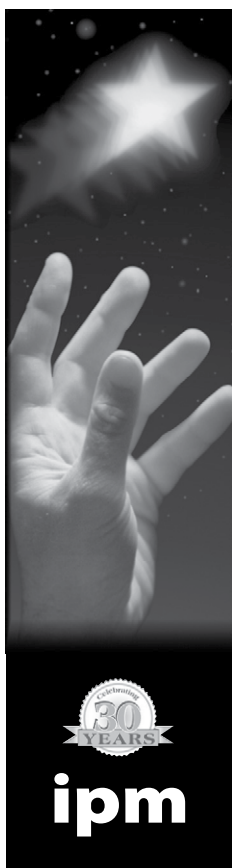
there's a large time requirement to complete this task. If you're planning to use a SaaS vendor, ensure that research is made as to any additional costs. If you choose to host your system internally, decisions will need to be made as to any necessary history and if archived systems will be required.

It's exciting to move to a fully integrated system. However, ensure that modules are implemented that meet the needs of the organizational requirements. Each module will come with its own set of challenges and risks. You don't need to implement modules that you don't currently require; these can be added in later phases should they eventually be required.

If you are going to work with an outside organization, allow yourself two months for contract negotiations. They seldom take less and they often take more. It's important that the result is a win-win between yourself and your chosen partner. You want them to be around for a long time and you need to respect that they will be a profit maximizing organization.

As a final note, HRIS/HRMS implementations are labour-intensive, functionally demanding and time consuming. There's a magnitude of tasks that need to be undertaken prior to engaging in this type of initiative. In addition, seasoned management and committed executives are a requirement, as is the need for either internal resources experienced in implementations of this magnitude or a vendor partner who understands your requirements and carefully addresses each of them. ■

Louise Chalupiak is a senior project manager and facilitator with more than 25 years of progressive business experience.



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Recruiting Goldmine Overlooked?

HOW CANADIAN RECRUITERS CAN SAVE THEIR EMPLOYERS MILLIONS



Rohail Khan,
CEO of Skills International

There's a professional talent goldmine for Canadian employers of all sizes and types, but to most recruiters and business leaders, the mine is closed and its riches are untapped. Why? Because few employers know the gold even exists, much less how fast and easy it is to mine.

This talent "goldmine" is actually called Express Entry, the Canadian government's new immigration law, and it's been open since Jan. 1, 2015.

"We call it Revolutionary Express Entry because it is arguably the most innovative talent recruiting goldmine that's ever been created," said Rohail Khan, CEO of Skills International, a global talent and career management firm that was founded in Canada.

"But unfortunately, Express Entry is grossly misunderstood and one of Canada's best-kept secrets," he said. "A test survey we recently conducted in western Canada revealed 71 percent of employers had never heard of Express Entry."

That lack of awareness comes at a high cost to Canadian employers, who increasingly can't find qualified Canadians for hard-to-fill positions. According to *HR Professional* magazine, every day a vacant \$70,000 position goes unfilled, lost productivity costs employers up to \$954 per day.¹

"A 2015 report from the Canadian Chamber of Commerce says that solving the skills gap remains, for the fourth year in a row, a main

"Every day a vacant \$70,000 position goes unfilled, lost productivity costs employers up to \$954 per day."

priority," said Khan, who also sits on the prestigious Conference Board of Canada's Leadership Roundtable on Immigration.

So why is Canada's skills gap costing employers millions and still worsening when Express Entry provides a readily available solution? "Start with the awareness problem...add confusion about past immigration policies...and throw in a list of 'myths' about how the new Express Entry program works and you have the answer," said Khan.

Khan lists five wrong 'myths' about Express Entry:

1. The government alone is in control of who comes to Canada.

"That's absolutely false," said Khan. "Express Entry puts the employer squarely in control. When an employer selects, interviews and hires a professional from another country, the job offer will increase the points and probability of the employer's candidate being selected in the next Express Entry draw and invited to complete the process to immigrate to Canada."

2. The process takes too long.

"Our test survey in western Canada revealed many firms can't find anyone to fill some positions for six months to more than a year," said Khan. "Under Express Entry, a foreign-qualified professional can begin working in Canada within six to sixteen weeks," he said.

3. Hiring a foreign qualified professional is risky.

"Not necessarily," said Khan. "Skills International works with

credible, world-renowned third parties to ensure all candidates are Ready4Employment-certified to de-risk the hiring process."

4. The level of talent isn't as good as in Canada.

"There's a talent gap today because Canadian employers can't find enough qualified Canadians to fill many positions. That doesn't mean, though, that employers must settle for less-qualified talent when they look outside of Canada under Express Entry. In fact, it's the opposite. When you tap into the whole global professional talent pool, you can hire the 'best of the best talent' in virtually every industry segment, from IT to financial services, engineering and literally hundreds of others."

5. The Labour Market Impact Assessment (LMIA) process is too difficult.

"It doesn't have to be," said Khan. "Skills International currently does virtually all of this work for the employer at zero cost to ensure all LMIA processes are followed to the letter and are completed as quickly as possible."

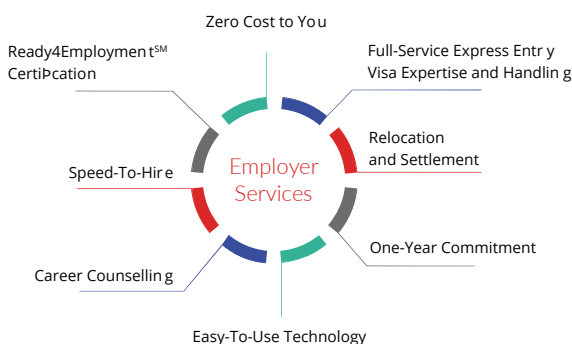
So, how can employers begin mining the "recruiting goldmine" of Express Entry?

"That's easy," said Khan. "For more information, employers can call us at (519) 804-1960 or visit www.skillsinternational.com. To register for one of three informational webinars in October, follow the instructions below." ■

To register, go to www.canadajobs2015.com/employer/ and click on the "October Talent Gap Webinars" link.

1. Loren Miner with assistance from Tom Brennan, "Calculating the Cost of Vacancies," *HR Professional* May/June 2015.

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THE DIVERSITY ADVANTAGE

THE FUTURE OF HR IS CREATING CULTURES OF
INCLUSION WITHIN ORGANIZATIONS

By Cathy Gallagher-Louisy



THE FUTURE OF HR IS INCLUSION BECAUSE EMPLOYEES WANT TO FEEL THAT THEY WORK FOR A FAIR AND INCLUSIVE EMPLOYER. THEY WANT TO FEEL LIKE THEY BELONG AND THEY'RE NOT GOING TO BE DISADVANTAGED BECAUSE OF ANY ASPECT OF THEIR IDENTITY.

Our workforces are becoming more diverse. We have more ethnic and cultural diversity, we have more people with disabilities, we have four different generations, we have different sexual orientations and gender identities and we have a workforce that is nearly half women. However, many of our HR systems and processes were designed back when we had a relatively homogenous workforce. A big change is needed, and inclusion must become a number one priority for HR.

INCLUSION DRIVES ENGAGEMENT

Aon Hewitt's annual Best Employers in Canada study shows that in 2015, the average engagement rate of Canadian employees is 65 per cent. This means that 35 per cent of the workforce is disengaged. According to a 2010 Hewitt study, every disengaged employee costs your organization roughly \$10,000 per year.

But what causes disengagement? Some of the most common reasons: being treated unfairly; not being given equal opportunities for advancement, development or pay; being subjected to ridicule, harassment or discrimination; or being ostracized or excluded.

Build a culture of inclusion, and you will address all of these problems. Inclusion will drive engagement.

It is the job of every HR professional to ensure that employees feel engaged and included. Yet we know that in many of our organizations, not all employees feel that way.

DIFFERENT APPROACHES TO EMPLOYMENT

We already know that people from different generations have vastly different views on work and career. We have a tendency to label or blame those who have a different approach than us. However, we need to recognize that we are all products of the generation and context we were raised in.

As an example, a man now in his senior years worked for one company for 38 years and then retired with a nice pension. In contrast, his daughter has been laid off twice in the past 12 years, something she has in common with many of her peers. Her father's career path is simply not available to her, which affects how she approaches her relationship with any organization she works for. It most certainly is different than how her father viewed his employer.


The situation is even more pronounced for young people entering the workforce today. We like to criticize millennials for being "disloyal" or for "job hopping." The truth is, they do what they have to do. As young people, they struggle with high unemployment. According to Statistics Canada, the youth unemployment rate in

Ontario is 12.9 per cent as of June 2015. Furthermore, millennials enter the workforce with crippling student loan debt. Tuition fees in Ontario have increased a whopping 370 per cent in the last 10 years.

Additionally, permanent jobs with benefits are increasingly hard to find. A report from CIBC Economics released in March 2015 indicated that Canadian employment quality is at a 25-year low. That means more people are working part-time or contract jobs instead of having full-time permanent jobs with benefits, more people are self-employed instead of having secure employment and more people are in low-wage jobs than at any other time in the last 25 years.

