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HRMA

PeopleTalk

The Politics of Succession:

Four Primary Planning Pitfalls

The New Media Recruitment Cycle

Diversity, Respect, Recognition and Rewards

2012 BC HRMA Professional Award Winners

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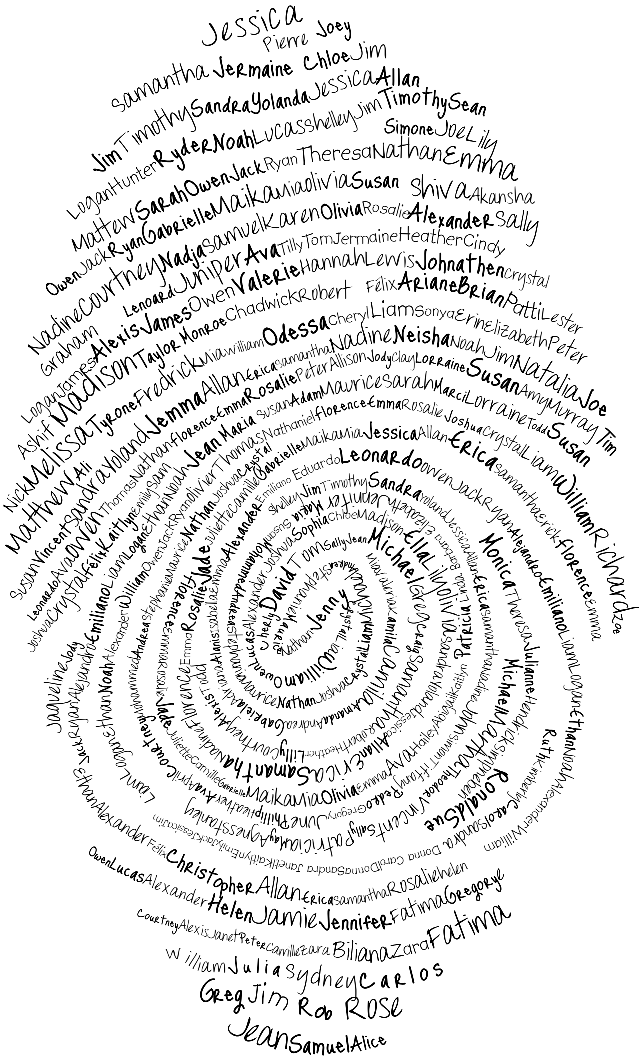

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Succeeding with Succession: Managing the Gap

Mike Cass, CHRP

Even though our 50th Annual BC HRMA Conference and Tradeshow is behind us, I know we will be *"Founding Our Future"* for years to come. As much was made evident from both the plenary stage and break-outs; there is a lot to be accomplished and HR plays a major role.

For those who joined us, I hope you enjoyed the conference and found plenty of meaningful takeaways to benefit your organization, as well as our shared quest to continually improve upon the impact of forward-thinking HR. Collectively, we have accomplished great things; even greater things are to be expected.

April 2012 marked a pair of significant milestones for BC HRMA, both the 50th anniversary of conference and our 70th year as an association. Needless to say, we have grown significantly over the past seven decades, but in many ways we are still chasing some of the same issues identified in our 1942 charter, namely, "labour turnover and difficulties in obtaining skilled labour."

Of course, that 'chase' is nothing less than the Holy Grail for BC HRMA members and succession management plays a key role in shaping the answer. What is succession management and why is it so important? As you read through this edition, the answers to these questions will be reinforced.

For me, the answers are both simple and understandably complex. For our businesses to grow and prosper, we need people. More importantly – we need the right people. Jim Collins has stated that for businesses to move from good to great, you need to have the right people on the right bus and in the right seats. Succession management is as much a perspective as it is a tool to assist in finding and keeping the right people.

The complexity emerges as you develop that toolkit. Succession management starts with identifying the real or forecasted 'gap' in leadership. How do we replace the true leaders in our organizations? As we know, true leadership is a scarcity across industries and across businesses within those industries. Can we really quantify the financial and non-financial impact of losing one of these leaders? What are the direct and indirect costs? The quantum impacts can be staggering.

Identifying succession candidates and those with high-potential is paramount to business success. Once you have identified such candidates, then the real work starts. Each one will need an individual development plan that supports their development and 'readies' them for the next leadership role.

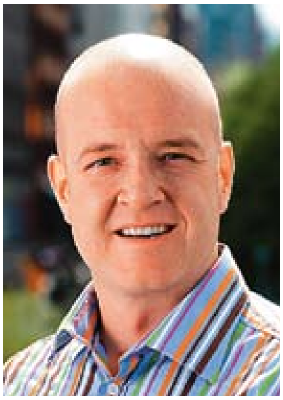
The challenge we now face is how to take the historical notion of job competencies and map them to new business intelligences. Do we know what our business needs are right now and what will they be in the future? Last, but not least, how are we incorporating social media into our succession plans? Are we attracting the best? Are we founding our future with the best tools, talents and insights available?

Succession management demands a lot of questions be asked, but it also drives our business and will shape our future. The challenge remains the same, but it always pays to revisit the answers and open our minds to a new paradigm.

Mike Cass, CHRP
President, BC HRMA
president@bchrma.org

From the stage at Conference 2012:
http://www.youtube.com/watch?v=o8uOvQItvZA

Beyond Old Models and Mindsets



Jason McRobbie

The model is both familiar and an ideal.

It was not so long ago when a model of Newton's Cradle and a copy of *The Art of War* was all that was needed to set the C-Suite into action and transform strategy into success. However, what once served as a moving metaphor for ongoing success and *"Founding Our Future"* alike, now appears anachronistic.

These days, the world has changed. In truth, the pace of that change has increased at an exponential rate for the past half century. Perhaps nowhere else is that change being experienced as dramatically as in the workplace and the role of HR. What once worked can no longer be relied upon for the same results. Fortunately, there are a wealth of new solutions to counter the growing challenges; in this issue, we explore them as they pertain to the thorny issue of succession management.

While no one formula for successful succession exists, the pitfalls are both many and avoidable as illustrated by Natalie Michael's cover story, "The Politics of Succession: Four Primary Planning Pitfalls" (p.18). Even the once assured path of developing high-potential employees requires careful revisiting, as Eric Hanson explores in "Rethinking Talent Reviews: Overcoming Four Common Challenges of High-Potential Identification" (p.40).

The many challenges - as shared from the stage at BC HRMA's 50th Annual Conference and Tradeshow by plenary speaker Jeremy Gutsche, founder of Trendhunter.com - set the scene for HR to become a major business driver. At the core of HR's bid for *"Founding Our Future"* is the harnessing of the very chaos that defines the present moment which we explore in our recap of conference's four main stage speakers (p.22).

Whether working with social media to rethink "The New Media Recruitment Cycle" (p.46) or revisiting "Diversity, Respect, Recognition and Rewards"(p.36), HR has arrived at the proverbial table at a time when much of the business landscape has changed, and will continue to do so.

As pointed out by Conference 2012 speaker and economist Linda Nazareth, one 'twist' that will continue to impact HR is the demographic spread in the workplace. With a wealth of boomers contemplating eventual retirement, Isabelle St-Jean makes a convincing case for revitalizing those final years in "From Succession Planning to Re-Engaging Legacy Leadership" (p.16) Undeniably, mentoring (p.10) plays a major role in unleashing the requisite engagement to fuel future plans of succession.

For those questioning whether their organization might be immune to such change, consider Ian Cook's case study, "Raising the Standard: HR Impacts the Office of the Auditor General of BC" (p. 32). From revisiting proven processes to tapping into the culture-building power of technology, the lessons within are many.

The way things work has changed for all of us. Within this issue of PeopleTalk, you will find more than a few ways to connect with both the content and some fascinating people. For those with a QR scanning app on your handheld, you can jump directly to source with live video interviews and coverage. Similarly, you can type in the YouTube address included and do the same or await this issue's posting to HRVoice.org for easy click through video access.

Jason McRobbie
editor, *PeopleTalk*
jasonmcr@telus.net

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BC Human Resources Management Association
1101 – 1111 W. Hastings St., Vancouver, BC V6E 2J3
Tel: 604.684.7228 Fax: 604.684.3225
Canada toll-free: 1.800.665.1961 *www.bchrma.org*

CHIEF EXECUTIVE OFFICER	Simon Evans, CHRP (ext. 102) *sevans@bchrma.org* • 604-694-6937
DIRECTOR, RESEARCH AND LEARNING	Ian Cook, CHRP (ext. 110) *ijcook@bchrma.org* • 604-694-6938
SENIOR MANAGER, OPERATIONS	Christian Codrington, CHRP (ext. 126) *ccodrington@bchrma.org* • 604-694-6934
CONTROLLER	Vicki Bauman (ext. 111) *accounting@bchrma.org* • 604-694-6931
BOARD & EXECUTIVE ADMINISTRATION	Joan McFadden (ext. 113) *jmcfadden@bchrma.org* • 604-694-6940
MANAGER, HR METRICS	Lisa Irish, CHRP (ext. 125) *lirish@bchrma.org* • 604-694-6945
METRICS SPECIALIST	Liz Whalley (ext. 101) *lwhalley@bchrma.org* • 604-694-6946
MANAGER, PROFESSIONAL DEVELOPMENT	Kyla Nicholson, CHRP (ext. 119) *knicholson@bchrma.org* • 604-694-6936
PD AND ONLINE COMMUNITY CO-ORDINATOR	Jace Ardiel (ext. 114) *jardiel@bchrma.org* • 604-694-6941
MANAGER, MARKETING AND COMMUNICATIONS	Kara Douglas (ext. 129) *kdouglas@bchrma.org* • 604-694-6947
COMMUNICATIONS SPECIALIST/ *PEOPLETALK* ASSISTANT EDITOR	Erin Breden (ext. 115) *ebreden@bchrma.org* • 604-694-6930
BUSINESS DEVELOPMENT PROJECT MANAGER	Quinne Davey (ext. 104) *qdavey@bchrma.org* • 604-694-6943
CONFERENCE/ EVENT MANAGER	Erin Engstrom (ext. 107) *eengstrom@bchrma.org* • 604-694-6933
MEMBER SERVICES CO-ORDINATOR, EVENTS AND COMMUNICATIONS	Clayton Bergquist (ext. 108) *cbergquist@bchrma.org* • 604-694-6944
SPONSORSHIP AND CORPORATE AFFAIRS MANAGER	Jacques LeBlanc (ext. 106) *jleblanc@bchrma.org* • 604-694-6935
MEMBER RELATIONS MANAGER COASTAL VANCOUVER	Elizabeth Bonner (ext. 124) *ebonner@bchrma.org* • 604-694-6942
MEMBER RELATIONS MANAGER, SOUTH/CENTRAL, INTERIOR/ NORTH	Tim Read, CAE (ext. 120) *tread@bchrma.org* • 250-763-3199
MEMBER RELATIONS MANAGER FRASER VALLEY, GREATER VANCOUVER	Debra Finlayson, CHRP (127) *dfinlayson@bchrma.org* • 604-531-5655
MEMBER RELATIONS MANAGER VANCOUVER ISLAND	Carolyne Taylor *ctaylor@bchrma.org* • 1-866-883-4762
MEMBER RELATIONS/ PROFESSIONAL DEVELOPMENT VANCOUVER ISLAND	Susan Pearse *spearse@bchrma.org* • 1-866-883-4762
CHRP REGISTRAR	Trish Andrea (ext. 105) *tandrea@bchrma.org* • 604-694-6939
DATA MANAGEMENT & IT LEAD	Anita Hales (ext. 116) *ahales@bchrma.org* • 604-694-6932
ADMIN AND IT ASSISTANT	Jaclyn Truchon (ext.128) *jtruchon@bchrma.org* • 604-684-7228

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EDITORIAL ADVISORY COUNCIL AND CONTRIBUTORS
Amelia Chan, CHRP; Lori Collerman, CHRP; Ian J. Cook, CHRP; Simon Evans, CHRP; Brad Herbert; Donna Howes, CHRP; Kevin Jeffrey, FCHRP; Lindsay Macintosh, CHRP; Graeme McFarlane; Kyla Nicholson, CHRP; Garry Priam; Laura Reid, CHRP; Jennifer Scott; Isabelle St-Jean; Jane Terepocki; Antonio Zivanovic; Raluca Manolache, CHRP candidate.

EDITOR	Jason McRobbie *jasonmcr@telus.net* • 604-418-9953
ASSISTANT EDITOR	Erin Breden *ebreden@bchrma.org* • 604-694-6930
ADVERTISING MANAGER	Ruth Lumsden *rlumsden@bchrma.org* • 604-868-0607 Fax: 604-684-3225
DESIGN & PRODUCTION	Aftaab Gulam *aftaab.gulam@gmail.com* • 604-788-7523

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2012 HR Trends Report

By **Ian J. Cook,** CHRP

The results of the 2012 HR Trends Survey shows strong similarities to those of the 2011 survey, demonstrating continued economic optimism with 22 per cent of organizations expecting no change in revenue and 54 per cent expecting a slight to significant increase.
hrvoice.org/2012-hr-trends-report/

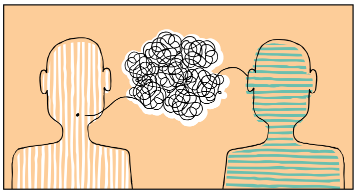
Hire Wisdom: Criminal Background Checks

By **Michelle Morra-Carlisle**

In a limited job market it's exciting to meet a candidate who seems ideal. Sometimes, though, a person's credentials, references and personality don't give a complete picture of his or her past. Today's increasingly security-minded employers are adding criminal background checks to their pre-employment toolbox.
hrvoice.org/hire-wisdom-criminal-background-checks/

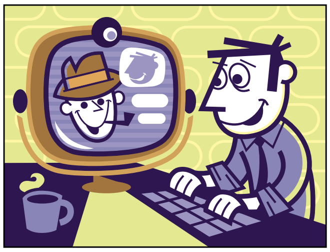
Improving Communication Skills with Immigrant Employees

By **Jeff Madigan**



Is your pizza being delivered by an agriculture engineer from Dubai? We have all heard the familiar story of how highly-skilled, internationally-trained professionals are wasting time in low-wage survival jobs. Does this happen because of inadequate language skills?
hrvoice.org/improving-communication-skills-with-immigrant-employees/

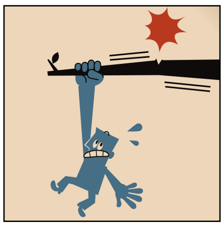
Engage Remote Workers



Currently, 82 per cent of Fortune Magazine's "100 Best Companies to Work For" already have virtual employees and policies in place. This number is expected to rise as time and technology advance. Renowned human resources consultant, Kevin Sheridan defines the top employee engagement drivers and how to maximize them for virtual workers.
hrvoice.org/engage-remote-workers/

Employment Insurance: A Very Sensitive Subject

By **Robert Smithson**



Our federal government's recent introduction of proposed reforms to the employment insurance system has prompted the expected furor from both sides of the debate. As Finance Minister Jim Flaherty astutely noted last week, employment insurance is "a very sensitive subject" in this country
hrvoice.org/employment-insurance-a-very-sensitive-subject/

BC HRMA Tweets From Conference 2012

You know you are a rantaholic when you rant to your cat @rickmercer#HRMA2012 Living life by the seat of your pants - nice job **@rickmercer** here at#hrma2012

RT **@aaturnbull**: At the #hrma2012 conference!! Rick Mercer was amazing!! So motivational and hilarious!!

