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Nathaly Pinchuk, RPR, CMP  
Executive Director

# The Amazing Power of the Energy Microburst

*Boost your performance and productivity*

As a strong supporter of health and wellness in the workplace, I was pleased to read that taking regular short breaks on the job boosts performance and productivity.

Researchers at the Human Performance Institute in Florida found that 93% of people surveyed indicated that they were interested in improving their energy levels throughout the day. In order to be more productive and successful, they recommend that we break for a microburst of activity (5 to 10 minutes) every hour. In the study, employees were asked to simply do things like stand up at their desk and stretch or take five minutes to catch up with a colleague while perhaps walking the stairs. They would partake in some form of emotional or mental recovery as they worked. After 90 days, participants reported that they not only had increased energy levels throughout the day (and particularly in the afternoons), but increased engagement, focus and motivation both at work and at home. That's a win-win situation for everyone!

So what's the next step? Do we mandate hourly breaks for all employees? Not quite, but it's important to tell your people that they are not expected to sit in front of their computers for hours without a break. It's okay to get up and move around a bit. We already know that sitting for too long is not a good thing for our bodies. We disengage from what we were doing, take

a breather and come back more focused and motivated.

When we sit in one spot and work for hours without a proper break, we become less productive and less focused. How often have you reached the point where you're almost burned out? It's good to know that you're not alone and this is a valid sign that it's time to take a break.

The good news is that to reset your focus and energy, you don't have to run 10K on a treadmill. Step away from your desk/workspace, clear your head and then come back revitalized, particularly in the afternoon. It can be as simple as going to briefly chat with a colleague, going for a quick stroll or doing some simple breathing exercises and stretches. Just get up and move around. These short bursts of physical activity will also relax tight muscles, increase oxygen to your brain and relieve eye strain from gazing at a monitor for hours. Chatting with co-workers feeds our social needs which also helps to relieve stress. If you telework, go out and meet a friend for lunch, go into another room and phone a friend in addition to doing breathing exercises and stretches.

Even the world's top athletes need their regular "time outs". We can certainly benefit from them too. Just make sure that your folks don't abuse the privilege taking excessively long breaks or disrupting other

colleagues' schedules. If we maintain a healthy lifestyle, work hard and perform well, we will reap the benefits, increase performance and productivity, stay focused and keep everyone happy!

It's time to micromanage your energy. Let old habits die, give this your best shot and enjoy the new revitalized YOU!

*Nathaly Pinchuk, RPR, CMP  
Executive Director IPM  
Institute of Professional Management*

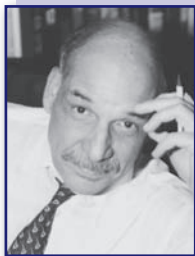
Perspective

When we sit in one spot and work for hours without a proper break, we become less productive and less focused.

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Brian W. Pascal  
President

# Are You Afraid of Success?

*Tackle it before it attacks you*

**I**t is hard to believe but maybe if you are not as successful as you'd like to be at work or in your career, it's because you are actually afraid of success. Here are a few signs that may indicate you have a case of fear of success.

Do you drop projects before completion because you think they won't be good enough?

Do you think that other people at work are smarter or more competent than you (not just one or two, but almost everyone)?

Are you uncomfortable accepting the praise or accolades that success might bring?

Do you believe deep inside of you that you are not worthy of or don't deserve success?

If you have one or two of these characteristics and have had trouble achieving the level

of success you had hoped for, then you may have a case of fear of success disease. If you have several and this has been going on years, you are likely a chronic case and need immediate treatment. Luckily for you, the doctor is in the house.

First of all, this fear that is holding you back at work is what experts call an unfounded fear. That's good because it means that you can change your thinking about this and the fear will likely dissipate. So if you know or think you have this fear, the first step is to name it and claim it. Write down the possible things that you might be afraid of when it comes to fear of success.

Next, write down the real impact that these imaginary fears are having in your life at work. If your career is moving along swimmingly, then move on. If not, then move to step three which is changing your

story. We all have a story that we tell ourselves, most of which isn't even true. Our story might be like I'm no good at project management or technology or public speaking. We may or may not be good at any of these things, but if our story says that we aren't, then we won't even try them-even if it means getting our dream job or promotion.