Imagine you were just starting in your career right now, faced with the worst employment quality in 25 years, high student loan debt, high unemployment for people like you and a lack of good-paying permanent jobs with benefits, and imagine how that would affect your approach to employers and the employment deal.

It's not just generational. We have more people with disabilities in our workforces, and studies of employee engagement show they are consistently less engaged than other employees. Why? In large part because they are not being treated fairly, and in part because they are not included. They are too often seen as a burden, a problem to deal with, rather than an asset and contributing member of the team. The



THE HR AND LEADERSHIP TEAMS USUALLY THINK THE WORKFORCE IS MORE INCLUSIVE THAN IT ACTUALLY IS.

future of HR will have to face the need for inclusion of this demographic group.

People also have different lifestyles or life aspirations that affect their approach to employment. Many employees are caring for children, children with special needs or aging parents, or they just don't want to give up their lives for work. They may view work/life balance as more important than climbing the corporate ladder.

Many of our HR, compensation and benefits systems were designed for people

living in two-parent nuclear families with an expectation of upward mobility with the same company. That is simply not the situation we are in anymore. Our HR systems (compensation, benefits, employee engagement, talent management, etc.) need to keep up with the changing demographics of the workforce and their different needs, desires and motivations – in short, the different ways they are included and engaged.

IS HR WEARING ROSE-COLOURED GLASSES WHEN IT COMES TO INCLUSION?

An inclusive workplace culture is one that strives for equity and embraces, respects, accepts and values differences. The HR team, along with the leadership of the organization, has a pivotal role to play in creating inclusive organizations. However, evidence suggests that they often don't see the need for inclusion as clearly as the rest of the organization does.

The Canadian Centre for Diversity and Inclusion (CCDI) has conducted organizational culture audits and inclusivity assessments for over 25 Canadian organizations in multiple sectors and industries. Often, there is a significant gap between the perceptions of the HR and leadership teams, as compared to the average answers from the rest of the workforce. That is, the HR and leadership teams usually think the workforce is more inclusive than it actually is. This may be why some people in HR and leadership don't consider diversity and

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inclusion a huge priority. This is a significant disconnect that needs to be acknowledged, as almost always the lack of inclusivity is directly related to a lack of employee engagement.

The future of HR is inclusion because employees want to feel that they work for a fair and inclusive employer. They want to feel like they belong and they're not going to be disadvantaged because of any aspect of their identity.

“CULTURE EATS STRATEGY FOR BREAKFAST”

When conducting an inclusivity assessment, the organizational culture itself often can be one of the biggest barriers to inclusion.

What is the culture of your organization? Not your stated mission, vision and values – what is really going on? What are the unwritten rules?

Do you have a culture of conformity? Are people expected to conform to one way of thinking and behaving in order to be successful? Do you have a “good news culture”? Are people expected to sugarcoat everything and not share bad news? Do you have a change-averse culture? Are people shot down when they suggest new ideas, innovations, or process improvements? Do you have a culture of fear? Are people afraid to speak their minds?

These are some of the many aspects of organizational culture that can be a barrier to employees feeling included and engaged.

If organizations do not take strong action to change the aspects of their corporate cultures that discourage diversity and inclusion, then any diversity and inclusion strategy or initiative is unlikely to have a high degree of success. As Peter Drucker famously said: “culture eats strategy for breakfast.”

MOVING INTO THE FUTURE: CERTIFIED INCLUSION PROFESSIONALS

Today, diversity and inclusion (D&I) as a profession is where HR was 20 years ago. In the early '90s, a group of HR professional associations recognized the need to have national standards on the competencies and skills required by HR professionals in Canada, and created a national standard for the CHRP.

Now, in collaboration with HR and D&I professionals from different sectors across the country, the CCDI is developing a certification for D&I professionals in Canada. There are many people doing D&I work in Canada's workplaces. Most of them are in HR roles. But there is no standard in Canada for what a D&I professional is.

The majority of the people who attend CCDI's D&I learning events and webinars, or who enroll in the Centennial Certificate in Leadership and Inclusion (which was actually developed to target middle managers) are HR professionals. Why? Because HR professionals want to make a difference in the lives of their employees. Because HR wants their employees to feel engaged and included. Because no other single function has the greatest impact on the people in your organization as HR does.

The future of HR is inclusion because organizations cannot be effective unless they have included, and therefore engaged, employees. ■

Cathy Gallagher-Louisy leads the Canadian Centre for Diversity and Inclusion (CCDI)'s Research and Knowledge Services portfolio. The CCDI has become the trusted advisor for all issues related to diversity, inclusion, equity and human rights management within Canada's workplaces.

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Job Connections

COMPASS GROUP CANADA REACHES OUT TO EMPLOYEES WITH “CAFÉ”

By Sarah B. Hood.



How do you communicate with 27,000 employees who have no access to computers at work? Until recently, that was the problem facing Compass Group Canada, a Canadian food service provider, whose staff serves food in hospitals, arenas, schools and corporate cafeterias.

“There’s no laptop; they’re not assigned a Compass employee email,” said Gavin Clingbine, senior director of human resources for Compass Group Canada. “There’s no need for them to have email in the job they’re doing.” Typically, a single computer satisfies management needs. “But, if 27,000 of 29,000 do not have access to the intranet, the challenge is engaging with these employees.”

Among other challenges were compliance requirements for code-of-conduct audits.

“We need compliance on health and safety and other policies, and all those policies are auditable,” said Clingbine. “We also want it to be easy for staff to see policies on violence, harassment, safety and theft.” Compliance requirements were generating copious paperwork, extracting data was cumbersome and lack of computer access was impeding general communications.

For example, Compass Group has a free, confidential 24-hour ethics hotline called Speak Up.

“But unless you see the poster in the staff area, you won’t know the number,” said Clingbine. Clearly, an innovative digital way to better engage the entire employee pool was needed.

Since 2014, Compass has addressed the problem – and gained numerous other business advantages – with a proprietary smartphone application named CAFÉ: Compass App For Engagement.

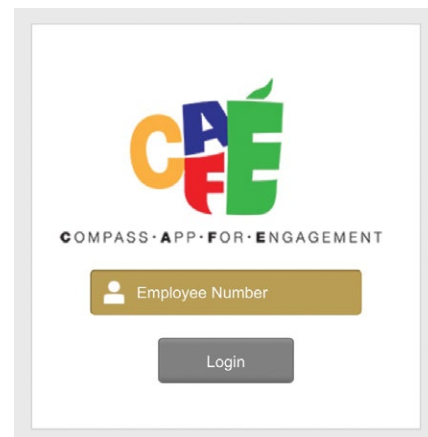
“With more and more Canadians using smartphones, we saw that as a creative solution for HR to communicate and engage with employees in a convenient way that matters to them,” said Clingbine.

“From an audit perspective, it’s changed the game,” said Compass Group chief innovation officer, Humza Teherany, who collaborated in creating the app. “If there’s any audit infraction, we can go back and see whether the employee signed off. It really raises our organization into the digital era.”

ALIGNING WITH CURRENT TRENDS

With the assistance of a Canadian software developer, CAFÉ was created in collaboration among Compass’s technology, HR, compliance, audit, health and safety and legal departments. It allows any employee with a smartphone to access a gamut of online functions, and provides enormous access to usable data.

CAFÉ is right on trend: smartphone use is increasing worldwide. A December eMarketer survey estimated close to 1.91



billion users and predicted an increase to nearly 2.16 billion in 2016. A 2014 Catalyst study found that 55 per cent of Canadians owned a smartphone; by 2015, ownership grew to 68 per cent.

Now, forms can be signed and filed digitally.

“It’s become what we call an electronic filing cabinet for HR, held centrally at our head office,” said Clingbine. “We have something here that’s going to reduce wasted time and increase HR efficiency and audit compliance.”

EASY ACCESS

CAFÉ gives employees quick access to HR contacts and Speak Up, a brief company history, information on diversity, relevant policies and – at the request of early testers – the company job board. It can even be used for short employee engagement surveys. Employees who have no smartphone can access an iPad at work, or sign on from any computer.

The process started when human resources contacted Compass’s innovation group to discuss potential solutions to the core challenge.

“We looked at understanding the current employee experience by talking with staff and managers. Then we assessed which technology we could utilize to enhance that experience,” said Teherany. “Our overall goal was to increase employee engagement, so if we didn’t start by understanding our users’ problem, then we really didn’t solve a problem.”

"WE HAVE SOMETHING HERE THAT'S GOING TO REDUCE WASTED TIME, INCREASE HR EFFICIENCY AND INCREASE OUR AUDIT COMPLIANCE."

— GAVIN CLINGBINE, SENIOR DIRECTOR OF HUMAN RESOURCES, COMPASS GROUP CANADA

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Small user groups in numerous locations tested the first iteration, and employee feedback was incorporated. When the finished digital product was rolled out, "we had key champions: the managers and district managers," said Clingbine.

The adoption rate has been high.

"It's more appealing than reading a manual or looking at a piece of paper," said Clingbine. "We surveyed people after they used the app to see how they liked it." The response was overwhelmingly positive.

In the initial survey, 84 per cent of users reported their first reaction to CAFÉ to be "very positive"; 90 per cent said they would be "extremely likely" to recommend it to a co-worker; 79 per cent said they would be "extremely likely" to use it going forward; 73 per cent said the app would save them time when looking for job-related information, and 73 per cent stated that they believed that the word "innovative" described CAFÉ "extremely well."

