IPM ASSOCIATIONS

MEMBERS QUARTERLY

Celebrating 30 YEARS

News, Updates and Events

APRC
Association of Professional Recruiters of Canada

CPTA
Canadian Professional Trainers Association

CAAS
Canadian Association of Assessment Specialists

CMPA
Canadian Management Professionals Association

Find us on:

Visit www.workplace.ca to follow us.

FALL 2015 VOLUME 13, NO. 4

Nathaly Pinchuk

RPR, CMP
Executive Director

Perspective

Good Old Voicemail

Is it still valid today?

We've recently read that voicemail is being phased out by a number of organizations. Apparently, the younger generations don't like it and would rather use text or email on their personal cellphones as their preferred methods of communication.

Our organization is a proud supporter of voicemail. In these economic times of "doing more with less", most companies have done away with receptionists. We have followed the pack on that too.

In my opinion, voicemail is one of the best technological improvements to date- if used wisely. I am not a believer in the automated attendant that involves searching and spelling names looking for extensions, pressing "#" or "0" to reach no one but the original recording. Voicemail still remains an excellent way to get your specific message across in minimal time.

Certain organizations prefer their employees to use text or email on their personal devices- "instant communication". Are those the same organizations that don't wish their employees to work outside of normal business hours? Some people have become so obsessed with messaging that they pull over to the side of the road whenever the message alert beeps. Not only is this ridiculous, but it is dangerous. Texting and driving just don't mix well together.

With voicemail at IPM, we don't use various extensions for staff members. There are usually only one or two people who handle the calls. If they are not available, voicemail kicks in. A brief message containing useful information is provided as well as the option of leaving your message. You don't have to search through a directory or push twenty buttons. Voicemail is checked frequently and calls are returned promptly.

Email is definitely an excellent communication tool. Most of us use it effectively and put our queries into the message. The recipients know exactly what the senders want and respond accurately and quickly.

I have to wonder about which generations send emails with no information but a request to be phoned providing a phone number. You phone them back. Go figure that they are not at their desk and you get their voicemail. This game of telephone tag can continue for hours and days. How productive is that?

As much as I enjoy chatting live on the phone, I understand that people are exceptionally busy these days. While I use email constantly and phone when the problem is urgent, I am not that strong a supporter of texting as I find it an annoying interruption in many instances. Have you ever sat at a meeting or even chatted with colleagues during a break and have the others busy messaging? Am I the only person to find this rude?

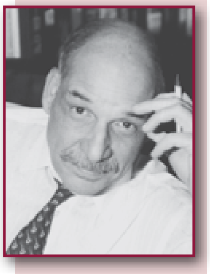
I've always been a fan of voicemail and will continue to do so. Emails are great too. I'm not a fan of texting, but I realize it has its place. For that matter, we handle so many calls per day at work, why would we want to take business calls on our personal devices after hours? Some may consider me old-fashioned, but it's whatever works for you.

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

Have you ever sat at a meeting or even chatted with colleagues during a break and have the others busy messaging?
Am I the only person to find this rude?

inside this issue:

Send us your feedback and suggestions for articles. If you are interested in writing articles, send your contributions to info@workplace.ca.



Brian W. Pascal

President

President's Message

Dealing with Change: Star Trek's Borg were Right

Resistance is futile

I am not a great believer in cosmic energy or the flow of the universe but I do recognize and respect the laws of nature. It's pretty hard to ignore gravity, especially as you get older and everything starts shifting downward. I do believe in Murphy's Law that whatever can go wrong will go wrong. Eventually- it's just a matter of time. But I have also come to believe another axiom, especially at work, that change is inevitable. The only choice I have is whether to accept the change or offer up resistance.

Whenever I think about that resistance, I think about Confucius who said: "Only the wisest and stupidest of men never change." I also think about a wise sage from a space-themed movie who said "resistance is futile."

So there you have it. It is both foolish and futile to resist the inevitable change that has happened or is just about to occur. Why then do we persist in resisting change, especially at work? Rosabeth Moss Kanter, a respected business author and professor at the Harvard Business School, cites 10 reasons why we resist change in her blog. See how many you can relate to:

Loss of control: We might lose autonomy control over territory.

Excess uncertainty: We'd rather be miserable than jump off a cliff.

Surprise, surprise: We don't have time to get ready.

Everything seems different: We are creatures of habit.

Loss of face: If we were responsible for the old ways, we feel like we've lost.

Concerns about competence: Will I look foolish?

More work: Who really wants more work?

Ripple effects: It might disrupt other relationships.

Past resentments: We're not over the last change yet.

Sometimes the threat is real: Like going to the dentist- this may hurt. No, it will definitely hurt.

I can certainly see myself in many of these concerns, real or imagined, when it comes to resisting change. But if the change is coming, which it almost always is, I must then find a way to overcome these fears in order to make a safe transition to the other side. It is never easy but it is always worth the effort. The alternative is just more pain.