RT **@kconfectionista**: In the same room as Karen Flavelle of **@PurdysChocolate** - cant wait to hear her speak #hrma2012

RT **@sparkandco**: 5 minutes until Ms. CEO session here at #hrma2012. Room is buzzing!

RT **@lthorpehr**: Great words at the CHRP #HRMA2012 breakfast - CHRPs stand together to advance our designation and the profession/business of HR

RT **@rruexeced**: Congratulations to all the nominees **@BCHRMA** awards lunch today! #hrma2012

RT **@burrowsmeg**: Congrats to all the finalists for the BCHRMA professional awards! Excited to see you all on stage! #HRMA2012

RT **@RandallMeg**: Time to talk about delivering happiness with **Tony Hsieh** - woot woot! #HRMA2012

LinkedIn Questions & Answers

- In the 2012 HR trends (BCHRMA), T&D is the top budget area reduced by organizations, but THE HR challenge for 2012 is leadership capacity. Is the link between T&D and leadership still not understood? (Jennifer Gerves-Keen)
- We are assessing our vacation policy. Can you share your policies-the number of days awarded and when they are increased? If not, is there a resource for finding the average/benchmark for BC? Thanks! (Shelley C.)
- New Occupational Guides for Immigrants were launched on Welcome BC May 28th. The Occupational Guides were designed to help newcomers find employment that uses their training, skills and experience. The guides include information on the steps that you can take to find a job that matches your skills, training and experience. To learn more about the Guides, visit: **www.bipt.ca/resources/publications-and-reports** (Iris Sun)

Mentoring Success: The Shared Experience

By **Elizabeth Bonner**

"Learning is experience. Everything else is information." – Albert Einstein

This quote from Einstein makes me reflect on those high school and university graduates venturing out into the world with a solid foundation of knowledge and the will to apply it. On a personal note, it takes me back in time and reminds me of the great mentors who lent their time and energies to my own development; in so many ways, my 'true learning' came from those experiences more than the knowledge itself.

In my role with BC HRMA's Professional Mentoring Program (PMP), this serves as a backdrop whenever I consider what contributes to the successes of our program's participants - for mentor and mentee alike.

So I ask...what makes a great mentor? What defines success?

In his book on organizational leadership, *Good to Great*, Jim Collins and his team of researchers reviewed close to 6,000 articles on successful businesses to determine what the elements of success were. In his summary he identified tiered leadership as one of the principles, with level 5 being the top. Collins states:

"My hypothesis is that there are two categories of people: those who have the seed of level 5 and those who do not. The first category consists of people who could never in a million years bring themselves to subjugate their egotistic needs to the greater ambition of building something larger and more lasting than themselves. The second category...consists of those who have potential to evolve to level 5...the capacity resides within them – self-reflection, conscious personal development, a mentor, a great teacher, a level 5 boss...they begin to develop." [1]

I believe that we are well on our way to moving towards a 'world without egos'; this becomes more apparent to me each time I put out a request to our members to become involved in the PMP. While we never lack for mentees, whenever we are short on mentors, I am amazed by the response a simple appeal garners.

Patricia Gibb, CHRP, who makes her home and business in Victoria, BC knows very well that organizational needs can be served by effective mentoring. She began a mentoring relationship with her mentee, Meg Burrows, CHRP, in 2008 and acknowledges that it take time to know one another, especially when the participants are from different organizations. Initially, the two met a couple of times a month for an hour or so. After that initial investment, the relationship and its value to both simply blossomed. The two have maintained a relationship long after the formal mentoring program ended.

"The benefits to an organization that has an internal mentoring program are enormous - It's not what we give, but what we share, for the gift without the giver is bare."

– Unknown

Five years later, the two continue to meet and offer benefits to each other. "I love to learn," says Gibb. "Through mentoring, I get to hear and feel different perspectives on some of the challenges I faced early in my career. It keeps me young and sharp." In 2009, she recalls with pride driving Burrows to Vancouver to attend her Rising Star judging and helping her navigate the "metropolis". Burrows subsequently went on to receive the BC HMA Rising Star Award that year.

Like Gibb, the majority of the mentors in the PMP, 66 per cent, cite the ability to 'give back' to the HR community and their profession (with the added benefit of the 'reverse mentoring' that takes place) as their primary reason for participating in the program.

The notion of goodness coming from within is, not surprisingly, one of the traits that we ascribe to true leaders: "those who attribute success to other than themselves and are ambitious not for themselves but for the greater good. As such, they set up their successors – for instance, their protégés – for even greater success in the next generation. These are the attributes of good mentoring".[2]

So how does this tie into what is happening within organizations today? How do they get from 'good to great'? The subjects of leadership, succession planning, and mentoring arise for consideration. In BC HRMA's 2012 HR Trends Survey, 39 per cent of the HR practitioners who responded indicated that increasing leadership capability is a challenge that will have the biggest impact on their departments for the coming year. Effective succession planning requires the development of a series of feeder groups to fuel key positions. Herein, mentoring can play a key role to ensure an organization has the committed talent required to take it to future greatness!

If you would like to learn more about the Professional Mentoring Program at BC HRMA and how you can become involved as a mentor to give back to your community, please refer to our website or contact me at mentor@bchrma.org.

Elizabeth Bonner is BC HRMA's professional mentoring program manager and member relations manager for Coastal Vancouver.

1 Collins, J. Good to Great, Harper Business (2001).
2 Miles Gray, Marilynne. From Success to Significance: The Mentoring Maturity Model, CMSI Mentoring Solutions Inc. (2005-2008).

2012 BC HRMA Professional Award Winners

Award of Excellence:
HR Professional of the Year
Eileen B. Stewart
Independent HR Consultant

View the entirety of the 2012 BC HRMA Professional Awards live finalist interviews and awards presentations - or skip ahead with the quick links at the start of the video. http://bit.ly/Lwi4h0

This award is given to an HR individual who contributes by improving their organization's bottom-line, achieving business results, demonstrating leadership, and who serves as a personal and professional role model.

– Proudly sponsored by *The Globe and Mail.*

For over 35 years, Eileen Stewart has been making HR work for businesses, educational institutions and the greater community. Having worked in leadership positions for The City of Vancouver, UBC, BCIT, UVIC and Vancouver Coast Health, her efforts have arguably shaped the working experiences of a great many who live and work in the Lower Mainland.

While head of HR at UBC in the mid-80s, Stewart promoted a more collaborative approach to labour relations. In a typically confrontational time, her approach was unique, risky and ultimately successful.

An early champion of win-win scenarios, Stewart championed another paradigm shift at the City of Vancouver in the mid-90s, promoting a strategic approach to people management with a focus on training and development. This translated financially into a $2 million/year commitment, a significant increase from $0 and marked the first time in its history the organization had directed money towards the development of its employees. The goal was a more customer service focused front line and remains to this day.

For Stewart, strong HR and good leadership have long been synonymous. As the author of Essentials of Managing Human Resources and HR program head at BCIT from 1999-2007, her passion for people practices has made significant contributions towards increasing the profile and impact of professional HR management.

Such was her revitalization of the HR program at BCIT that it remained the top program in the School of Business for 10 years. The revitalization was in depth: curriculum review, recruiting and retaining good staff, encouraging staff connections within the business community, BC HRMA involvement and creating a new market awareness of the value of HR grads as ideal hires. As per its effectiveness? Enrollment in the HR program had been low when Stewart stepped into her role; decade later, five applicants awaited every space available. In the course of her careers, she has also nurtured a strong volunteer aspect, sitting on the boards of YWCA, Science World and the Women's Health Research Institute; she is currently vice chair of BC Women's Foundation and sits as an HR advisor on the Vancouver Aquarium Board's HR committee.

As both a vanguard and a shepherd of forward-thinking 'best practices', Stewart has been involved with BC HRMA on many levels since 1985: as a board member, as past-president and sitting on numerous Conference committees over the years. Fittingly, she currently chairs the Leadership Forum.

Award of Excellence: Innovation
Capital Regional District "iLead" Program

(l to r) Christopher Neilson, Senior Manager, HR; Sarah Hood, Manager, Workforce Development and Strategies; Elaine McMath, HR Advisor; and Angela Maunders, HR Advisor (not present: Mary Stock, Manager, Employee Relations; Nadine Dillabaugh, Manager, Employee Services)

This award recognizes an individual or team that has successfully implemented an innovative and progressive program and/or project (within financial or corporate limitations) in response to a new or ongoing HR challenge or opportunity within their organization.

– Proudly sponsored by *The Globe and Mail.*

In their Corporate Strategic Plan for 2007-2009, Organizational Performance was one of Capital Regional District's top five strategic objectives; from this emerged a three year strategic HR plan to drive an organization-wide culture shift. Leadership alignment was made a year one strategic priority and the CRD Leadership Competency Profile was developed. However, developing leaders is not the same thing as developing leadership.

With that in mind, the HR team at the Capital Regional District in Victoria designed a new approach to leadership development: one that would change the way their leaders thought about leadership, their role as leaders and the CRD as a whole. The CRD's HR team (Chris Neilson, senior manager of HR; Sarah Hood, manager, workforce development and strategies; HR managers Mary Stock and Nadine Dillabaugh; and HR advisors Angela Maunders and Elaine McMath) led the initiative that resulted in a strategic partnership with Royal Roads and the development of the "iLead" program.

The leadership model and "iLead" program were completed in 2008 and with Royal Roads faculty contracted to deliver the theoretical and action learning components. As per the program coordination, assessments and linkages to strategic objectives and other internal programming, Hood and her HR team led the way with "iLead" which stands for "Integrated Leadership Education Assessment and Development".

What "iLead" does is bring together executives, managers and supervisors to uncover new perspectives to leadership application and highlight the leadership aspects at all levels of the CRD. Mandatory managerial attendance has created both a common vocabulary and critical mass of support. The team forged direct links between strategic HR development initiatives and "iLead" outcomes, resulting in a leadership program grounded in the CRD's culture shift. Four groups have since completed the program, including all managers at the CRD.

Nationally recognized by an educational award from the Canadian Association of Municipal Administrators in 2011, the iLead program has shifted the CRD culture internally as well: employee perception of leadership dynamics has risen by 11.5 per cent over 18 months.

Rising Star Award

Tyler Cheyne, CHRP

HR Advisor, Omicron Canada Inc.

The Rising Star Award recognizes a BC HRMA member who is 'lighting the HR community on fire.' Our young HR trailblazers hold the future of the HR profession in their hands and are the lifeblood of many BC HRMA volunteer committees.

– Proudly sponsored by *The Vancouver Sun*, *The Province* and the SFU Beedie School of Business.

A DRIVE TO LEARN AND A WILLINGNESS TO TAKE ON CHALLENGES have changed Tyler Cheyne's life in short order. In only two years, at Omicron, the scope of his challenges, along with his role has grown.

Within the first year at Omicron, Cheyne took charge of the end user portion of the company's Timesheet software system - a critical aspect of the business given Omicron's project-based environment. Mastering the administrative aspect of the system, he redesigned the employee orientation for the system. Through training and continued follow-up, the results impressed: late or inaccurate timesheet submissions were reduced by 75 per cent in one year, HR hours spent on timesheets dropped by 66 per cent and the billing cycle was halved, resulting in improved cash flow and more timely reporting.

Promoted to HR advisor shortly thereafter, Cheyne has continued to improve the employee orientation program, partnering with functional leaders to create more specifically aligned orientation programs for all core roles - as well as implementing employee check-ins at the 30/60/90 day mark.

Of particular impact was Cheyne's role in developing a demographic and skills analysis profile within the company's construction and architectural disciplines. Cheyne partnered with Omicron's leadership to design a survey to capture the key skill sets; this was accompanied by a self-assessment and manager assessment on matters of mastery and years of experience. Once graphed and analyzed, the initiative has allowed Omicron greater clarity regarding areas of strength and skills gaps and is being used in the company's 2012 workforce planning.

All Omicron achievement's aside, some of Cheyne's greatest contributions have been through volunteer activities; his contributions to BC HRMA began when he took on the Greater

Vancouver communications portfolio lead in 2009 and currently he co-leads the Coastal Vancouver CHRP and Professional Development portfolio. From 2008-2010, Cheyne was a driving force of the Winter Olympic spirit as a VANOC volunteer training facilitator where his orientation and training skills readied countless other volunteers to welcome the world.

Fellow CHRP

Dr. Craig C. Pinder, FCHRP Distinguished Professor University of Victoria.