Now comes the hard part – we have to change. No one likes change because that's the place where we really have to confront our fears, all of our fears. Just remember that once you change your behaviour, then your thinking and attitude will automatically change as well. Apply for that promotion. Sign up for the volunteer project management team. Go to Toastmasters to improve your public speaking skills. Take the action to change your past. Not only will your future be different, it will become better.

Your doctor's appointment is over for the day. Always remember Dale Carnegie's quote when you feel that old fear of success holding you back: "If you want to conquer fear, don't sit home and think about it. Go out and get busy."

"If you want to conquer fear,  
don't sit home and think about it.  
Go out and get busy."



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Feature

# Dismissing Employees with Disabilities for Poor Performance

*How far must the employer go to accommodate?*

Employers have the right to dismiss employees for many reasons, provided employers comply with the Employment Standards Act, 2000 and common law reasonable notice requirements. However, employers cannot dismiss employees for reasons that violate the Human Rights Code, R.S.O. 1990, c. H. 19 [the "Code"]. For example, an employer may dismiss an employee for poor performance. However, dismissal for poor performance may violate the Code if an employee's performance is poor as a result of a disability.

This issue was the subject of the recent Ontario labour arbitration decision in Toronto Community Housing Corp. v. Canadian Union of Public Employees, Local 416 (Toronto Civic Employees' Union) (Knight Grievance), [2013] O.L.A.A. No. 344 [the "Knight Grievance"]. While made in the context of labour arbitration, the Knight Grievance has broad application as a result of the comments made regarding the obligations of employers when dismissing employees with disabilities for poor performance.

The Knight Grievance involved an employee with a physical disability who was dismissed in 2010 for poor performance. The employee had worked for the employer since 1991 as a cleaner and caretaker, and for many of those years had been provided with modified duties as a result of her declining physical health. By 2006, the employee's health had deteriorated to the point that she was no longer able to perform her duties as a cleaner, regardless of the accommodations provided by the employer.

As a result, the employer provided the employee with a

position in its call centre which involved monitoring the alarm signals of the buildings managed by the employer. The employee worked in this position for three months during which time she was trained through job-shadowing. The employee then commenced a two-year leave of absence due to an injury.

employee whether such positions were suitable.

The arbitrator accepted the employer's evidence that the employer had considered all positions that were suitable for the employee. The arbitrator found that it was reasonable for the employer to conclude, based on the employee's past performance, that the employee did not

[...] employers are permitted to make reasonable conclusions regarding whether an employee with a disability has the required skill and ability to perform the position [...]

The employee returned to work with the employer in 2009 and commenced re-training for the call centre position. Following the completion of training, it quickly became clear that the employee did not possess the required skill and ability for the position. The employer searched for but was unable to find a suitable alternative position for the employee. As a result, the employer dismissed the employee.

The union grieved that the employer had not met its duty to accommodate the employee. This was because there was no quantifiable evidence to suggest that the employee could not be trained further to become successful in an alternate available position and also the employer had not met with the employee to discuss alternative available positions. The union sought an order directing the employer to meet with the employee whenever an alternative position that complied with the employee's restrictions became available and to discuss with the

have the skill and ability required to perform certain positions. The arbitrator also found that the employer had provided more training than required to the employee, and that it was reasonable for the employer to conclude that additional training would not bring the employee's skill and ability to the required level.

Taking into account all of the employer's efforts to accommodate the employee, the arbitrator held that the employer had fulfilled its duty to accommodate to the point of undue hardship, and that the employee's rights under the Code had not been violated.

In making this finding, the arbitrator relied on the Supreme Court of Canada's decision in *Hydro-Quebec v. Syndicat des employes de techniques professionnelles et de bureau d'Hydro-Quebec, section locale 2000 (SCFP\_FTQ)*, [2008] 2 S.C.R. 561, in which it was stated that "...accommodation is

*continued next page...*

## Dismissing Employees with Disabilities for Poor Performance ... *concluded*

not about ensuring the individual remains in the workplace, but rather to ensure the disability is not a basis to exclude the individual."

