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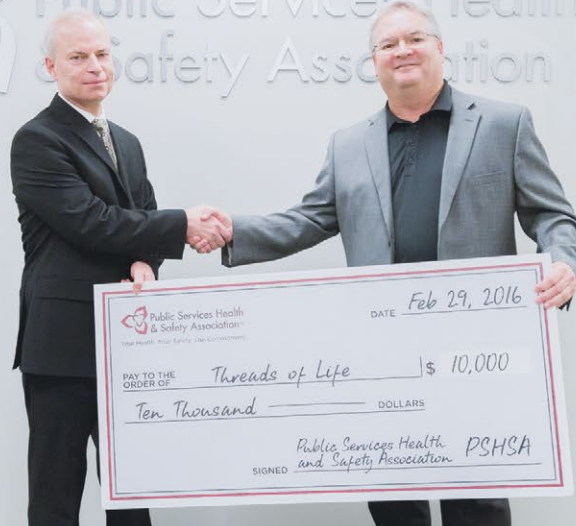
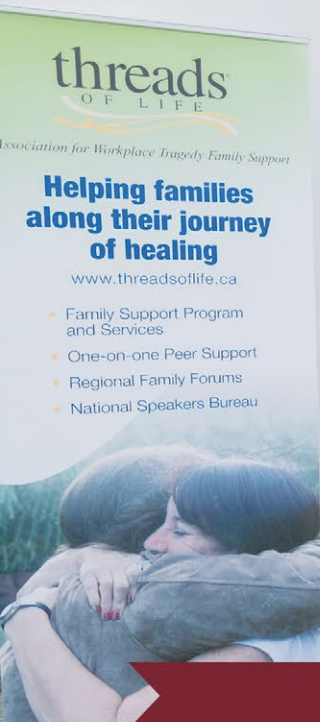
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Vancouver	April 14, 2016	March 2, 2016	Bonnie D. DuPont, M. Ed, ICD.D, F.ICD, Scott Munn Doug Hayhurst, FCPA, FCA, ICD.D
Calgary	April 12, 2016	March 11, 2016	Bonnie D. DuPont, M. Ed, ICD.D, F.ICD, Scott Munn Cathy Williams
Toronto	May 12, 2016	April 5, 2016	Linda Hohol, Ken Hugessen, Angela Ferrante, ICD.D

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contributors



MEGAN BURKETT

Megan Burkett is an associate in Keyser Mason Ball's Employment and Labour group. She provides her clients with support and proactive advice on all aspects of employment law and labour relations, including employment contracts, workplace policies, terminations, employment standards, human rights, litigation and grievances. Burkett regularly appears in matters before the Human Rights Tribunal of Ontario, the Superior Court of Justice and at the Ontario Labour Relations Board. She also conducts workplace investigations in the areas of harassment, discrimination and bullying. She often speaks on various employment and labour relations topics at conferences hosted by the Human Resources Professionals Association, the Canadian Payroll Association and the Ontario Municipal Human Resources Association. Read her article on how to handle risky terminations, starting on page 15.



CLAUDE BALTHAZARD, PH.D., C.PSYCH., CHRL

Claude Balthazard is vice president, Regulatory Affairs and Registrar at the Human Resources Professionals Association (HRPA). He joined HRPA in 2007. Since starting at HRPA, Balthazard has championed the cause of the professionalization of HR by developing the rules of professional conduct, pushing for a new public act and leading the development of HRPA's updated Human Resources Competency Framework and its new designation framework. Balthazard has a Ph.D. in psychology from the University of Waterloo, is a registered psychologist in the Province of Ontario and holds the CHRL designation. Read his article about the untold story of HR professionalization by turning to page 24.



SARAH MCVANEL, CHRP

With roots in humanistic psychology, Sarah McVanel has spent the last 15 years honing her craft as a coach, professional speaker, facilitator and consultant to help leaders and organizations leverage the power of recognition to increase engagement, retain top talent and improve their bottom lines. Whether as a senior leader or, more recently, as the "chief recognition officer" of her own business, Greatness Magnified, McVanel helps individuals, teams and organizations leverage their existing gifts and talents to reach their full potential. She is a certified professional in the fields of human resources, organizational development and coaching, and belongs to the Canadian Association of Professional Speakers. Read the article she co-wrote about employee recognition, starting on page 51.



BRENDA ZALTER-MINDEN, MSW, MCOB, CSFT

Brenda Zalter-Minden is the founder and principal of BZM Solutions – a consulting practice specializing in solution-focused approaches. Her passion for this line of work grew throughout her 27-year employment in health care. Her areas of specialization include leadership, team building and coaching in addition to creating and facilitating workshops. Zalter-Minden teaches solution-focused interventions on a variety of topics. She adapted this philosophy and created Forever Recognize Others' Greatness™ (FROG), and recently co-authored a book, *Forever Recognize Others' Greatness: Solution Focused Strategies for Satisfied Staff, High Performing Teams and Healthy Bottom Lines*, with Sarah McVanel on the subject. Read the article she co-wrote about employee recognition, starting on page 51.



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High Performers

This issue of *HR Professional* marks my 20th as editor of the magazine, and it's safe to say that I've learned a lot from its pages over the last couple of years. I'm excited for what the next 20 issues will bring!

When *HR Professional's* Editorial Advisory Board met last September to discuss potential cover themes for 2016, the topic of performance management came up several times. A few members of the board wanted to tackle performance management and performance reviews, as the systems that have been in place for years (the annual review, ranking employees, etc.) have been experiencing a shift, with some companies doing away with their system altogether in favour of alternate methods. Melissa Campeau combined hours of research and multiple interviews with the experts to bring you our extended cover feature; flip to page 18 to start reading, and decide what the best system for your organization might be.

Also in this issue is Part III of the *HR Professional* HR Horror Stories contest. HRPAs Duff McCutcheon put the contest together once again this year; turn to page 30 to read the hair-raising tales that crowned three HR professionals as winners. Thank you to everyone who submitted entries! And if you'd like to submit a story just because, please feel free to send it my way...I had so much fun reading the contest entries. You never know – you might end up seeing your story in *HR Professional*.

There's so much more that I could bring to your attention in this issue of *HR Professional*, but not enough room on the page to mention everything. I hope you enjoy flipping through it, and I can't wait to hear what you think.

Happy reading,



Jill Harris
866-953-2182
jharris@lesterpublications.com ■



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Editor: Jill Harris | **Publisher:** Sean Davis
Managing Editor: Duff McCutcheon, HRP
Legal Editor: Malcolm MacKillop, Shields O'Donnell MacKillop LLP

HRPA

150 Bloor St. West, Suite 200, Toronto, ON M5S 2X9
Phone: 416-923-2324 | Toll-free: 1-800-387-1311 | Fax: 416-923-7264
Email: info@hrpa.ca | www.hrpa.ca

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Email: info@lesterpublications.com | www.lestercommunications.ca

President: Jeff Lester
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EDITORIAL

Editorial Director: Jill Harris
Editorial Assistant: Andrew Harris

ADVERTISING

Quinn Bogusky, Jason Cumming, Anna Karpenko, Walter Lytwyn, Louise Peterson, Darryl Sawchuk

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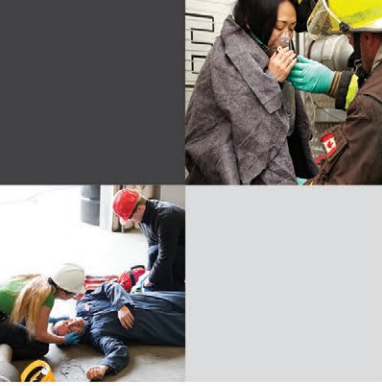
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First Aid and Your Workspace



Mental Health First Aid

Mental health issues affect everyone in the workplace. Making sure your employees can support those experiencing mental health issues in a compassionate and effective way will help alleviate misconceptions and reduce the stigma around mental illness.

With the support of **Bell Let's Talk**, Canadian Red Cross will add Mental Health First Aid content to our programs in 2017. This fall, our **First Aid App** will carry strategies and tools to help those supporting people with a mental health crisis. We encourage you to start a dialogue around mental health in your workplace.

What First Aid Content Do Your Employees Need?

Guidelines affecting first aid and resuscitation are changing. To support first aid education in the workplace, the lead training agencies in Canada have built a consensus around the guidelines for Canada. These can be found at redcross.ca/firstaidguidelines.

Using evidence-based practice can in fact help us save more lives. As our global understanding of clinical and educational science continues to evolve, we can use the latest science to update our practices for better outcomes for persons in need of care.

The International Federation of Red Cross and Red Crescent Societies (IFRC) just released international guidelines for 2016, which reflect the latest in evidence-based science on how to reduce suffering and save lives. The Canadian Red Cross will develop more comprehensive educational techniques as training is more than the direct interventions applied in an emergency; how we engage our learners is also a critical component.

A New Standard for Workplace Injury Reduction

There is an exciting new initiative spearheaded by the Canadian Red Cross, Canadian Standards Association (CSA), and the Workplace Injury Reduction Collaborative (made up of provincial worker safety regulators, labour groups, and other training agencies) that will build a competency framework for workplace first aid training.

Human resource professionals who have employees in more than one province can attest to the differences in first aid training requirements based on legislation. It is very tricky to ensure that all employees meet legislation requirements and also have the same level of safety training across Canada.

The CSA is working with the Collaborative and a working committee to support the development of a standard for workplace first aid in Canada. More on this initiative—due in the spring of 2017—can be found on the CSA website csagroup.org.

Free First Aid App



For the employees who have smartphones or tablets, here is a tool to make first aid training part of their life. The app helps people learn or refresh skills, can be a quick reference for emergency situations, and provides mini tests to validate knowledge. Obtaining one or more of the badges (which can also be shared on social media) can be a weekly goal to help keep health and safety education top of mind.

Download our Free First Aid App from Google Play, iTunes or redcross.ca/apps.

HR Professionals Can Play a Key Role in Closing the Gender Wage Gap



By Brenda Clark, CHRE

HR professionals are uniquely positioned to help ensure pay equity between men and women because they can spot potential biases and can educate managers about the issue and advise effective solutions, according to *Closing the Gender Wage Gap: A Review and Recommendations* by the Human Resources Professionals Association (HRPA).

And regulated HR professionals – CHRPs, CHRLs and CHREs – have a duty to protect the public by helping close the wage gap under their professional obligations to HRPA, the regulator of the HR profession in Ontario.

Authored by Scott Allinson, HRPA's vice president of public affairs, the report examined existing pay equity research, as well as the results of a survey of 912 HRPA members, to provide a series of recommendations for both government and business on ending a problem that is costing the Canadian economy \$168 billion per year in lost income.

The report looks at factors (often the result of unconscious biases) associated with the gender wage gap at various stages of a woman's life, from childhood education to the workplace. They include education and choosing a career path; negotiating; getting hired; wage transparency; performance evaluations; and workplace flexibility.

For example, in early life, many young women may segregate themselves from higher paid careers in science, technology, engineering and mathematics (STEM) fields because of a "stereotype threat" in

math and science, making them less likely to express interest in these fields for fear of being judged by negative stereotypes. It's also a problem that follows women who do pursue STEM careers, with studies showing male faculty can have an unconscious bias that men are more competent and hireable than women.

In the workplace, one study examined in the report looked at gender differences when evaluating job applications and found negative gender biases at play when interviewers rated women and men with identical qualifications – especially in male-dominated occupations.

And regarding workplace flexibility and balancing work and child or elder care (which is still primarily done by women), other research has shown that women with children may be penalized compared to those without. Biases may cause mothers to be seen as less competent, and offered lower starting salaries.

HR'S ROLE IN CLOSING THE GAP

HR professionals can play an important role in helping to reduce the gender wage gap because they are uniquely positioned to be able to spot the influence of potential stereotypes and biases in others, and also educate managers and supervisors about the issue and effective solutions – but only if they are equipped with the proper resources.

When asked whether Ontario's online gender wage gap resources were sufficient, 66 per cent of HRPA survey respondents said that a combination of improved labour market research, improved career



TIPS FROM DISPUTE RESOLUTION EXPERTS



HOW TO GET THE OTHER SIDE TO MAKE THE FIRST OFFER

Sometimes, getting the other side to make an offer in a negotiation is like pulling teeth. They just won't commit and you don't know what they're prepared to do.

Some people are afraid to make offers. They worry that their offers will either be too generous (and they gave away too much) or too aggressive (and you'll walk away from the table).