The Fellow CHRP (FCHRP) is a prestigious title that recognizes the most exceptional CHRPs in Canada who have made outstanding contributions to the human resources profession and their communities.

Dr. Craig Pinder's recognition as a Fellow CHRP is just the most recent in a distinguished career: a lifetime's record of devotion to learning, the betterment of business, and people practices in particular.

As an academic, his impact at the University of Victoria's Faculty of Business, recently renamed the Peter B. Gusatvson School of Business, is renowned amongst students and peers alike. In 2005, he was granted the singular honour of being named "Distinguished Professor" for his academic excellence and contributions to the greater university community alike. As the youngest professor at UBC's Faculty of Commerce, Craig epitomized from the start of his professional journey the hallmarks of a leader on many levels. As the author of four books and numerous articles on the subject, Craig is both a recognized scholar and a key practitioner, best known for his practical approach to work motivation.

An avowed mentor and champion of women in industry, Craig's efforts have never been confined to the classroom. Whether consulting to business or contributing his experience to the bigger picture of the HR profession, his discipline, rigour and insights have benefited countless workplaces.

When the BC Human Resources Management Association (BC HRMA) sought academic input for the development of the CHRP designation in BC, Craig not only answered the call, but served on the board as Designate Chair during rocky times. Providing significant academic rigour and input to the original design of the exams and requirements, his diligence and duty was in large part responsible for provincial and national acceptance.

Remaining an active member of BC HRMA throughout his career, even during his recent LTD health challenges, Craig remains in touch with his colleagues. His passion for people and the meaning of work remains undiminished. The ultimate professional, Craig has devoted his professional life to the advancement and furtherance of professionalization of HR, passing on to others a life long journey of growth, learning and ongoing development.

Diversity in the Workplace:
5 Ways to Help Your Team Perform Better

By **Bruna Martinuzzi**

When we think of diversity, most of us first think of race, ethnicity, gender and age. We think of the legendary Louis Armstrong's lyrics from his song, "What a Wonderful World," that allude to the notion: "The colors of the rainbow so pretty in the sky, are also on the faces of people going by." Yet, diversity in organizations is a much broader spectrum than that. It encompasses diversity in passions, talents, personality, motivations and experience, to name a few.

But diversity is not about focusing on how we differ—as author Ola Joseph puts it, it is about "embracing one another's uniqueness." Leaders who recognize and celebrate the uniqueness of their people help their teams perform better. Harnessing the richness of diversity can lead to better problem-solving and decision-making and increased creativity and innovation.

"Accommodating employees' passions is a smart thing to do."

Here are some inspirations to help you raise your diversity awareness so that you can capitalize on its value.

***1.* Optimize the innovativeness of team members.** There is ample research to show that the most innovative teams are composed of varied individuals with different styles, approaches or skill sets. In *The Ten Faces of Innovation*, author Tom Kelley, who is also the general manager of the design company IDEO, describes the 10 personas that are crucial for establishing a culture of innovation. These include, for example, The Cross-Pollinator, who has the ability to draw associations and connections between seemingly unrelated concepts to break new ground, or The Hurdler, whose skills lie in being a tireless problem-solver who enjoys tackling something that's never been done before. This is just a brief introduction of the Ten Faces. If you want to fuel innovation, make sure that each of these 10 personas has a place on your team.

If you need help assessing the various innovation approaches of your team members, consider introducing the Innovation Styles Assessment, which recognizes four unique innovation styles like, for example, visioning (envisioning the ideal future) and experimenting (combining and testing).

2. Be a talent hunter. Imagine having a reputation for being a talent hunter, for being known as the type of leader who walks into a room and looks for what's right with people. Extensive research has proven that focusing on enhancing people's talents rather than eliminating their weaknesses is the most direct route to individual and organizational improvements. A primer for this is Marcus Buckingham's and Donald O. Clifton's book, *Now, Discover Your Strengths*, which helps readers identify their talents and build on their strengths as a way to boost performance. Talents are defined as people's naturally recurring patterns of thought, feeling or behavior that can be productively applied. The book also provides access to StrengthsFinder, a Web-based assessment that helps you identify the five most powerful signature themes, or talents, for you and your team.

When we shackle people with labels of what they are not good at, we diminish their confidence in their ability to succeed. Resolve to view your people as a reservoir of talent rather than a problem to be fixed. As Peter F. Drucker once said: "Nobody ever commented, for example, that the great violinist Jascha Heifetz probably couldn't play the trumpet very well."

3. Help people live their passions. Passions are pursuits that fully engage our hearts and minds; they fuel us, and they are different for each person. A company that understands the importance of supporting their employees' individual passions is Amex Bank of Canada. As explained in the article, "Amex Ignites Employees Passions—for Living and for Work," the company has instituted a program called "Realize the Potential," which recognizes and supports the people who are taking the time to identify their passions and realize their potential—whether it is through charity work, taking a sabbatical for adventure travel or being mentored by the company's top people. With this program, Amex is sending a message to their people that they want to know the whole person, so they encourage people to tell their managers about their passions—and to explore them while working within Amex.

Accommodating employees' passions is a smart thing to do. It engenders loyalty and the enthusiasm spills over into one's work.

4. Educate the organization about "micro-inequities." This idea comes from Douglas R. Conant, retired president and CEO of the Campbell Soup Company. In a *Harvard Business Review* article, "How to Make Diversity and Inclusion Real," Conant defines "micro-inequities" as the common behaviors that undermine a culture of inclusion. Conant set up courses to raise his managers' awareness of these behaviors. An example of this is the language used. "Too many male managers," says Conant, "may rely too heavily on sports analogies—a habit that might not be inclusive for women and non-athletes. We wanted to make sure that people learned to listen, speak and act more inclusively."

5. Know what motivates people. If you want to motivate people to give you the best that they have to offer, consider that not everyone is motivated by the same things. In his book *Drive: The Surprising Truth About What Motivates Us*, Daniel Pink shows that external rewards (what he calls the carrot-and-stick approach) incentivize performance when the work is simple and straightforward and involves only mechanical skills. But for nonroutine jobs, when the work entails even rudimentary cognitive skills, external rewards don't work. Instead, there are three crucial factors that motivate people to perform better:

- **Autonomy:** People are motivated by a desire to be self-directed.
- **Mastery:** People have an innate desire to become better at what they do.
- **Purpose:** People want to have a sense of deeper purpose in their work.

Consider these motivators and give people the flexibility to choose the way they want to complete their work; give them opportunities to master their craft, to develop and grow and, finally, inspire them with a deeper purpose, a higher ideal than simply making more money for the company. As Pink says, don't unhinge profit from purpose.

Guard against viewing people through a narrow lens and be wide open to the broad landscape of diversity. As Max de Pree, retired CEO of Herman Miller, said: "We need to give each other the space to grow, to be ourselves, to exercise diversity. We need to give each other space so that we may both give and receive such beautiful things as ideas, openness, dignity, joy, healing and inclusion." What a wonderful world, indeed.

Bruna Martinuzzi is a facilitator, author, speaker, and founder of Clarion Enterprises Ltd. (www.clarionenterprises.com) specializing in leadership, emotional intelligence and presentation skills training. Her latest book is *Presenting with Credibility: Practical Tools and Techniques for Effective Presentations.*

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From Succession Planning to Re-Engaging Legacy Leadership

By **Isabelle St-Jean,** RSW, ACC

On the heels of BC HRMA's highly stimulating conference, we are called to re-ignite our workplaces by working with and integrating thought leaders' insights and solutions. This is how progress gets created: by harvesting and implementing the products of our observations, research and evolving conversations. With the current emphasis on the benefits of culture and innovation in the workplace, how can we respond adaptably and shift our perspectives on succession planning and the life transition that follows?

What makes it difficult?

An important step, in my view, is to name and acknowledge some of the factors that can make succession planning challenging. Finding the time to organize and take on these activities is difficult in the fast-paced work life. Creating the mental space of clarity conducive to defining the precise competencies of an occupation that is performed at an unconscious competence level is tough. Identifying the organizational values that may not be fully embraced in the day-to-day work life can be arduous. Making the kind of order that facilitates the assessment of needs and future resources does not happen without sustained focused efforts. Generating the leadership energy to lead this process to successful completion may be wearisome. And then, there is often a level of unease associated with the unknown that waits on the other side of succession planning: retirement.

The Shifting Retirement Paradigm

In my role as a business and certified retirement coach leading *What's Next* retirement to re-engagement seminars from coast to coast, I have repeatedly witnessed the angst among executives and professionals on the threshold of this major life transition.

> **"What if this shift begins with a vision** that includes a creative orientation to succession rather than seeing it a problem to be solved?"

Among them, pre-retiring men in particular fear that their sense of status and identity as achievers, wealth generators and providers is about to be significantly eroded when they retire. An important part of preparing for this transition involves a redefinition of one's personal identity as distinct from one's professional role. Clarifying and integrating one's accomplishments, transferable skills, leadership qualities and passions will support a purposeful re-engagement going forward. The concept of re-engaging instead of "retiring" better appeals to a generation fully aware that a lifestyle primarily focused on leisure will not satisfy.

When approaching the time to organize and manage succession, many external tools and how-to models are available to lend more ease which tends to increase one's motivation to proceed with the planning. But what else can be of use? What internal attitudinal shift could one embrace that would organically lead to a gradual re-engagement that is sustained beyond succession and into "retirement"?

What if this shift could begin with a vision that includes a creative orientation to succession rather than seeing it a problem to be solved? Recalling the ground breaking book *The Path of Least Resistance: Learning to Become the Creative Force in Your Own Life*, Robert Fritz demonstrates that in business as in life, creating or bringing something new into existence is often more motivating and effective than using a problem solving approach.

What if, several years before succession planning, efforts were made to better redefine and align with core values on both the personal and business fronts? With clarity on what matters most informing our future, we can more readily take the initiatives that will help us to find new or continuing communities of belonging and engagements while making the best of remaining years at work.

The Paradox of Legacy Leadership

With humility and fierce resolve, as Jim Collins described in his work on Level 5 leadership, corporate culture can be collaboratively enhanced and better managed. This effort could turn out to be a foundational contribution in the spirit of proactively leading one's legacy. Although we typically think of a legacy as something that remains at the end of our lives, the ultimate legacy is to model alignment with values and the ability to tap one's full potentiality. This way of life requires more self-awareness and a willingness to be guided by our higher brain, the prefrontal cortex, rather than reacting from the reptilian, regressive brain. As we heed Dr. David Rock's suggestions in the realm of neuro-leadership, we naturally gravitate into progressive ways of behaving that prevents painful regrets in the future. What's more, we infuse our cultural capital with an infectious propensity towards excellence which includes renewed support for increased autonomy.

Fostering a Workplace Culture of Autonomy and Productivity

Among research reported in his book *Drive*, Daniel Pink makes the case for increasing employees' autonomy. According to Cornell University findings, 320 small businesses were studied, half of which granted workers autonomy, the other half relying on top-down decision. Results showed that businesses that offered autonomy grew at four times the rate of the control-oriented firms and had one-third the turnover. Consider then, what areas of autonomy could perhaps be developed that would later facilitate succession planning?

> **"Legacy leadership can generate a sense of satisfaction,** of having made a lasting difference"

Just as Cathy Fulton's excellent article on "Cultural Capital" in the Spring 2012 issue of *PeopleTalk* clearly shows that a well-managed corporate culture fosters positive engagement and strong organizational performance, it follows that talent is better attracted and retained in such a workplace. Hence, succession planning is yet easier when employees are loyal, engaged and eager to pick up the baton. In the Grand Finale years, legacy leadership can generate a sense of satisfaction, of having made a lasting difference which in turns invites peace of mind and a future of happiness. Ⓟ

Isabelle St-Jean, RSW, ACC is a Registered Social Worker, ICF Certified Coach, Certified Retirement Coach, proprietor of Inspired Momentum Development, author of *Living Forward, Giving Back: A Practical Guide to Fulfillment in Midlife and Beyond.* She is also the initiator and co-author of award-winning, best-selling anthology: *Einstein's Business: Engaging Soul, Imagination and Excellence in the Workplace.*

The Politics of Succession: Four Primary Planning Pitfalls

By **Natalie Michael,** CHRP

For HR professionals, succession planning is often a fun project because it is strategic, proactive and provides exposure to the senior team. However, it can easily go from fun to disastrous if the corporate politics surrounding the program are not effectively managed. In that light, what are those political land mines that you need to be aware of when implementing a succession program?

Here are the four big ones that you need on your radar and some suggestions for ensuring that they don't derail your program or your reputation.

The Politics of High Potential

First, the term "high potential" is politically loaded. As an HR professional, one of the big questions that needs to be answered when designing a succession program is whether or not to call someone a high potential. In the "old days" of succession planning, it was common to label some people as high potentials (or HIPOS) and not others. However, it is now out of vogue. The problem with the term "high potential" is that it gives some people special status and not others; it can create expectations and entitlement regarding career advancement and, moreover, alienate those people who are not "high potential."

> **"The term "high potential"** is politically loaded."

It can be equally awkward for those singled out for advancement. For people who are labelled high potential, but plan on quitting, it can lead to inner conflict and a trapped feeling. Do they tell their boss they are not happy where they are at and risk being cut out of meetings and information or do they play along and pretend that they want to progress even if they are thinking about leaving? Unfortunately, both options can backfire.

Moral of the Story: So, if you are designing a succession program and you want to avoid the political implications of the term high potential, my recommendation is to avoid the language all together. Rather than talk about high potentials, evaluate people's readiness and interest in advancement and simply dialogue about this rather than labelling people.

External Talent Pipeline Politics

Another trend in succession planning is to identify external candidates for upcoming vacancies, along with internal candidates. The idea is that the ideal candidate may not be in-house, so it is valuable to identify people externally who could fill jobs. Once these people are identified, managers proactively cultivate a relationship with them, and have conversations with them about their career goals to see if they may be interested in future opportunities.

In theory, it is a wise strategy, but it is important to be aware of the surrounding politics.