The Knight Grievance demonstrates that employers can dismiss employees with disabilities for poor performance without violating the Code. It also demonstrates that prior to a dismissal, employers must ensure that they have met the duty to accommodate employees with disabilities. To meet the duty to accommodate, employers must occasionally go to what may seem like great lengths to accommodate an employee with a disability. However, the Knight Grievance confirms that after meeting the duty to accommodate,

employers do not have a duty to continue to employ employees with poor performance, whether those employees have disabilities or otherwise.

In addition, the Knight Grievance demonstrates that employers are permitted to exercise some discretion in determining whether the duty to accommodate has been met. Employers are permitted to make reasonable conclusions in determining whether additional accommodation is required by, for example, providing training above and beyond what is reasonably sufficient. In addition, employers are permitted to make reasonable conclusions regarding whether an employee with a disability has the required skill and ability to perform the

position and whether the position complies with the employee's restrictions.

The Knight Grievance reassures employers that the general right to dismiss employees for poor performance still stands, provided all obligations under the Code are met. If an accommodated employee's performance is unsatisfactory and no other accommodation is possible without undue hardship to the employer, the employer has the right to dismiss the employee.

*Hendrik Nieuwland and Stephanie Brown practise employment law with the firm Shields O'Donnell MacKillop LLP of Toronto.*



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Colin Fetter,  
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Partner, Brownlee LLP

Feature

# Is Your Organization Truly Protected?

*Use caution with post-employment restrictions and obligations policies*

In today's competitive business environment, an increasing number of companies are directing their attention toward safe-guarding their business interests from the potential competitive threat posed by their departing employees. To assess the appropriate approach on this issue for your organization, it is important to understand the basic applicable law as well as options and proactive approaches for additional protection.

## The Basics

### Confidential Information

All Employees are, at common law, required to keep the "confidential" information of their employer confidential both during their employment and post-employment. This obligation of confidentiality applies automatically to all employees without the need for any specific policy or agreement.

### Competition/Solicitation

Generally, at common law, employees are not restricted from competing against former employers or even soliciting a former employer's clients or employees to their new competing venture. The exception to this is for "fiduciary" employees. Traditionally, the legal test for a fiduciary employee is a key employee that is part of the "operating mind" of the employer. In other words, when the employer sits down at the highest levels to make decisions, the employees at that table with input are viewed to be fiduciary employees. The additional

obligations and restrictions on a fiduciary employee post-employment are that fiduciary employees are prohibited from soliciting the clients or employees of their past employer for a reasonable period. While case law varies on what the reasonable period is, the vast majority of the case law places this reasonable period at no less than six and no more than twelve months.

## Proactive Tools for Employers

### Confidentiality

The difficulty in applying the general confidentiality rule is determining what knowledge acquired by the employee is "confidential" and subject to protection for the benefit of the employer. While various Court decisions provide some assistance in this regard, an element of uncertainty exists.

An effective tool to reduce the risk arising from uncertainty on the scope of confidentiality is to clearly express in writing to employees key items and types of information within the scope of confidentiality. This can be accomplished with something as simple as a letter or memo to employees reminding them of their general obligations of confidentiality and listing specific items of confidence and importance; or can be as clear, express and specific as a formal confidentiality agreement signed by both parties. The bottom line is that the underlying purpose of either approach is to clearly communicate to the employee

specific items which are confidential to prevent the employee from later arguing that the items were not confidential or that they did not understand them to be so.

## Non-Competition and Non-Solicitation Agreements

An employer may also wish to utilize non-competition and non-solicitation agreements to further minimize the potential threat associated with departing employees. A non-competition agreement prevents an employee from competing with the employer, either by working for or establishing a competing business, for a certain period of time and within a certain geographical boundary following termination of employment. A non-solicitation agreement prohibits the departing employee from soliciting clients and/or employees of the prior employer for a specified reasonable period of time.