One suggestion is to give them the time they need to make a decision. When people feel pressured to make a decision they often become too risk-averse and conservative in their offers. So, if you pressure them, you may not like the decision they reach. Let them know that you're always ready to talk and follow up regularly.

If you can't give them the time, try reducing the pressure by suggesting that the two of you explore what options might be workable. They may be more comfortable putting options on the table rather than offers. If they suggest an option that you'd be prepared to accept, you may want to indicate that to them so that they will consider making it into an offer.

guidance and promotion of sectors targeted towards young women were the best steps that could be taken to encourage more women to pursue employment in jobs that tend to be male-dominated.

The report recommends government expand its training on pay equity issues and solutions – similar to the mandatory Supervisor Awareness Training that the Ministry of Labour requires for the *Occupational Health and Safety Act*. Sixty-eight per cent of survey respondents felt government should develop a similar on-line module for managers that focuses on the issues of cultural sensitivity, the gender wage gap and pay equity to help raise awareness of these issues.

Other ways HR professionals could help close the wage gap include:

- Changing hiring practices to include group evaluations of job applicants (instead of just one manager making the decision)
- Reviewing language used in job postings and evaluations to ensure gender neutrality
- Educating management on the gender gap issue and techniques to avoid it
- Reminding managers annually about the issue before employee evaluations occur
- Creating policies and procedures to help shrink the gap

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

"I liked the wealth of knowledge and confidence of all of the instructors and coaches. It's great to have all the resources available to you at all times throughout the training."

- Mark McGrath, HR, Nalcor Energy, St. John's

The gender wage gap in Ontario remains a serious issue – most recent data from Statistics Canada estimates the gap to be anywhere between 12 per cent to 31.5 per cent. While "equal pay for work of equal value" is enshrined in law under Ontario's Pay Equity Act, clearly a gap remains. As regulated HR professionals, CHRPs, CHRLs and CHREs have a duty to protect the public and work to correct these imbalances by staying current on pay equity techniques and approaches and helping their organizations implement effective solutions.

If HR professionals are empowered to address this critical issue, they are well suited to help bring about positive change. ■

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



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UPFRONT

WOULD YOU REHIRE A FORMER EMPLOYEE?

The majority (87 per cent) of HR managers said they would roll out the welcome mat for a returning employee who left on good terms, according to a survey from staffing firm Accountemps.

“Former employees are already familiar with the work culture, expectations and training requirements of the organization, which means less ramp-up time and fewer surprises,” said Dianne Hunnam-Jones, Canadian president of Accountemps. “Organizations should keep this in mind when an employee is leaving and make an effort to ensure that exit interviews are productive and civil, leaving the door open for great employees to return down the road.

“Before rehiring a previous employee, it is important to consider why they left initially,” said Hunnam-Jones. “While a worker who left to pursue professional development opportunities might be coming back with more to offer in skills and experience, an employee who left feeling dissatisfied may return similarly unmotivated. Hiring managers need to ensure that employees are coming back for the right reasons, and are enthusiastic about once again being part of the organization.”

Accountemps offers the following tips to companies that want to leave the door open for departing employees:

- 1. Conduct exit interviews:** Get feedback from employees who resign and act on the information if it improves the work environment.
- 2. Part ways professionally:** Avoid isolating those who've given notice. If they are leaving on good terms, treat them as members of the team until they walk out the door for the last time.
- 3. Communicate intentions:** If you think you'd like to rehire exiting employees, let them know they'd be welcomed back. Sometimes the grass isn't greener somewhere else, and they might jump at the chance to return.
- 4. Stay in touch:** Keep in contact with former employees who were top performers. You never know when their situation might change and they'll be in the market for a new job.
- 5. Consider “boomerangs” for different roles:** If they've gained new skills and experience, they may be better suited for other positions or departments.

AS INNOVATION BECOMES A TOP BUSINESS STRATEGY, HR NEEDS TO THINK CREATIVELY

Cost management, talent management and productivity remain top current priorities for HR and non-HR business leaders in 2015, unchanged from 2013. But for the first time, innovation is now a leading business priority, according to the latest Chartered Institute of Personnel Development (CIPD)/Workday HR Outlook leaders' survey.

The findings highlight that new ways of working and operating is an increasing reality for organizations. However, while there is general agreement about overall strategic priorities, it seems to be less clear to the wider business how HR will contribute to achieving them. Despite nearly three-quarters of HR leaders saying that their current people strategy will help the organization achieve its future priorities, just a quarter of other business leaders agree. Also, although 31 per cent of non-HR business leaders think HR should be focusing on diversity to help achieve innovation in the workplace, just 19 per cent of HR leaders said they were.

“With people being at the heart of how businesses operate, HR has a significant role to play in wider organizational innovation,” said Dr. Jill Miller, research adviser at the CIPD. “This requires business-wide

IF YOU THINK YOU'D LIKE TO REHIRE EXITING EMPLOYEES, LET THEM KNOW THEY'D BE WELCOMED BACK. SOMETIMES THE GRASS ISN'T GREENER SOMEWHERE ELSE, AND THEY MIGHT JUMP AT THE CHANCE TO RETURN.



systemic thinking and action to effect change, but the good news is that we can see from the report that the appetite from non-HR business leaders for HR to drive this change is there. HR leaders need to focus on growing technological and analytical capabilities within the function, so it has the ability to meet future business requirements and really flourish in the evolving world of work.”

The report also found differing views on the use of HR analytics, particularly due to a lack of awareness of the current and potential value outside of the HR function. For example, when non-HR leaders were asked to describe the analytic capability in their HR department, almost three in 10 said they didn't know. Moreover, 28 per cent said their HR department doesn't share their analytics with key stakeholders.

“If the HR function is to truly demonstrate its value-add within the business, HR analytics are a key way in which they can move conversations from ‘I think’ to ‘I know,’ and have access to data to form

persuasive, evidence-based arguments for people management decisions,” said Miller. “However, our research suggests that HR professionals need to better illustrate the insights they have at their disposal to key stakeholders outside of the function, in order to show the value that they can bring to wider business objectives. What gets measured gets managed, but only if that analytical data is interpreted and the rest of the business is engaged with the results.”

LESS THAN 10 PER CENT OF BUSINESS PROCESSES WILL SOON RELY ON PAPER

Data is the lifeblood of business today, and it's not easy digging through it to uncover insightful, actionable intelligence. That's one takeaway from a survey of 600 IT decision-makers in large U.S., Canadian and Western European organizations. The “Digitization at Work” report from Xerox shows that the move from paper to digital processes is nearly upon us; however,

many survey respondents admit they may not be ready for it.

The report found broad concern over paper-based processes, with cost (42 per cent) and security (42 per cent) cited as primary issues. Forty per cent of Canadian respondents said cost reduction was the prime reason for digitization, followed by improved data collection at 33 per cent. Survey respondents predicted an average of only nine per cent of key business operation processes will run on paper in the next two years.

But more than half of the respondents admit their organizations' processes are still largely or entirely paper-based, and about one-third are still communicating with end customers via paper, rather than email or social channels. This is despite the fact that 41 per cent agree moving to digital workflows will cut organizational costs, and 87 per cent appear to have the skill sets available to make this happen.

The key reasons Canadian executives said they are still printing documents was for hard copy reference (69 per cent),

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signatures (65 per cent) and sharing (48 per cent).

TAKE YOURSELF OUT OF YOUR COMFORT ZONE TO RE-SPARK YOUR CREATIVITY, SAYS DAVID USHER

Former Moist frontman David Usher spoke with HRPA's Duff McCutcheon on why creativity is important for everyone and how to re-engage your creative self.

WHY IS BEING CREATIVE SO IMPORTANT TODAY?

David Usher: The world is moving faster, and technology is moving us out of our comfort zones. Creative thinking isn't just about building better things, it isn't just for arts – you can apply it to anything. All fields are moving at an incredibly fast pace right now, and for people to keep up, they need to engage their creative thinking and creative thinking methodology. Because as the world changes so quickly, you need to start being more dynamic in how you can interact and engage with problems.

Creative thinking provides tools to be agile and nimble and work through problems quickly.

WHY DO YOU THINK ANYONE CAN BE CREATIVE?

DU: If you go into any kindergarten classroom, you're not going to see five kids being creative and the other 20 sitting around like lumps waiting to be told what to do – they all instinctively know how to play and imagine. That's the natural state.

As we get older, we're all taught how to sit still, how to think in straight lines – the rules.

Creativity really is in all of us, it just needs to be re-sparked.

YOU SAY CREATIVITY IS 5 PER CENT INSPIRATION AND 95 PER CENT WORK – WHAT'S THE WORK PART?

DU: A lot of people think creativity is all about the idea – but that's really a small section of the deliverable. To actually get something to a final process, whether you're a musician or an entrepreneur, it's all the other things that go into making

the idea a reality – the planning and the execution.

AND THE OTHER 5 PER CENT INSPIRATION? WHERE CAN WE LOOK FOR IDEAS?

DU: Inspiration is all around us, but it's our job to open up and figure out how to start engaging with the world again. I think as people get older, it's very natural to fall into specific patterns.

My biggest advice to people when they're trying to re-engage their creativity

and re-engage their openness to ideas is to physically break your patterns – stop doing the things you're always doing. It can be as simple as having your coffee in a different way today, taking a different route to work, going somewhere different for breakfast. If you're used to taking kickboxing, try modern dance. Do things physically that are going to break your patterns and open you up to a different set of ideas.

If you want to think differently, you need to live differently. ■

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Handling Risky Terminations

CONSIDERING PREGNANT, DISABLED AND OLDER EMPLOYEES

By Megan Burkett

Most companies would prefer to avoid terminating pregnant, disabled or older employees due to the risk involved. However, a company may be considering these terminations for reasons such as company restructuring, performance concerns or an employee failing to satisfy obligations under the accommodation process.

There are a number of initial steps a company should take to fully understand the risks of such terminations. This includes considering legal requirements, the financial exposure of the terminations and steps to take to avoid or minimize the risk.

REVIEW LEGAL REQUIREMENTS

The legal requirements for these terminations can include obligations under human rights, employment standards, workplace compensation legislation and/or increased exposure under the common law.

Terminating a disabled or older employee can result in discrimination under human rights legislation. There is a duty to accommodate an employee with a mental

or physical disability, which can include providing the employee with a leave of absence and modifying the job when the employee is able to return to work. For older employees, mandatory retirement has essentially been eliminated across Canada with some limited exceptions. As a result, an employee cannot be forced to retire at age 65 and it is a violation of human rights legislation to discriminate on the basis of age.

In Ontario, there are essentially protected periods for leaves of absence, such as a pregnancy and parental leave, under the *Employment Standards Act, 2000* (the “ESA”). There is a potential reprisal if an employee is terminated prior to, during or shortly after the leave. A company also has an obligation to reinstate the employee to their most recently-held position upon their return to work. If the position no longer exists, then the employee should be reinstated to a comparable position.

The *Workplace Safety and Insurance Act, 1997*, in Ontario has similar types of requirements, including re-employment obligations and, where a termination

occurs within six months from the date the employee was re-employed, a presumption that the employer has not met those obligations.

Terminating during the time periods referenced above carry an increased risk. If a termination is being considered, waiting until the employee is outside of these protected periods is the safer option.

DAMAGES

For common law termination entitlements, age is one of the main factors in assessing reasonable notice. As a result, termination packages for older workers are often larger. It can be more difficult for older workers to mitigate their damages and find employment.

For a short-service employee, the amount of compensation and damages that can be awarded under human rights legislation or for a reprisal under the ESA can be significantly more than the employee would receive compared to the common law.

Courts have the ability to award damages for a breach of human rights in addition

legal words

to wrongful dismissal damages, general damages and punitive damages. The common range for damages for a breach of human rights in Ontario at the Tribunal or in the courts is \$5,000 to \$35,000, although there are cases with damage awards of significantly higher. Employees can also be awarded loss of wages until re-employment, loss of benefits and damages for injury to dignity and self-respect.

HOW TO AVOID OR MINIMIZE THE RISK

There are a number of ways for a company to minimize its exposure and risk for a high-risk termination. Employment agreements with a termination clause can limit the common law termination amounts an employee may be entitled to.

Employee handbooks and company policies can offer legal protections to companies, including language regarding group insurance benefits during a leave of absence and when those benefits can be terminated, the reporting of absences from work, when medical documentation

is required and obligations to return to work following a leave of absence.