External pipelines can be politically charged when managers share details with each other about the outcome of their talent conversations with competitors. For example, if one of your managers approaches a competitor to talk about their career goals and then documents this conversation on a succession pipeline spreadsheet or shares the outcome of the conversation in a talent review, it can have political implications.

Although this is a common practice, imagine the following scenario. One of your managers knows one of the competitors listed on the talent pipeline spreadsheet and has him over for dinner regularly. At one of their get-togethers your manager says: "I heard you talked to our VP of strategy about joining our firm and you may be interested." All of a sudden, what was supposed to be a private conversation between two senior professionals feels like public knowledge in the industry.

"Bring more objectivity, and less politics, into the process."

Alarm bells go off and you enter the political risk zone. You have just put someone's career at risk with their own firm, and made it dangerous to talk to your managers about opportunities. You can bet that people across firms know each other and your talent pipeline conversations will get leaked at some point. Let's just hope you don't get a dreaded call from your competitor's CEO to your CEO angrily accusing you of trying to poach their people.

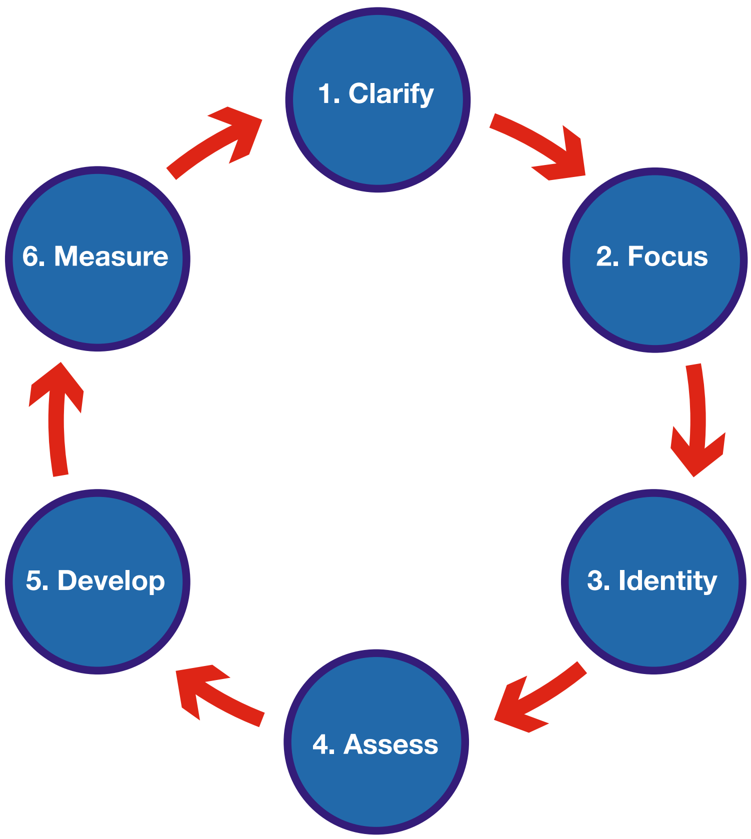
Moral of the Story: If you build external pipeline documents, guard the information about related conversations with your life. Do not circulate it, or discuss it in larger forums.

The Politics of Internal Candidate Pools

Obviously, you are not just identifying external successors, you are also focusing some, or more, of your energy on internal successors. So, what are the politics that can plague this part of the process? When identifying internal successors for future vacancies, there are a number of political dynamics that come into play, all of them stemming from managers using subjective criteria for identifying succession candidates rather than objective criteria like their motivation and ability to progress.

For example, remember the "similar to me" bias that creeps into recruiting? This occurs when hiring managers prefer candidates who share personality characteristics or experience that is similar to their own, resulting in rating some candidates more favourably. Similar to me bias also creeps into succession planning and often

Succession Roadmap – Six Steps



Step 1: Clarify
Clarify your purpose for doing succession. Create an inspiring purpose statement.

Step 2: Focus
Identify your biggest succession risks so you can focus on high impact areas and prepare for challenging succession scenarios.

Step 3: Identify
Identify which key roles or role groups you will focus on and define what success looks like now and in the future.

Step 4: Assess
Facilitate a talent review and leadership assessments to identify the best candidates for future vacancies.

Step 5: Develop
Put in place meaningful and actionable development plans that combine skill development, work experience, and coaching and mentoring.

Step 6: Measure
Review progress against plans with rigour and discipline. Use a scorecard to measure results.

Sample Succession Scorecard

Category	Metric
SUCCESSOR ADVANCEMENT & DEVELOPMENT The goal is improved readiness and promotion.	• Improved readiness of successors year over year. • Percentage of successors placed in development positions. Performance ratings year one and two. • Percentage of development plans completed. • Completion of development plans and qualitative review of progress by key stake-holders.
CREATING A DEVELOPMENT CULTURE Leads to improved engage-ment and business outcomes.	• Number of positions filled by candidates identified through the succession process versus external hires. • Performance and retention rates of internal promotions versus external hires. • Financial resources devoted to internal development versus recruitment. • Improved engagement score ratings on items related to employee development, recognition and meaningful work.
SUCCESSOR RETENTION If you are investing in people, you want them to stay.	• Retention rates of successors by role and business unit.
SUCCESSOR RETENTION If you are investing in people, you want them to stay.	• Diversity indicators like females or minority groups.

leads to disgruntled whispering at the water cooler; when this happens the succession process feels "political."

Another political pitfall occurs when managers admit people into the pool with limited information about their background and qualifications. For example, I once had a manager say to me, "I had a conversation with John in the bathroom a few years back, and he seemed like a sharp fellow. I think he has management potential." Let's hope your managers have more to go on then bathroom conversations when evaluating your future managers.

> **"Put more energy** into holding people accountable to change."

Moral of the Story: To avoid stories like this at your company, spend time identifying the criteria for admitting people into succession pools, and the evaluation method for objectively determining readiness and development needs. Also, put ground rules in place such as, "share recent examples" when having talent review conversations. This will bring more objectivity, and less politics, into the process.

Development Plan Politics

Last, but not least, development plans can go from a well-intentioned, proactive initiative to a political trap that sets people up for failure if not carefully implemented. When implementing succession programs, many companies invest substantial resources into evaluating people's development needs and putting development plans in place. The development plans are primarily focused on what an employee needs to work on if they want to progress; once the plans are identified, it is up to the employee to make them happen. Although these plans are certainly better than nothing, they can lead to negative politics when they do not include objective methods of evaluating progress, especially when the direct manager, or sponsor of the plan, is not held accountable for supporting the person's progress and removing obstacles.

For example, Marnie is a marketing VP in her company who reports to the chief marketing officer. Her development plan includes being a part of a global marketing initiative and being more facilitative (rather than directive) with her style. The problem is that Marnie's boss won't let go of being the smartest guy in the room and let her lead the initiative. As a result, Marnie's evaluation of how facilitative she is being does not match other people's perspective. If in this scenario Marnie does not receive objective feedback about the impact she is having, and the issue between her and her boss is not resolved, the plan will not work. Here's the political clincher; as with many succession programs, all Marnie has to do is SAY she has made progress and tried a few things, and the program is considered a success. So, really, the person who is the most self-promoting and optimistic wins. Do you detect some politics here?

In reality, if a company wants to truly develop their people, there are a number of factors for making succession management more successful:

1. Put more energy into holding people accountable to change;
2. Assign resources to help people develop;
3. Define roles and responsibilities for all stakeholders (the individual, their manager, and ideally the succession committee); and
4. Use objective feedback mechanisms like post 360 evaluations, or multi-rater input to determine progress.

With this kind of approach, the politics get weeded out, and as an HR professional you can evaluate true developmental progress, not just perceived progress.

Moral of the Story: When designing your succession program, don't just think about the technical components of the program; pay equal attention to the political issues. In reality, the politics of how you define potential, build internal and external talent pipelines and support people's development plans can make all the difference between an effective initiative that builds your reputation as a strategic HR leader and a program that you will be cleaning up for years to come.

Natalie Michael, CHRP, is a Succession Management Consultant and Executive Coach with The Karmichael Group in Vancouver.

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FOUNDING OUR FUTURE
BC HRMA CONFERENCE & TRADESHOW 2012

By **Jason McRobbie**

For the past 70 years, BC HRMA has brought the best of HR to the table. For the past 50 years, conference has brought the brightest and the best in business - and beyond - directly to the stage.

From April 25-27, 2012, BC HRMA celebrated a pair of anniversaries and gathered together over 1,000 HR professionals, thought leaders and solution suppliers for its 50th Annual BC HRMA Conference and Tradeshow: 70 years of shared purpose and half a century of gathering to reconnect, rethink and find fresh fuel for further results.

> "The answer to that question of **what it is you do; that is so different."**

Within this feature, you will also find appropriately fresh ways to connect with the conference experience. To explore the wisdoms of the four plenary speakers, read on; if you have a QR code reader handy, simply scan what follows and go directly to source.

From Human Resources to Neuro Resources

Dr. David Rock, founder of the NeuroLeadership Institute, might seem an odd choice of speaker for the 50th Annual BC HRMA Conference and Tradeshow. After all, for all of its challenges, HR really isn't brain science - or is it? As it turns out, it most certainly is.

According to the latest in neuroscience leadership, HR has a far larger role to play in *"Founding Our Future"* than imagined. While neuroscience might not be part of traditional HR curriculum, Dr. Rock, author of *Your Brain at Work*, moved it onto the mandatory reading list for a full house of HR professionals.

"You might think that you manage people. Really I think you manage brains. Thinking is the work we do today. People are thinking for a living. It's the brain that's doing the thinking, so in many ways we need to learn how to maximize thinking if we want to maximize performance," said Rock. "It's very relevant for HR, not just to reduce stress and improve overall culture, but to achieve the ultimate goal of HR, which I think, is organizational performance."

"There's actually a circuit inside the brain called the self and social circuit. Did you know you had a social network in your brain? It's the reason for Facebook's success. It's a big circuit and you love it very much," said Dr. Rock. "Being goal-focused switches off the circuit for thinking in terms of people. They're two different circuits."

Rethinking Strategy: Redefining Leadership

As to this finding's impact on the workplace? The brains of many leaders are simply hardwired differently - and not all of their traits should HR leaders seek to emulate.

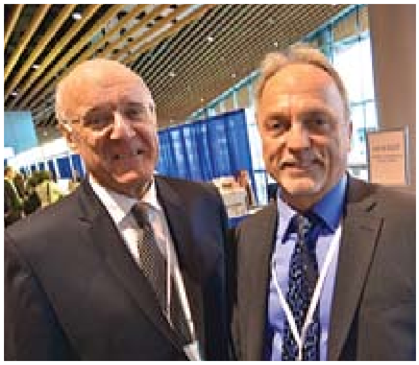
Rock admits, and history has shown, that fear is both a

(l to r) Ms. CEO's Nancy McKinstry, Karen Flavelle (Purdy's Chocolates), Conference 2012 chair Lisa Ryan, CHRP, Krista Thompson (Covenant House Vancouver) Nicole Stefenelli (Urban Impact) explored the View From the Top and the gender disparities and opportunities that still abound. http://bit.ly/MOZRsF

Dr. David Rock reveals some surprising errors about how *"Your Brain at Work"* really works and how a bit understanding of mind can help HR achieve its goals. http://bit.ly/Oh0QW7

(l to r) Justine Hunter (The Globe and Mail), Vaughn Palmer (Vancouver Sun), Keith Baldrey (Global TV) and Bill Good (CKNW) shared their wealth of insight and views on the Business of Politics.

A Nation (and a vocation) *Worth Ranting About*: Rick Mercer kickstarts Conference 2012 a day early with the HR Public Tradeshow Speaker Series.



(l to r) A warm welcome from BC HRMA's CEO Simon Evans, CHRP and president Mike Cass, CHRP.

powerful and common motivator - so long as no heavy thinking need be done. However, at a time when creative-thinking and collaborative-innovation are mandated for survival, the C-suite is challenged by the prior paradigms of success.

"Leaders are bad at coaching. Leaders are bad at career conversations. Leaders are bad at innovation. They're bad at driving change. They're bad a giving feedback. All that is the soft, messy stuff, right? It's the human side of things."

As explained by Rock, every five seconds our brain's limbic system poses a simple question with complex results: fight or flight? As relatively simple substitutes, the carrot and stick have served as mainstay managerial motivators with serviceable results.

"I think there's a big gap between what we want and the theories, skill and tools that we have. My goal with the neuroleadership field has been to develop an understanding of the biology of leadership tasks," said Rock. "So what do leaders do and and how can we get better at those leadership tasks by understanding brains?"

Exploiting Chaos: Aligning HR with Primary Purpose

According to Jeremy Gutsche, founder of Trendhunter.com and author of *Exploiting Chaos*, this is where HR can be most effective, not in terms of strategy, but culture.

"...how do you recreate, knowing that experience is such an important thing...?"

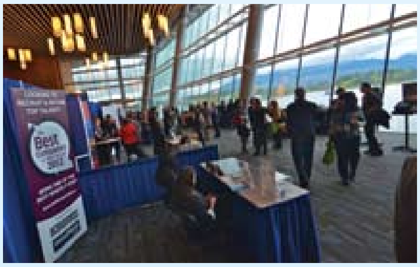
Gutsche addressed the HR opportunity most directly with a quote by eminent management theorist Peter Drucker: "It's not the questions that change, it's the answers that change."

Herein, lies the traditional domain and challenge of HR - to create working cultures that bring top talent to the bottom line in times of change.

Focusing HR's attention on the really important questions is understandably key. Fortunately, the most important question is a matter of critical perspective: "Specifically what are you trying to do?"

"This matters both for the people on your team to be able to answer why they are compelled to be a part of your organization, but also for me as a new employee or a customer. Why should I choose you?" asked Gutsche. "It's no longer about selling a product. It's about the experience. The HR departments in successful organizations use this question to align their company and put it on a mission."

As for the function of HR, Gutsche said, "The answer to that question of what it is you do; that is so different. Your roles are so much more complicated but exciting than they were 10 years ago. HR is becoming the pivotal role for companies trying to take their brands into a new space."