COLLABORATIVE STRUCTURE

Teherany believes a key factor in the success of the project was the corporate structure at Compass, which makes it easy for HR, innovation and other staff to collaborate formally and informally.

"I think more companies need to have HR partnerships like we have at Compass," he said. "It's really about having the business problem lead the discussion, having technology follow the problem, and then coming back to the business to show what we did so that we can then develop more of these solutions that are really driving true value back into Compass."

Clingbine sees CAFÉ as a model that could productively be used in many other working environments.

"There are a lot of companies where employees don't have access to the infrastructure," he said, citing big-box retailers, remote sites and construction sites as examples.

"[With CAFÉ,] we are more digitally connected with our employees," he said. "There's a tremendous 'wow factor' to having this. The future of HR technology is now!" ■



The Toxic Workplace and Employee Mental Health

TWO SIDES OF THE SAME COIN

By Donna Marshall, M.A., C. Psych.

Mary Smith (not her real name) goes to work every day with one thought on her mind: how to avoid her boss, Brenda.

Brenda became the manager of Mary's department over a year ago. An insecure, arrogant yet charming leader with a fragile ego, Brenda scapegoats her team members for errors she herself makes; ignores or shuns employees who question or challenge her ideas; diminishes or ignores the achievements of others; and assigns impossible workloads and deadlines to direct reports she feels professionally threatened by.

The stress leave and turnover rates in Brenda's department are steadily creeping higher and Mary is thinking of resigning, but she loves her job, her company and her coworkers, and is upset she has to consider giving up a job she excels at just because Brenda is creating a negative work environment.

Mary isn't alone. Nearly half of Canadians report having experienced one or more acts of workplace harassment at least once a

week for the last six months, according to Dr. Jacqueline Poser of the University of Windsor's Odette School of Business.

This number is particularly concerning because of its direct link to mental health problems at work. The Canadian Mental Health Association reveals that 50 per cent of workplace harassment victims suffer mental health-related problems.

Dr. Stephanie Bot, C. Psych., psychoanalyst, is the chief psychologist at Dr. Bot and Associates and president of BizLife Solutions in Toronto.

"A psychologically unsafe workplace marked by disrespectful behaviour and communication, including bullying and harassment, has a direct impact on creating mental health issues in the workplace," she said. "Employees who work in these toxic environments can experience anxiety, depression, fear, addictions and post traumatic stress disorder (PTSD), among other symptoms."

EMPLOYERS NEED TO BE PROACTIVE IN COMMITTING TO BEST PRACTICES TO AVOID A TOXIC ENVIRONMENT, WHICH INCLUDES IMPLEMENTING POLICIES, REGULAR TRAINING, PROPER INVESTIGATION OF COMPLAINTS AND IMPLEMENTATION OF PROGRAMS THAT PREVENT THE ESCALATION OF MENTAL STRESS IN THE WORKPLACE.

WHAT IS A TOXIC WORKPLACE?

Psychologically unsafe, or toxic, workplaces share common markers and can take many forms, from subtle (or covert) to obvious (or overt) acts of harassment. These include but are not limited to:

- Withholding information others need to do their jobs
- Sabotaging others' success
- Scapegoating
- Destructive gossip
- Taking credit for other's work or successes
- Extreme micromanaging
- Exclusionary practices
- Setting others up to fail
- Overt or covert "punishment" for those who don't do what the bully wants them to do (withholding a special assignment or job promotion/leaving them out of crucial meetings, etc.)
- Yelling, swearing at or ridiculing others
- Going behind someone's back to "steal" their client
- Displays of offensive, derogatory or sexually explicit behaviour or language
- Unwanted and/or unnecessary touching
- Direct or indirect threats

THE LINK BETWEEN A PSYCHOLOGICALLY UNSAFE ENVIRONMENT AND MENTAL HEALTH

Bot says that poor leadership, employee relations and a general culture of disrespect are at the epicenter of workplace toxicity and the resulting mental health problems of employees.

In order to cope with harassment and a toxic work environment, employees will take twice as much sick time as others, according to the Mental Health Commission of Canada (MHCC). Even when distressed employees *are* at work, they may experience "presenteeism" – being present in body but not producing or functioning at full capacity. Both absenteeism and presenteeism spell significant losses for employers in productivity, disability leave and benefits payouts. Consider this:

- The cost of employee absence due to bullying and harassment is \$12 billion per year (Statistics Canada)
- Fifty per cent of all disability claims are attributed to mental health issues (Organization for Economic Cooperation and Development, 2011 Report)
- In any given week, 500,000 employed Canadians are unable to work due to a mental health problem (Statistics Canada, 2010)

Bot says that when people have problems at home, they tend not to take time off work because work can be a distraction and refuge.

Employees who take time off work usually do so because of problems at work, which are typically rooted in interpersonal issues like conflict, bullying and harassment.

LEGAL RISKS OF THE TOXIC WORK ENVIRONMENT

Each province has enacted legislation with regard to the enforcement of policies to prevent workplace harassment. *The Ontario Occupational Health and Safety Act (OHSA)* defines harassment as "engaging in a course of vexatious comment or conduct against a worker in a workplace that is known or ought reasonably to be known to be unwelcome."

Judy Hamilton is a senior lawyer at Friedman Law Professional Corporation in Toronto, experienced in harassment and employment law. She says that the OHSA requires employers to develop, implement and evaluate their harassment policies with a view to promoting the psychological safety of their employees. The *Worker's Safety and Insurance Act (WSIA)* legislated the scope of the entitlement of workers to mental stress-related compensation should it arise out of the course of their employment.

The WSIA allows only two types of work-related mental stress claims, that of psychotraumatic disability claims (or those secondary to a severe physical injury) and traumatic mental stress claims, which require proof of an acute reaction to a specific traumatic event. The WSIA specifically excludes claims by those workers with gradual onset stress claims (like Mary in the example at the beginning of the article), and also disallows claims by those with mental stress related to a traumatic event that is "expected" in their type of employment.

The legislative provisions limiting mental stress claims have recently been subject to a Charter challenge.

In decision 2157/09 released in April 2014, the Worker's Safety and Insurance Appeals Tribunal (WSIAT) decided that the legislative limits for mental stress claims in the workplace were discriminatory against those with mental disabilities and were therefore unconstitutional. Decision No. 2157/09 involved a nurse who had worked at a hospital for 28 years, and for the last 12 years of her employment had endured workplace harassment from a doctor who demeaned her and belittled her in front of colleagues and patients.

The employer was aware of the conduct and ignored it. After the worker finally complained, the employer reduced her duties. The doctor's conduct and the nurse's subsequent demotion caused a mental stress disorder. The WSIAT found that the sections of the WSIA limiting mental stress claims were unconstitutional because they discriminated against those with mental disabilities compared to workers with gradual onset physical disabilities. The Appeal

Panel found that the policies and legislation both supported a long-standing prejudice against those with mental stress issues based on an assumption that mental disability is not “real.”

As a result of this recognition of work-related mental stress claims arising from repeated workplace harassment, employers need to be proactive in committing to best practices to avoid a toxic environment, which includes implementing policies, regular training, proper investigation of complaints and implementation of programs that prevent the escalation of mental stress in the workplace. Guidance can be found in the Canadian Standards Association’s *Psychological Health and Safety in the Workplace* as well as in its companion *Psychological Health and Safety: An Action Guide for Employers*, released by MHCC.

CREATING A PSYCHOLOGICALLY SAFE AND MENTALLY HEALTHY WORKPLACE

Employers who don’t set clear behavioural standards to which all employees are held equally accountable, regardless of their status in the organization, risk setting themselves up for creating a toxic work environment.

In the wide majority of cases, workplace harassers are senior to the people they harass, according to Statistics Canada. The abuse of power, even if unintended, is a key factor in the cycle of workplace toxicity and mental health issues.

Bot conceived and developed the Harassment Education Advisory Response Team (HEART™) program that is running

in workplaces across Canada. This program has a comprehensive approach that empowers workplaces to be self sufficient in preventing, managing and responding to issues of bullying and harassment while promoting mental health in the workplace.

“Workplaces need psychologically sound programs to address the complexity of challenges faced by organizations to encourage them to not only focus on liability issues and compliance, but also on building a foundation for a psychologically safe work environment that promotes success,” said Bot.

Psychologically safe and respectful workplaces aren’t just good for employees, they’re good for business. Creating a program and safe venue to report, putting in place best practices that promote respectful communication and behaviour and ensuring compliance with legislative standards can reduce disability and mental health claims. And it can allow employees like Mary to focus on doing their best work instead of worrying about how to manage a toxic work environment. ■

Donna Marshall, M.A., C. Psych., is CEO of BizLife Solutions and co-developer of the Harassment Education Advisory Response Team (HEART™) program. Dr. Stephanie Bot, C. Psych., psychoanalyst, chief psychologist of Dr. Bot and Associates and president of BizLife Solutions and the BizLife Institute, and Judy Hamilton, LL.B, senior lawyer at Friedman Law Professional Corporation, were expert contributors for this article.