Performance documents can be key to defending a case. There is a common misconception that warning letters and performance reviews will only be useful for a just cause termination. However, documents relating to performance issues can be very helpful in defending all types of legal proceedings, including human rights, employment standards, workplace insurance and/or court actions. If a company is alleging performance concerns as the reason for the termination, these types of documents are essential in proving those allegations.

Before making the decision to terminate, a company should consider the other options, including delaying the decision to a time when it is less risky to proceed. For those employees suffering from a disability and on a lengthy leave of absence, frustration of contract can be considered. With a successful case of frustration, only statutory termination entitlements have to be paid. No common law amounts are owed and, subject to the duty to accommodate,

this can also protect against potential human rights violations.

With restructuring, other options to terminating an employee on a leave of absence are to delay the termination or notify the employee of the restructuring, but that their employment status would not be affected until they return to work. That way, there is not a negative impact on employment insurance or disability benefits compared to if the company had triggered the termination. Companies should also have documentation to support the restructuring and the decision behind the employees that were selected for termination as a defence to a claim.

If the decision has been made to terminate a high-risk employee, a company may want to consider providing a more generous termination package to encourage the employee to accept. Obtaining a proper release that covers all claims including the termination of benefits and human rights violations is important. ■

Megan Burkett is an employment lawyer with Keyser Mason Ball, LLP.



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MANAGING PERFORMANCE MANAGEMENT

BUSINESS IS CHANGING; SHOULD YOUR PM SYSTEM BE EVOLVING, TOO?

By Melissa Campeau

Imagine a workplace that hums with cooperation and collaboration. Workers are fully engaged in what they're doing, knocking projects out of the park and happily going the extra mile for colleagues.

Now imagine it's performance review time. Is the hum still happening? Does it come to a screeching halt? If so, do the end results justify the time, effort and disruption of that hard-won flow? And is the process as agile, innovative and productive as the organization wants to be?

According to a recent survey by Corporate Executive Board, a whopping 95 per cent of managers say they're dissatisfied with their performance management

(PM) systems and 90 per cent of HR executives don't believe their existing systems yield accurate information.

Those "existing systems" are likely to follow similar tracks: employees – working with their supervisors – establish yearly goals, then managers appraise and rank employees' performance in relation to those goals at the end of the year on a numerical scale, tied to salary, bonus and promotion opportunities. There may or may not be a set number of check-in periods during the year to ensure employees are on track to meet their goals.

"Most PM systems are imperfect, but they're also such an integral part of an

organization's culture that resistance to change, combined with the lack of a new recognized standard for performance management, has tended to keep organizations using the old tools," said Jose Tolovi Neto, managing partner with Great Place to Work Institute, Canada.

But new ideas and new tools are in the works, now. And a growing number of high-profile companies have tried their hands at shaking up their PM system. GE, for example, abolished its bell-curve ranking system, which involved assigning employees a score relative to their colleagues. Accenture CEO Pierre Nanterme says his company will replace the yearly

reviews and rankings with what he calls timely, personalized employee feedback. Microsoft completely retired ratings and annual reviews and says it's now emphasizing continual learning and growth. Deloitte has made some of the biggest changes of the pack, doing away with cascading objectives, annual reviews and 360-degree feedback tools, and replacing them with new ways of collecting reliable performance data, constant learning and feedback and one-size-fits-one initiatives.

If there's change in the air – and the number of organizations redefining PM systems suggests there is – that's really just par for the evolutionary course. A quick review of the history of PM shows distinct shifts in philosophy over time. The personality appraisals popular in the 1950s, for example, eventually gave way to the introduction of psychometrics and ratings scales in the 1970s, followed by an increased focus on engagement and motivation in more recent decades. If we're in the midst of change, then, it's perfectly natural.

A TOUCH-UP, OR A RENOVATION?

There's more than one school of thought about if and how to shake up a PM system for better results. But much like an underperforming employee, a system that's not living up to expectations may not necessarily need out-and-out replacing; adjustments to specific trouble zones could potentially solve the problem in a less disruptive way.

After all, the bones of a traditional performance management system make sense.

"The system drives you to establish goals for the next performance period," said Tony Papa, SVP of global HR at Federal-Mogul Motorparts. "It drives you to meet, set up a review process and drives you to meet again – to track the performance against the actions and against the objectives."

At that point, says Papa, managers and employees have a chance to adjust course, if necessary.

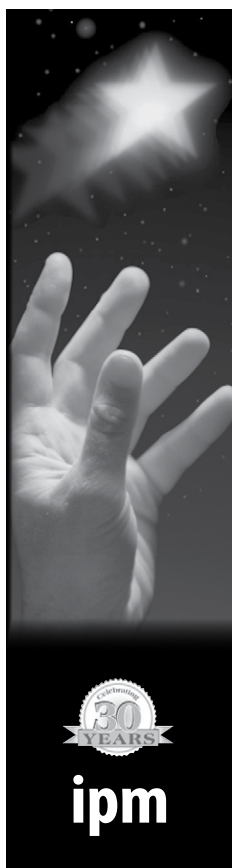
THE EVOLUTION OF WORK

One frequent complaint about PM systems is that they no longer reflect the way business works. The 12-month cycle of the typical PM program, for example, lines up with very little in most work environments. A December review to talk about a project that wrapped in August, for example, or a major bump in the road in May or a big win in March isn't practical or all that useful.

Younger employees, in particular, tend to want more consistent direction and feedback. As a result, many organizations are encouraging managers and employees to connect more often between official review periods.

"We seem to be identifying a move towards more regular informal checkpoints, or 'performance conversations,' as well as tools that allow employees to register 'performance moments,' like completed projects, positive feedback, awards and achievements and so on," said Tolovi Neto.

There's no one correct formula. The frequency for those check-ins is something



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organizations – and the managers and employees involved – will need to determine for themselves.

“One of the challenges is to find what that ‘sweet spot’ is,” said Claudette Knight, VP of talent management at Meridian Credit Union. “I don’t think doing a mid-year interview and end-year interview is frequent enough, but also employees should not feel bombarded by constant feedback or almost relentless input into how they’re performing – I think people would find that overwhelming.”

There’s also the issue of what should be covered during those check-in sessions.

“It can be typical, as a manager, to focus solely on high-level updates, because many companies are so busy,” said Knight. “The challenge with this approach is that it means the employee is getting short-changed on the real development aspects of performance management, which are often a source of employee engagement and will actually drive better performance. I think you need to be very intentional as a manager to ensure that coaching and asking thoughtful questions are core components of your performance management practice.”

Establishing smaller-scale goals, either in place of or in addition to the yearly goals, can pair well with the frequent-meeting process. The smaller goals give managers and employees motivation to meet regularly, and keep the process more agile and timely.

Another way to look at review meetings is to consider the bigger organizational picture and how the employee is contributing.

“Mission and financials are what we’re doing at work, if you boil it down,” said Mark Cook, growth leadership consultant with performance improvement company O.C. Tanner. “Not the mission that’s on the wall behind the receptionist, but the real reason we drive to the parking lot and come into the building every day. Find out how the employee has contributed to this in the past year.

“Financials is a little harder,” said Cook, “but it’s why we’re doing what we do, so why not have that conversation?”

He suggests employees should understand the six levers that affect financial performance (revenue, expenses, cash

MANY ORGANIZATIONS ARE ENCOURAGING MANAGERS AND EMPLOYEES TO CONNECT MORE OFTEN BETWEEN OFFICIAL REVIEW PERIODS.

flow in, cash flow out, assets and liabilities), and then understand how what they do impacts them.

“Ask if they’ve found a great asset in IT, reduced the amount of money the company has to borrow or found a cost savings somewhere,” said Cook.

Questions like this can help employees feel connected to the bigger picture.

“I don’t think anyone’s asking these types of questions, but they should be,” he said.

At the other end of the spectrum, there’s the more radical approach of scrapping the year-end review altogether. At Gap, for example, the company ditched the traditional review process and replaced it with monthly one-on-one conversations as part of a new PM process called “Grow, Perform, Succeed.” Part of the motivation for the redesign was to take some of the

formality – and, therefore, the tension and awkwardness – out of reviews and encourage quality conversations in a less threatening format.

RATINGS AND RANKINGS

A common trouble zone for many organizations is the rating and ranking system, where employees are assigned a score based on how well their performance stacked up against stated goals. While it serves an important purpose in theory – helping management spot the high-performance employees and weed out the underperformers – it can also introduce some challenges.

“The success of most traditional performance review processes is dependent on the talent of the manager leading the process,” said Tolovi Neto. “We also often

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hear that the review results are usually a reflection of how the manager perceives the employee, rather than being based on measurable facts.”

Food processing company Cargill, for one, found their ratings system wasn't a trustworthy indicator of performance or engagement, so they set up a three-year, no-ratings pilot project to see what would happen. Year over year, 90 per cent of the people involved in the pilot reported that their experience was positive, so Cargill has now expanded the pilot to the entire company, doing away with the ratings systems altogether.

The practice of ranking employees, in which many organizations apply a bell curve to the ratings results, has come under scrutiny, too. Recent research suggests this process inhibits collaboration. A 2015 *Harvard Business Review* article noted that because systems like this prevent everyone from getting top marks, employees learn that hard work doesn't necessarily pay off. Even with a team full of A-players, a manager has to rank some higher or lower than others. This, say the researchers, encourages competition rather than collaboration among teams. It's an argument that made sense to Microsoft, convincing the company to drop its ranking system in 2013 – a move the company says has noticeably propelled collaboration.

Even without the curve system, Kansas State University researchers report that simply assigning people a numerical rating that's less than the highest score can be interpreted by them as negative feedback, and that typically people don't react constructively to negative feedback.

“One of the inherent challenges with ratings is that an employee might think he's doing a really good job and a manager might think he's just doing an okay job,” said Knight.

As a result, employees feel frustrated and may perceive the organization to be less than fair.

ROOM FOR CONFUSION

Ratings and rankings do provide valuable metrics and information for management. Getting rid of them generally means replacing them with some other process.

Some choose to engage in very structured conversations with employees about performance. For example, HR might suggest specific questions on such topics as collaboration, innovation and so on, and then offer some training on how to discuss these issues with employees.

Other organizations opt for more of a “guided conversation,” where employees discuss the goals they've set for themselves, their progress, what they've added to the company in the past and what they'll bring to it in the future.

While the conversations are meant to be casual enough to remove some of the anxiety around performance management, they need to be structured enough to be consistent and fair.

A well-structured system is also a benefit for organizations that operate in multiple countries, helping to navigate cultural differences and avoid miscommunication and the appearance of subjectivity.

“I've had the good fortune of putting performance management systems in organizations across the globe, so I've seen the effects of doing it in a very structured manner,” said Papa. “When you're trying to do that across the globe, you have different values, different skill sets and people come from different walks of life. Having a good PM tool gives you framework and structure to align the organization, drive proper decision-making and proper strategic planning.”

COACHING FOR BETTER PERFORMANCE

One of management's stickier challenges is how to handle an underperforming employee. “Constructive criticism,” so the theory goes, will help motivate the employee to achieve better engagement and performance. Anyone who's been on the receiving end of such criticism, though, might disagree.

“We call it constructive criticism, but it's an oxymoron,” said Cook. “There's no construction when you're doing demolition. When someone does a lousy job, you have three choices: You can do nothing. Someone thinks they did a great job, and life goes on. Your second option is to write or call back and say that wasn't what you wanted and ask if they could show you something else instead. With this option, you might get what you want, but you just torpedoed the other person's day. You're 'just being honest,' or 'just giving feedback,' but you've done a number on the other person.”

Cook says that in his previous work in the sales arena, there was consensus among managers that you just couldn't afford to give negative feedback.

“If someone does something negative, you can handle it – it's your job to handle

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it – but you have to handle it in a positive way,” he said.

The third and best option, says Cook, is to figure out how to ask for what you want the employee to do differently, in a way that’s entirely positive.

“When you do this, the focus isn’t on what the person did wrong in the past, but on resculpting what you need now and in the future – what should have happened rather than what didn’t,” he said.

So if a report didn’t cover the ground a manager hoped it would, he might reach out to the employee and say, “Thanks for the report. I really did appreciate the work you put into it and I’m wondering if I could see even more information,” said Cook. “Could you expand a bit on point X? And I’m really interested in a high-level version of point Y, in addition to the specific version you’ve given me, which I’m going to use, for sure.”

On the receiving end, says Cook, an employee hears that a manager valued his work and is looking for more help, and he’s got specific instructions on what to do next.

“I think it’s a much healthier way to give feedback,” said Cook. “I would then get really specific about when you want the task done and ask if they’ll do it.”