It is important to understand that, in the employment context, the Court has stated that they will presume such restrictions to be void, as restricting an employee's opportunity for further employment or self-employment is contrary to the public interest. As a result, an employer attempting to enforce these provisions must refute the Court's initial presumption of invalidity by establishing the employer's compelling need for the restriction; and that the restriction was drafted as narrowly as possible to protect

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Colin Fetter will be presenting on

*Today's Critical Issues in Employment Law*

at IPM's Edmonton April 30, 2015 Conference.

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Eddie Lemoine  
International Speaker/  
Author and Employee  
Engagement Expert

# Cutting Through the Culture of Measuring Metrics

*How activating employee engagement changes your company culture for good*

**Y**ou decide to survey your company to understand the level of employee engagement. You hire a firm to create the survey. You prepare your employees to take the survey — and voilà, several months later you have the results. The evolution of surveying employees started back in the 1970's when companies surveyed workers to understand if they were predominantly happy. I am of the belief that when organizations received the results, they did know what to do with them. In turn, companies came up with all kinds of gimmicks to try to make employees happy. This uncertainty brought about stunted happy solutions like "Pizza-Fridays", Smurf guns and ping-pong tables. While employees were happy participating in these activities, these band-aid solutions did little to change the overall happiness of the employee *at* their work. In 1990's and early 2000's, the metrics of capturing motivation in the workplace became the next popular trend as companies started to survey their employees to see if they were motivated. Again, I hold the viewpoint that companies did not know how to implement meaningful change based on these results. This would lead to retreats where executives learned how to climb trees, build bridges from the papier-mâché, strings and bobby pins and work together as a team. Yet again, this held no

This uncertainty brought about stunted happy solutions like "Pizza-Fridays", Smurf guns and ping-pong tables.

long-term impact on the company's performance.

Why would an employee engagement survey net us different results? Simply put, employee engagement is completely different from employee satisfaction, happiness or motivation. Employee engagement occurs when you align the individual strengths and purposes of your employees with the short and long-term goals of your organization. When comprehension and activation of this fundamental transition takes place, it is like magic because it produces discretionary effort. When engaged, your employees become purpose-driven and consequently, extremely productive.

What does an engagement survey tell us? In my travels, I often read the engagement surveys of the companies I am going to address. The survey findings always provide me with an essential sense of the company's efforts. The result of engagement surveys are what we call *trailing indicators*. They are a result of the activities you did in the past to net the results you are seeing today. To see the benefit of the survey you need to change the *leading indicators*

going forward. Trailing indicators provide a pulse of the company and surveys garner a sense of the organization's health. However, what is of the utmost importance is what you do with those results. We simply cannot instruct people to increase engagement — you have to change the leading indicators to get ahead of your results.

In my last several years of working with hundreds of organizations, poor communication has become one of greatest concerns with most of them. Therefore, the leading indicators organization should explore would revolve around creating programs to communicate effectively across multiple generations, multiple cultures, genders and forms of communication. These could include measures to increase and encourage different mediums of communications that address the current gaps. Ultimately, by changing the leading indicators, you will achieve the results you are looking to accomplish in the future.

The bottom line is that companies should survey their employees. However, before you provide the survey, you need to be prepared to make the

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Feature

**Eddie Lemoine will be presenting on**  
*Transform your Workplace: Harness Passionate Productivity*  
**at IPM's Toronto May 6, 2015 Conference.**  
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Paul Kidston,  
MBA, CSP, P. Mgr.,  
President -  
Lead Consultant  
Sales Training Experts®

# Managing Key Accounts: The Path to Success

*Develop long term relationships and profits*

Everyone including HR has “customers”. Although most of us are not directly involved in sales of our company’s products, we provide services to those within our organization and outside. We all have Key Accounts, whether they are internal or external. Here are some insights in developing and maintaining key accounts that we should consider for long term success and profitability.

Before considering the profitability of Key Accounts, we need to agree on a definition. At the risk of simplifying a complex topic, here is the definition of a Key Account:

“Key Accounts have a long-term, mutually beneficial relationship with their supplier. They seek to increase the profitability of their organization through this relationship. They also expect their supplier to participate in business planning and support for the products/ services they purchase. Their unique relationship with a supplier is managed by a Key Account Manager whose job is to seek ongoing sales opportunity through business partnership and by fostering cross company relationships.”