How do you folks deal with resistance to change? Do any of these reasons resonate for you? How do you help your subordinates and co-workers navigate these difficult change waters? We'd love to hear from you.

Discover IPM's Training Advantages Today!

Your Key to Success...

The Institute of Professional Management has a proven track record of delivering nationally recognized accreditation programs and certificate programs to thousands of professionals across Canada since 1984 in the areas of recruitment, management, training, assessment and leadership.

INSTITUTE OF PROFESSIONAL MANAGEMENT

2210-1081 Ambleside Drive, Ottawa, ON, K2B 8C8 | Tel: (613) 721-5957 or 1-888-441-0000

Toll Free Fax: 1-866-340-3586 | www.workplace. ca | Email: info@workplace.ca

Colin Fetter
B.Comm, LL.B.
Partner, Brownlee LLP

Feature

Family Ties that Bind: Family Status Discrimination

Recent decisions on the employer's duty to accommodate

Section 7 of the Alberta Human Rights Act prohibits employers from "discriminating against any person with regard to employment or any term or condition of employment, because of the... family status... of that person or of any other person". However, until the release of two recent decisions from the Federal Court of Appeal in May 2014, the law regarding family status was unclear. Namely, there was uncertainty surrounding the meaning of family status, the threshold required to establish discrimination on the basis of family status, and finally, the extent of an employer's duty to accommodate family status.

According to Health Sciences Assn. of British Columbia v. Campbell River and North Island Transition Society ("Campbell River"), in order to establish family status discrimination, an employee must show that an employer imposed a change to a term or condition of employment that resulted in serious interference with a substantial parental duty of the employee. In contrast, in Brown v. Canada (Department of National Revenue, Customs and Excise) ("Brown"), a broader test for proving family status discrimination was applied, whereby an employee need only demonstrate that an employer's rule interferes with his or her parental duties. Over time, human rights tribunals considered and contrasted the Brown and Campbell River tests, yet, despite a seeming preference for the test as articulated in Brown, neither concretely emerged as the singular test.

As a result of the 2014 Federal Court of Appeal cases Canada (Attorney General) v. Johnstone ("Johnstone"), and Canadian National Railway Company v. Seeley ("Seeley"), some clarity has been brought to the threshold test for discrimination in respect to family status and the extent of an employer's corresponding duty to accommodate family status.

Ms. Johnstone worked at an international airport on such an unpredictable schedule that she was unable to arrange for adequate childcare. Ms. Seeley, employed by a national railway, was advised by her employer that she was being transferred to a new province, making it extremely difficult to find appropriate childcare arrangements. Essentially, both employers refused to accommodate Ms. Johnstone and Ms. Seeley's need to meet childcare obligations, asserting that they had no legal obligation to do so.

Hearing the facts of both cases, the Court confirmed that family status includes legitimate childcare obligations that a parent may hold. Thereafter, rather than applying the tests set out in Brown or Campbell River, the Court elected to create a new test for proving a prima facie case of family status discrimination in the context of childcare obligations:

(i) that a child is under his or her care and supervision;

(ii) that the childcare obligation at issue engages the individual's legal responsibility for that child, as opposed to a personal choice;

(iii) that he or she has made reasonable efforts to meet those childcare obligations through reasonable alternative solutions, and that no such alternative solution is reasonably accessible; and

(iv) that the impugned workplace rule interferes in a manner that is more than trivial or insubstantial with the fulfillment of the childcare obligation.

After the above discrimination test is applied, the Court reiterated the longstanding position that the burden then shifts to the employer to demonstrate that the subject "policy or practice is a bona fide occupational requirement, and that those affected cannot be accommodated without undue hardship". Ultimately, in both Johnstone and Seeley, the Court concluded that each employee had made out a prima facie case of discrimination on the ground of family status resulting from their childcare obligations. Given that the employers in each case did not assert any bona fide occupation requirement or an undue hardship argument, the complaints were upheld.

In light of the new test, an employer's duty to accommodate family status necessitates a complete examination of the facts of each given case. In doing so, a prudent employer will engage the following checklist:

1. Remain genuinely attentive to the employee's concerns and needs, including the details of how the workplace is or will negatively impact the employee's family status;
2. Gather detailed information from its employee, including the:
   - specific needs of the child;
   - nature and extent of the employee's childcare obligations;

continued page 14...

IPM's Spotlight on Members

Laura Tait, RPR, Regional Executive, IPM Associations Maritimes Chapter

IPM Associations salute Laura Tait

IPM Associations extend special thanks to Laura Tait, RPR for her exceptional contribution to the success of the Maritime Regional Chapter. Laura Tait is Director of Human Resources and Corporate Services at Pinchin LeBlanc Environmental Ltd. in Halifax. Laura joined the IPM Associations Maritime Regional Executive in 2012 having been an active member of the Association of Professional Recruiters of Canada for over 10 years. Laura has helped her regional team plan and promote regional conferences and advise on member services. Laura and the rest of the team have helped increase regional support for the Maritime (Halifax) Chapter and have set the highest attendance record for IPM Conferences across Canada year after year.