Cook admits this approach takes practice.

“It’s more work on the leader’s part to recast all the negative feelings and present them as positive potential rather than failure,” he said.

This is where managing is moving more and more into the realm of coaching. A recent report out of University of North Carolina’s Kenan-Flager Business School supports this idea. Researchers there found that workers no longer see their managers as subject-matter experts, as they did a generation ago. Younger workers who’ve grown up with the Internet believe all the expertise they need is available at their fingertips. To them, a manager’s role is to serve as mentor and coach, helping them constantly learn and grow on the job.

“Communicating – and doing it well – is an integral part of PM,” said Tolovi Neto. “When it’s done right, the byproducts of that are employee engagement and empowerment.”

FINAL THOUGHTS

Great performances, organization-wide, aren’t going to happen organically. And while a lot can go wrong with PM systems, with strategy and effort, a lot can go right, too.

After all, the tenets of performance management are solid: a recent CEB study found setting goals increased performance by 36 per cent. And even feedback – a touchy subject at best – can be productive if it’s done positively.

“If the system is properly designed, activated, sponsored and understood by all involved, it can be a great method of building employee engagement,” said Papa.

Business is changing, so the systems that support our organizations – and our people – shouldn’t be stuck in neutral. The most successful PM systems will evolve with the times, stay nimble and reflect what drives, encourages and maintains the best possible employee performance. ■


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Becoming a Professional Regulatory Body

Over the last few years, there has been a sea change in the way the Human Resources Professionals Association (HRPA) governs and regulates its members. Yet, much of this transformation has been and remains invisible to members. Here is a quick recapitulation of what has transpired over the last few years.

Although HRPA became a professional regulatory body in 1990 with the passage of the *Human Resources Professionals Association of Ontario Act, 1990*, the realization of what this actually meant would take a long time. In 1990, the Act was seen as recognition of the then-new CHRP designation by the Ontario Legislature. It was, in fact, much more than that – it made HRPA a professional regulatory body, although HRPA hadn't quite processed that at the time. Consider the graph on the following page – it shows the number of times the words *regulate*, *regulation*, *regulator* or *regulatory* appeared in HRPA's

annual reports, excluding the instances when those words were used referring to something other than HRPA's mandate as a professional regulatory body. Although HRPA was a professional regulatory body, it certainly doesn't look like it knew it was at the time.

Starting in 2008, there was a growing realization that HRPA was indeed a regulatory body. One turning point was when HRPA received a letter from the Ministry of Training, Colleges and Universities (MTCU) informing HRPA that our professional occupation had been identified as being subject to the labour mobility chapter of the Agreement on Internal Trade (AIT). The letter invited HRPA to participate in orientation sessions to discuss the implementation of what would become the *Ontario Labour Mobility Act, 2010*. Most notably, however, the letter began with "Dear Regulator."

Already in 2008, the idea had begun to take hold that HRPA should one day

pursue a public act. At that time, it was thought that this would be a 10- to 15-year project. Nonetheless, HRPA set out to upgrade its regulatory processes in anticipation of this possibility. The idea was that by doing all we could to regulate the profession under our private act, it would make it more likely that HRPA would be successful in getting a public act. This turned out to be a good idea.

The upgrade started with the *HRPA Rules of Professional Conduct*, first published in January 2009 and taking effect in June 2009. Among other things, these rules introduced the professional liability insurance requirement for members in independent practice. Also in January 2009, HRPA placed its public register online, which was by then already common practice among professional regulatory bodies in Ontario. Soon after, in March 2009, the Legislature passed Bill 158 – *An Act to repeal and replace the statutes governing The Certified General Accountants Association*

THE UNTOLD STORY

By Claude Balthazard, Ph.D., C.Psych, CHRL

of Ontario, the *Certified Management Accountants of Ontario and The Institute of Chartered Accountants of Ontario*. Our 1990 Act was borrowed nearly word for word from the *Certified General Accountants of Ontario Act, 1983*, also a private act – if the Legislature was to upgrade the certified general accountants from a private act to a public act, why not human resources professionals?

Work began in earnest on a new public act to replace our 1990 private act. Bill 138, *An Act Respecting the Human Resources Professionals Association* was introduced in the Legislature on Nov. 23, 2010. Interestingly, this time around our new Act would be borrowed virtually clause-for-clause from the *Certified Management Accountants Act, 2010*, which itself was very close to the *Chartered Accountants Act, 2010* and the *Certified General Accountants Act, 2010*.

Continuing with the idea that HRPAs had to be what it wanted to become, HRPAs

set out to completely revamp its regulatory processes. HRPAs knew that if it were to be regulated by public act, it would fall under the oversight of the Office of the Fairness Commissioner. In 2009, the HRPAs Board of Directors made the commitment that HRPAs' registration and certification processes would comply with the Fair Registration Practices Code which is embedded in the *Fair Access to Regulated Professions and Compulsory Trades Act, 2006* (FARPACTA). In fact, HRPAs went so far as to draft a Fair Registration Practices report as if it had been subject to FARPACTA and presented this report to the Fairness Commissioner. No professional regulatory body had ever demonstrated voluntary compliance in this way before. It made an impression.

At the same time, HRPAs began taking its place as a member of the regulatory community by participating in organizations such as the Canadian Agencies for Regulation (CNAR), the Council on Licensure,

Enforcement & Regulation (CLEAR) and the Ontario Regulators for Access Consortium (ORAC).

In 2011, there was big push to update our by-laws to be in line with the bill working its way through the Legislature – well, as much as our private act would allow, anyway. By then, HRPAs had realized that as a professional regulatory body, its hearings were subject to the requirements of the *Statutory Powers Procedure Act, 1990* – again, a big jump in terms of sophistication of our proceedings.

In 2012, the Good Character requirement was introduced as a condition of HRPAs membership and its rationale outlined in a December 2012 *Canadian HR Reporter* article. In 2012, with the increased sophistication of its regulatory processes, HRPAs introduced its Code of Conduct for Members of Adjudicative Committees and

Continued on page 27



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Continuing Professional Development Needs Analysis

Prepared for
Barbara
CHRL
Date: Jan

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In 2013, HRPAs focus shifted to updating our competency framework. But the big event of 2013 was, of course, the passage of the *Registered Human Resources Professionals Act, 2013*. Our new Act made it quite clear that promotion and protection of the public interest was HRPAs primary objective.

The following year, 2014, saw the completion of the *HRPA Human Resources Professional Competency Framework* and the launch of the new competency framework. At the same time, there was a growing realization that the professionalization of HR and HR professionals was the “big picture.”

THE CURRENT LANDSCAPE

So where are we now? Just as we had finally caught up with our 1990 private act, our new public act moved the goal posts on us. There are sections of our new Act that still need to be implemented – specifically, the registration and regulation of firms and the implementation of the bankruptcy section of our new Act.

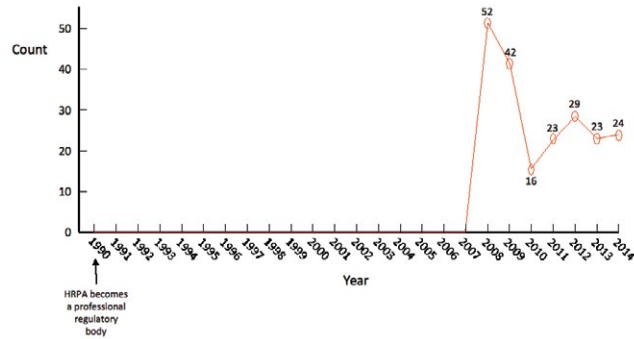
At the same time, the topic of professionalism was starting to get some traction.

Although acts can be passed in a day, it takes much longer for the implications and ramifications of such acts to become clear. Just as it took years for the profession to realize the true meaning and impact of its first private act, it may take years for it to fully realize the meaning and impact of its new public act. The next steps in the evolution of our profession are just beginning to emerge. It will involve a maturation of our institutions, but it will also involve a mindset shift. For instance, we are just beginning to grasp what promoting and protecting the public interest might mean for the profession and for its members.

The HR profession has truly come a long way in a short period of time. If the transformation of HR as a profession continues at this pace, who knows how far we can get in the not-too-distant future. ■

Claude Balthazard is HRPAs vice president, Regulatory Affairs and Registrar.

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HR HORROR STORIES



PART III

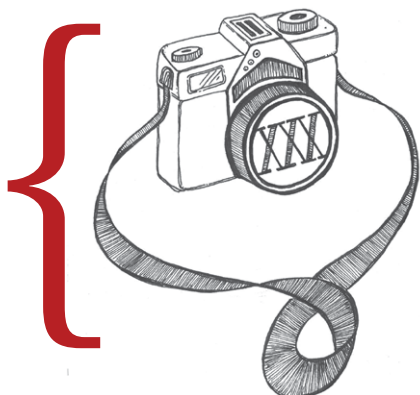
HR Professional's *HR Horror Stories Part III* contest received more than 25 entries from across Ontario, including many hair-raisers that show how crazy this profession can be. We narrowed down the top five and let HRP members vote for the three best. Here is what they chose:

FIRST PRIZE: IT PAYS TO PROOFREAD

Years ago while working as a recruiter, I received an interesting resume from a photographer. The man had all the right skills for a professional photographer, but unfortunately the first line of his resume was a little perplexing to me. When I contacted the gentleman, he told me he was quite grateful to receive my call because he had been applying for work for over a year and had sent out hundreds of resumes with no response. He had been looking for work as a professional photographer of school and sport team pictures.

I told him I thought he may have made a huge error on the very first line of his resume that could be deterring prospective employers – instead of stating, “Over 20 years in the photography industry,” his resume read, “Over 20 years in the pornography industry.”

He was shocked he had never caught the error before. His computer program had incorrectly autocorrected his resume and placed the word *pornography* in his resume. No wonder he wasn't hearing from any schools or sports teams! The man contacted me



"I TOLD HIM I THOUGHT HE MAY HAVE MADE A HUGE ERROR ON THE VERY FIRST LINE OF HIS RESUME THAT COULD BE DETERRING PROSPECTIVE EMPLOYERS – INSTEAD OF STATING, 'OVER 20 YEARS IN THE PHOTOGRAPHY INDUSTRY,' HIS RESUME READ, 'OVER 20 YEARS IN THE *PORNOGRAPHY* INDUSTRY.'"

Illustration by Crystal Carrette



only a few weeks later and after having made the correction to his resume, he had landed a position with a photography company. It goes to show how very damaging one word can be.

Proofread! Proofread! Proofread!

Stacey Bell, CHRL
Walkerton, ON

SECOND PRIZE: SAME NAME, WRONG TERMINATION

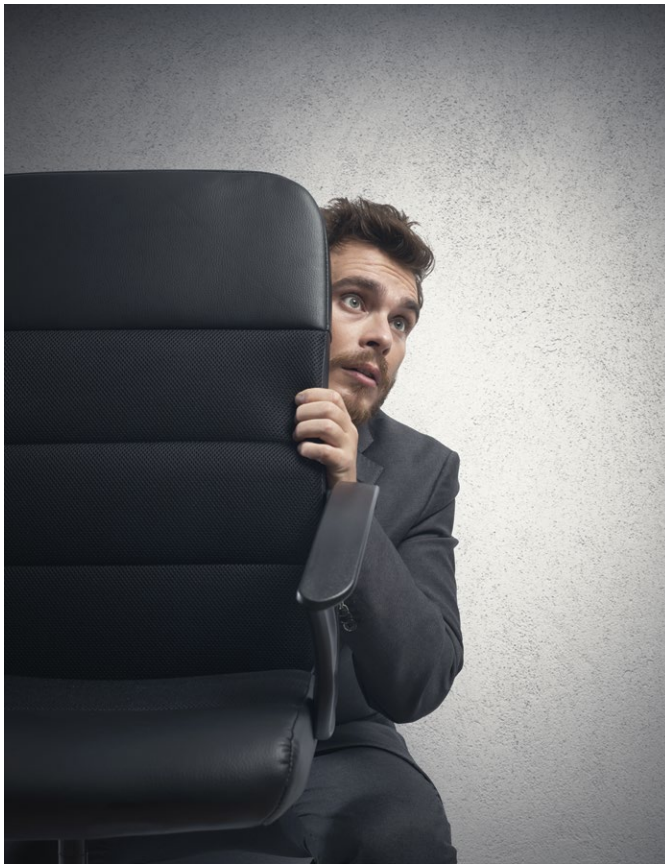
Early in my career, I worked for a mid-sized manufacturer that had fallen on hard times due to the economy. The senior executive team focused on keeping everyone employed rather than laying off staff. Under their guidance, the focus on research and development escalated while manufacturing was reduced. Knowing they would need skilled manufacturers once the market rebounded, they eliminated several third-party contracts and had staff assume those duties. Employees became groundskeepers, cleaners,

temporary clerical support – whatever job was available. Despite these efforts, ultimately it became evident that they would have to lay off some staff and they reluctantly decided to lay off 40 individuals. The selection of the individuals took many weeks as the executive team worked to ensure that skilled employees were retained so the business would not be jeopardized when the market recovered.