That’s quite a mouth full. But are Key Accounts profitable? Let us consider the typical key account management life cycle.

## Six Stages of the Key Account Life Cycle:

### Stage #1: You have what they need

In this stage, the account has found your product to be the right fit. They have decided to buy as much product as possible. They’ve made that decision based on price, proximity, relationships, product quality or a host of other reasons. You should know which one.

Insight: This is an important stage. Great endings are the result of great beginnings! If you have established this relationship based on price, it will always be the common variable that propels you backward in the profitability equation. Find ways to add value beyond price. You will plant the seeds of success for the future.

### Stage #2: Reactive | Supply what they need

In this stage, your company recognizes a sales spike in the account. Existing products are ordered more often to meet this demand and accounts receivables start to build.

Insight: Management is often torn between the opportunity of increased sales and the risk of the associated receivables. They struggle to understand the account better to manage internal outcomes and expectations. Good account investigation at this stage is critical. Poor information leads to poor decisions.

### Stage #3: You source and support what they need

Once the account has crossed into Stage 3, your company has recognized the need to support the account. They seek out new products to support the growing purchasing appetite of the account.

Insight: Enter the Key Account Manager. This person will be able to partner with the account on product forecasting, help manage internal inventories and capacity, and mitigate flight risk through good relationship management.

### Stage #4: Relationships grow

As the revenue of an account grows, the cross-company relationships should grow as well. Presidents should be talking to presidents, VP’s of Sales to VP’s of Sales and so on.

Insight: When these cross-company relationships do not occur, there is a high risk of account meltdown. Key Account Managers should help facilitate these introductions and work with corporate executives and department heads to build a cross-departmental bridge.

### Stage #5: Do we still like you?

At this stage in the relationship, the account has established selling cycles with your company. It will now assess you and your company based on the price they pay for product. When the perceived benefit of working with

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Feature

Paul Kidston will be presenting on  
*Recruiting – Are You Marketing Jobs or Selling Them?*

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Helen Robert  
Managing Partner,  
BenchMarket

ASK the Expert

# Bonus and Incentive Programs: Are They Right for You?

*Questions to ask before you leap into the plan*

**Q:** My employer is looking at offering a bonus and incentive plan for our company. It's not just the issue of crunching numbers. What should our executive management team be looking at while considering these options?

**A:** Effective compensation means designing a practical and cost-effective program that attracts and retains strong talent and leverages motivation for employees to achieve desired business results. While defining and articulating your compensation philosophy, the topic of bonuses is sure to come up.

Bonus and incentive programs can effectively drive and reward employee behaviour and yield improved business results, but it is important to recognize that every organization is different and "cutting and pasting" in a program you've seen elsewhere could prove to be a big mistake.

It's important to think about whether using bonuses and incentives is right for your current situation and if so, give serious thought to how they should be designed. Bonus plans, if not carefully designed and managed, can cause a number of challenges and in some cases, completely backfire. The following key questions will help you decide if a bonus plan is a good idea and if so,

how to design one that will work effectively and achieve the goals you want.

## **Question #1: Why are we doing this?**

What's the point? Why are you considering a bonus or incentive?

Some good reasons to introduce a bonus or incentive include:

- Market Competitiveness – if there is a general expectation that certain people will receive bonuses, based on standard practice within the industry or type of job (ie. Sales people or Executives)
- Focus staff on improving business results – a bonus may be appropriate if you are trying to motivate staff to achieve specific outcomes that are within their personal or team span of control
- Reward "after the fact" specific results or performance
- Create a "team" culture where everyone shares the wealth

Some "not-so-good" reasons include:

- To save money on salaries
- "I know a guy who put one in and it works great!"
- To drive unreasonable or impossible results
- To "press" people to perform better

## **Question #2: How will we pay for it?**

Most organizations are working in a tight budgetary environment and so it is important to stop and ask "How will we pay for this?" If the organization commits to pay out a bonus if an employee achieves specific results, then it needs to be able to budget for it accordingly.