IPM Associations congratulate Laura for her efforts and contribution to the Maritimes Regional Chapter's success. We also thank Pinchin LeBlanc Environmental Ltd. for supporting Laura on her initiative as a valued volunteer on IPM Associations Regional Board of Directors.

IPM

Celebrating 30 YEARS

Mark your calendar now for IPM's 2016 Annual Regional Conferences

Ottawa... April 7, 2016

Halifax... April 13, 2016

Calgary... April 26, 2016

Edmonton... April 28, 2016

Toronto... May 4, 2016

More details to follow.

Feature

Judy Suke

President, Triangle Seminars

Mastering the Art of Performance Reviews

Make them productive and powerful

Over the years managers have used the Performance Review process as a time for discipline and correction. Repeated bad habits and behaviours have caused people to dread the whole process. Not just those being reviewed, but the managers as well. We need to change that view. Everyone needs to realize that the Performance Review is a time to coach:

- Evaluate the present performance
- Create a clear plan of action to improve the performance
- Set goals for a better future

Micki Holliday, in the book *Coaching, Mentoring & Managing* says, "How do the great managers like Tommy Lasorda inspire and develop their people? One word: process. They don't coach or counsel, mentor or teach and say, 'Okay, now that's done'. They see coaching as a performance process with lots of steps and actions that goes on continuously."

As a Human Resources Manager, I noticed that the process starts the first day they arrive and it goes on until the day they retire. When we do a great job of managing them (coaching them), they stay, they prosper and we all benefit.

Step 1: Clearly identify the education, experience, character traits and skills for every position.

Use information from your managers and your existing star employees to determine the ideal candidate for a job. Document and chart the information to use when hiring and also when training people for promotion.

Step 2: Hire the right person into the right job.

- Study their resume.
- Call their references.
- Interview in detail, asking behavioural questions.
- Do practical tests for computer skills, problem solving and business knowledge.
- Check technical skills, knowledge of trade and industry.
- Relate responsibilities of position.
- Do they have concerns about the responsibilities?
- What skills and talents do they think they have?
- What skills and talents does the job require?
- How can you make them a better match?
- Are some of their talents and skills being wasted?

Step 3: Have an established process of orientation.

Orientation is the formal process of familiarizing a new employee with the organization, the new job and the new work unit. It enables new employees to get "in sync" so they start to become productive members of the organization.

Studies have shown that the more time and effort an organization devotes to making new employees feel welcome, the more likely those employees are to identify with the organization and become valuable members of it.

Everyone needs to realize that the Performance Review is a time to coach:

Unlike training, which emphasizes the *what* and the *how,* orientation stresses the *why.* It is designed to develop in employees a particular attitude about the work they will be doing and their role in the organization. It explains the philosophy behind the rules and provides a framework for job-related tasks. Orientation is a team effort between the HR department and the line staff.

In addition to formally introducing them to their colleagues, explain job procedures, duties, expectations regarding attendance and behaviour, job standards and production/service levels. Discuss safety regulations, chain of command, reporting problems, issues and questions. You should also be telling them when the Performance Reviews will be done.

Step 4: Keep their file up-to-date.

After four weeks, review the responsibilities of the position and find out how they are doing. Ask the following questions: "What do you enjoy the most about your job?" "What are you feeling really good about?" "What has been working well for you this month?" "Do you feel challenged by the responsibilities of your job?" Elicit the negatives too. "Are you concerned about any of the responsibilities of your job?" "What are you not feeling good about?" "What can I do to make things easier?"

Get feedback from the people they work with. Always watch closely, listen intently and offer encouragement. Make notes for

continued next page...

Mastering the Art of Performance Reviews

... concluded

their file so you have references during their performance reviews.

There are a number of issues that should be dealt with immediately and documented for future reviews. Take note of the following: attendance, tardiness, leaving early, violation of company policy, insubordination, substandard work, carelessness, failure to follow instructions, violations of safety rules, uncooperative, willful damage of equipment or material and rudeness to a customer or fellow employee. Write down in detail the specifics and have the employee sign the form.

Other Items that will be in the Employee File ready for a review: WSIB Forms, letters from doctors and Subsequent Forms (Functional Abilities Form).

Include notes regarding phone conversations, Vacation Request Forms, possible training ideas, Leave of Absence Requests and their Career Tracking Tool.

Step 5: Schedule the Review.

Your success depends on how you make them feel. Maya Angelou said, "I've learned that people will forget what you said, people will forget what you did, but people will never forget how you made them feel."