Four hours after all notifications were given, an employee asked to speak to the HR and manufacturing managers. He explained that he was concerned because he had seen a lot of activity over the morning while he was planting flowers in the garden and wondered where his colleagues had gone.

The reality quickly set in...he had the same name as another employee who had been working on the critical research and development innovations. The supervisor who was tasked with coordinating the layoff meetings did not realize there were two employees with the same name.

The wrong employee had been laid off.



Despite quick communications to the wrongly laid off employee, we learned he had immediately walked directly to our competitor, who promptly offered him a raise and a comparable position that started the next day.

The final insult? The firm had not yet “gotten around” to sending the non-compete agreements to those working on the research and development project, nor had they provided any details regarding confidentiality expectations. At that time, there was little the company could do to minimize the impact of this error and it suffered significantly as a result.

*Maureen Castella
Ottawa, ON*

THIRD PRIZE: GETTING IN CHARACTER

A few years ago, I interviewed an individual for a contract position requiring advanced computer skills.

In addition to possessing other standard software skills, the applicant had a degree in animation. The interview included standard questions, like, “Why are you interested in this position?” The applicant indicated that she was a good fit because she was focused and creative. As an example of her creativity, she provided detailed information of a computer game she had created and explained how she developed the main character based on her own personality and interests.

What followed were more standard interview questions, like, “What are your strengths and weaknesses?”

The applicant answered all of my questions from the perspective of the lead character in her video game, and made reference to the storyline of the video game to elaborate on her answers.

For example, when I asked her to provide examples where her contributions were instrumental in the success of a project, she responded how her character need to get consensus with other characters to develop a strategy to fight a common enemy in the game. Apparently, these characters joining the game were not always well known to her (the main character) and she had to understand how to navigate alliances and motives.

Although she would be able to provide better answers, she attributed much of her skills to lessons learned in developing and playing her game. She shared with me that her fellow gamers and the characters they assumed had varied interests, personalities and work styles just like people in the real world.

I had to gently guide her with leading questions to get her to respond as herself, including telling me about her work on a “real-world” team and how she worked successfully with others on a project.

Only with this type of coaching was she able to relate any of her responses to her previous roles in the real world.

*Joanne Lair
Mississauga, ON ■*

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Employees of Habanero Consulting Group enjoy a high level of camaraderie, one of the core reasons why the company has been awarded #1 Best Workplace in Canada in the medium-sized company category by the Great Place to Work Institute

Connecting People to Purpose

CAMARADERIE AND ITS ROLE IN THE WORKPLACE

By Heather Hudson

When a Habanero Consulting Group employee returned to her Calgary home days after floodwaters ravaged the city in June 2013, she found many of her belongings underwater. Wading through the main floor, she surveyed the damage and wondered how to even begin to salvage what was left.

Originally from the UK, she didn't have family nearby to help source what was needed to dry out her home and sort through waterlogged possessions.

Fortunately, another kind of family swept in to help. For over a week, her colleagues from Habanero showed up with supplies, food, expertise and a donated generator that powered fans and a sump pump.

"The Habanero family showed up and spent a week digging sludge out of a basement, doing construction work, brewing tea – whatever it took to get their colleague back on her feet," said Habanero president, Steven Fitzgerald.

According to Jen Wetherow, senior national director of Great Place to Work Institute Canada, the connection Habanero colleagues share is one of the reasons why the company has been named the #1 Best Workplace in Canada in the medium-sized company category by the Great Place to Work Institute.

"When we look at winning organizations, we see great diversity in terms of sector, industry, size and location... But in each of them, employees trust the people they work for, take pride in what they do and enjoy the people they work with," said Wetherow. "It's about these three basic relationships and the last one embodies camaraderie."

Fitzgerald says camaraderie is built into the DNA of his company.

"I believe there is huge strategic potential in the idea of camaraderie," he said. "It's a bit of a sleeping giant in our organizations – a living, breathing element that can have a huge impact if nourished and brought to life in the right ways."

With three offices in three time zones – Vancouver, Calgary and Toronto – Habanero's leaders need to be strategic about camaraderie. Putting together teams that work well together, using technology like an internal enterprise social network to connect employees and hosting a lunch for employees every Friday are just some of the ways they nurture the connection employees feel to each other and to the company.

"When you structure your organization well, it helps build relationships and helps it function as one," said Fitzgerald. "[Because we're connected], we get to use the collective brain of our entire

workplace culture

organization. People are comfortable with each other, so they get up to speed faster and are more powerful as teams.”

BENEFITS TO THE BOTTOM LINE

According to Wetherow, there’s a strong correlation between high-performing organizations and high-trust organizations.

“Building on this trust is one of the best investments a company can make,” she said. “It leads to lower turnover, greater innovation (when people feel safe to take risks) and higher productivity (when competition amongst employees is replaced with collaboration). There is a bottom line advantage for companies that can successfully nurture these relationships.”

In fact, Great Place to Work Canada research indicates that publicly traded 100 Best Companies consistently outperform major stock indices by a factor of two and they enjoy 65 per cent less turnover, among other benefits.

WHAT CAN LEADERS DO TO FOSTER CAMARADERIE?

Wetherow says camaraderie is about creating a space that nurtures the development of high-trust relationships. She offers a series of specific steps HR leaders can take to help accomplish that.

HIRE FOR CULTURAL FIT

In the Best Companies, leaders hire for cultural fit first.

“This doesn’t mean you’re looking for a homogenous group of people. Diversity is essential for innovation and should be pursued in hiring, but not when it comes to shared values,” said Wetherow.

Habanero invests up to 20 hours per hire in a recruitment process that includes a series of fit interviews followed by an opportunity for candidates to interact with the team they may join.

WELCOME NEW HIRES WARMLY

If you want to foster an emotional connection to the company’s deeper purpose, a great opportunity is at the outset.

“The onboarding process offers a unique and fleeting moment for management to tell their story and inspire feelings of pride and camaraderie. Use this time to help newcomers understand the higher purpose of their daily contributions. Coordinate and support activities that will allow these employees to connect socially and know they are truly welcome,” said Wetherow.

CELEBRATE IMPORTANT EVENTS

A birthday cake in the conference room is a nice gesture, but honouring important milestones in an employee or team’s evolution is an ingrained part of a well-connected company’s culture. Investing time, space and resources to celebrate occasions such as the completion of a project, an employee’s recent marathon or other moments of personal and corporate significance nurture those emotional connections and help employees feel valued.

LISTEN TO EMPLOYEES

When employees feel comfortable bringing their whole selves to work, including their passions and occasionally their problems, a feeling of wellbeing and a support network is part of

“I BELIEVE THERE IS HUGE STRATEGIC POTENTIAL IN THE IDEA OF CAMARADERIE. IT’S A BIT OF A SLEEPING GIANT IN OUR ORGANIZATIONS – A LIVING, BREATHING ELEMENT THAT CAN HAVE A HUGE IMPACT IF IT CAN BE NOURISHED AND BROUGHT TO LIFE IN THE RIGHT WAYS.”

– STEVEN FITZGERALD, HABANERO CONSULTING GROUP

their day. While some leaders may be concerned about distractions and disruptions, evidence shows that employees who feel well supported and understood are better able to be productive, attentive and motivated to focus on their work – and not let their colleagues down.

THANK YOUR EMPLOYEES

Gratitude goes a long way, says Wetherow. When you show respect and appreciation for team members, they will notice and follow suit.

“Use the word ‘we’ to describe accomplishments. Say thanks and be generous, frequent and warm with your praise of the team,” she said.

Not only will employees feel appreciated and important, they will understand that gratitude is part of the company culture and feel compelled to practise it accordingly.

ENCOURAGE AND REWARD COOPERATION

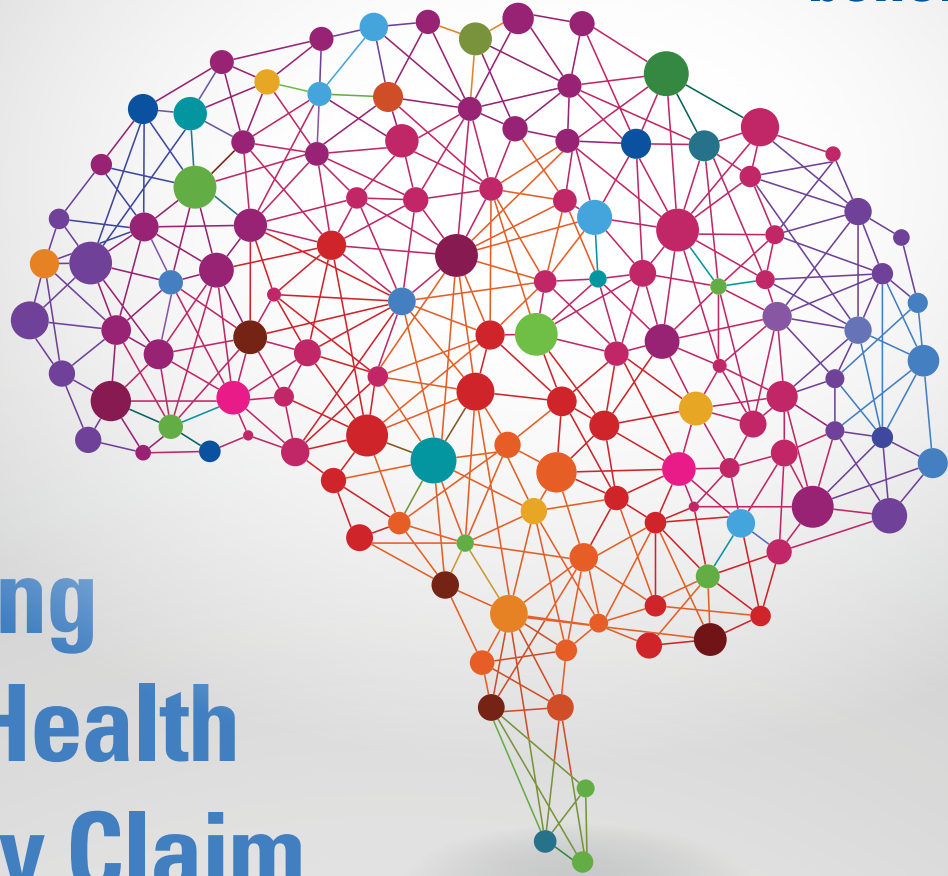
In today’s workplace, collaboration is a huge advantage. Not only does it harness the brainpower of a group, it also removes competition, which often leads to unhealthy motivations and attitudes toward work.

“Together, [a team] can deliver far more than the sum of their individual efforts,” said Wetherow. “If employees feel like they can work together to create something larger, you’ll have higher productivity, risk taking and innovation. If I feel safe in my work group, I’m more likely to step outside my comfort zone and do more to achieve more.”

In “The Great Workplace: How to Build It, How to Keep it, and Why It Matters,” Great Place to Work consultants Dr. Michael Burchell and Dr. Jennifer Robin enumerate the benefits of camaraderie.

“When employees feel a sense of camaraderie with their co-workers, they feel as energized by their work environment as they do by their non-work environment. They bring all of their skills to the table, and they readily help each other accomplish organizational goals...”

“Any ancillary worries about family issues impacting the work environment or difficult decisions and conversations are lessened because people are in a supportive environment, and this allows even greater productivity. When productivity ends with a celebration, it builds even stronger ties, and the cycle begins again.” ■



Rethinking Mental Health Disability Claim Management

HOW AN INNOVATIVE DISABILITY MANAGEMENT PROGRAM SIGNIFICANTLY LOWERED THE INCIDENCE AND DURATION OF COMPLEX MENTAL HEALTH CLAIMS IN A CANADIAN WORKPLACE

By Dr. Liz R. Scott, Ph.D. and Carl Dalton

The number of people suffering from mental health issues in Canadian workplaces continues to grow. Even for those not directly affected, the impact a mental health issue has on an individual's quality of life often affects their families, work colleagues and the wider community. The economic impact is staggering. A study in 2008, including the cost of health care, lost productivity and the reduction in

health-related quality of life, estimated the sum at about \$51 billion per year.