Cash strapped startups are often attracted to bonus and incentives programs because the programs are perceived to have a direct link to corporate success. The perception is that if the business does not make money, it does not have to pay out. This appears on the surface, to be an obvious benefit to a cash-strapped business as the bonus "self-funds."

However, there are risks with this thinking. If a bonus plan is created and after lots of extra effort, an employee's results are achieved but the business can't afford to pay out, employee trust and commitment are completely broken down. Make sure you set aside the funds required to pay for the results you incent.

## **Question #3: How should the plan be designed?**

To develop a solid bonus or incentive program for your employees, you need to consider the following aspects:

**Business goals:** What do you expect the employees to achieve? What is the value add

*continued page 14...*

Helen Robert will be presenting on

*New Trends in Compensation*

at IPM's Ottawa Conference on April 16, 2015.

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Sarah Manning,  
LL.B.  
Senior Associate,  
Taylor MacLellan  
Cochrane

# Employee Privacy Breach: A Quick Glance Can Lead to Just Cause

*Privacy breaches and proactive steps for employers*

With technology developing as it has, being able to dig into someone's personal information can be as easy as a click of a button. We have celebrity pictures being hacked from the Cloud and customer credit card numbers stolen over the internet. But not all breaches are so public, nor do they require high tech hacker ability. One employee can breach the privacy of another and a termination for just cause can be upheld if the employer has taken the right proactive steps.

In *Steel v. Coast Capital Savings Credit Union*, (2013 BCSC 527) an IT employee at the credit union accessed a confidential document in another employee's personal folder without permission. Normally access was restricted to the employee assigned to the folder, but as IT Ms. Steel had access in case there were ever any technical difficulties. Even then, there was a protocol she had to follow to access it.

In addition to the protocol for access, there were also policies in place regarding access to information that were regularly brought to the attention of Ms. Steel. Her job description stated she had to "Respect the privacy and confidentiality of all customer and staff information at all times."

Despite her 20 years of service to the employer, the Court upheld her termination for just cause. This case, instead of

showing what the employer did wrong, enforced what the employer did right. As an employer, be proactive when it comes to privacy matters in the workplace.

### **1. Ensure you have policies and procedures in place regarding privacy and access to personal documents.**

Clear, concise policies that outline the seriousness of a breach of privacy and examples of what constitutes a breach of privacy are key. Do not rely on just common sense. Be explicit. Be clear. Be definite. Ensure you have a protocol in place like the credit union for employees who by the nature of their position have access to the personal information of other employees. State in the policy that privacy breaches can or will result in discipline up to and including termination of employment.

### **2. An unknown policy is no policy at all**

A policy only has weight if an employee knows of it. Do not rely on an employee reading a privacy policy in a binder of policies on their own time after hire. Bring it specifically to their attention. Have them sign off that they have read it. Reaffirm their review and signature at yearly performance reviews like the employer did here. It does not have to be administratively burdensome. If the policy hasn't changed, have them sign the same one each year with the date beside it.

### **3. Follow the policy in place**

A policy applied arbitrarily loses its strength and weakens your ability to rely on it to support strong disciplinary action. The point of a policy is that an employee knows the employer's expectations. If the expectations are applied differently depending on the employee, then will the next employee really know what is expected of him or her? If you are not consistent with its application for similar behaviour or similar consequence, it can weaken a claim against you that this was personal or unfair. If there are extenuating circumstances to warrant treating a situation differently, make sure to note why so you can defend it later if challenged.

### **4. State it in the job description**

Put privacy expectations in the job description. Don't just limit it to employees in confidential positions. An employee can come across private information of another employee in a number of ways. For example, a janitor cleaning an office or an employee dropping something off sees confidential information on the desk. Employees working in an industry where trust, privacy and confidentiality are key will be held to a higher standard and a termination for just cause will be easier to support. This does not mean however that discipline will not be upheld for

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Feature

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## Is Your Organization Truly Protected?