Scheduling:

1. Schedule the review and notify the employee ten days in advance.
2. Ask the employee to prepare for the session by reviewing his or her performance, job objectives and development goals.
3. Clearly state that this will be the formal annual performance review.

Preparing for the Review:

1. Review the correspondance collected throughout the year.
2. Concentrate on work habits that have developed.
3. Be prepared to give specific examples of above or below-average performance.
4. When performance falls short of expectations, determine what changes need to be made.
5. If performance meets or exceeds expectations, discuss this and plan how to reinforce it.

Prepare yourself … get into a good frame of mind.

During the review, be positive about the future clearly stating plans to improve performance.

I challenge you to treat your performance reviews as an opportunity to COACH your team to success and to help each one of your employees to rise to their best performance.

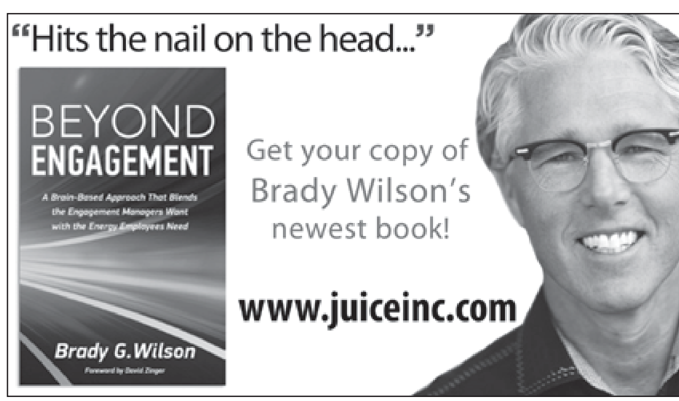
Judy Suke is President, Triangle Seminars (www.triangleseminars.com) and can be reached via email at judysuke@bell.net.

[...] see coaching as a performance process with lots of steps and actions that goes on continuously.

Workplace Today®
Online Journal

Your group multi-user subscription will include **FREE access to IPM's Workplace Library**, with over 2,000 bonus articles on a vast range of management and workplace topics. For a free preview of the Journal, visit our website at www.workplace.ca (Click on **WORKPLACE TODAY®**)

IPM
workplace TODAY



Kelly McGahey

Senior Manager, Stakeholder Relations, Hire Immigrants Ottawa

Leverage Skills to the Max!

Integrating immigrants into the workplace

Q: I'm concerned about potential skills gaps in my sector. What can I do to help to prepare my organization to access and retain the talent it needs?

A: You're not alone! We are hearing a lot about skills gaps, skills mismatches and concerns about finding the right skills for organizations. The Conference Board of Canada released the report *The Need to Make Skills Work: The Cost of Ontario's Skills Gap*, in which they note that skills "gaps cost the Ontario economy up to $24.3 billion in forgone GDP." The story is similar across the country.

One way to address current and looming skills gaps is to ensure the skills of all potential and actual labour market participants are being leveraged to maximize their contribution to the workforce. We know that employers face challenges in fully realizing the potential of several populations of workers – youth, seniors, people with disabilities and others. Enhancing our capacity to better integrate these workers into our economy will require a variety of approaches.

Internationally educated professionals living in Canada have consistently been found to be working in occupations that do not fully utilize their potential given their levels of education and experience, especially in the first ten years after their arrival.

Given what we know – that immigrants coming to Canada are in fact often highly skilled, that this group makes up a growing percentage of our workforce and that their skills are consistently underutilized, any plans to address skills gaps in our workplaces should clearly include initiatives to increase the recruitment, integration and retention of immigrants. In an era where concerns about skills gaps are growing, recognizing the opportunities related to integrating immigrants into the workplace is imperative for organizational renewal and innovation. Doing so can help you to address skill shortages or fill vacant positions and also better prepare for demographic trends (e.g. retiring workers).

Having said that, other arguments for striving for a workplace that is not only culturally diverse but also inclusive can be both more nuanced and equally compelling. These may have to do with a well-thought out business or organizational strategy or may be in response to immediate barriers or challenges the organization faces.

Beyond addressing immediate and projected skills gaps, leading organizations seek to more effectively integrate immigrants into their workplaces for any number of the following reasons:

- To reflect the personal values of senior leadership within the organization
- To demonstrate corporate / social responsibility
- To better serve a diverse client base, either locally or nationally
- To leverage connections with and knowledge of new or emerging markets
- To contribute to enhanced workplace performance (harness diversity of thought and avoid "group think")
- To increase employee engagement

So, clearly one way workplaces can mitigate some of the challenges related to skills gaps and the search for talent is to fully leverage the skills of immigrants living in Canada. But do you know how to go about it? Do you know where to source this talent or how to ensure your hiring processes are not creating unintentional barriers? Do your people managers sometimes confuse "fit" with "a lot like me"? If you have diversity policies in place, is anyone accountable for measuring their impact? Have you recognized the challenge of managing performance well across cultures? Are your skilled immigrants getting stuck at certain levels or are they well-represented throughout the organization including the executive suite?