For HR professionals, it is a big and growing area of concern. Not only is there the direct influence on work environments and productivity, but many employees with complex mental health issues (such as depression or anxiety) will go on short-term disability leave. This happens in about 20 to 30 per cent of cases. The issues can also cause repeated and chronic absenteeism.

Is there a way to help make things better? A new approach suggests there is. Incorporating return-to-work-focused psychological treatment with the disability management process is an innovative process that organizations can implement to increase success. The first major trial, conducted with a large Canadian manufacturing firm, has shown a significant reduction in both the volume and duration of complex mental health claims. Over the

benefits

	Number of Claims	Average Duration (in days) of Complex Mental Health Claims
Pre-Program	Not available	86
Post-Program – Year One 2014	61	57
Post-Program – Year Two 2015	34	45
Percentage Change	56%	52%

Table 1: Complex Mental Health Cases

first two years, the number of claims fell by 56 per cent and the days away from work fell by 52 per cent (see Table 1).

HOW IT WORKS

The strategy works by combining return-to-work-focused cognitive behavioural therapy (CBT) with disability case management. Together, they often increase the employee's wellbeing and decrease the employer's overall expenses.

WHAT IS COGNITIVE BEHAVIOURAL THERAPY?

CBT comes from the theory that how we think about and interpret our feelings is an unconscious choice – something outside of our control. These behaviours lead us to establish firm beliefs about our identity, about “who” and “what” type of person we are. If a person is exposed to adverse or negative challenges, there is the risk that they will believe a negative reaction is beyond their control: “This is who I am.” This can increase emotional distress. An example of this is in cases of depression where repeated negative thoughts (or rumination) can often make the symptoms of the illness worse.

In CBT, the employee learns to question their own firm beliefs, opening up new roads for personal growth and building a different way of being in the world. During the treatment, the person learns to become aware of dysfunctional thinking and behaviour and develops new interpretations of it during a gradual re-introduction to the stressful situation.

HOW CBT SUPPORTS THE DISABILITY MANAGEMENT PROCESS

One of the most important factors for success in the program, and overall

disability outcomes, is the support of the HR department and the wider organization. It is vital that workplaces, as well as teams, support the employee's unique situation and are not adversarial. The culture of the company must also embrace and support return to work. When the employee knows that their employer, healthcare providers and disability case managers have their best interest at heart, it significantly improves the success of a timely and sustainable return to well-being and productivity.

WHEN THE EMPLOYEE UNDERSTANDS AND BELIEVES THAT RESILIENCE IS A PROCESS THEY CAN LEARN THROUGH THERAPY AND SELF-WORK, THEN IT BECOMES EASIER TO FOCUS ON BUILDING THE SKILLS THAT WILL PREPARE THEM TO ADDRESS THEIR PROBLEMS.

In the program, the treating psychologist understands how to utilize the skills, strategies and resources of disability case managers. This makes a big difference to the outcome. The case managers have a strong focus on the employee's progress during treatment and how it fits into a return-to-work plan. Disability management programs also focus on psychosocial rehabilitation; that is, building the confidence and ability of the person to the point where they can take an active part in work, community and normal life.

By working closely together, the therapist and the disability case manager are able to build the employee's resilience and ensure that the person has the confidence to return quickly back into an active working role. The program also has a holistic approach to help develop long-term resilience and coping skills – for example, personal “homework” strategies

and sustaining healthy lifestyle habits such as exercise, relaxation, social interaction and others.

ENHANCING RESILIENCE

Resilience is a person's ability to properly adapt to negative life situations and adversity. This could be family or relationship problems, health problems or workplace and financial worries, among others. How a person copes with these situations can be influenced by anything from personality to social relationships, cultural context to the environment. When the employee understands and believes that resilience is a process they can learn through therapy and self-work, then it becomes easier to focus on building the skills that will prepare them to address their problems. They can do this in a way that is not detrimental to themselves or their workplace.

It is also important to understand the psychological demands of the job and design the return to work accordingly. These include: cognition, critical thinking,

social interaction, memory, etc. The disability management and therapy teams must understand the essential nature of the employee's job. Some jobs are “achievement oriented,” for example, they need traits of effort, persistence, concentration and initiative; others may be “interpersonal,” with focus on co-operation, teamwork and concern for others.

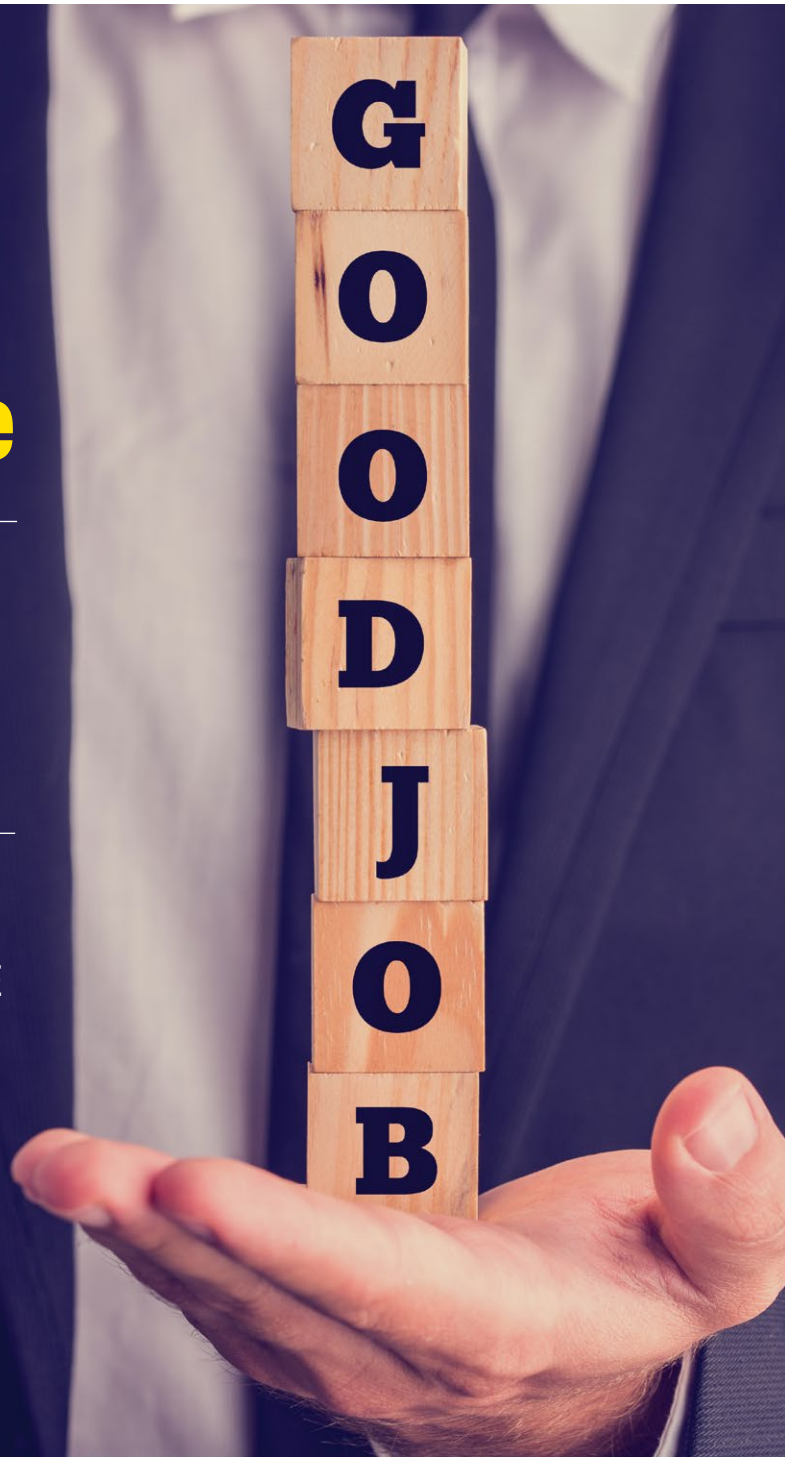
Crucially, programs need to be closely supervised and monitored to ensure the return to work is sustained. They should also identify if and when any additional treatments are needed to improve the overall outcomes. It is believed this program will lead to continued long-term positive outcomes. ■

Liz R. Scott, Ph.D. is the principal of Organizational Solutions Inc. Carl Dalton is a registered social worker and vice-president of Dalton Associates Psychological Services.

Recognizing the REWARDS OF RECOGNITION

WHY ACKNOWLEDGING YOUR PEOPLE
IS GOOD FOR BUSINESS

By Sarah McVanel and Brenda Zalter-Minden



Employers, take note. Your talent has a lot to say about how well you are recognizing them and the impact it is having. When Canadian survey company Metrics@Work analyzed their database of almost a quarter million staff engagement surveys from hundreds of companies, the results on recognition were disheartening. According to the analysis, the highest average recognition score of an organization was 80 per cent satisfied and the lowest 29 per cent – a huge range. Imagine how much more those top-rated organizations are getting from

their talent than those with extremely dissatisfied staff. Think about your own work history. Have you given your best in jobs when you have felt undervalued compared to when you have been able to bring your gifts, passions and virtues to work with you every day?

KEEPING TOP TALENT AT THE TOP OF THEIR GAME

Organizations are missing an opportunity right in front of their noses to increase engagement. Of all the variables that are

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talent management

commonly studied in employee engagement surveys, rewards and recognition was the fourth most correlated with it in the database (behind trust in the organization, satisfaction with senior leadership and continuous quality improvement). In fact, all of these variables correlate with each other, so one could argue that a more tangible focus on recognition would be an effective way to increase trust as well as satisfaction with senior leadership. For those who work in continuous improvement cultures, you know employees' ideas and solutions form the basis of the improvements every day; these gains must be acted upon and celebrated to encourage a culture that values solution finding.

RETAINING TOP TALENT

If this doesn't seem like sufficient evidence for the business case (let alone the human case) for recognition, think about what type of company *you* would want to work for. Employees are 25 per cent more likely to remain in the organization when they are recognized; it would stand to reason that employees stay in their department and working for their direct supervisor when they feel what they have to offer is valued and needed. There are many factors that contribute to someone deciding to leave the organization, and not everyone has the luxury of doing so, but if a team or organization has a significant turnover issue, or is beginning to trend upwards, it is worth considering how recognition in their work areas and as an organization-at-large could play a role in rectifying issues.

How is this not part of the broader discourse of business, like work-life balance? Recognition is part of any total rewards strategy; when companies, industries or provinces are in tough times, it might become *the* way to meaningfully reward employees.

WORKPLACES STAYING AT THE TOP

A common thread in the story of top-rated companies in Canada is not that they're the largest or most famous companies, but that they have a strong focus on recognizing and leveraging the best in their people. Organizations don't need to be huge to make major inroads in cultivating healthy organizational culture. The gains are not just notoriety, but getting the best from talent, which also translates into healthy bottom lines.

Some major differences in organizational characteristics associated with highest satisfaction with recognition. Employees who were the most satisfied with how well they were recognized report that they are:

- Engaged in their job overall
- Engaged with the broader organization
- Involved with and participate in decision-making
- Satisfied with senior leaders
- Trustful of the organization
- Continually seeking to improve how work was done (as was their whole team)
- Innovative (as was their whole team)
- Satisfied with communication
 - Regularly receiving performance feedback and performance was managed well
 - Satisfied with opportunities for advancement
 - Likely to stay with the organization

CREATING RETENTION CULTURES THROUGH RECOGNITION

According to the data, the top three ways employees say they want to be recognized are through a verbal thank-you (89 per cent), private praise (84 per cent) or a written thank-you (82 per cent).

Gifts, bonuses and other incentive programs only go so far. If they are part of your compensation structure, then that embeds them in the culture; however, what happens when you have a bad year or work in an industry that doesn't allow such structures? If your recognition program is resting on only a small segment of your total rewards framework, your house of cards may fall at a time when you need your talent to help you through difficult financial times – when value is monetized by something that is outside of your control, you're on shaky ground. Adding to that, it's not what gets everyone out of bed in the morning, let alone motivates them to bring their full discretionary effort.

What can every organization build into its culture, and every member contribute to – whether staff, middle management or senior leader? The basic recognition fundamentals: verbal or written thank-yous, and personal, private words of praise. It goes back to treating people as the valued asset that they are – in good times and bad.