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Creating Inclusive Workplaces

ACCOMMODATING EMPLOYEES WITH MENTAL HEALTH AND ADDICTION DISABILITIES

By Mashoka Maimona



Based on a 2012 survey of people aged 15 and over, Statistics Canada says that one in three Canadians experiences a mental or substance use disorder in their lifetime. The Mental Health Commission of Canada says that on any given week, more than 500,000 Canadians will miss work due to a mental health issue.

Under Ontario's *Human Rights Code*, employers cannot discriminate against employees with mental health and addiction disabilities. Some employers don't know their human rights obligations, and many people with these disabilities are unaware they are protected under provincial and federal human rights laws.

Employers cannot choose to stay unaware of discrimination or harassment of someone with a mental health disability or addiction, whether or not a human rights claim has been made. Employers violate the *Code* where they directly or indirectly, intentionally or unintentionally infringe the *Code*, or where they authorize,

condone or adopt behaviour that is contrary to the *Code*.

Discrimination can take many different forms. It can happen when employers specifically exclude people with mental health disabilities or addictions in the workplace, withhold benefits or impose extra burdens without a legitimate reason. Discrimination is often subtle and unintentional.

Stereotyping can lead to discrimination and harassment. It can also lead institutions to develop policies, procedures and decision-making processes that exclude or marginalize people with disabilities – a type of “systemic” discrimination.

Employers must take steps to prevent “ableism” – attitudes that devalue and limit the potential of people with disabilities.

To prevent discrimination, stereotyping and ableism, employers need to find and remove the barriers faced by employees with mental health or addiction disabilities: attitudinal, communication-based, physical or systemic. Equally important,

employers should avoid new barriers when creating policies, programs, procedures, standards, requirements and facilities. Applying the principles of inclusive design in these areas will reduce the need for individual accommodation.

Under the *Code*, employers have a duty to accommodate the needs of employees with mental health or addiction disabilities to the point of undue hardship. The goal of accommodation is to allow people to equally take part, contribute to and benefit from employment. If employees with disabilities require it to do their jobs, employers must waive or change their rules, requirements, procedures and policies to allow for equal opportunities. Unions also have a duty to work with the employer to make sure someone's needs are accommodated.

Both the employer and the person seeking accommodation have roles to play in assessing and providing accommodations. The employee must tell the employer or union what their disability-related needs

policies & procedures

IF EMPLOYEES WITH DISABILITIES REQUIRE IT TO DO THEIR JOBS, EMPLOYERS MUST WAIVE OR CHANGE THEIR RULES, REQUIREMENTS, PROCEDURES AND POLICIES TO ALLOW FOR EQUAL OPPORTUNITIES.

are with respect to their job duties, including supporting information where appropriate, and co-operate with the employer on an ongoing basis.

Employers must accept accommodation requests in good faith, unless they have legitimate reasons for acting otherwise (and have documented those reasons accordingly). They should only ask for the information they need to provide the accommodation. For example, an employer may need to know that a person requires time off to go to medical appointments related to their disability, but not that they have bipolar disorder.

Employers need to explore accommodation options that meet individual needs, deal with accommodation requests promptly, respect the dignity of the employee and cover accommodation costs.

Accommodations may include modifying job duties, making physical changes to a work area, offering flexible work schedules, providing alternative work or granting disability leave. People returning to work after a disability-related leave also have a right to accommodation.

In situations when an employee is clearly unwell and perceived as having a mental health disability, managers must ask if the person has needs related to a disability and offer assistance and accommodation. Employers should take this step before disciplining a person based on their behaviour.

Creating inclusive workplaces requires a proactive strategy to prevent and remove barriers to equal participation, including: a plan for preventing, reviewing and removing barriers; anti-harassment and

anti-discrimination policies; data collection and monitoring; human rights education and training programs; internal complaints procedures; and an accommodation policy and procedure.

Accommodation is an obligation that also offers tangible benefits. Creating an environment where employees feel welcome and respected offers the business rewards of increased productivity, lower employee turnover, a bigger talent pool to draw from and a more inclusive workplace.

For more information, go to www.ohrc.on.ca. ■

Mashoka Maimona is a senior communications officer at the Ontario Human Rights Commission.



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Five Costly Sales Hiring Mistakes and Solutions

HOW TO INTERVIEW PROSPECTIVE SALESPEOPLE EFFECTIVELY

By Eliot Burdett



The hiring manager for sales in any organization is in a unique and difficult position because there is no degree or accreditation for sales stars. While the candidate sitting across the desk may seem great, it is crucial that interviewers do not rely solely on gut instinct.

1. DON'T FALL FOR A SMILE

Problem: Sales is a confidence sport, and being likable is a good attribute to have. But likeability is only part of the equation – winning in sales takes hard work, persistence, optimism, ability to handle adversity and luck.

Solution: While past performance is no guarantee of future performance, it is certainly the best indicator, so rely on it rather than just falling for a smile and happy disposition. Rigorously examine past successes and references. The candidate that passes all the tests,

references and role-playing but can still put on a smile is very likely the right person to join the team.

2. WATCH OUT FOR A “PERFECT” RESUME

Problem: While this seems counterintuitive, it is an industry truth that the best reps spend a lot more time selling than polishing their resume, and vice versa.

Solution: Don't be fooled by someone whose resume overstates limited accomplishments. The key to success is to pick the accomplishments apart. Drill down to determine if an accomplishment is real or a fabrication. Ask the candidate to walk through the scope of a project and indicate the problems and challenges they faced and the quantifiable results. It then becomes easier to quickly differentiate real results from fiction.

recruitment

3. STEALING FROM THE COMPETITION

Problem: Two head-to-head competitors will likely have different cultures, so poaching employees from your rival may bring someone who is ill suited with industry baggage. Furthermore, hiring from the competition will reduce the available pool to choose from, cost more money and alert the competitor to your moves and strategy. Finally, and perhaps most importantly, they may decide to poach back.

Solution: The key is to model your selling environment. Determine why your organization is successful, attractive or unattractive to candidates. By knowing yourself, hiring managers can understand what they need and find the best person. While they may want to cherry-pick from the competition, they should not limit themselves and often the best person for a specific role may actually be from outside the industry.

4. FARMERS VS. HUNTERS

Problem: While many larger organizations need “farmers” to cultivate and grow the proverbial crops, many companies need to put meat on the table – now. It is important to take stock of company goals and, if necessary, make sure to recruit a “hunter.” It is true that each role requires completely different sales DNA and hunters can often learn to be farmers, but the reverse is seldom true.

Solution: There are certain tests during the hiring process that will make sure the candidate is a hunter. Ask them for examples of when they demonstrated immediacy and a sense of urgency. Give

them scenarios, based on specific needs, and see if they would have gotten it right the first time. Having already modeled your selling environment, it will be easier to identify the perfect hunter on a case-by-case basis.

5. MOVING FROM A BIG COMPANY TO A SMALL ONE

Problem: In a small company, there is typically less infrastructure and support, less stability in direction and less brand recognition. In many ways, it is tougher as many professionals like to have that support system. While hiring decision makers may be wooed by the big brand experience, it is important that they consider how that person will adapt in an entrepreneurial environment.

Solution: If a prospective hire has not successfully sold in a start-up, it's important to test their comfort with the environment, and don't sugarcoat it. A good test is to confront the candidate with the truth – we are not a big company, we don't have assistants, no company cars and no executive dining room. See how they react to those truths. Then give them the good news – no bureaucracy, quick decision-making and the chance to get in on the ground floor has tremendous upside. This will help determine if the candidate is ready to join the team. ■

Eliot Burdett is co-founder and CEO of Peak Sales Recruiting.

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Consider Consistency

WHY IT PAYS TO ALIGN HR AND PR

By Evert Akkerman

Organizations risk missing out on opportunities and undermining their credibility when their HR function and their public relations (PR), communications and marketing functions are not aligned and operate in silos.

Companies tend to put a lot of effort into building an online presence to brand and market themselves. Websites and social media activities are aimed at attracting customers and new employees. While PR, communications and marketing produce copy on topics such as mission, vision and values, history, products, services and the executive, HR is the face of the organization when it comes to recruiting talent. Some companies seem oblivious that their job postings and interactions with job seekers are not aligned with other communications.

Communications professionals appreciate that building a brand is more than launching a website and posting information. A brand is built one experience, or “hit,” at a time. When a touch-point occurs, a customer or job seeker forms an opinion of an organization. First impressions are important. These first impressions then need

to be reinforced or confirmed by a second impression, as the prospective customer or employee digs deeper for information and decides whether to buy or apply. At this stage, it is crucial that information be consistent across the board. Consistency begets credibility.

When PR posts a press release on the home or news page of an organization’s website, it communicates a message. When HR posts a job on the careers page and interacts with applicants, it sends a message, too, and not necessarily the same one. HR’s correspondence (or lack thereof) and interviewing style may contradict what PR wrote about culture, standards and values.

As an example, a PR department declares that the company is successful because of its collaborative team environment and great customer service. If a job applicant is invited for an interview with HR, is made to wait 20 minutes and then treated in an adversarial manner, the weight of any assertions on collaborative spirit and great customer service is reduced to zero. HR did not live the values that PR promoted. Vice versa, HR has a role in making

communications

sure that PR does not raise job seekers' expectations about the company and the work environment to unrealistic levels. Ideally, candidates who don't get the job still come away with a positive impression of the people, the process and the company.