... concluded from page 6

the employers interests while still allowing the employee reasonable flexibility to obtain further and alternate employment and income. Another key factor is that there must be real and significant consideration to the employee at the time the employee agrees to the non-competition and/or non-solicitation agreement. Simply approaching the employee in the middle of their employment and asking them to sign an agreement will unlikely be enforceable even if they do sign. These provisions are best enforced when they are contained within the employee's initial offer of employment or clearly contained in an offer of promotion within the organization. A detailed discussion on

enforceability and appropriate content of these clauses is beyond the scope of this article. However, here are some key tips to assist with the enforceability of such clauses:

Non-solicitation restrictions are generally more likely to be enforceable than non-competition.

Careful attention should be paid to ensure the clause still reasonably allows the employee to pursue reasonable alternate income and employment.

The presumption of invalidity of such clauses only applies within the employment agreement. If there is an opportunity to introduce such clauses within the context of a company purchase and sale agreement, the

ability to enforce such clauses is dramatically improved within that context as opposed to the employment agreement.

We strongly recommend that employers who decide to utilize non-competition or non-solicitation agreements obtain prior legal advice to ensure that the form of the agreement is clear, appropriate and enforceable.

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## Cutting Through the Culture of Measuring Metrics

... concluded from page 7

necessary changes to improve the company's productivity and engagement levels. I see many organizations share the results with their staff and then do nothing concrete to make the imperative improvements. This contributes to an even higher level of disengagement since the weakness of the organization was revealed and no necessary steps were taken to make a change.

Before you survey, make sure you have a clear understanding of the trailing indicators that

I see many organizations share the results with their staff and then do nothing concrete to make the imperative improvements.

will create your survey results. Most importantly, go forward with a proactive comprehension of what the leading indicators are — which will change your next survey's outcome.

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## Managing Key Accounts:

... concluded from page 8

your company is greater than the cost, you are in a good situation.

**Insight:** Key Accounts are always growing and evolving. Therefore their needs change over time. As a Key Account Manager, you must do regular monthly/quarterly review visits. This is a time for you to assess the account's current needs, follow up on action items from the previous review and present the value you have given them over the past planning period.

Review meetings are critical in the long-term health of your account. Remember, if you are not meeting their needs, someone else will!

### **Stage #6: Relationship maintenance**

When all the other stages have been managed properly, your account will be profitable.

**Insight:** Keep up the good work. Key Account profitability is not a revolution, it is an evolution.

Key Accounts have a long-term profit potential when built on the entire value equation, not just price. Remember that how you start and manage the Key Account Management process will largely determine how profitable your account will be. Good Key Account Management is good selling!

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## Bonus and Incentive Programs:

... concluded from page 9

to the business? What exactly are you incenting? Are the expectations manageable and reasonable?

**Financial goals and constraints:** What can you reasonably afford if the results are achieved?

**Market trends:** What's going on in the market? Are bonuses common for the types of staff you're going to incent? If so, how much is considered competitive?

**Employee demographics & preferences:** Are your employees likely to embrace or resist a bonus plan? Will a

bonus actually incent them to work harder or smarter – do they really care? If a bonus makes sense, how much is enough? Too much? Would they be comfortable even giving up some salary for a bigger bonus opportunity?

**The desired behaviours:** How will the desired results affect behaviour? Will an employee's specific objectives tempt them to compromise the greater good to get their personal bonus?

Once your plan is designed, it is equally important to communicate the details of how the

plan will work to everyone involved and to continually monitor performance, both for budget forecasting and to communicate the status. To get full value from a bonus plan investment, employees need to stay focused on the goals. They also need a direct line of sight to how well they and the organization are doing. This provides an opportunity to realign activities to stay on track and increases the chance of improved overall success.

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## Employee Privacy Breach

... concluded from page 10

breaches of employee privacy in other types of workplace.

Follow these proactive steps and most importantly, ensure that every single employee regardless of their position is

aware of them and reviewing them on a regular basis.

Employees will think twice about peeking into files and documents knowing that this could now lead to termination.

*Sarah Manning is a Senior Associate Lawyer with Taylor MacLellan Cochrane and can be reached via email at [manning@tmclaw.com](mailto:manning@tmclaw.com).*

Clear, concise policies that outline the seriousness of a breach of privacy and examples of what constitutes a breach of privacy are key. [...] Be explicit. Be clear. Be definite.

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