These can be difficult questions. But leaders in today's organizations have an opportunity to establish a legacy of transformation. Our workforce is changing dramatically and the leader that meets this challenge with vision and commitment may reap many rewards. There is no need to undertake this journey alone. In cities and regions across the country, leaders are convening in immigrant employment councils. They are accessing the resources of immigrant serving organizations. They are also becoming mentors and champions for the integration of immigrants into our workplaces. They are taking a hard look at the skills gap and they are acting on the opportunity to leverage all available skills to the maximum.

Kelly McGahey is Senior Manager, Stakeholder Relations at Hire Immigrants Ottawa and can be reached via email at kmcgahey@hireimmigrantsottawa.ca.

[...] immigrants coming to Canada are in fact often highly skilled, [...] and that their skills are consistently underutilized, [...]

IPM Management & Encyclopedia Workplace Today® Online Journal

Fall Special:
Save 60% off the corporate subscription to Management Encyclopedia and Workplace Today Online Journal

Pay only $320.00
(regular price $800) for both for orders received and paid for by September 30, 2015

To order, see subscription form enclosed with this newsletter.

For a free preview of the Journal and the Encyclopedia, visit our website at **www.workplace.ca**

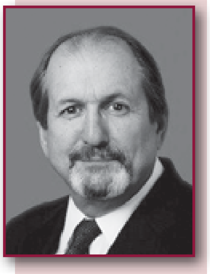
IPM's Management Encyclopedia is Canada's first and only online management reference tool.

It provides step-by-step How To's for routine management tasks. You will see a series of in-depth articles directly related to over 50 areas of reference. Updates and new material will be added at regular intervals ensuring the Encyclopedia remains the top research tool available anywhere.

Workplace Today® Online is your answer for quick access to information on workplace issues!

You'll benefit from well-researched legal information, detailed case studies on timely issues and concise reporting on today's labour trends from the best in the business. A wealth of fresh information easily accessible from any internet connection for today's managers and supervisors including archived issues.

A 12-month corporate group subscription (allows access to an unlimited number of users from the same organization) to both the **Management Encyclopedia** and **Workplace Today® Online Journal**.



Philip H. Gennis

J.D., CIRP
Senior Principal
msi Spergel Inc

Feature

Build Links with Finance: Win-Win for HR

Make collaboration work for you

For too many years the Human Resources and Finance departments of organizations have seen themselves as competitors for the attention of senior management. For HR, it has been a futile effort as money really is the language of business. It's easier to count than review the benefits of talent management or a good retention policy. But smart HR professionals have given up that competition with their former rivals. They are forging links with their new friends in Finance and Accounting.

The first step in building these new links has to be an effort by HR and leaders to understand and speak the language of finance in the corporate world, according to Philip Gennis, commercial insolvency & restructuring specialist with msi Spergel Inc. "You have to learn how to read a balance sheet and to analyze financial statements and to talk the language of your financial colleagues." This also means incorporating terms like ROI (Return on Investment) into your proposals for change and preparing budgets in the same format as your financial colleagues. "After a while, you will start talking about building capacity and increasing profits with an ease that will surprise some of your former critics in the Accounting department," says Gennis.

In addition, you can win over skeptics in both Finance and the executive suite by re-focusing your efforts and HR initiatives so that they are both in sync with the corporate mission and goals. You are also providing evidence that shows how HR can help the organization get there. One way to get there is to actually co-opt Finance in your processes. You can also get there by finding ways to get Finance to provide access to performance data like earnings, productivity and customer satisfaction reports that HR can then use as insight into the staffing and development needs of the organization.

Another area to look at is the overlap between HR functions and activities like Payroll that may in fact be physically housed in the Finance section. It may not be necessary to transfer these functions back to HR, although many organizations have done just that in order to achieve savings in the overall labour and benefit costs to the company. Successful HR professionals have simply increased cooperation in these joint activities in order to reduce duplication and identify cost savings. Then they share the glory with their Finance counterparts and everyone including top level executives are happy.

Philip Gennis says that the way to an accountant's heart is through their wallet. "Financial experts like money, a lot, and they love ideas that can help them make, save or create new sources of money. If HR has some of these ideas, then a great way to build bridges and links to Finance is to share some of these cost-saving or revenue- generating concepts with them." In return, HR can access some great expertise from their partners in the financial area of the organization. This includes helping HR refine their calculations on the ROI in programs like retention strategies or even more so in areas like purchasing new HR information technology. This advice and expertise sharing can be a win-win-win scenario for the organization.