(l to r) Knowledge in demand: speaker Jennifer Gerves-Keen and BC HRMA's PD manager Kyla Nicholson, CHRP.

Metric-ulating success: BC HRMA's HR metrics manager Lisa Irish, CHRP, CEO Simon Evans, CHRP and HR metrics specialist Liz Whalley.

(l to r) Coast Capital's mavens of culture change: Lewisa Anciano, CHRP and BC HRMA past-president Jay-Ann Fordy, CHRP.

(l to r) BC HRMA's senior manager of operations Christian Codrington, CHRP interviews Award of Excellence: Innovation winner Sarah Hood, CHRP (CRD) and finalist Anne Leckie.

(l to r) BC HRMA president Mike Cass, CHRP, Conference 2012 chair Lisa Ryan, CHRP, Trendhunter.com founder Jeremy Gutsche and Angus One's vice president and GM Andrew d'Eca.

HR Professional of the Year Eileen Stewart together (at center) with BC HRMA 2012 Award of Excellence: HR Professional finalists (l) Diane Taylor, CHRP (RONA) and (r) Crysta Kynaston, CHRP (WCG International HR Solutions, Ltd.).

Photos and videos by Jason McRobbie

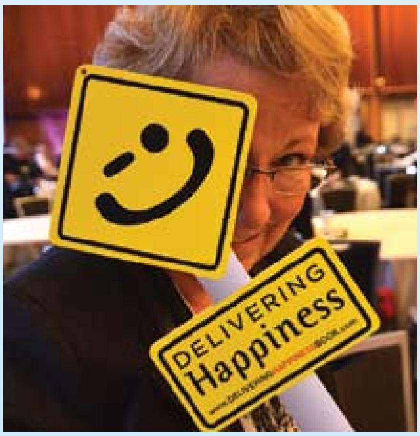
Supporting HR across Canada: CCHRA chair Patrick Hartling and Bruce Snow, president, HR Association of Nova Scotia.


(l to r) BC HRMA's director of research and learning Ian Cook, CHRP Rising Star 2012 Tyler Cheyne, CHRP (Omnicron Canada), and Rising Star 2010 Meg Burrows, CHRP (ICBC).


Three stars rising: Nikki Cescon, CHRP (Kelowna Flightcraft Group), Rising Star 2012 Award winner Tyler Cheyne, CHRP and Candice Wright, CHRP candidate, (BC Public School Employers' Association).


Bringing it all together: BC HRMA Conference 2012 Chair Lisa Ryan, CHRP and BC HRMA conference/events manager Erin Engstrom.


With thanks to all who attended from the talented team of BC HRMA volunteers and staff.



BC HRMA's advertising manger Ruth Lumsden thinks a bundle about delivering happiness.

BC HRMA PROFESSIONAL AWARDS 2012

The BC Human Resources Management Association is proud to announce the recipients of the 2012 Professional Awards:

AWARD OF EXCELLENCE: HR PROFESSIONAL OF THE YEAR

Eileen B. Stewart Independent HR Consultant

Eileen Stewart is the 2012 Award of Excellence: HR Professional of the Year recipient because of her efforts in making HR work for businesses, educational institutions and the greater community. As the author of *Essentials of Managing Human Resources* and former HR program head at BCIT, her passion for people practices has made significant contributions towards increasing the profile and impact of professional HR management.

AWARD OF EXCELLENCE: INNOVATION

Capital Regional District "iLead" Program: Sarah Hood CHRP, Chris Neilson CHRP, Mary Stock CHRP, Nadine Dillabaugh CHRP, Angela Maunders CHRP, Elaine McMath CHRP

The Capital Regional District team received this award for changing the way their leaders thought about leadership, their roles as leaders and the CRD as a whole. Forging direct links between HR strategy and "iLead" outcomes, the initiative has resulted in a leadership program grounded in the CRD's culture shift.

RISING STAR AWARD

Tyler Cheyne, CHRP HR Advisor, Omicron Canada Inc.

Tyler Cheyne is the recipient of the 2012 Rising Star Award due to the significant impact he has made in just two years with Omicron. From taking charge of the company's Timesheet software to redesigning the employee orientation for the system, he reduced late or inaccurate submissions by 75 per cent in his first year. Working together with Omicron leadership, Cheyne went on to assist in developing demographic and skills analysis profiles that has since been translated into the company's 2012 workforce planning.

FELLOW CHRP

Dr. Craig C. Pinder, PHD, FCHRP Distinguished Professor, University of Victoria.

Dr. Craig Pinder was granted the FCHRP in recognition of contributing his experience, rigour and insights to the bigger picture of the HR profession. As the author of four books and numerous articles on the subject, Craig is both a recognized scholar and a key practitioner, best known for his practical approach to work motivation. In 2005, he was granted the singular honour of being named "Distinguished Professor" for his academic excellence and contributions to the greater university community.

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Described as an 'intellectual can of Red Bull', Trendhunter.com's Jeremy Gutsche sees HR's role as key to unlocking a culture of innovation. http://bit.ly/LUd4m3

A Culture of Revolution in Four Not-So-Easy Pieces

The trouble with seeking inspiration in times of chaos, Gutsche explains, is the distraction created by the sheer volume of information available. "A lot of research shows we have become less innovative in our corporate cultures over the last 20 or 30 years. We've started obsessing about benchmarking our competitors, but not raw creativity."

"So how do you recreate, knowing that experience is such an important thing and that HR is that pivotal role that can make your organizations excel and reinvent?" Gutsche asked before answering. "The area where HR has the most control is creating a culture of revolution."

Fortunately, the framework for Gutsche's culture of revolution is both benign and beneficial, hinged upon four primary puzzle pieces: perspective, intentional destruction, failure and customer obsession.

"As organizations we seek to preserve the status quo, but in times of chaos and change, we need to tear down those things that made us successful; we need to try things that are much different," said Gutsche. "Don't wait to be shocked by change. Think about the role and tone you play in your organization to try and make people more willing to experiment, to push the boundaries and test the limits. As for those standing their ground with the attitude 'we're good, we don't have to try,' well if that's true, then complacency will be the architecture of your downfall."

Avoid the Success Trap: Discover New Hills of Opportunity

As for the inevitability of failure en route for those willing to make the effort? On that point, Gutsche is clear: "Win like you are used to it. Lose like you enjoy it."

"What happens is you're on a hill of opportunity and you've figured out a pattern for success. This applies to everyone in this room. Because you're good at what you do at any given time you can tweak your formula and become just a little bit better. You're going to find the top of your hill no matter what. That's automatic," said Gutsche before touching upon the cautionary tale of Smith-Corona.

"They had invented a thousand different types of typewriters, so at any given time they knew how to tweak their typewriter formula and find the peak of that hill. But because they were good and successful at that, the first time they tried to make a computer, it just didn't seem as successful. Being good then, can be a trap; it can stop you from discovering the new hills of opportunity."

Surviving the Twist: Thriving in the Post-Everything Economy

In light of the past four years of economic unrest, it is a lesson many organizations have already learned: some at great cost and others to new profit.

According to Linda Nazareth, economist, author, television broadcaster and expert on demographic and social change, what lies ahead only emphasizes the importance of HR's role in the coming economy. Both from the stage and in her newest book, *The Twist: Finding Your Way in the Post-Everything Economy,* Nazareth brings into sharp focus what we have experienced globally, as well as closer to home and at the heart of our organizations in recent years.

"We've gone through a major economic twist. The world slowed down. The world has picked up again, but we're still paying the bills and dealing with the mentality that we got through this, but we might get hit by it again. In a way it's a kind of never-ending recession in the sense that we all have to keep costs down and look for efficiencies for a long time: not necessarily a bad thing, but it's a reality."

"You might feel like you've been through a lot of challenges already, but there are a lot of challenges ahead. Now is the time to plan. Now is the time to think about where you fit in your organization. It is the time to think about where your own life is going. " said Nazareth.

Economist and author Linda Nazareth explains how the twin twists of the economic mindset and demographic disparity impact HR's bigger picture. http://youtu.be/4PvrSgQNMsM

Given the nature of the second major 'twist' already applying tension on the workplace, the diversity of applicable answers can only inspire innovative potential.

Diversity, Disparity and Opportunity

"The next twist we're going to deal with is the demographic twist. We've talked about this for a long time and now it's happening. We have an aging workforce, aging population, some people coming in, not a lot of people leaving the workforce and a lot

Defining HR through happiness and results, Zappos' Tony Hsieh hires first and foremost for culture. http://bit.ly/MtVxjg

of things changing because the two twists are hitting together," Nazareth explained. "It's only going to get more complicated, not necessarily worse, over the next five to 10 years."

Primary to that complication is the flip side of the aging workforce: the disillusion growing at the opposite end of the spectrum. As Nazareth notes, the trend of youth unemployment is both growing and global.

"It's a crisis situation for most of Europe. Canada's not quite as bad as it was in the 80s which is good to see, but this I think is going be the issue of the next 10 years: the loss of opportunity for those in their 20s, for youth, in a lot of the world. The social and economic implications of that are going to be huge and we're seeing it already. That's what we're seeing internationally and part of the bigger picture right now."

As for any organizations with lingering doubts as to the value of HR versus the bottom line, Nazareth's forecast was much in keeping with the conference's theme. Founding Our Future has taken time and timing alike.

"HR's going to become a more important role within an organization. It may be hard to make that case at first because people look at it and say, 'Well, here's a cost centre,' but an HR department that has creative ideas, that can manage change, that can bring forth options for companies to save money and get more out workers, transition the things that need to be transitioned - is not really a cost centre; they're a profit centre."

Most importantly, good HR works anywhere. With the right leader, it can even turn a call centre into a happiness hub of legendary profitability.

An HR Success Story: Delivering Happiness

As closing speaker of BC HRMA's 50th Annual Conference and Tradeshow, Zappos.com CEO Tony Hsieh could not have provided a better affirmation of what is truly important for both HR and the bottom line alike. Happiness is everything; failure is healthy.

Hsieh learned the virtues of failure better than most with his first business.

"The whole strategy of hiring friends and then friends of friends worked really well until we got to about 20 people and then we ran into a problem. Basically, we ran out of friends. So, then we had to figure out how to hire people based on interviews and resumes and we were fresh out of college. We learned a lot through trial and error," said Hsieh. "What we didn't know any better was to pay attention to company culture. Not everyone we hired for the company was great for the culture and by the time we got to 100 people, I myself dreaded getting out of bed in the morning to go to my own company which was definitely a weird feeling. If I felt that way how must the employees feel and that's what really led us to sell the company."

This is why Zappos pays people $4,000 to quit after training and a key qualifier in the interview process is how you treat the driver who picks you up and drops you off; everyone hired spends two weeks of training working the phones and either learns to love it or leaves cheque in hand. Clock punchers, bullies and the self-inflated need not apply; they might, however, learn a thing or two in the process. Either way, everyone goes home happy.

"Happiness is core culture and key to the living brand."

Those who make the cut put happy to work: delivering happiness. Lengthy conversations are encouraged, even during the busy seasons; everyone in the company takes to the phones to handle the volume. At Zappos, the product is strictly secondary to the experience and returns are free for the online retailer.

Culture Core to Enduring Success

Therein lies the key to Zappos' success. Happiness is core culture and key to the living brand: for customers on both sides of the Zappos equation. It also does serious business.

When Hsieh signed off on his company's $2 billion dollar sale to Amazon.com, he kept core culture off the table. While most acquisitions are integrated into the flow of the Amazon culture, Hsieh put happiness up front.

"We told them we would only consider it if Zappos could remain independent, if we could continue to grow our brand, our culture and continue doing business our way," said Hsieh. What had proven previously profitable has worked wonders since.

Shortly thereafter, his first book, *Delivering Happiness: A Path to Profits, Passion, and Purpose*, debuted at #1 on the New York Times Bestseller in June 2010. Hsieh's message has since transformed into a movement to help people, organizations, and businesses apply the different frameworks of happiness to their lives.

While BC HRMA might not sell shoes, the association's mission is not far off from Hsieh's line of thought.

People. Passion. Profit.

For the past three years, those three simple words have helped redefine a complex world for many and served to underline the message of BC HRMA's Annual Conference and Tradeshow. In *"Founding Our Future"*, may they continue to serve us well until we meet again for Conference 2013 in Vancouver, May 2-3, 2013.

RESEARCH VOICE

Raising the Standard:

HR Impacts the Office of the Auditor General of BC

By **Ian J. Cook,** CHRP

"A good HR team quietly makes us all look good"

– John Doyle, Auditor General of B.C.

Auditing government is not an easy job. The financial processes are complex and the organizational structures behind them are fluid. In times when the public purse is shrinking, organizations need to ensure that the money is well and wisely spent. Doing this well also requires that the organization behind the audit activities and reports is itself highly credible and an example of competent management.

When John Doyle became the Auditor General of B.C., he knew that sustaining and enhancing the Office of the Auditor General of B.C. (OAG) would require a contribution from all members of his leadership team, including HR. Over the past three years, the HR group has made a substantial contribution in ensuring the effectiveness and credibility of the OAG. To some, the actions they have taken and the results they have achieved might seem to be at odds. However, the results and details of how HR has supported the effectiveness of the organization are worth exploring.

Marc Lefebvre, executive director, HR and administration, Penny Limer, HR advisor and Greg Clabrough, HR analyst.

The Best People in the Right Roles at the Right Time

One of the first organizational targets set by the Auditor General was to reduce the time it took to complete an audit project. Linking this back to HR, Marc Lefebvre, executive director, HR and administration and his team, (HR advisor Penny Limer, HR analyst Greg Clabrough, HR assistant Maria Timms and manager, training and development Christopher Jones), identified that their first goal was to make sure that the organization had the best possible people, in the right roles at the right time. Given the nature of auditing work, staff transitions or vacancies can significantly impact the quality and timeliness of the final product.