ABC Limited posted a job and attracted 100 applications. HR interviews ten candidates and one is hired. If HR fails to communicate with the unsuccessful applicants, it likely leaves 99 bad impressions of the company. It's important to realize that each of these 99 people may still be a future employee or customer, and that they will take this bad impression of ABC with them wherever they go. Disappointed job applicants tend to share their experiences with friends or online, which could potentially damage your brand.

In this era of social media and instant access to millions, it is more important than ever that HR and PR align their messaging and their behaviours. To protect the brand, any business or person that connects with any department in an organization should have a similar experience. Customers and job applicants consider themselves – and should be treated as – stakeholders in your company. Lines are blurred and interests overlap, while everyone seems to be in transition. This is the new reality that we need to adjust to, or ignore at our brands' peril. ■

Evert Akkerman is a Newmarket, Ont.-based HR professional who has worked extensively in private and non-profit sectors.

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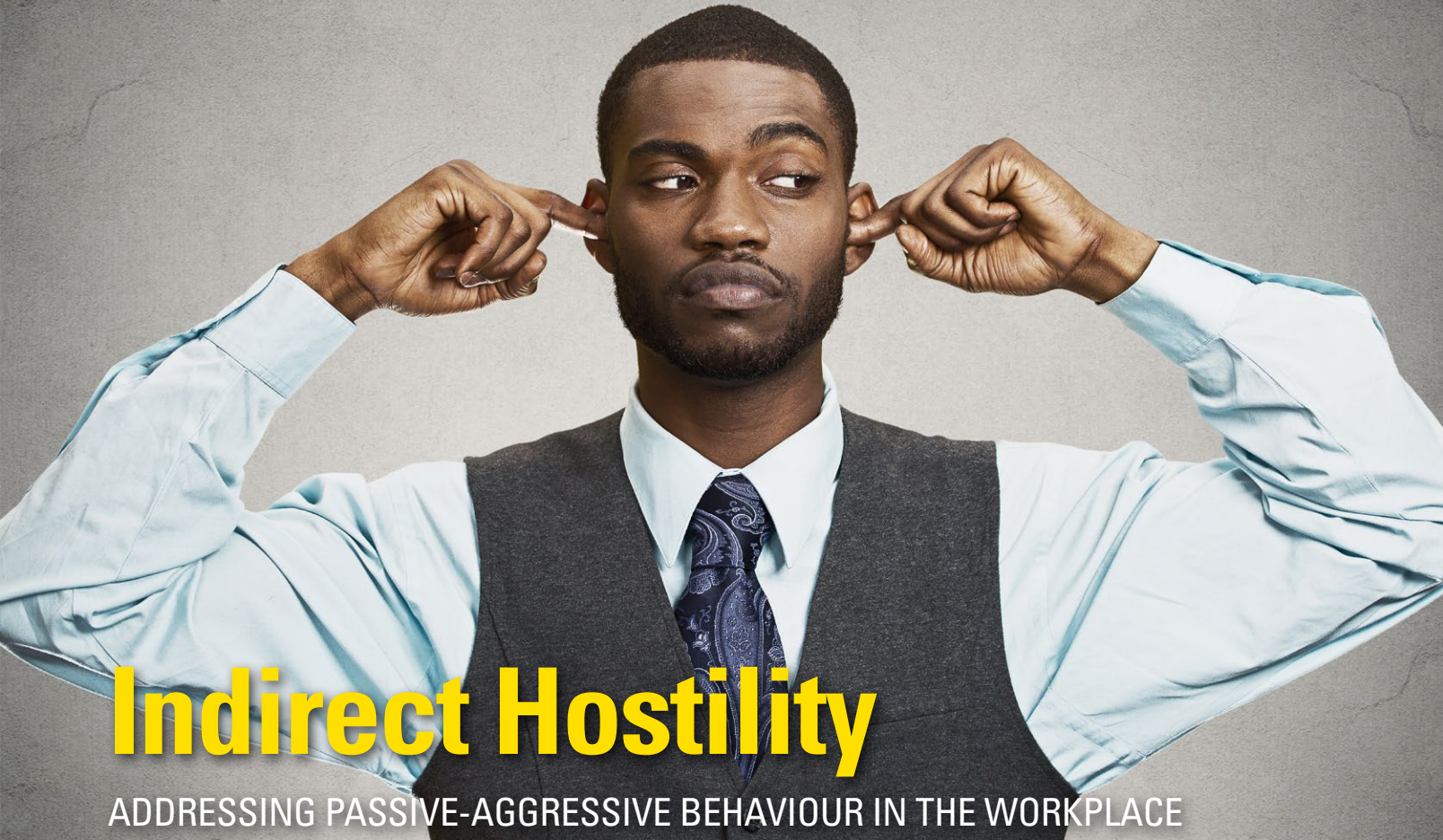
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Indirect Hostility

ADDRESSING PASSIVE-AGGRESSIVE BEHAVIOUR IN THE WORKPLACE

By Liane Davey, Ph.D.

We all know one: a colleague who seethes with anger but never voices their concerns directly. They think their silence makes them innocent; but they are wrong. Passive-aggressive behaviour is extremely costly. It slows down decisions and stalls implementation leading to lost productivity. But it's not just bad for business, it's bad for people. Passive-aggressive behaviour erodes trust and prolongs conflict and, as a result, the workplace suffers.

WHAT IS PASSIVE-AGGRESSIVE BEHAVIOUR?

Passive-aggressive behaviour is the indirect expression of hostility. It can take the form of a pervasive negative attitude such as resentment, or sullenness. It can also fuel covert resistance such as procrastination, stubbornness, sarcasm or gossip. Mental health professionals believe that passive-aggressive behaviour has its roots in our early personal experiences. Children raised in situations where conflict was unsafe (perhaps because of overly strict or abusive parents) learn to stifle their dissent. In the workplace, those who have experienced negative consequences of disagreeing (such as being ostracized, disciplined or even terminated) may similarly learn not to express conflict directly. Regardless of the

origins, passive-aggressiveness stems from an aversion to direct conflict.

Unfortunately, those who express conflict passively perpetuate a vicious cycle. Conflict that isn't expressed tends to fester, leading to ongoing distress with little hope of resolution. That hostility creates difficulties for those around the passive-aggressive person, often leading to retaliation either directly (by calling out the bad behaviour) or indirectly (by undermining or shunning the person). It is an unhealthy formula for all involved.

HOW DO I RESPOND?

First, remember that passive-aggressive behaviour is a response to situations where conflict wasn't safe. To counteract this, you need to make it easier for the person to express their frustrations constructively. One way to do this is to solicit dissenting points of view. For example, "I'm worried I'm missing the contrary perspective. What might someone react to in this plan?" By making it feel like they are helping you by disagreeing, you're making it a little easier to voice their disagreement.

While encouraging disagreement, you also need to provide feedback about the impact of the passive-aggressive behaviour. Again,

health & wellness

you're trying to draw the person out, so don't be intimidating. Be kind and firm: "We agreed to the project plan and then you went to Mary to change the timelines. I'm on the hook for delivering on time and now my project is in jeopardy. I want to know if there's a risk in the plan. How can we get these issues on the table when we're building the plan in the first place?"

Most passive-aggressive people are trying to avoid uncomfortable situations. The secret is to tip the balance so that it's more comfortable to confront the issue directly than it is to be called out for taking that conflict underground.

WHAT IF IT'S ME?

Do you recognize yourself in this description? Biting your tongue when you don't agree with a decision? Telling yourself all the reasons why a plan won't work? Getting more and more frustrated about how things are going but doing nothing to change the path? Do you have room to improve in the conflict department? You're not alone. There are things you can do to get out of the passive-aggressive mode.

The most important thing you can do is to stop having the conversation in your head and start having it out loud. Find someone you trust (even if it's someone outside your organization) and share the situation with them. Ask them questions, such as, "What am I missing?" "Are my concerns worth mentioning to the team?" "How would I go about raising this issue?" Your confidant will provide important perspective and help you gauge whether this is

something you should deal with directly or something you should let go once and for all.

Your conflict aversion is pretty typical and probably the result of a few uncomfortable experiences. But conflict can be calm, kind and helpful if you approach it in the right way. Try raising your concern as a question. "How will my team deliver on the Calgary project if we're needed on this Winnipeg project?" Be honest and transparent about how you're reacting to the plan. "I'm getting anxious about how my team is going to react to another project." Add your truth to theirs and see if you can resolve the issue together. "Ok, so you need the Winnipeg project live by December and we've already committed to Calgary by November 1st. What are our options?"

If you have a tendency to stay passive when something is frustrating or angering you, you are doing yourself a disservice. Staying quiet means no one knows that you want something to change. Give your colleagues a chance to make things better by articulating your concerns in a friendly, constructive way.

Passive-aggressive behaviour is costing us dearly. Our organizations are losing productivity and our people are paying the high price of ongoing frustration, stress and anxiety. It may seem hard to believe, but the path to decreased stress and improved mental health in the workplace is to have more conflict, not less. More open, direct, productive conflict, and we'd all be healthier. ■

Liane Davey, Ph.D. is vice president, Global Solutions & Team Effectiveness at LHH Knightsbridge.