There are two other ways to build effective links between HR and Finance: formal liaisons and better communication. Some companies that have had success in this area credit the appointment of a liaison officer from each section as a big part of that success. The way it works is that each section appoints a liaison person who monitors all transactions and interactions between them and is the point person if and when problems develop. They talk frequently with their counterpart and they find ways to smooth over the occasional bump in the road. Just knowing that there is a person to call at the other end of the office is often enough to quickly resolve sticky situations.

Good communications is the key to any productive relationship. The one between HR and Finance needs regular and frequent communication, especially at the beginning, in order to grow into a positive working relationship. Some organizations have created joint teams or projects between the sections to foster teamwork and to help both sections to know and understand each other better. These activities also build an appreciation of each other and the vital role that each plays in the success of the organization. According to Philip Gennis, "Once you have that communication, you can start building trust between two sections and create the synergy that will make two better sections in a much improved organization."

Members Quarterly Staff Writer

Kathy Follett-Lloyd

RPR, CMP,
Vice President of
Human Resources,
HGS Canada

Feature

Bring on the Passion — It's Easier than You Think

Build a culture where passion is essential

Have you ever observed a colleague and wondered what makes them work long hours, why are they driven to be the best? Some will label them as competitive, a workaholic or having obsessive compulsive tendencies. Some may even label them as trying too hard because of insecurities or a fear of failure.

Strip away the labels that are used to place people in a nice neat box and you will find individuals who have a **PASSION** for what they do in life, both at play and, most importantly for us employers, at work.

A workforce that is driven by an intrinsic passion to be the best and to outperform the competition, whether internal or external, sets a company apart from all others. Google, Disney and Apple immediately come to mind when asked to name companies that employ a passionate workforce.

So what can we learn from colleagues and companies who are fuelled by passion? We can learn how to create an environment where passion is recognized and nurtured. We can learn how to unleash an individual's potential, a team's potential, a company's potential.

Hire the right people:

An experienced recruiter can discern a candidate who is motivated by passion for their career from one who is motivated by other forces such as money or ego. Remember the simple example of a winemaker. Why does a person become a winemaker? Because they have a passion for wine! Make certain the next person you hire has a passion for the job you are considering them for.

Establish strong connections during Onboarding:

A person's passion for their company grows exponentially when their employer demonstrates a passion for them. Show a new employee how vested you are in their success by forging many relationships during the Onboarding period. Organize an office social to welcome the new employee and invite as many key partners and stakeholders as is possible. Schedule support team information sessions with HR, IT, Finance and Sales & Marketing. Provide them with job guides, manuals and work aids as well as a Peer Mentor to guide them through their first 90 days. Most importantly, have as many passionate colleagues, partners and stakeholders reach out and connect with a new employee early and often.

Reward and Recognize:

We are human and one characteristic of most humans is the need to know that our contributions are valued. What differentiates us from each other is what type of acknowledgement we each prefer. A diversified reward and recognition program will provide you the choices and variety you need to ensure your employee receives the right recognition. For some it's as simple as a kind word and/or award nomination from their manager or a gift of branded company clothing. For others it can be as extensive as a special work assignment, career advancement or the opportunity to manage a corporate wide project. Acknowledge an employee's contributions and watch them grow, prosper and ultimately perform. It's a win-win!

Train & Develop:

There is a sense of accomplishment we all feel when we complete an educational program. Earning a degree or completing a certificate or accreditation program takes time, money, effort and focus. Employees who have a desire for continuous learning will contribute significantly to the future growth, progress and rejuvenation of your organization. Provide a clearing so the employee is able to take on a program. That could mean time away from the office to attend a class or a personal development session or the funds to pay for the program, or both. Monitor progress and celebrate the completion by publicly acknowledging the accomplishment or certification. Lastly, put your money where your mouth is and show your employee that you recognize they are now more valuable. Offer to frame their certificate so they can proudly display it in their workspace. Offer business cards that include the new accreditation initials. If your payroll budget will allow, offer them a one-time increase in salary to demonstrate you are as passionate about their accomplishment as they are. It's the gesture that is most important to an employee- not the size of the gesture.

Building a culture where **PASSION** is essential, encouraged, recognized and rewarded takes commitment and energy from all levels of the organization. It takes recognition that your greatest asset is the passion your people have for their job and the company they work for. It means your brand is very

continued page 14...

Ask the Expert

Wayne Rawcliffe

MBA,
Founder & President,
Senga Consulting Inc.

Your Net Worth is Your Network

Make it work for you now

Q: What is the value of keeping an active network while you are working?

A: Let me begin by sharing my own story.

It was Friday afternoon and I was meeting with HR to end my employment with a company I had been with for eight years. It was bright and sunny outside as I signed the papers, handed over my keys, passes and devices.

After a few days of decadent lounging about and reading just for fun, (something I had not done for years), it was time to start thinking about my career. A number of former colleagues had gone out on their own and after talking to a few of them, it seemed evident that I should do the same.