Rather than rushing into a recruiting campaign, Lefebvre's first instinct was to understand trends of the organization and see what insight could be gained from its historical turnover data. He worked with a finance colleague with an actuarial background and was able to build a workforce planning model which is able to predict the number and level of staff exits in any given month. The model was built utilizing spreadsheets and has proven to be over 95 per cent accurate.

At the team's first job recruitment fair, just a handful of grads came past the booth to ask who they were. The team was determined to use modern tactics and their existing graduate intake to change this. Three years later, the team is satisfied with the results. At their latest job recruitment fair, they ran out of collateral materials and were the first port of call for many of the top graduates from the organization's preferred schools.

Taking Time to Learn and Tell the Story

So what happened? Lefebvre and his team went deep into understanding what was working for those graduates who stayed. They spent time learning what was most important to graduates and what they were offering that would meet the interests of the section of the talent market they wanted to talk to; then they used a modern approach to telling the story of their value proposition. Not only did they ask their existing graduate intake what was important, they gave those grads the time, inspiration and a camera to create a YouTube video to capture this information. To the new generation of employees, nothing speaks more authentically than a video made by their peers.

> **"Lefebvre and his HR team** focused on delivering excellence where it counted."

Lefebvre and his HR team focused on delivering excellence where it counted. The team discovered that post finance grads are generally looking to achieve an accounting designation as quickly as possible after graduating. They are looking for their employer to support them in this and often make the decision about where to work based on the organization's offering and its track record. So the team at the OAG put their expertise in learning and technology to good use and developed a highly flexible, highly supportive and highly effective learning pathway to the Chartered Accountant (CA) designation.

The ability to attract and land higher quality recruits and the improved learning process were clearly demonstrated when a graduate from the Office of the Auditor General achieved a score in the top 50 out of over 1,000 CA exam sitters across Canada.

Several other tactics have also been deployed by the HR team. For example they have taken advantage of the tough business environment and, by emphasizing the relative stability of a job in the public sector including the lifestyle available in Victoria, they have been able to attract and retain more experienced talent from the private sector who would previously not have considered this type of role.

The outcome of this strategic approach to talent supply is that the project risks related to vacancies and under-experienced talent, although impossible to remove, are being effectively mitigated which has been reduced to a minimum. This is evidenced by the change to the turnover experienced by the OAG which has reduced by 50 per cent in the last two years.

A young accountant finds his perfect match at the Office of the Auditor General of B.C.
http://www.youtube.com/watch?v=cQTjppexLb4

A young accountant finds her perfect match at the Office of the Auditor General of B.C.
http://www.youtube.com/watch?v=huo2KJw2au4

Revisiting Performance Management Processes

Not content with progress on the talent supply side, Lefebvre and his colleagues set about improving the way that performance was monitored and managed inside the organization. Their start point was the same as many organizations: a paper-based form that few people used effectively and HR spent most of its time tracking whether or not the form had been completed. This team identified that they needed an IT solution to make the distribution, completion and tracking of performance data quick and simple so that they could spend their time analyzing the outcomes and coach managers on how to manage and improve the performance of their people.

Lefebvre also knew that he needed senior level support to shift habits relating to performance management. While structuring and presenting this program, he was conscious to demonstrate the value of improved reporting, the time savings from effective IT and the opportunities to further enhance the overall productivity of the organization. Support was agreed to and the HR group went to work implementing the IT system and, more importantly, training their managers and employees on the fundamentals of good performance conversations. Much as they needed the IT system, this was not the focus of the project. The training was 20 per cent on how to use the IT and 80 per cent about how to set goals, provide feedback, solicit input from employees, deal with differing views of performance and included material on career development.

A Measure of HR Success

The HR team at the OAG is modest about what they have achieved and still believes the organization has a long way to go before they are satisfied with the level at which performance is discussed. Lefebvre and his team believe they need to maintain a firm and steady approach to ensure that the performance process achieves full acceptance and continues to support a change in culture. However, the organization has given the team a much higher grade than they give themselves. There is a common approach to measuring engagement within the public sector. Between 2010 and 2011, while the new performance processes were being rolled out for the first time, the organization's engagement score increased by 10 points or 16 per cent.

There are many factors that go into shaping an engagement score so Lefebvre and team are reluctant to claim all the glory. However, three of the major areas that increased in the time frame are staffing practices, recognition and empowerment. The HR team are not surprised by the shift. They knew existing staff and new staff were high-performing individuals, who were ambitious and keen to make a difference. Through the performance process, these staff have started receiving personal recognition for what has been achieved and received guidance on how they might contribute more, and further their career. It is clear from the engagement results that this is what the staff group were looking for. It is still too early in this cycle of change to point to direct organizational impacts, however, the organization has continued to make progress in delivering a high quality outcome, on time and on budget.

> **"...a highly flexible,** highly supportive and highly effective learning pathway..."

The story of the HR team at the Office of the Auditor General of B.C. is a real success. However, it has not come through a single activity or a single program. What is most telling is the concerted effort of the whole team over a targeted series of initiatives, all of which aligned to the strategic objectives of the organization, has clearly been shown to make a difference. In the end, success came not from doing one thing, but from identifying the right cluster of activities and delivering each of these in an integrated fashion.

A global citizen, Ian J. Cook, MA, MBA, CHRP (ijcook@bchrma.org) has chosen to make his home in Vancouver where he heads the growth of BC HRMA's research and learning service.

Diversity, Respect, Recognition and Rewards

By **Lindsay Macintosh**, CHRP

More organizations are wisely taking action to effectively manage an increasingly diverse workforce. Managing diversity with a program that respects, recognizes and rewards all employees effectively is critical for organizations to sustain a competitive edge in today's globalizing economy.

Impending shortages of skilled workers, increasing diversity of the workforce, and an aging population pose great challenges for organizations to accommodate the changing values of workers. Organizations are becoming aware of the importance of a system-wide approach for aligning diversity management with organizational strategy, culture, training programs and rewards systems.

The fabric of today's organizations is becoming increasingly diverse both in terms of their employees and the communities they serve. Employees in today's organizations encompass many individual attributes such as race, nationality, language, age, gender, sexual orientation, religion, and disability; they bring their unique capabilities, opinions and life experiences to work. A healthy, diverse work environment respects and utilizes the unique characteristics of all employees.

Build Diversity into Core Culture

To attract, retain and motivate high-performing employees, it is essential for organizations to develop a welcoming workplace that reflects the communities in which they serve. Recognizing and fully utilizing employees' talents is not just complying with legislation.

Organizations need to invest in an effective diversity management program adopting best practices in building and sustaining an inclusive workplace that attracts and retains diverse staff, wherein the unique talents of all employees are valued and rewarded.

Align Organizational Strategies and Goals

For maximum effectiveness, diversity management needs to be incorporated into the overall organizational strategy and goals. According to Jas Cheema, president of Inter Cultural Services Inc. and leader, diversity relations and translation services at Fraser Health: "A good starting place is to develop a diversity policy/mission statement that clearly outlines the organization's commitment to honouring diversity."

Cheema added, "A diversity framework can help crystallize values and goals which can be weaved into the organization as a whole and not just be the responsibility of an office or diversity position."

Make Diversity a Program and a Principle

An effective diversity management program:

- promotes recognition and respect for individual differences;
- encourages employees to be comfortable with diversity in their workplace;
- encourages employees to accept the fact that there are different values, physical characteristics, backgrounds, and interests rather than being prejudiced by those differences;
- can convert a hostile environment into a welcoming environment where employees communicate and support one another;
- clearly outlines and identifies organizational values and beliefs;
- has a clear, open and honest decision making process;
- can be adapted into any type of work environment; and
- is integrated in different management styles.

Effective diversity management must include education programs as a key component. Diversity education programs develop individual employees' interest in understanding their own values, cultures, beliefs, stereotypes and biases through training and teambuilding workshops. The goal is simple: to help employees develop their communication skills and knowledge of their diverse workplace and communities.

Diversified Mentoring a Priority

Mentoring on a more one-to-one level is similarly valuable.

"Mentoring has been proven to be successful in optimizing the skills and talents of minority employees and in helping them progress to more senior positions," said Cheema. "Last but not least, make sure you are able to evaluate your success."

By aligning the goals of a diversity program to the organization's strategic goals, the means of this measure are made more apparent. Rewards, recognition, challenging work, and career development should be seen as diversity-based opportunities.

Accepting and capitalizing on the strengths of each employee is essential to effective diversity management. Diverse work teams provide the opportunity for many points of view in the decision-making process; this leads to more innovative decisions.

To understand how all employees in a diverse workforce would like to be recognized, it is necessary to develop cross-cultural awareness programs essential for effective diversity education and organizational strategy and goals. For example, Western culture values independence and individual efforts while the work of the team is more valued in other cultures.

Balance the Plus and Minus

Advantages of effective diversity programs are:

- the development of latent skills and talents among employees;
- employee empowerment: individual employees who may have felt unable to move forward in an organization due to factors such as race, gender, and cultural differences, find these attributes are no longer issues; and
- the realization of innovative potential: employees who feel valued are more willing to go out of their comfort zones and develop their skills for the benefit of their teams, organizations, and themselves.

Ineffective diversity management creates an unpleasant environment of distrust and disagreement; unfortunately, it also leads to employees feeling undervalued and leaving. With the impending shortage of highly qualified workers, it will be difficult to attract similarly high-performing employees.

Engage Management: Retain Commitment

Managers who are aware of cultural difference are able to create effective work teams that respect differences while working towards a common goal. They develop culturally sensitive strategies that address the needs of all employees and the diverse communities they serve.

In organizations that respect and reward all employees in meaningful ways, employees are engaged and more loyal and committed to their jobs and the organization.

Lindsay Macintosh, CHRP, has over 20 years experience in payroll and benefits in the retail, foodservice and logging industries. graduated with a B.A. (Honours) from Queen's University, she has served as advisor on HR policies/procedures and volunteer co-ordinator for non-profit organizations, as well as interviewer for Volunteer Richmond's 2010 Information and Volunteer Program.

Leveraging Immigrant Talent:

Report calls for greater employer involvement

By **Roley Chiu**

As we enter an era of unprecedented talent scarcity, the conversation has shifted, from cautionary depictions of organizations struggling to adapt or die, to a focus on decisive actions that address the immediate and long-term HR needs of employers in BC. The change in dialogue comes at a critical time, as immigration now drives 100 per cent of BC's net labour force growth and employers across the province are becoming increasingly reliant on skilled immigrants for business growth and expansion.

More than ever, employers need talent and our rebounding economy needs businesses firing on all cylinders. However, for this system to work, businesses need access to a talent pool that fills skills gaps in their workforces and is attuned to the specific needs of their industries. Who knows the needs of business better than the businesses themselves? This is the case for greater employer involvement in the development and implementation of programs and policies affecting immigrant employment.

The consequences of inaction are severe, with implications on BC's global competitiveness symbiotically affecting government, businesses and BC residents alike. However, while the imperative for change is clear, the impetus for action rests on a three-way interrelationship between government, businesses and employer-supporting stakeholders; employer engagement is critical to developing strategic labour market solutions that grow BC's economy.

That greater employer involvement is essential to ensuring a stronger connection between labour demand and labour supply is the principle message of an independent report released by the Immigrant Employment Council of BC (IEC-BC). The *BC Employer Consultation Report: Recruiting and Retaining Immigrant Talent* lists principles for action, key findings and recommendations to address the critical area of recruiting and retaining immigrant talent in BC. Here is an overview:

Key Findings

1. **Government policies, programs and processes**
   Many BC employers want a more streamlined process for the Temporary Foreign Worker Program. The Provincial Nominee Program was seen as positive, although some employers were concerned about backlogs.
2. **English language proficiency**
   Lack of English language fluency was one of the top two issues raised by employers.
3. **Foreign credential assessment and recognition**
   The difficulties of translating, evaluating and assessing the equivalency of foreign credentials and qualifications was noted by many employers, particularly for regulated occupations.
4. **Foreign credential assessment and recognition**
   Employers view a lack of Canadian work experience as a clear impediment to hiring immigrants, primarily because they see a cost associated with training and mentoring.
5. **Awareness and information**
   Most employers have bought into the value proposition for immigrant hiring, but do not know how to navigate the plethora of information and resources.
6. **Geographic differences among employers**
   Employers in some rural BC communities felt they have little opportunity or capacity to attract immigrants and their families. Rural employers called for support to help them participate in immigrant attraction and recruitment, and incentives to immigrants to land or re-settle in rural areas.
7. **Coordination of service providers assessment and recognition**
   Employers would like to see better coordination of service agencies that work with immigrants and improvements in their capacity to interface with and support employers. Employers see service providers as almost solely focusing on the needs of the immigrants, without much consideration or focus on demand-side requirements.
8. **Employer capacity-building support**
   Employers indicated they need easy access to other supports such as online tools/toolkits for employers that are immigrant-specific. Employers feel that chambers, industry associations and other employer groups are best positioned to facilitate this in conjunction with a provincial regional resource.

Principles for Action

1. Move quickly beyond research and consultation to action.
2. Ensure that employers play a leadership role in solutions and program development for workforce integration.
3. Create clear outcomes and success metrics for pilot and demonstration projects.
4. Leverage and build on existing labour market programs, services and initiatives.
5. Concentrate scarce available resources on a small number of priority solution areas.
6. Align immigrant employment initiatives with other workforce strategies.
7. Facilitate improved coordination of the system to overcome employer confusion.

Read the full report, including 30 recommendations for action, on www.tapintotalent.ca.

Conclusion

IEC-BC's *BC Employer Consultation Report* was based on an unprecedented consultation involving over 150 employers in 15 focus groups, across seven industry sectors and eight communities throughout the province. While there is no silver-bullet solution, employer engagement and increased employer participation in collaborative, multi-stakeholder initiatives will encourage business leadership and produce more concrete solutions and outcomes to address BC's skills and labour shortage and grow the economy.