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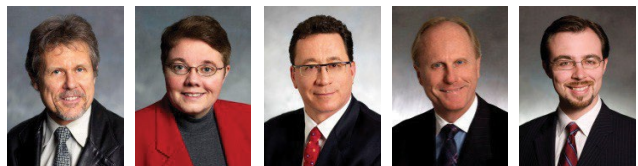
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HR Career Paths: Amanda Lavery

HR GENERALIST

By Lisa Kopochinski



The last 10 years have been something of a whirlwind for Amanda Lavery. She's lived in Japan and Australia, given birth to two boys – all while building a successful human resources career.

Her career trajectory is interesting, especially since she wasn't sure, like many young people, what she wanted to do.

"I knew I loved business and people," said Lavery, who grew up in Corunna, Ont., a small town outside of Sarnia. "I went to a local college in Sarnia and loved the business and human resources courses, so the degree route seemed like the best starting place. I love that HR requires you to take on a great responsibility in guiding the company on how to best manage and work with their most important assets – their people!"

Armed with a business degree with a concentration in human resources from the University of New Brunswick, she embarked on an international adventure and taught English in Japan for five months before returning to Toronto to begin her HR career as HR coordinator for Miller Thomson LLP.

"I've been fortunate to have been employed with wonderful companies that provided great opportunities for me," said Lavery. "Every role and company has provided me with such fantastic learnings

KEEP LEARNING AND UNDERSTANDING THE INDUSTRY AND WORLD YOU ARE WORKING IN, AS YOU NEED TO ADAPT YOUR THINKING AND APPROACH TO BE RELEVANT FOR THE CHANGING NEEDS OF HR.

– and a lot of time being thrown into the deep end! I have been fortunate to work with some great mentors – in particular at Boston Consulting Group (BCG) – Sherri Laurie, who is the global head of HR operations based in Toronto, and Ross Love, managing partner in New York (previously in Australia)."

As global director of human resources and operations for Perennial Inc., a Toronto-based firm that offers strategic retail solutions to clients, Lavery has been in her current position since November 2012.

"I knew the previous HR director, who had been at Perennial for over five years. She spoke to me about the role literally as I was about to deliver my second son in March 2012. It obviously wasn't the right time for me, but it turns out it was meant to be as they hadn't found a permanent candidate for the role over the following months. I went in to meet with the leadership team

in November 2012 and started that month. Time has flown since then."

HR Professional recently caught up with this busy executive to find out more about her position as a true HR generalist, and her thoughts on the future of the human resources field.

What are your main areas of responsibility in your current role?

Amanda Lavery: I'm responsible for driving Perennial's strategic goals through effective people practices throughout the organization. This is a true generalist role with ownership for operations and HR strategy development and execution across the Perennial Group of Companies. Perennial has three companies in total: one in Etobicoke, Ont. (our head office); one in Bolton, Ont.; and one in Bangalore, India. I spent a couple weeks in India in 2013, which was amazing! There is a fantastic group of employees there.

career paths

What do you like most about your job?

AL: The value the company places on a sound HR strategy. Being involved at a leadership level and having operations as part of the role allows for great variety. The people are fantastic and love to have fun, too!

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

AL: It really does depend, but we can use a Wednesday as an example. I start my day at 8:00 a.m. on Skype with a weekly call to my

office manager in India. We work on global studio operations and HR initiatives. After the call, there are usually employee relations to handle and then checking in with local operations – our studio manager and my HR coordinator. I have regular meetings with my local team where we work on a lot of initiatives together. I also help run our internal committees – social, charity and sustainability – and then spend the balance of my day on more strategic initiatives.

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

AL: Different cultures and time zones, an evolving business model for a couple of the businesses, wide-ranging skills sets and personalities within the business and a very creative CEO/owner who likes to change things on a very regular basis... just to name a few!

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

AL: While grounded in strong business and management training, I try to be flexible and adaptable to handle things as they come, which is a necessity. I like to have a lot of fun so the creative and “work hard, play hard” culture works well for me.

What are your ultimate career goals?

AL: I strive for ongoing progression and change so being stagnant is not an option for me in any part of my life. I want to continue to learn new skills, work with great people and spend my time working in a great environment. I ultimately want to be in a role and environment where I am surrounded by great people and where people look to me as someone they can learn from and enjoy having on the team.

What advice do you have for others interested in pursuing a career in HR and operations, and for those already in the field?

AL: Keep learning and understanding the industry and world you are working in, as you need to adapt your thinking and approach to be relevant for the changing needs of HR. Cultivating a sound base for yourself in business management is essential as you want to ensure you are able to create effective HR strategies that make sense for the business you are working in.

Where do you see the future of the HR industry in Canada and globally over the next few years?

AL: There are many factors at play in Canada and globally with the changing workforce, global market, technology, etc., so I feel flexibility and adaptability is essential. Specifically, I believe that flexible staffing models – in a lot of businesses – is an effective HR approach that will allow you to find the best talent and create a tailored solution that best meets the needs of the business. ■

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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

NOVEMBER 4, 2015

The Behaviour Breakthrough

Steve Jacobs, Chair and Senior
Partner of The Continuous
Learning Group (CLG) consultancy

12:00-2:00pm

To register, go to: hrpa.ca/authors

MEET THE HR INFLUENCERS:

Kelly Davis, CHRL, CHRE, H.R.C.C.C.



NAVIGATING CULTURAL CHANGE

By Lisa Gordon

For Kelly Davis, it's not hard to love her job as VP of human resources at Town Shoes. The position has certainly come with its challenges – chief among them the company's recent transition from a 62-year-old family business to a corporate conglomerate that is now in the process of being acquired by a U.S. firm – but Davis counts herself lucky. Not only does she love the business (“Who doesn't love shoes?”) but she's also had the once-in-a-lifetime opportunity to build her own human resources department, selecting her favourite HR all-stars to form what she calls her “A-Team.”

HR Professional grabbed some running shoes and caught up to Davis to discuss what sparked her interest in an HR career, how her team at Town Shoes is crafting a people strategy that will grow with the rapidly expanding company and how nothing can replace the power of one-on-one communication, especially in difficult times.

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

Kelly Davis: My story is a little non-traditional. I started at the Hudson's Bay Company with a program called the High School Council. It was an awesome opportunity that ran for only one year in Ontario. They took eight high school kids and exposed them to different functions of the company. I was really inspired by the HR leader back then. In my last year of high school, I decided to match my degree to a future career in HR.

What was your first HR job?

KD: I was really lucky because each summer during university, I came back to HBC and was a summer intern in different parts of HR. After that, my first real HR job was in Vancouver. I was the HR supervisor for the Eaton's store at Pacific Centre in downtown Vancouver.

First job: I was a volunteer at Sunnybrook Hospital in Toronto. My first paid work was as a cashier at Sporting Life in Toronto.

Childhood ambition: To be a concert pianist. That did not come to fruition!

Best boss and why: I had three very inspirational female bosses during my almost 13 years with HBC: Sheila Rider, Christine Foote and Jennifer Pierce. I'm still in touch with all three of them, and I consider them mentors. They shone because they gave feedback openly, honestly and frequently. They also really pushed me to be my best but gave me total autonomy to do my own thing, while promoting life outside work. Then, there's my current boss. I report to the CEO, Bruce Dinan, and he's my first non-HR boss. I've learned a lot from him; he's a people-focused CEO who gives a lot of freedom to his team.

Current source of inspiration: That's easy; it's my mom. She's the kindest and most giving person. She is an inspiration to everyone who knows her.

Best piece of advice you ever got: Learn to operate in the grey, and to be fearless in all that I do or want to do.

Favourite music: I'll probably be on my own planet with this one! I truly love real '90s dance music. Think Dance Mix '92 and '93, as well as '90s hip-hop.

Last book you read: I'm always reading a business book and a fun book. My business book is *Being Strategic* by Erika Andersen. And, for interest more than fun, I just finished *Grain Brain* by Dr. David Perlmutter. If you're thinking of going gluten-free, this book will ensure you do!

How you spend your time away from work: I spend as much time with my family as possible. I have an amazing husband and two boys, aged seven and four. I serve as a board member of White Ribbon, the world's largest movement of men and boys working to end violence against women and girls. I also contribute to the boards of Eva's Initiatives and Big Brothers Big Sisters of Canada. I have a busy schedule, but it's all fun and my husband makes it all possible!

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

KD: I lead the HR function for Town Shoes Limited. We run five brands in Canada: Town Shoes, The Shoe Company, Shoe Warehouse, Sterling Shoes and now DSW Canada stores. When I started two years ago, HR was just one person. My main role today is leading my team and working with our senior executives to execute our people strategy, which is aimed at supporting our growth needs. We have just fewer than 3,000 employees across Canada and 200 stores.

What do you love about your job?

KD: My team! I've been really lucky. I've been able to create my team from scratch, and I picked all my favourite people from past work experiences. They're an "A-Team" and they work so well together. It's a total honour to work with them every day.

What are the challenges you experience in your job?