ORGANIZATIONS DON'T NEED TO BE HUGE TO MAKE MAJOR INROADS IN CULTIVATING HEALTHY ORGANIZATIONAL CULTURE. THE GAINS ARE NOT JUST NOTORIETY, BUT GETTING THE BEST FROM TALENT, WHICH ALSO TRANSLATES INTO HEALTHY BOTTOM LINES.

So what can we do if we don't work for a top-ranked company? We can start by recognizing those around us, regardless of our role. We can ask people how they want to be recognized. We can use what they say and the methods most commonly valued as often as possible. We can tell others how we want to be recognized and for what. We can look at the ways we do corporate recognition, and suggest (or adjust if we are responsible for it) a balanced approach that includes more personalized and meaningful strategies.

If nothing else, focus on this: do more of what is already working. Where is recognition happening already? Where is recognition part of daily discourse? Where could we experiment with different recognition strategies and settings? All the effort you put into meaningful recognition will come back to you in dividends. ■

Sarah McVanel specializes as a talent and engagement culture expert and professional speaker. Brenda Zalter-Minden is a trainer, consultant and facilitator specializing in solution-focused approaches. They recently co-authored a book, titled Forever Recognize Others' Greatness: Solution Focused Strategies for Satisfied Staff, High Performing Teams and Healthy Bottom Lines.



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Getting Past the Bias

AGEISM IS A REALITY, BUT HR MANAGERS HAVE THE ABILITY TO RECOGNIZE IT IN THE WORKPLACE AND TAKE ACTION AGAINST IT

By Joel Kranc

HR professionals will inevitably be dealing with an aging workforce, if they are not already doing so. But with an aging workforce comes issues, sometimes misconceptions and stereotypes that are hard to overcome. Older workers will face some of these obstacles put in front of them when entering or re-entering the workforce.

“The Business Case for Hiring Experienced Workers” was a panel discussion presented at the Human Resources Professionals Association (HRPA)’s 2016 Annual Conference and Trade Show, and looked at the issues facing older workers

and how HR might address it within its own context or culture. The panel was moderated by Michael McMullen, MBA, professional services and workforce development associate and chair of the Canadian Chamber of Commerce, and consisted of the following participants:

- Janice Gair, CEC, CHRP – Executive coach and HR strategist
- Dr. Rehman Abdulrehman – Clinical psychologist and associate professor, University of Manitoba Medical Faculty
- Lt. Col Paul Fredenburg – Retired Oct. 2015 from the Canadian Forces

- Lauren Bernardi, LL.B – Bernardi Human Resource Law LLP
- Dr. Marie Bountrogianni – Dean, The Raymond Chang School at Ryerson University and former MPP (Hamilton); clinical psychologist
- Susan Eng – vice president, Advocacy at CARP, lobbyist and advocate

THE PROBLEM

Part of the problem, says Rehman, is the inherent biases we all possess in our daily lives.

“Bias is a belief that we hold,” he said. “The interesting thing is that we become

“IF YOU GET SOMEBODY THAT FILES A COMPLAINT AND GOES TO A TRIBUNAL, [THE COURT IS] NOT GOING TO SAY, ‘IT’S AGE AND IT’S NOT THAT BIG A DEAL.’”

— LAUREN BERNARDI, BERNARDI HUMAN RESOURCE LAW LLP

complacent in the way we think and we accept it for what it is.” He says that moving out of a safe or complacent place is what is necessary.

As HR managers receive and look at candidates, they need to ask themselves if their “gut” feelings are, in fact, biases and what the evidence is for their thoughts.

“Even if we just take this into our own minds and ask ourselves, ‘Is my decision a bias?’ And if that can happen, we can change our decisions as a result of changing our bias and thereby change our feeling,” said Rehman.

Janice Gair says HR managers must recognize that we all come with our own “stuff” to the workforce. A 20-something-year-old might be set in their ways, whereas a 60-something-year-old might

be more adventurous and open to ideas. It’s never the same or what the stereotypes might suggest.

EDUCATION AND THE OLDER WORKER

Canada, as it turns out, has more people with jobs below their education level than any other OECD country, says Bountrogianni. And older workers, after having fulfilled many of their family obligations or after having been laid off, are going back to school, she says, with 10 per cent of the over-55 crowd taking design courses.

“It’s never too late. Analyze the reasons why you want to come back, look at the options and get advice, as well,” she said.

Diversity is another issue discussed at the panel that becomes part of the larger business case for hiring older workers.

“Does your work demographic mirror the demographic of the community?” said McMullen. “Because that primarily is your source of recruiting. And if it doesn’t [mirror], you need a very strong reason why it doesn’t reflect an age-diverse workforce.”

He argued that not having diversity within the workforce is not sustainable because you end up becoming an “outlier” in the community, rather than a company that is properly diversifying its workforce.

From a legal perspective, Bernardi says that age discrimination is often at the bottom of the list for HR professionals, but that low prioritization isn’t reflected in the law.

“At its core, if you get somebody that files a complaint and goes to a tribunal, [the court is] not going to say, ‘It’s age and it’s not that big a deal,’” she said. It will be examined the same way as any discrimination is examined, and HR managers should not minimize it.

Decisions like hiring or others need to be considered in terms of how they can be defended – not so much to one’s boss or manager but to a tribunal. HR and others need to ensure their decisions are defensible.

An attendee at the panel, Chantal Fraser, lieutenant-colonel (retired), CD, MBA and vice president of consulting firm Empowered Path Inc., said she is a big believer in diversity and had not yet really looked into ageism.

“I enjoyed how the talk progressed from what ageism is to the legal liability aspect and the advocacy piece at the end. All knowledge is good knowledge,” she said, and it will come in handy at some point in her consulting. “As a mentor within HRPA, it’s as important to me to encourage older workers what they will do next as it is for me to encourage a younger person.” ■

[Editor’s note: For more information about career development for older workers, read the article “Career Development and Nonretirement,” starting on page 31 of the January 2016 issue of HR Professional magazine, and available online at www.hrpatoday.ca.]



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CHANGE MANAGEMENT, TRAINING AND EDUCATION

By Kristy Rydz

Jenn Reid's career has been full of well-timed coincidences.

"It's been opportunity meets preparation," she said. "And being ready."

The first opportunity for the now senior learning consultant, Change Management, Project Management and Technology with BMO Financial Group came while sitting in an 18th century literature class in the last year of her honours bachelor degree at Queen's University. Reid was beginning to question what she would do with an education in English and classical history, when a librarian from the special collections library came to show off some first-edition texts.

Listening to her speak, Reid was hooked. She approached the woman after class to learn more about her job and by later

that year, she was pursuing her Masters of Library and Information Studies at Dalhousie University.

Shortly after graduating in 2006, while working as the training and reference librarian at a law firm in Toronto, she found herself falling in love with training students and new associates how to do legal research and access information.

Following her passion, she pursued a certificate in adult education and spent five years honing her organizational and change management abilities at HORN Training and Consulting, a company that specializes in solutions for corporate performance.

Another serendipitous moment popped up while Reid was talking to a friend she met through The Institute for Performance

Continued on page 59



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“I LOVE TO HEAR PEOPLE STARTING TO SPEAK THE CHANGE MANAGEMENT LANGUAGE ACROSS THE BANK – AND THEN SEEING THE ACTUAL RESULTS.”

– JENN REID

and Learning about being ready to take on more responsibility.

“She told me, ‘I have a job [at BMO] and I want you to come over.’ It was one of those happy accidents. One of those fortuitous moments,” said Reid.

Since joining the BMO team in June 2014, she has excelled at helping the company identify their training and educational needs and making them happen.

HR Professional chatted with Reid, who holds project management and certified training and development professional designations, to learn how all these fortunate instances have impacted her work today.

In your current position, what are your main responsibilities?

Jenn Reid: In a nutshell, it’s working with partners within the business at BMO to develop the right learning strategies for their teams.

Specifically, my portfolios being change management, project management and technology, it’s looking at those from an enterprise perspective as well as the wants or needs of individual groups and seeing how those might be the same or different from the rest of the enterprise, and how to meet them while still focusing on the overall organizational strategy.

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

JR: We have a fantastic training facility, the Institute for Learning (IFL), and I’m there probably one or two days a week. Sometimes I’m observing training sessions that I’ve helped to make happen in some way – whether that’s designing them myself or working with vendors or other instructional designers from within the organization. I’m there to watch them come to life and make sure the content and activities are landing while I’m evaluating the programs. I’m also meeting with other

folks at the IFL to make training happen and make sure we’re coordinating across different teams in the organization.

When I’m not physically there, I’m usually working directly with teams that are looking at a specific training or strategy need. I’m helping them to assess what that need actually looks like, what it is, who the people are, why they need it, where we’re going to find the budget to make it happen, whether it’s going to be an in-house solution or external – all of those decisions we have to make together and try to arrive at something that makes the most sense for that particular group as well as BMO as a whole.

What do you love about your job?

JR: I love the moments when I see light bulbs going off, when you know that what you’ve designed is going to have the impact that you want it to have. I love to hear people starting to speak the change management language across the bank – and then seeing the actual results. Like when you go into a branch and you see what you were talking about in the classroom with that particular business group and you see it happening with the customers. You see how those interactions are happening and how it’s making us a better bank overall – it’s exciting.

What are some of the day-to-day challenges you face in this position?

JR: When you’re looking at 47,000 employees and you’re looking at something like change management, which is somewhat decentralized since there are pockets of people that work in change management all over the bank, one of the biggest challenges is seeing why those differences exist and trying to pull things together. We try to make sure that what we’re doing from an organizational and strategic standpoint makes sense for the whole bank. It’s

tough when you’re dealing with different geography, different time zones, different languages – you have all kinds of different factors at play.

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

JR: There are a ton of skills from my library and information studies education that I rely on regularly. Things like information seeking and retrieval behaviours – how do people look for the information that they need, how do they want to retrieve it, how do they want to interact with it. That has huge transferability in training and development.

Also, relationship management skills, like knowing how to ask really good questions to get at the heart of things. It would be really easy to be an order taker and have someone come to me and say, “We need a one-day program on ‘X,’” and I say, “Sure, we’ll make that happen.” But it’s about asking really good questions to make sure that you’re understanding the underlying need, and not just providing a Band-Aid solution.

What are your ultimate career goals?

JR: I can see myself in three very different end-states for my career.

I could see myself leading a training and development or change management group – having a team of like-minded professionals working within a big organization to drive great learning experiences. I could also see myself eventually, closer to retirement, setting out on my own and having my own consulting practice. And third would be leaving the training and development role somewhat behind and looking more at the talent side of things in terms of HR management.

I’d be happy with all three of those, so it’s really a case of when and where I end up making my next move. Maybe I’ll have a great conversation with someone that’ll make me say, “Oh, that’s what I want!” ■

MEET THE HR INFLUENCERS:
Tony Papa, CHRE





GLOBAL POWERHOUSE

By Kristy Rydz

While Tony Papa packs his suitcases in Detroit, Mich., a stone's throw away from his hometown of Windsor, Ont., by last count he'd visited more than 32 countries in the name of human resources.

In his over 30-year career, he's built factories and HR departments from the ground up everywhere from the U.S. to China, never leaving the automotive industry where he got his start.

Papa is the senior vice-president, Global Human Resources for Federal-Mogul Motorparts, a supplier of aftermarket products like chassis, wiper blades and spark plugs and original equipment for some of today's most recognized transportation brands. He spends 50 per cent of his time travelling to the company's four main regions – North America, Latin America, Europe and Asia-Pacific – to connect with staff face-to-face.

HR Professional got an inside look at the challenges he faces and what he sees on the horizon for the industry.

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

Tony Papa: As a teenager, I went to work as a summer student in an 800-man automotive manufacturing plant as a general labourer making steel wheels. I really became enamored with manufacturing – how they converted raw material to a finished, painted wheel – and how an organization operates and the whole value stream. But the extra dynamic of the employee relations' culture really struck me. I followed up and got to know some of the union representatives and obtained a copy of their collective labour

agreement to read about all the rules and regulations. After this, I was hooked. Then and there, I decided that when I went to higher learning, this is what I wanted to focus on.

What was your first HR job?

TP: I accepted a position with one of Canada's largest banks, serving as an organization development and training coordinator. It was a period of change in the industry, moving from heavy paper predominance to electronic management systems. It was great experience in understanding the effect these changes had on their human capital.