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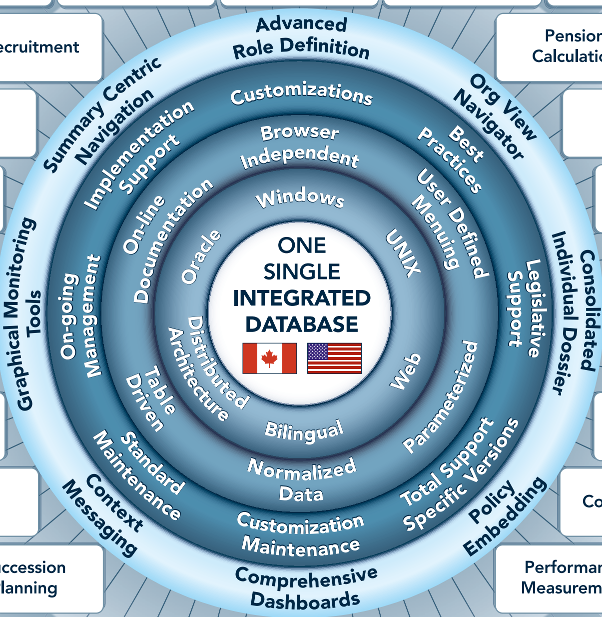

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Rethinking Talent Reviews:

Overcoming Four Common Challenges of High-Potential Identification

By **Eric Hanson,** Ph.D.

Approaches to conducting talent reviews vary across organizations, but most include a process for high-potential identification. High potentials, ("top talent" or "acceleration pool members") are those individuals believed to have the best chance to rapidly grow their capabilities and fulfill the requirements of advanced strategic roles in the future.

The outcomes of talent reviews and high-potential nomination do not appear to be meeting the needed demand. According to the latest *Global Leadership Forecast* (2011) from Development Dimension International (DDI), only 19 per cent of Canadian HR professionals surveyed rated their organization as strong in its available bench strength to meet future business needs.

Discussed below are common challenges inherent in high-potential evaluation and recommended solutions to put your nomination process on the right track.

Challenge #1: Too Much Time is Wasted on Rating Too Many

The idea of a top-talent or acceleration pool is to be selective—to identify a relatively small number of individuals as prime investment targets for accelerated development.

While there are situations where people may have potential but are in the "wrong role" for their talents, it still may not be necessary to take the time to rate all of a manager's direct reports on potential or plot them on a nine-box chart.

Solution: Consider limiting the talent review (or other broad screening) to designating initial prospective high-potential candidates, and then employ needed criteria, tools, and consensus-building techniques to more thoroughly consider their candidacy. Although high-potential nomination "fits" with the spirit of inventorying talent, more due diligence is required to make the best talent investment decisions.

> **"The concepts of** performance, promotability, potential, and readiness should be clarified."

Challenge #2: Potential Poorly Defined

Many organizations continue to use either level-based estimates of potential, such as "has the potential to develop and perform at two grades higher than current level", or time-based judgments such as "ready now, ready in one to two years, or ready in three to five years." These frames are subject to vast differences in opinion on what constitutes potential. They also leave out a critical variable: development (motivation, opportunity, and execution). Motivation and diligence in developing, as well as the development opportunities made available, will have considerable impact on individuals' ability to reach their potential.

Solution: Replace intuitive definitions of high potential with consistent, research-based factors that are predictive of future potential.

DDI's research has identified 10 high-potential factors:

1. Propensity to Lead;
2. Brings Out the Best in Others;
3. Authenticity;
4. Receptivity to Feedback;
5. Learning Agility;
6. Culture Fit;
7. Passion for Results;
8. Adaptability;
9. Conceptual Thinking; and
10. Navigates Ambiguity.

These factors address motivations, learning orientation and propensity to deal with the increasingly ambiguous, complex and dynamic nature of strategic roles. Future potential must be based on a solid track record of performance, but these 10 factors are the real differentiators for potential in accelerated development.

Challenge #3: Potential is Confused with Readiness

There is often confusion between what constitutes potential and what defines readiness.

Potential refers to whether the individual has the motivations, development orientation, balanced focus on values and results, mastery of complexity, and other attributes needed for more senior or strategic levels.

Readiness is just that: how ready one is to perform in target jobs or stretch roles when judged against specific business and leadership requirements. This is a question of whether one has the needed skills/competencies, experiences, and knowledge, along with personal attributes required to be successful. Judging potential and judging readiness are two different things and demand different criteria.

Solution: Be careful to clarify terms, and utilize the appropriate tools and measures for determining both potential and readiness. It is helpful to think about the two concepts as sequential steps in a succession or high-potential development process. Potential operates like a screening process to invite the most promising talent into the acceleration pool. To determine readiness, more in-depth assessment is needed to evaluate the capabilities required for success.

In addition, current performance and whether an individual is "promotable" is oftentimes confused with potential. Promotable individuals are usually people who, because of their experience, mastery of work processes, and demonstration of "next-level" competencies, are seen as capable of meeting the requirements of the next leadership level. High-potential designation implies that the individual has the capacity, motivation, and talents to significantly develop into a senior or strategic leader. The promotable designation is much more incremental and may imply that the individual may not necessarily qualify for roles higher than those at the next level. The concepts of performance, promotability, potential, and readiness should be clarified.

"There is often confusion between what constitutes potential and what defines readiness."

Challenge #4: Managers are Under-involved

Attracting, developing, and retaining talent has risen to the level of a strategic business priority, and for good reason. However, there is often a push to make the process as easy as possible, using rating methods that can lack the rigour and discipline required to yield high-quality results.

Sometimes tests and inventories are administered to reduce the administrative burden on managers. Unfortunately, the breadth of testing measures is limited compared to the range of factors needed to determine potential. In addition, testing often results in manager skepticism from lack of involvement.

Solution: Be sure to engage leaders and managers from the start. As with any other implementation, communication is vital to attain buy-in, set expectations, and establish processes, roles, accountabilities and metrics. Leaders need to be oriented to the prescribed criteria for high-potential leaders. They must understand the rating process, the tools they will use, and the consensus-building process required to effectively and objectively discern potential in the individuals begin considered.

By adopting the language and definitions into their observations and dialogue on a more ongoing basis, managers will be better equipped to spot potential more proactively (including identifying hidden talent that may not otherwise be discovered by only thinking of potential once a year).

"More due diligence is required to make the best talent investment decisions"

Final Thoughts

The high-potential identification process is vital to filling an organization's leadership pipeline. Beyond routine internal promotion processes or development efforts, this nomination process really represents an investment decision. Time, budget dollars, and energy need to be invested in assessing, developing, coaching, awarding assignments, and retaining high potentials. The due diligence and response to common design and execution challenges, such as those discussed in this article, will no doubt determine the return on the high-potential investment.

Eric Hanson, Ph.D., is an executive consultant with Development Dimension International (DDI). His work focuses on helping clients to design executive assessment, development, and succession processes, as well as broader talent strategies. Eric supports business development, product management, and best practices in Executive Solutions. Contact him at eric.hanson@ddiworld.com.

Research Confirms the CHRP Effect: Bringing The Business Together

By **Maureen Campbell**

According to a recent study, it's a great time to be in HR - and an even better time to hold the Canadian Human Resources Professional (CHRP) designation.

Conducted by PayScale and the Human Resources Professionals Association of Ontario (HRPA), the study shows that CHRPs are promoted faster, hired by larger companies and earn more than their non-CHRP counterparts. Herein lies the tangible proof of CHRP difference - and affirmation for all those whose dedication, passion, and resources have been directed towards promoting and elevating the HR profession.

More and more, research is confirming that a highly-engaged workforce leads to greater customer satisfaction and better business results. In fact, research is now indicating that senior management teams are really seeing the value in HR. While almost all corporate vision statements state that 'people are our most important asset', in this era, organizations big and small actually mean it. HR is now being viewed as a strategic partner to senior management.

Findings from research conducted in 2011 by Knightsbridge and HRPA stated that organizations rely on HR's critical contributions. The scope of that contribution is considerable: from managing workforce levels and effectiveness to engaging with the latest technologies to effectively communicate to their target audiences. Moreover, HR is a critical component and contributor in strategic areas like talent management, succession planning, engagement, recruitment and retention.

Research Weighs In on Demand, Earnings, Advancement

Now, the PayScale research is confirming that those HR professionals that have earned their CHRP designation are earning more than their non-CHRP counterparts. The statistics prove it. According to Hire Authority (the largest HR-specific job board website in Canada), there has been an increase in demand for CHRPs by 86 per cent between 2007 and 2011. In addition, the research asserts that 45 per cent of HR generalists with CHRPs became HR mangers in five years, whereas only 21 per cent of HR generalists without CHRPs accomplished the same. The bottom line impact of the designation is similarly revealing, with research indicating that CHRPs can earn up to 16 per cent more than their non-CHRP counterparts.

CHRPs at BC Hydro's Head-office

This is the living legacy of those who have contributed to raising the bar in the HR profession. Staff and volunteers alike have collaborated and diligently worked to create a robust and solid foundation in HR.

Continued Collaboration Key to CHRP Success

As a national standard, the CHRP designation is clearly coming into its own, capturing attention and gaining the respect and momentum that it merits. This was accomplished by working closely with management and leadership teams, listening to their needs and by applying the knowledge and experience of HR professionals to create sound, lasting solutions. However, it is not the designation alone, but the people applying the knowledge it represents, that have provided the requisite proof of the CHRP's value to organizations. With hard won respect on its side, the CHRP continues to allow HR teams to advance the aptitude of their organizations, at the provincial, national and even the international level.

The future of HR hinges on our continued collaboration as we face a variety of challenges, including the impact of stress in our workplaces, levels of productivity, the integration of diverse workforces to find new ways to work together effectively, how to respond to social media and how to deal with the motivation and engagement of people with vastly different learning experiences and expectations. The list of challenges is significant, but not insurmountable when met with combined and organized efforts.

William Shakespeare said, "There is a history in all men's lives," and there is a famous proverb that states "Live today for tomorrow - it will all be history." It is pretty amazing to be able to watch the future unfold and history take place within the HR profession. Think of the last 70 years and how HR has transformed from the role of managing forms and process to managing a far bigger picture today.

It is the commitment and passion from volunteers and staff that have enabled the HR profession to grow into what it is today, and it is this continued support and talent that will shape what it will be in years to come. The tangible proof is there for all to see, and it is the shared effort that allowed this to happen. These are the fundaments that the Canadian Council of Human Resources Associations (CCHRA) stands upon as it wouldn't exist without the support, effort and contributions of the provincial associations.

Together @Conference 2012

As such, it was both a pleasure and an honour for CCHRA to participate in the recent 50th Annual BC HRMA Conference and Tradeshow in Vancouver. Partick Hartling, chair of CCHRA had the opportunity to address the CHRP Breakfast crowd and his words on standing together inspired. Fortunately, we saved you a seat and have a clip to share with you.

CCHRA chair Patrick Hartling addresses the CHRP Breakfast at Conference 2012.
http://www.youtube.com/watch?v=MWf3cs3i5Ao

Competition and Restrictive Covenants:
Beware Boilerplate (Non-)Solutions

By **Graeme McFarlane**

YOUR ORGANIZATION HAS DEVELOPED its special expertise and is well positioned in the marketplace. However, much of that expertise resides in the individual skill sets of your operational employees. Recently, one of your competitors was decimated when some of its employees left to set up their own shop. You are charged with designing a regime to protect the company from that type of situation.

In common law there are few protections available to the company. Most employees are free to quit their jobs and then directly compete with their former employer. Any such former employee is only restrained by the notion that he or she must not compete unfairly. Generally, this means that a departing employee cannot take away confidential information and then use it to secure an advantage in the marketplace.

The basic common law protections can be enhanced by way of an employment contract. In such a document, the parties can include restrictions on competition, solicitation and use of information. These types of clauses are called restrictive covenants and are designed to limit what a departing employee can do for a set period of time after they leave.

In Canada, it is illegal to restrain trade. That principle extends to individual contracts of employment. Courts generally do not like to prevent people from earning a living in the field where they have gained their experience. As a result, the law has developed so as to rule all restrictive covenants void at first instance. In order to rely on such a clause, the employer will have to convince a judge that the restrictive covenant in question serves only to protect a legitimate business interest in the most efficient way possible.

> **"The law has developed so as to rule** all restrictive covenants void at first instance"

If an employee leaves and the employer believes that the employee is in breach of a restrictive covenant, it must take action to enforce the contract. The first step usually consists of writing to the employee and his/her new employer reminding him/her of the restrictions and warning them that legal action may result if the offending conduct continues. Surprisingly, this simple step often produces the desired result. Success probably results from the fact that the new employer was not aware of the restrictive clauses and directs the employee to cease any restricted activities.

Unfortunately, there are instances where the employee and the new employer act in concert so as to try and obtain the benefit of the employee's past employment. Depending on the employee, this can have a large impact. In this circumstance, a warning letter will have little effect. To enforce the restrictive covenant, the previous employer will need to start a civil action. In conjunction with the lawsuit, the employer will also apply for an interim injunction pending the trial. The injunction would take the form of a court order requiring the employee and perhaps the new employer from continuing any breach of the restrictive covenants.

Interim injunctions are difficult to obtain. The legal test in British Columbia is twofold. First, the previous employer will have to show that there is a fair question to be tried. Second, the court will have to be convinced that the balance of convenience lies in favour of granting the injunction. What does this legal mumbo jumbo mean?

When addressing the first part of the test, the importance of the drafting of the restrictive covenant becomes apparent. The court will only enforce a restriction that protects a legitimate business interest to the minimum extent necessary to do so. A clause that is too vague, is for too broad an area, contains elements that were not part of the employee's regular duties, or is for too long a duration will not be enforced. Therefore, if the clause is improper, the court will conclude that there is no fair question to be tried. Many courts have commented that confidentiality and non-solicitation clauses are probably enough to protect an employer's interests. This suggests perhaps an even higher standard now for the enforcement of non-competition provisions.