KD: I'd say our biggest current challenge is wanting to do everything right now. But we have to respect our capacity as an organization and as a team. We were a family-owned company for 62 years that grew moderately, then we jumped into a corporate culture,

and now we're in the midst of a U.S. acquisition. That's a huge culture shift to go through in the last two years! The way our deal is structured is that DSW in the U.S. owns 49.2 per cent of our company and they have plans to purchase the remaining shares. Our focus over the next few years will be one of accelerated growth across Canada and my team will need to continue to deliver a people strategy that will grow with our business.

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

KD: It's being accessible to your people, and listening to them. When I was at HBC, we went through a couple of different acquisitions. I don't think anything can replace the power of an open door and one-on-one communication, especially during a time of change. A big part of my role is to be there for our senior leaders as a sounding board. Also, the key is to honour your culture. A lot of times in Canadian retail, whatever you have built as a company can be broken right away if you forget what makes you special.

What skills are important for success in HR?

KD: Understanding your business first and foremost – that's something I learned early

on in my career. You need to understand the business first before you can build and execute a people plan. I also think it's really important in HR to balance being that listener, but to also be able to push back when you need to challenge your partners. Also, you need the ability to blend your HR knowledge and expertise with what is reality for your business. It's about understanding that day-to-day business operates a lot in the grey.

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

KD: For me, the advice would be to pick an industry that you're interested in. You don't have to stay there forever, but at least pick one you're somewhat interested in. I also really encourage recent grads to work in new sectors. Work with people in different industries and find out what interests you. Finally, be fierce when pursuing opportunities! For example, a lot of companies will say they don't have any internships, but that doesn't mean they won't create one for the right person. Sometimes, someone will find me on LinkedIn and send me a really awesome note, and it gets them in the door.

What's the future of HR?

KD: It's technological; it's big and bright, for sure! The vision that comes to mind is my first cell phone. I think of that phone versus what I have now, and that's how I think of the future of HR. We all know our jobs are going to change drastically. Everything will be online; we're just scratching the surface now. In my personal view, employees will have a stronger and stronger voice. Tomorrow, employees will be rating their employers, bosses, colleagues. That will significantly change things.

Finally, there's the "gamification" of HR. I don't think any of us can begin to imagine where that will end. When you think of a world of apps and cellphones, imagine taking that into the world of HR. Things like recognition and rewards will all be online. Employees may play a game online to learn how to sell shoes. Companies will need to treat employees almost like members of a social media club, and that will be a whole new world. ■

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OFF THE SHELF

By Alyson Nyiri, CHRL



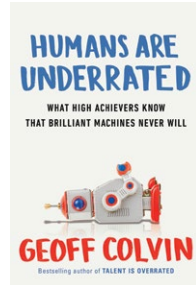
SIMPLE SABOTAGE

By Robert Galford, Bob Frisch & Cary Greene
Harper Collins, 2015

During World War II, the Office of Strategic Services (now the CIA) published a classified document called the *Simple Sabotage Field Manual*. It detailed methods to disrupt and demoralize enemy institutions without being detected. One section was devoted to the methodical disruption of the enemy's organizations. *Simple Sabotage* provides tips on how to recognize saboteurs and implement remedial actions to stop destructive behaviour. Rooting out sabotage is a challenge as many actions are distorted versions of accepted organizational life, such as enforcing rules or involving co-workers in decisions.

Talking point

Examples of sabotage: haggling over wordings of communications; referring back to matters decided upon at the last meeting and attempting to re-open solved questions; referring all matters to committees, for "further study and consideration"; attempting to make committees as large as possible – never less than five.



HUMANS ARE UNDERRATED: WHAT HIGH ACHIEVERS KNOW THAT BRILLIANT MACHINES NEVER WILL

By Geoff Colvin
Penguin Random House, 2015

Emotient has developed software called Sentiment Analysis that can tell you that person's overall sentiment (positive, negative, neutral). Simply have your employees speak to you online and have the software analyze their sentiments. Imagine what could be learned about improving learning and development. Humans, though, have the social necessity that individuals be accountable for important decisions. Further, relationship building, teaming, co-creativity, brainstorming, cultural sensitivity and the ability to manage diverse employees will continue to be skills best done by humans.

Talking point

The popularity of Big Data is quickly and fundamentally transforming HR. As such, the skills of social interaction are now more valuable than general cognitive skills in the work world. Empathy is the new critical 21st century skill.



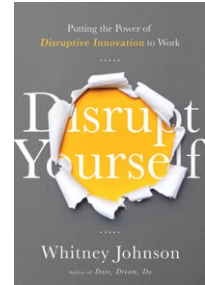
AGILITY SHIFT: CREATING AGILE AND EFFECTIVE LEADERS, TEAMS, AND ORGANIZATIONS

By Pamela Meyer
Bibliomotion, 2015

Agile firms grow revenue 37 per cent faster and generate 30 per cent higher profits than non-agile companies. More importantly, the core dynamics of agility shift – interacting and interconnecting – are key to our ability to create and experience meaning, purpose and happiness. Agility shift is the intentional development of the competence, capacity and confidence to learn, adapt and innovate in changing contexts for sustainable success. Hiring people with these competencies is paramount and Meyer offers tips for organizations on how to hire agile workers.

Talking point

A recent trend in many new business books is the search for and implementation of meaning in the workplace through relationships with others. Prominent thinkers are now infusing their work with the language and values of interpersonal relationships.



DISRUPT YOURSELF: PUTTING THE POWER OF DISRUPTIVE INNOVATION TO WORK

By Whitney Johnson
Bibliomotion, 2015

Disruptive companies are those who secure their initial foothold at the low end of the market, offering inferior, low-margin products. These are the companies, Johnson writes, you want to invest in early because of the huge growth potential. Johnson applies disruption as a radical way for individuals to disrupt themselves, avoiding stagnation, being pushed out by "low-end entrants" (younger, smarter, faster workers) and fast-tracking their personal and career growth.

Talking point

In today's world of work, individuals are required to adapt and innovate at a pace not seen in previous generations. Workers must constantly demonstrate their ability to integrate new information and their willingness to transform their mindset and behaviour in order to step into new roles. ■

WANT A MORE IN-DEPTH LOOK? READ EXTENDED BOOK REVIEWS ON WWW.HRPATODAY.CA.

How HR Departments Can Impact Their Business' Bottom Line

By Jennifer Wetherow, Senior Director, Great Place to Work® Institute

As we head deeper into the 21st century, HR departments are becoming increasingly important in their overall contribution to their organization's bottom line. The Russell Investment Group has tracked the financial performance of all publicly traded groups on the annual *Fortune* list of 100 Best Companies to Work For since its inception in 1997. The results (shown on the graph below) confirm that these companies consistently outperform the broader market indices and are – quite simply – more profitable than their peers.

Financial performance of this nature is remarkable by any standard; but what's really interesting – from a people perspective – is that the companies on this list were ranked using a survey tool that assesses the degree of trust in the workplace. The Trust Index® survey tool is based on 30 years of research compiled by Great Place to Work® (GPTW), which, in addition to producing the 100 'Best' lists for both *Fortune* magazine (USA) and *The Globe & Mail* (Canada), also publishes similar lists in 50 countries on six continents.

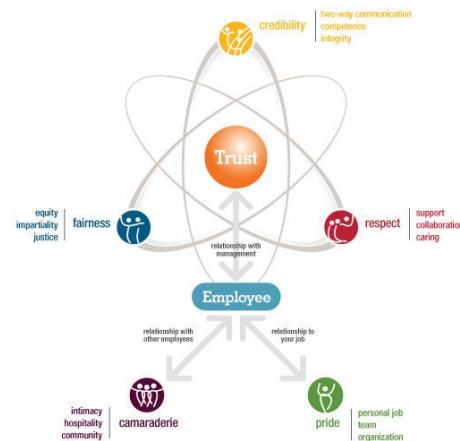
Annually, this global list program reflects the voices of over 11 million employees, forming the largest and most respected survey of its kind. Having access to a database of this magnitude is invaluable. From a quantitative perspective, it allows program participants to benchmark against narrowly focused groups of their peers.

But even more interesting is the ability to draw insights from the qualitative data, which includes the world's largest repository of best people practices. The GPTW list program is unique in this sense; the detailed assessment of culture allows participants to receive very direct feedback on where they are ahead of (or behind) the curve in terms of people practices.

IN WORKING WITH GREAT PLACE TO WORK®, WE'VE IDENTIFIED WHICH TRUST INDEX® SURVEY METRICS DRIVE KEY PERFORMANCE INDICATORS, INCLUDING SALES, TURNOVER, CUSTOMER SERVICE. THIS HARD EMPIRICAL EVIDENCE HELPS MOTIVATE AND FOCUS OUR MANAGERS ON STRENGTHENING BOTH THE EMPLOYEE EXPERIENCE AND BOTTOM LINE.

– LAURA HAMMOND, HR MANAGER, H&M

This gives HR leaders a concrete starting point in the journey to build a high-trust workplace culture and to becoming a Best Workplace. The ability to market your organization as one of the Best Workplaces is very valuable in strengthening your organization's reputation with both clients and stakeholders. The result is a complex and virtuous circle that



drives a sense of pride amongst employees and, ultimately, a stronger bottom line.