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

TP: In concert with our CEO and other executive committee members, I develop a three- to five-year business plan and then collaborate very closely with our global business unit presidents in its execution. On a daily basis, I'm in meetings, in person or remotely, with people all over the world on various strategic planning initiatives. Having established a Centre of Excellence HR model, I have the good fortune of having key HR partners in every global region through which we drive strategic policy deployment. To this end, we've had enormous momentum and focus on global talent management and development, designing of a worldwide Total Rewards framework and rapid expansion in the Asia Pacific Rim, all the while integrating two new major acquisitions into our business.

“PEOPLE ARE PEOPLE ARE PEOPLE ALL OVER THE WORLD. THEY ALL WANT TO BE TREATED WITH RESPECT AND DIGNITY, REWARDED AND RECOGNIZED.”

– TONY PAPA

What do you love about your job?

TP: I love the complexity and diversity of a multinational, global organization.

Some people consider those words to be synonymous, but I don't. In my opinion, once you start applying similar processes and the same philosophy across all countries, then you're global. People are people all over the world. They all want to be treated with respect and dignity, rewarded and recognized. It just depends on what degree of those elements they culturally value. Combine this concept with the existing cultural differences in each area and you can quickly see the complexity and exciting demands of my role.

What are the challenges you experience in your job?

TP: The HR arena is rapidly changing – not just in Canada but also in every country that we operate in. It's changing at different acceleration rates across the globe. HR in Canada and the U.S. is far more mature, whereas in some emerging areas of the world, like far eastern Europe and Asia-Pacific, it's rapidly catching up. Laws and procedures are still behind where we are in the Western hemisphere, so applying certain North American HR practices in some of those countries, at times, is difficult because they're not at that maturity stage yet. But they are rapidly getting there, so it's an interesting dynamic.

What skills are important for success in HR?

TP: Besides what I call the "table stakes" of integrity, ethics, accountability and responsiveness, HR professionals must hone their root-cause analysis and problem-solving skills. Becoming adept at this will enable them to partner with internal customers and be invited to more strategic planning sessions. Also, the ability to forecast and forward plan are great tools that enable HR to be more proactive than reactive.

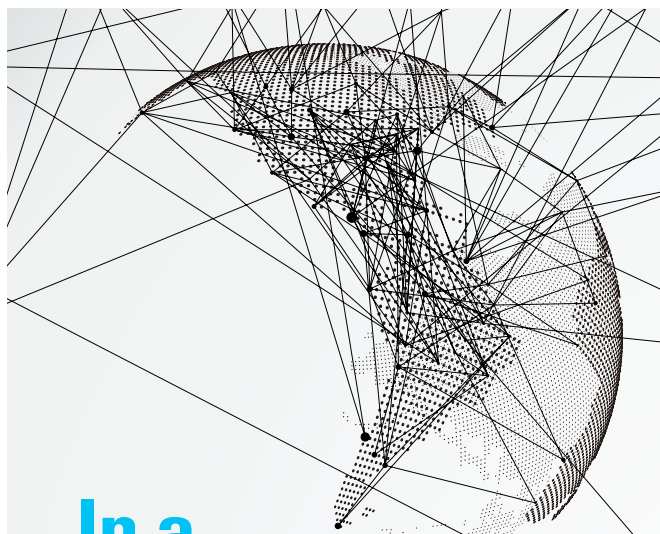
What tips do you have for new grads or those in entry-level HR jobs who want to move up the ladder?

TP: Accept any and all responsibilities and duties, even if they are not in your core scope and focus. Take special project assignments or become a member of cross-functional teams that enable you to learn more about the overall business. This will only help you develop an appreciation for other parts of the business, thus making you a better all-round HR partner.

What's the future of HR?

TP: First and foremost, HR must be able to adapt, as the definition of "work" will change significantly more in the next 10 years than it has in the past 25.

There is much thinking that work will become more project-based than employment-based. As such, HR will need to engage talent that includes more part-time employees and freelancers located anywhere. In a truly connected world, linked through mobile devices and on the cloud, work can be done anytime, anywhere. HR must manage talent in a distributed global workforce and find agile ways to measure, motivate and reward. As automation, algorithms and analytics advance, tasks will migrate from people to machines at a greater pace than ever before. HR will be challenged to find the proper people/machine balance. ■



In a Nutshell

Best boss and why: I've had the good fortune of having a number of great bosses that never put restrictions around my career development. They identified my keen interest in general business management and developed me in order to assume broader duties, including global quality as well as operational excellence. I am extremely grateful and by far a better HR professional because of the skill sets gained through this expansion of duties.

Current source of inspiration: I'm inspired by watching people grow and develop – my children, our evolving and very talented global HR organization, as well as the rapid expansion and growth of our dynamic automotive aftermarket team. It's extremely gratifying and motivational.

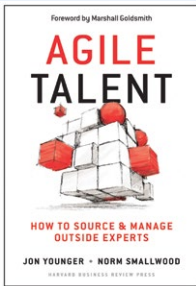
Best piece of advice ever received: "Never take anything for granted. When you do, complacency sets in."

Favourite music: I'm an old rock and roller. Grew up with and, to this day, absolutely love Led Zeppelin, CCR, Aerosmith, Journey and, in general, late '70s to '80s rock. Awesome music.

Last book read: Admittedly, it's been a long time. Instead, I'm a voracious business and HR magazine reader – from the *Wall Street Journal*, *Newsweek*, *Forbes*, *Harvard Business Review*, *Talent Management* and, of course, our very own *HR Professional* – I regularly read them all.

OFF THE SHELF

By Alyson Nyiri, CHRL



AGILE TALENT: HOW TO SOURCE & MANAGE OUTSIDE EXPERTS

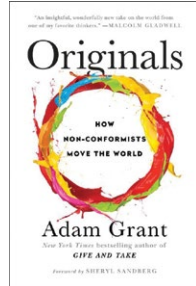
Jon Younger and Norm Smallwood
Harvard Business Review Press, 2016

When we think about attracting experts and top talent, we determine what our organization needs and prepare a scope of work. But do we also ensure they have the right conditions in place to do their jobs well? Over-managing or failing to provide support and relationships with internal staff can diminish the effectiveness of outside experts.

Large companies gain advantage from agile talent by filling critical gaps in strategic capabilities. *Agile Talent* offers a detailed analysis of how best to utilize external talent, providing survey data and tools and templates for applying these ideas.

Point of interest

Understanding what external talent is looking for will help you engage and collaborate with external experts. As organizations make greater use of agile talent, the new “chief external talent officer” will emerge.



ORIGINALS: HOW NON-CONFORMISTS MOVE THE WORLD

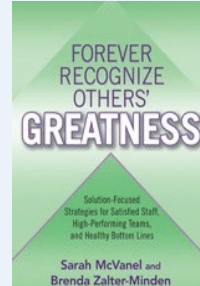
Adam Grant
Viking Press, 2016

Originality is not a fixed trait, writes Grant. It is a free choice. Using studies and stories from business, politics, sports and entertainment, Grant examines the ingredients needed for creative, moral and organizational change. He offers a blueprint to help generate and stimulate new ideas and build cultures that welcome dissent.

Originality, as defined by Grant, starts with creativity, which is generating a concept that is both novel and useful. “Originals” are people who take the initiative to make their visions a reality.

Point of interest

Grant found that voicing new revenue-generating ideas led to higher performance evaluations for men, but not for women. When women offer suggestions for improvements, managers judge them as less loyal than men and are less likely to implement their proposals. To maximize the value of all originals, organizations must address their biases.



FOREVER RECOGNIZE OTHERS' GREATNESS

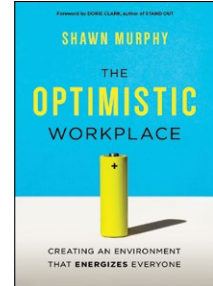
Sarah McVanel and
Brenda Zalter-Minden
BPS Books, 2015

When Canadian Metrics@Work analyzed its database of a quarter-million staff engagement surveys from hundreds of companies, it found that recognition was the lowest of the 25 commonly ranked drivers of engagement.

Using a strengths-based approach, *Forever Recognize Others' Greatness* (FROG) encourages organizations to pay attention to what is working, make use of what is possible by leveraging existing strengths and imagine best possible scenarios. Greatness, in the FROG model, is demonstrated through the actions and behaviours of individuals or teams and is acknowledged by genuine and specific recognition.

Point of interest

Recognition programs typically require support from all levels of management in order to be successful. For transformation to take root, it must be practiced by a critical mass of influencers, both formally and informally. When it comes to recognition, everyone can be an influencer wherever they are in the organization.



THE OPTIMISTIC WORKPLACE

Shawn Murphy
Amacom, 2016

Murphy opens with Studs Terkel's famous line: “This book, being about work, is, by its very nature, about violence.” What follows is Murphy's alternative to work that squanders people's hopes, ideas, humanity and access to meaningful work.

Workplace optimism is a characteristic of climate, shaping spirit and output. Written for those who purposefully craft a work environment that allows the human side of the business to flourish, *The Optimistic Workplace* provides a model of the expectations necessary to foster optimism in the work environment. Murphy's book presents a step-by-step process for charting a path for creating optimism where you work.

Point of interest

Studies show that the positive emotion of joy helps broaden our thought-action repertoires. When our brain is in a positive state, we can identify more ways to respond to circumstances compared to the effects of negative emotions. ■

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Uncharted Territory

THE LABOUR MARKET IS CHANGING GLOBALLY AND IN CANADA.

HOW CAN HR ADAPT TO IT AND WILL OUR EDUCATION SYSTEM SUPPORT IT?

By Joel Kranc

HR professionals are bombarded with information on a daily basis. New regulations, employee satisfaction reports, changes in management direction and shifts in corporate thinking can be overwhelming enough for one person to take in and incorporate into their HR duties. But, the economy – a large and looming topic in its own right – must be part of HR's thinking when looking at internal labour issues and the general bottom-line needs of the company being served.

In a keynote address at HRPAs 2016 Annual Conference in the Metro Toronto Convention Centre, Benjamin Tal, deputy chief economist with CIBC World Markets, discussed the current world economic situation, how it links to HR professionals and why they should care.

"This is a global economic situation that is in uncharted territory," said Tal. "We have to understand where this economy is going because that will impact the labour market in Canada and globally in a very significant way." Some of the problems facing the world economy range from a slowing Chinese economy to a faltering Euro to the stagnant Japanese economy and, of course, the slowing oil and Canadian economic sectors.

The global economy is in the midst of a transfer of wealth from producing countries to consuming countries, something Tal says is a positive thing in world

economics. A slow but still growing manufacturing sector in the U.S. and the growth of savvy and motivated consumers (such as those in China) is fueling this growth and will continue to help grow economic prospects for the U.S. Commodities will also make a comeback, according to Tal – not at the level we have seen before, but at a more balanced level.

In Canada, there is a tale of two economies. The first is the oil sector, which will continue to struggle for some time and the other is the service sector, which will grow.

For HR professionals, there are a few issues that have direct correlation to our community. With a low dollar and a growing U.S. economy, the Canadian economy is somewhat struggling. Our manufacturing capacity is low and any capacity growth will be "invisible."

"Those companies will be creating solutions as opposed to goods," said Tal. "The new capacity will pose major challenges for banks and for HR professionals." Canada is a service-oriented country. Although Statistics Canada does not measure it per-se, 45 per cent of Canada's economy is based in the service sector.

He stressed that as an economy (and as HR professionals), Canadians must support this growth, which will be high-tech and value added.

"We have to start re-thinking about how we are hiring, retaining jobs but define what the job is," said Tal.

One of the major issues in the economy is in our educational system and the fact that Canadians, in general, do not have the skill sets the market is looking for, according to Tal.

"We must break the negative stigma associated with colleges," he said. "[Universities and colleges must work together to] achieve a more optimal labour market."

There is a rising proportion of college students who are university graduates leading to a sub-optimal way to get an education. Combining forces and having joint programs, the gap of education and the labour market can be closed, says Tal.

"Young kids are struggling and they need help. The help is a better, more effective education system," he said.

Overall, divergent world economies are having different effects depending on the regions being addressed. While Canada was able to weather the economic storm of the Great Recession, our U.S. cousins are now faring better in a post-recovery world. HR is struggling with these issues as they directly affect how our labour market adapts to economic linchpins and how best to train and educate those workers.

Action is what is required, says Tal, rather than further study, and bridging the education and economic gaps will better aid HR's efforts in dealing with the labour market as well as navigating the uncharted territory of the current world economic environment. ■



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