I had more than enough skills from which I knew clients would benefit. The only problem was that I had no clients. I realized that over the last eight years, I spent my time getting to know people inside the company and hadn't spent any time nurturing contacts on the outside. I had the skills, experience, equipment and business name, but no clients or networks.

So I joined a number of business 'networking' organizations which kept my mornings, lunches and evenings busy. I met people from all sectors of industry, government and not for profit. I gave out hundreds of business cards, told my story and gave my pitch over and over again. Very quickly, the thought of networking made my mouth dry and gave me a cramp in the pit of my stomach. Not only did it become the one activity I dreaded but it also brought me little business. What was going wrong?

I thought about the times in my life when I had been successful. I saw that it was when I had been helped by other people. I realized in my burst of 'networking', I had been so busy selling that I was forgetting to connect with people, to learn about them and their goals. I saw that I spoke more than I listened and that I asked very few questions. I realized that the problem was my focus. It had become all about how others could help me. Then I decided to change my approach. I asked myself what successful people do. They help those around them be successful too. They give before they take.

After reading a number of success stories, I realized that no one has become successful without the help of others. I began to network differently. By focusing on others, I strived to help everyone in my network to get connected with people who would help them. I got excited about meeting new people, hearing about their businesses and their aspirations. I became a connectivity hub.

[...] the thought of networking made my mouth dry and gave me a cramp in the pit of my stomach. Not only did it become the one activity I dreaded but it also brought me little business. What was going wrong?

This approach took negative pressure off me and actually energized me. I am building a business through my network, one connection at a time. I am fascinated by almost everyone I meet. There are amazing stories out there and yours is one of them. We are crafting the next chapter in each other's' stories.

The happy ending to this story is that today I have thousands of people in my network. People I can call as subject matter experts, people who know other people with whom I can connect, people that I can discuss new business ideas and hear their valuable feedback and suggestions. The worth of your network is so much more than the actual purchase price someone will pay for a product. Your network keeps you connected to the everyday pulse of business – all there waiting for you to tap into.

Other ways of growing your network include teaching and board leadership. I have been on boards with directors of companies whom I can now phone and meet for coffee. I have a relationship and shared experience outside of business that gives me permission to connect.

Networking is very much like dating (without all the complications). When you are dating, you take the time and energy to think about what

continued ...

Ask the Expert

Your Net Worth is Your Network

... concluded

would make the other person feel special. You think about their interests and tastes. You consider what you are doing and how you are doing it. You are fascinated with the other person's interests, loves, abilities, talents, experiences, fears and peculiarities. Be present, be curious and listen deeply to the needs of others and then identify who in your network can meet some of the expressed and non-expressed needs.

Always be positive. That does not mean being up and happy all the time. It means never saying anything about others that you would not want posted on Facebook.

> I realized that the problem was my focus.

Finally, eat like the Chinese. A number of years ago, I went with a friend to Hong Kong. The Chinese do not think about family like westerners. I consider my family to be my brother, my mother and my father. His family has almost 100 people. Over the next two weeks, I met the family at breakfast, early lunch, lunch, late lunch, dinner, late dinner or even later dinner. Connections are made over food. Food is the epicentre of Chinese connections.

We can learn a lot from the Chinese. You cannot rush food. Food invites stories. It requires time. It requires a relationship. It always has. Your net worth is your network. Take time. Listen. Be fascinated. Be open. Be curious. Most of all, enjoy people.

Wayne Rawcliffe is President of Senga Consulting. Contact him directly at wayne@senga.ca.

IPM ASSOCIATIONS

Multi-Media Deluxe Versions

of IPM's accreditation programs available now!

CDROM Multi-Media packages now available for distance learning options for:

- Professional Recruiter Program
- Professional Manager Program
- Professional Trainer Program

Take advantage of this self-study option- all you need is Internet Explorer version 6.0 or higher and Windows Media Player (standard on the Windows Operating System).

Are other colleagues interested in taking the program? We'll allow up to nine others to share the main package.

For complete details and order forms, visit our website at **www.workplace.ca**, click on TRAINING or call IPM at **1-888-441-0000**.

Feature

Family Ties that Bind: Family Status Discrimination

... concluded from page 4

- "reasonable efforts" the employee has made to find alternate childcare arrangements and why those alternate arrangements are not viable solutions; and
- length of time for which accommodation is sought.

3. Remain open-minded and refrain from hastily denying requests for accommodation of family status;
4. Provide sufficient information so that the employee can seek out and truly consider alternate solutions to his or her family status interference with workplace obligations;
5. Thoroughly document and date the steps taken in the accommodation process in detail from start to finish; and
6. Remain active in the accommodation process after accommodation has been granted, which may include following up with the employee after a given period of time.