When addressing the second part of the test, the court will look at the effect on the previous employer. If the employer can be compensated by an award of money, an injunction will not be issued. The employer will have to show that the breach of the restrictive covenant will harm a more intangible part of its business. Loss of goodwill and effect on client relationships are two examples of damage that a court has held to be sufficient to grant an injunction.

You can protect your human expertise. However, the protection must be carefully implemented. The use of boilerplate language for restrictive covenants should be avoided. Each clause should be tailor-made for each situation. While this may sound like unnecessary up front work, avoiding unenforceable language in an employment contract seems worth it. ℗

Graeme McFarlane is a partner at Roper Greyell LLP which is a firm focused on partnering with companies to find solutions to workplace legal issues.

The New Media Recruitment Cycle: Fusing Online Recruiting & Social Media

By **Carisa Miklusak**

tMedia's CEO Carisa Miklusak discusses the potential and the perils of social media's business impact. http://www.youtube.com/playlist?list=PL43E0880150C1A749

Time-to-hire. Cost-effective. turnover. We associate these words with the traditional recruitment model. From the (often urgent) job requisition through sourcing, interviewing, onboarding and training, the traditional model ends when someone leaves the organization.

Today, open dialogue in the social sphere between past, current and potential employees stretches this cycle on both sides. The process starts long before the requisition, with a consistent need for a social employment brand; as for the other end, well, there is no end. Once someone enters your recruitment process they never leave, even if they are not hired. When they interact with your employment brand, they become a permanent part of your New Media Recruitment Cycle. Although words like time-to-hire, cost-effective and turnover remain critical, in the emerging recruiting environment we also incorporate words like branding, influence and alumni communication.

> **"This empowering of employees,** versus prohibiting dialogue, is critical.

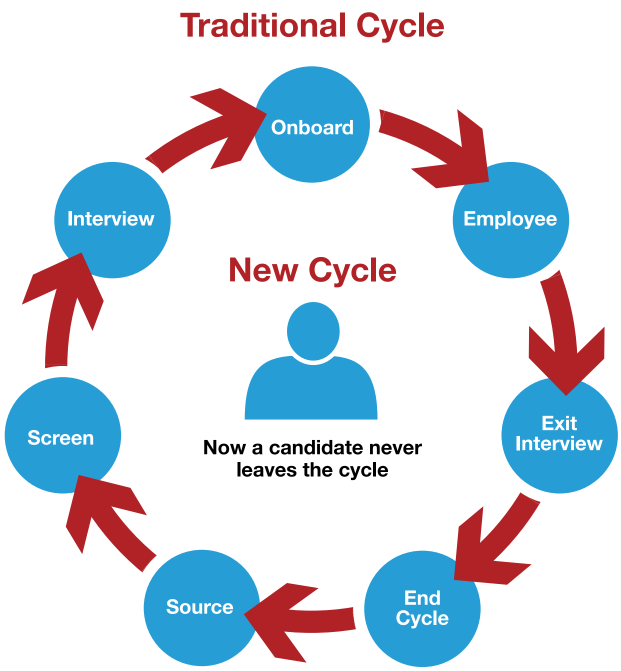
The Reallocation of Authority

What has driven the shift in the recruitment model? Social media has reallocated employment brand authority from companies (who used to control their employment brand) to their workforce audience. Today, social media users can, and do, say whatever they want about their employment, interview and applicant experiences. Moreover, because of the high degree of trust that exists between social users, their comments mean more to a potential candidate than what your company can message as a brand. Social media has empowered job seekers to demand a degree of humanism in their job search. Hence, statements from individuals are more important than emails or Facebook posts from a company.

Additionally, the fusion of recruitment and social media is changing standard job seeker behaviour and consequently, employment branding and recruitment advertising strategies. Today, job seekers source company information and look for references and recommendations in much the same way recruiters search for candidates. Savvy job seekers maintain and leverage robust online social profiles to quickly engage multiple employers. They find and target employers and current opportunities via both traditional and social search; then, they narrow the results with user-generated social feedback and/or by directly seeking network recommendations.

Benefiting Seekers and Succession Alike

In this light, emerging media has again empowered job seekers, providing greater knowledge of organizations. Today's seekers visit both a company's website and social profiles to see what



employees and customers are saying about the organization. Social employees want to work for organizations with happy customers and are therefore interested in reviewing comments and sentiments on recruitment and consumer-facing social platforms. As job seekers turn to social networks and digital referrals, it is increasingly important that employers are visible in order to influence candidate decision-making factors. This illustrates how the New Media Recruitment Cycle has been extended on the front end with a demand for a presence long before a requisition exists.

Many benefits exist for employers in this shift. For example, savvy social job seekers often come highly prepared with a good understanding of the organization. When candidates gain a deeper, accurate understanding of an organization via traditional and social recruitment information, a natural, positive self-screening process occurs, resulting in better long-term candidate fit. Also, an intrinsic benefit exists for succession management in that future leaders tend to naturally emerge in the social sphere, their shared best practices becoming an influence for peers and leadership alike. Social media can be used as an effective breeding and nurturing tool in the succession management realm.

The Power of Influence

Without the ability to control conversations, we must seek new ways to interact with our workforce audience and influence the tone and topic of dialogue. In the New Media Recruitment Cycle, employers should expect their audience to discuss their experiences at the organization – the ups and the downs.

With this expectation, it's recommended that employers involve all employees and leverage social media's power of segmentation to encourage a productive New Media Recruitment Cycle. Encourage employees to share specific news updates, post open jobs and distribute referral messages. Train employees on proper social media usage and suggest discussion topics that align conversations with your desired employment brand image. Team outings, company and industry developments, and personal achievements are good places to start. This empowering of employees, versus prohibiting dialogue, is critical.

Segment for Social Business Success

Leverage social media segmentation further by creating LinkedIn groups and/or Facebook pages for different sub-audiences in your social workforce audience. For example, create a LinkedIn group for current employees, a closed group for those in leadership programs, an "Alumni" LinkedIn group for ex-employees, and a recruitment-focused Facebook or Twitter page for candidates.

"Social media has reallocated employment brand authority from companies to their workforce audience.

Segmenting allows you to build deeper relationships with your audience as well as serve more relevant, tailored information to each group. Ask individuals to participate in appropriate groups and incorporate social media best practices into critical touch points during onboarding, company events, training and even exit interviews.

The old recruitment model has been transformed, and recruitment is no longer a secluded organizational function. Rather, it's a front-and-center branding driver, impacting all areas of the organization. As the fusion of recruitment and social media continues, the New Recruitment Cycle will force recruiting efforts away from a campaign mentality toward a segmented and relevant ongoing workforce audience dialogue.

Carisa Miklusak is speaker, digital journalist and CEO of tMedia, a transmedia strategy and training firm. Carisa has worked in the human capital and emerging media industries for 13 years. She holds an MBA (Queens University), A Masters of Global Management (Thunderbird) and a Masters of Integrated Online Marketing (USF). www.CarisaMiklusak.com

The War of the Wages: Public vs. Private

By **Jock Finlayson**

As governments across the country tackle budget deficits that were pushed higher by the 2008-09 recession, the compensation of employees in the broadly defined public sector is garnering more attention. In Ontario, the government is proposing to freeze pay for some groups of public sector workers and to roll back the fees currently paid to physicians. Here in BC, the government is insisting on a "net zero" policy in its negotiations with public sector unions.

Almost instinctively, many people rooted in the private sector nod in agreement when someone says that public sector workers are "over-compensated." Yet is this claim really true? Certainly there is evidence that points in this direction. According to the "Wage Watch" report produced by the Canadian Federation of Independent Business (CFIB), a comparison of pay levels reveals that government and other public sector employees receive wages that are eight to 17 per cent higher than similarly-employed individuals in the private sector.[1] Adding in non-wage benefits widens the overall public-private compensation gap to about 30 per cent.

The CFIB's analysis drew on the 2006 Canadian census, so the data used pertains to 2005. In the years since, it's possible that the above-noted compensation differentials may have narrowed, in part because of strong wage gains across much of the private sector during the 2006-08 period. It should also be noted that some other studies come up with public-private sector wage gaps that are smaller than those estimated by the CFIB.[2] Still, most academic research supports the view that total compensation (pay plus benefits) is higher in the public than the private sector for broadly similar occupations. Studies done in some other advanced countries reach the same conclusion.[3]

Why might pubic sector employees earn more than their counterparts in the private sector? There are several contributing factors. One is the presence of unions: in most provinces, up to 80 per cent of the public sector workforce is "organized," while union density in the private sector hovers at under 20 per cent (and is trending lower). Unions exist for various reasons, but arguably the principal one is to bargain higher wages/benefits for their members. In the Canadian public sector, unions have largely succeeded in this task.

A second relevant factor is the age of the workforce: on average, public sector employees are older than those who toil in the private sector. All else equal, people's earnings do tend to increase with age and years of work experience.

Educational qualifications also differ between the public and private sectors, with a higher proportion of those employed in the former holding a university degree or equivalent qualification. Again, more years of education generally lead to higher pay.

Another factor that fosters higher public sector remuneration is size of employer: public sector organizations are typically bigger than those in the private sector, and in Canada larger organizations usually pay workers more. The self-employed, as a group, earn less than the economy-wide average wage, have fewer benefits, and retire at a later age than the typical public sector worker. The same is true for the average employee in the small business sector, defined as firms with 100 or fewer employees. Within the private sector, people who work for larger-sized businesses tend to receive higher wages and better benefits, including workplace pensions, than employees in the small business sector. If one compares workers in the large business sector with public sector employees, any measured wage differences diminish or even disappear.

Finally, pay levels also reflect the competitive dynamics at play in different parts of the economy. Most business enterprises function in highly competitive environments and set their compensation accordingly. Firms that pay employees "too much" relative to their competitors are apt to go out of business. Such constraints are less binding in the public sector where there is little true competition for the goods/services produced, and the absence of pressure to generate profits means there are fewer enduring countervailing forces operating to limit personnel-related costs.

These days, the most striking difference between public and private sector employees lies not in wage levels, but in the nature and scope of fringe benefits, particularly pensions. Most long-serving public sector workers can look forward to fairly generous defined-benefit pensions that are based on their last few years of (maximum) earnings, often indexed to inflation. These kinds of guaranteed pensions are becoming increasingly rare in Canada's private sector. In the future, the political debate over public-private sector compensation disparities is likely to zero in on the issue of pensions.

Jock Finlayson is the executive vice-president of the Business Council of BC.

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1 Canadian Federation of Independent Business, "Wage Watch: A Comparison of Public-sector and Private-sector Wages" (December 2008).

2 For example, see Canadian Union of Public Employees, "Battle of the Wages: Who gets paid more, public or private sector workers?" (December 2011).

3 A UK government report finds that public sector employees were on average paid 7.8% more than their private sector counterparts. UK Office for National Statistics, "Estimating differences in public and private sector pay" (July 2011),

Eileen Stewart:

2012 BC HRMA Award of Excellence: HR Professional of the Year

By **Jane Terepocki**

Eileen Stewart discusses HR on stage together with the finalists for the BC HRMA 2012 Award of Excellence: HR Professional of the Year.
http://youtu.be/sllOUwjBaRA?t=23m10s

What would be the best piece of advice you wish someone had given you at the start of your career?

It took me a while to realize that organizations do not function through a formal organizational chart but through all the informal relationships. It is the people within the organization and the relationships that make or break the organization. Early on in my career after an interaction with a senior manager I stomped out of the office. My boss at the time gave me some valuable feedback which helped me to understand that the organization operated through informal channels and this made me understand the importance of the function of relationships.

What innovations or accomplishments are you most proud of in your career? And conversely what have been your biggest challenges?

My second career as a teacher at BCIT and seeing how successful the program which I oversaw became, is my greatest accomplishment. I am very proud of my involvement at BCIT. The students were very high quality and there were five applicants for every space. I started to bring graduate students back into the classroom in a panel format to speak to the students. I would bring six graduate students from different years. They would talk about what they were currently doing and how they got there. I also started to have coffee or lunch with graduate students once a week, if not more often, and I currently meet with students. Maintaining these relationships has been a wonderful opportunity to stay in touch with these students and also is a fantastic opportunity to mentor.

The biggest challenge for me has been to make change happen in large bureaucracies. I ended up accidentally in HR. I did an undergraduate in finance and I was older than the rest of the students. I had to start at the bottom in my first job and do "cruddy" work. I wasn't really happy about it and one of my professors suggested I do Labour Relations. Working in the public sector, seeing the inertia and wanting to make change happen took me down the path of HR.

> **"HR is not about love** and trust and pixie dust."

What do you see as the biggest opportunities/challenges that have you most inspired about the future of HR?

I see the challenges and opportunities as a double-edged sword. This speaks to the role that HR plays in the organization. I just read in the *HR Reporter* about the need and importance of the head of HR being at the executive table. This conversation has been going on for 30 years now.

The opportunity is that a senior HR person can help the organization be incredibly successful if they understand the business and have the trust of the senior executive. The challenge is making sure that they understand the business inside out. I think any employee should work the frontline of the business. Senior HR people need to understand the business. Executive search firms are having a hard time finding senior HR people who have good business acumen.

The challenge becomes having HR people internalize that they need to have a strong understanding of their particular business in general. I read five business journals and newspapers such as the *National Post*, *The Vancouver Sun* and the *Harvard Business Review* regularly to understand and stay current with business affairs.

I also feel that completing my MBA was very vital to my understanding of how a business operates. HR is a business discipline and without an MBA I would not have been able to teach at BCIT.

How do you keep the "human" in human resources?

One of my favorite sayings is "Human Resources is not about love and trust and pixie dust." You must think with your head and act with your heart. Most people think with their hearts and act with their head. We need to be able to make tough decisions that have people impact and execute these decisions compassionately.

Depending on where the business is in the growth revolution things may not go the way you want. You need to ask yourself "what is the impact on the people, how do we best execute this to be compassionate and caring?" If an organization has to cut back on the labor costs don't just do it without seeking guidance from the people involved. Often people will be willing to work less and make less money; the organization will survive and people will have work. There is an unwillingness to make the hard decisions. Learn how to make a decision.


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