The graphic above presents a visual interpretation of the basic relationships measured by GPTW as part of the annual 100 'Best' list program.

At the core of this model is an understanding that employees who trust their managers give their best work freely, and their extra effort goes right to the company's bottom line. Managers who trust their employees allow innovative ideas to bubble up from all levels of the company.

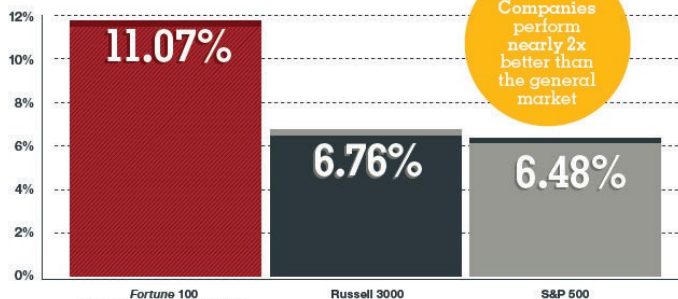
Any organization (public, private or not-for-profit) can benefit from the services Great Place to Work® has to offer – whether your organization is ready to participate in the Best Workplaces program or not! Make sure you check on the 'health' of your organization and get your HR department to impact its bottom line.

Registration for the 2016 list program is open until October 30, 2015 and can be submitted online at www.greatplacetowork.ca/register.

Registration for beyond 2016 and non-list services are open year-round. Mention *HR Professional* in the last 'How Did You Hear About Us' section and get a free copy of *No Excuses: How You Can Turn Any Workplace into a Great One!*

For more information, call GPTW toll-free at (866) 712-0630. ■

Comparative Annualized Stock Market Returns
1997–2014



Source: Russell Investment Group Copyright © 2015 Great Place to Work® Institute, Inc. All rights reserved. www.greatplacetowork.com

What does it take to be a Best Workplace for Women?

VEGA, WINNER OF BEST WORKPLACE FOR WOMEN, SHARES WHAT WORKS

By Cheryl Brotonel

As part of the Great Place to Work Awards, Vega, a leader in clean, plant-based nutrition, proudly accepted the overall winner as the Best Workplace to Work for Women in Canada.

CREATING A BEST WORKPLACE

With a company vision to empower the world to thrive, Vega looks to support all employees (“Vegatopians”) to thrive with strong HR practices. To support Vegatopians, Vega offers all 157 staff members – not limited to the 115 female employees – its comprehensive iThrive benefits package: a personal goal-setting program around education, fitness, healthy eating and giving back to community.

Career development is also a major focus with Vega’s predominantly millennial staff. After passing their three-month probation, employees and their managers outline career paths of where they

would like to be in one, five and 10 years. This allows managers to provide the coaching and support necessary to bring them towards where they want to be. With the strong emphasis on development, 67 per cent of Vega’s directors are women and 84 per cent of the company’s managers/supervisors are women.

BEST HR PRACTICES FOR WOMEN

With a strong belief in family and caring for children, Vega provides a parental leave benefit to “top up” earnings up to 80 per cent of an employee’s salary prior to her maternity leave. These benefits become available once an employee has been working full-time with the company for two years. For employees who are parents or caregivers, Vega is a flexible work environment. Employees are welcome to work outside of the standard office hours by coming in earlier or working later.

“Coming to Vega as a new mom, I wouldn’t have made it this long without the support of my Vega family – from friendships with other moms who’ve been there, to the genuine care and concern I’ve had from managers, and the flexibility to work from home on occasion,” said Lee Ann Pughe, a digital marketing specialist with Vega.

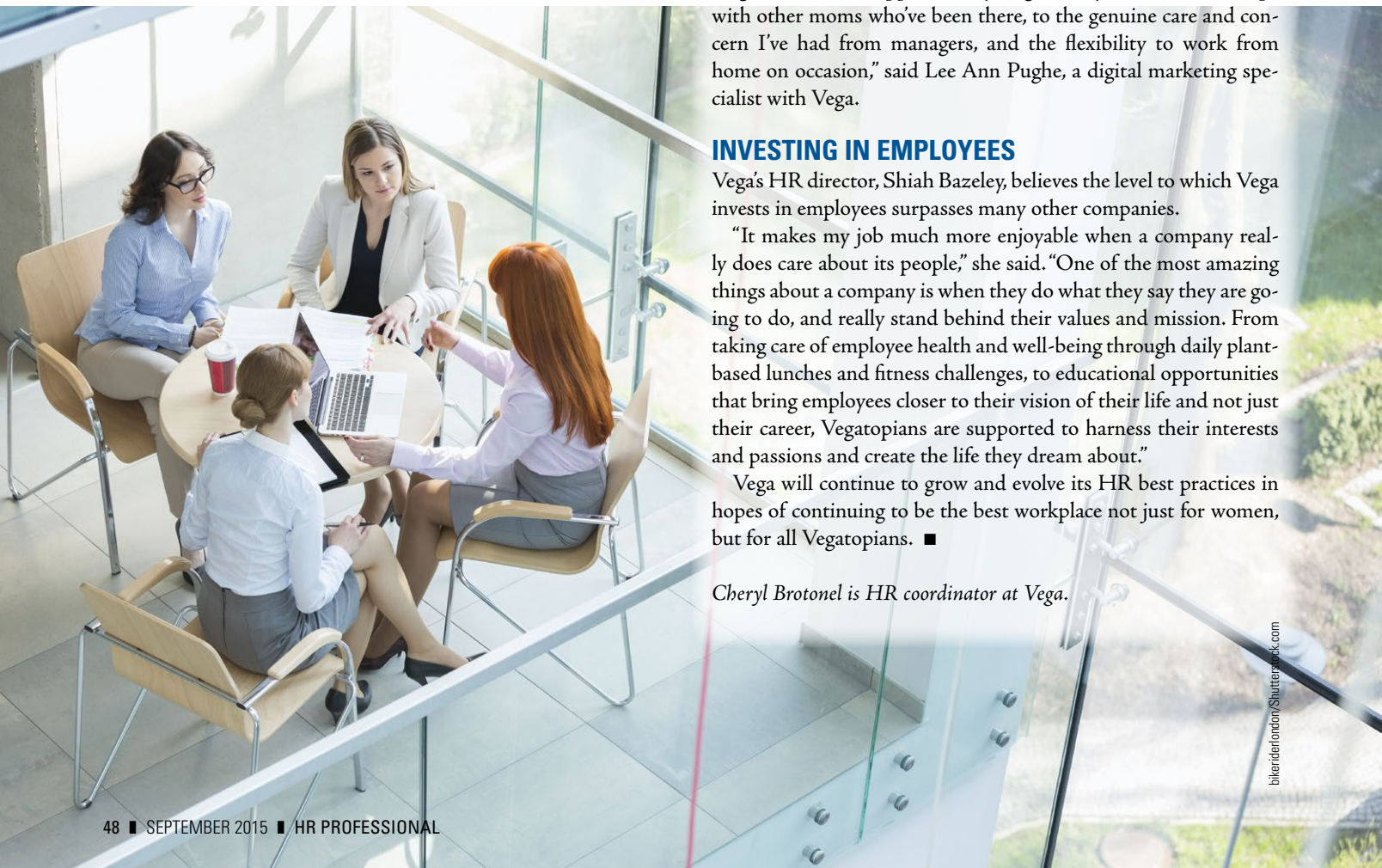
INVESTING IN EMPLOYEES

Vega’s HR director, Shiah Bazeley, believes the level to which Vega invests in employees surpasses many other companies.

“It makes my job much more enjoyable when a company really does care about its people,” she said. “One of the most amazing things about a company is when they do what they say they are going to do, and really stand behind their values and mission. From taking care of employee health and well-being through daily plant-based lunches and fitness challenges, to educational opportunities that bring employees closer to their vision of their life and not just their career, Vegatopians are supported to harness their interests and passions and create the life they dream about.”

Vega will continue to grow and evolve its HR best practices in hopes of continuing to be the best workplace not just for women, but for all Vegatopians. ■

Cheryl Brotonel is HR coordinator at Vega.



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Or parks, playgrounds or beaches where all family members, regardless of ability, can access the same facilities.

The result of accessible design are inclusive communities—a key objective of the Accessibility for Ontarians with Disabilities Act (AODA).

The AODA seeks to create an accessible Ontario by 2025. Accessibility Standards have been developed in five key areas of daily living: customer service, information and communications, employment, transportation and built environment.



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AODA ACCESSIBILITY RESOURCES

The Human Resources Professionals Association's (HRPA) online AODA resources provides information, tools and professional development to help you and your organization meet your AODA compliance obligations across the Act's five standards:

- Customer Service
- Employment
- Information and Communications
- Transportation
- Built Environment

National Institute for Disability Management and Rehabilitation (NIDMAR)

HRPA partners with the National Institute of Disability Management and Research (NIDMAR) and Pacific Coast University for Workplace Health Science's (PCU-WHS) to provide members with workplace disability management assessment tools and educational resources to help establish effective disability management programs in Ontario workplaces.



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To register for this webinar and learn more about AODA compliance, please visit: www.HRPA.ca/AODA