In closing, while employers should be aware and understand the essence of family status discrimination, practically speaking, most potential family status discrimination claims will never materialize, as they are often avoided by the reasonable exploration of alternative arrangements on behalf of the employee.

Colin Fetter is a Partner and Practice Group Leader in Employment and Labour Law with Brownlee LLP in Edmonton. He can be reached via email at cfetter@brownleelaw.com.

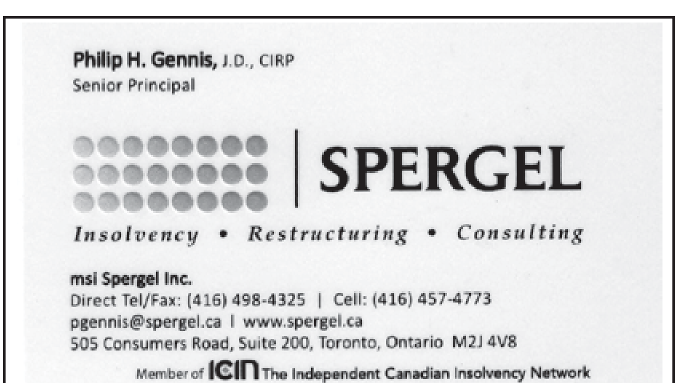
Feature

Bring on the Passion — It's Easier than You Think

... concluded from page 11

important and must be marketed to current and future employees by associating it with being known for such positive works as legacy, innovation, research, training & development or support of volunteering contribution. Most importantly, it takes strong leadership. Tapping into the passion that each employee has for their job will take patience, creativity, structure and last but certainly not least, regular contributions to each employee's emotional bank account so they trust they are safe to unleash the passion within.

Kathy Follett-Lloyd, RPR, CMP is Vice President of Human Resources for HGS Canada. Kathy can be reached at kathy.lloyd@teamhgs.com.



"You've been late and losing clients all month, Howard. There's a bus waiting to take you to a hard labor camp where you'll learn what discipline is all about."

AV-CANADA™

experts in presentation technologies

a member of The STRONCO GROUP

Offering Award Winning
Audio Visual Production Services

EVENT EXPERTS / SERVICE PROFESSIONALS

AV-CANADA will execute your event using cutting edge technology, always exceeding your audio visual expectation standards.

AV-CANADA clients work with dedicated professionals from the initial planning stages through to the event itself. Your AV-CANADA team is focused on one goal only... to make you look great!

- Audio Visual Equipment & Services
- Staging / Set Design & Construction
- Webcast & Videoconference Services
- Audience Response Polling System
- Lighting & Special Effects
- Simultaneous Interpretation
- Multi Media & Content Services
- Technical Production Services



(905) 566.5500 1.866.667.2345 www.av-canada.com info@av-canada.com

Join as an Associate Member of any of IPM's four professional associations:

Benefits include:

- ✓ Online subscription to Workplace Today® Journal, the Canadian Journal of Workplace Issues, Plans & Strategies (worth $119)
- ✓ Access to timely information all in one place, www.workplace.ca
- ✓ Free access to Workplace Library
- ✓ Members Quarterly Newsletters in Print and Online
- ✓ Professional development and networking opportunities at annual conferences across Canada
- ✓ Members' special discounts on IPM programs and services
- ✓ Connect with our rapidly growing network of over 2,600 senior human resource and management professionals now!

For more details go to www.workplace.ca,
click on Join IPM's Associations...
Membership fee is $175.00 per year.

Celebrating 30 YEARS

IPM

Members Quarterly is published by the Institute of Professional Management as a news source for members across Canada belonging to the Association of Professional Recruiters of Canada, the Canadian Management Professionals Association, the Canadian Association of Assessment Specialists and the Canadian Professional Trainers Association. There are no fees for subscriptions. RPR, CMP, RAS, RPT, HR Today®, Recruiting Today®, Supervision Today® and Workplace Today® are the intellectual property of the Institute of Professional Management.© Copyright 2015. Written and printed in Canada. All rights reserved. No part of this newsletter may be copied or transmitted by any means, in whole or in part, without the expressed written permission of the Institute of Professional Management.Readers can address letters, comments and articles to IPM at nat@workplace.ca. Publication Mail Registration No.40016837. Return undeliverable Canadian addresses to IPM, Ste 2210, 1081 Ambleside Drive, Ottawa, Ontario, K2B 8C8 Internet: http://www.workplace.ca Email: info@workplace.ca Phone: (613) 721-5957 or 1-888-441-0000 Fax: 1-866-340-3586.


Go For It!
IPM ASSOCIATIONS
We've already reserved your designation…
RPR
Registered Professional Recruiter
RPT
Registered Professional Trainer
CMP
Canadian Management Professional
Institute of Professional Management
2210-1081 Ambleside Drive, Ottawa, Ontario, K2B 8C8
Tel: 613-721-5957 Toll Free: 1-888-441-0000 www.workplace.ca