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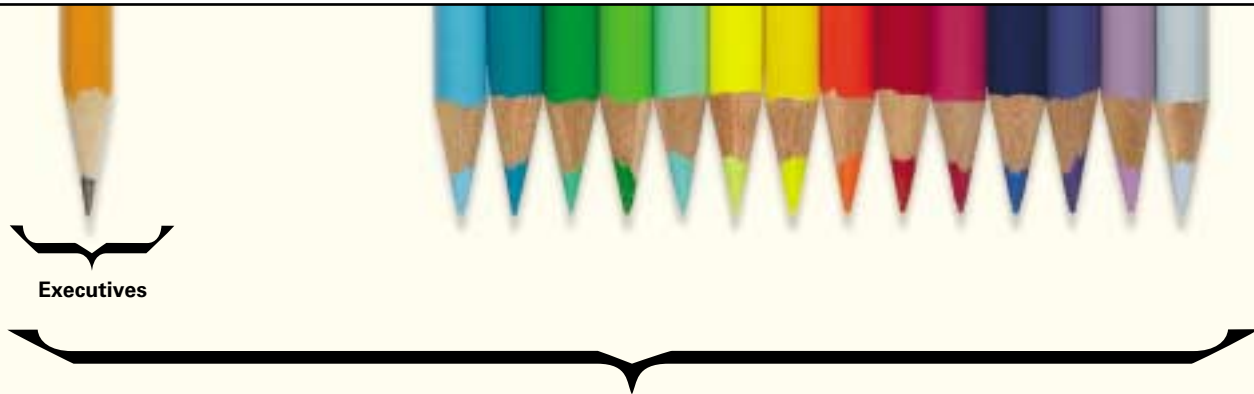


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Editor's Note



The aging of the baby boomer generation threatens to create critical skills shortages in a host of industries. Finding, retaining and developing the right people to fill key positions in an organization has become paramount.

David Perry, with Perry-Martel International, sums up the burden this places on human resources departments to ensure the long-term viability and success of their organizations.

"HR professionals always wanted to have a spot at the boardroom table," he says. "But, I feel bad for anyone in HR in the next three years."

In the 2006 issue of *Ottawa HR*, we delve into how the retirement of the baby boomer generation will remake the labour market. Employers will be forced to outsource to an even greater degree, while many boomers may find themselves working past the traditional retirement age. Younger workers will enjoy something of a buyer's market, but also be forced to be more proactive in managing their careers.

Even greater emphasis will be placed on the need for immigrant talent. We explore the apparent contradiction between relying on immigrants to help make up the talent gap and the barriers many face in having their foreign credentials recognized in Canada.

In addition to these two feature articles, we once again welcome the contributions of local HR experts who have agreed to provide their thoughts and insights on a number of topics related to attracting, developing and retaining talent in the 21st century. I would like to thank Tom Bursey, local vice-president for Right Management

Consultants; Lynn Harnden, partner with law firm Emond Harnden, Greg Boyle, partner with the Stonewood Group; and Suzanne Simpson, president of Human Resources Systems Group Ltd.

I would also like to thank publisher Wiley and Sons for once again providing us with an excerpt of an upcoming book. *The EQ Edge: Emotional Intelligence and Your Success*, by Steven J. Stein and Howard E. Book, explores the concept of "emotional intelligence" and how this can have a much greater influence on success than cognitive intelligence, or IQ.

Once again, we also offer a directory component at the back of the magazine of HR-related professional services, including Ottawa's Largest Business Schools and Management Training Companies, Largest Employment Law Firms, and Largest Employee Benefits Firms.

Ottawa HR is a joint effort between the Ottawa Business Journal and the Ottawa Human Resources Professionals' Association. I hope you find this publication to be a relevant and useful resource for the HR profession in the nation's capital.

Cheers,

Leo Valiquette, Editor
Ottawa Business Journal

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BABY BOOMER SHIFT

Redefining the rules of the game

Greg Boyle,
Stonewood Group

Aging demographics have finally made HR a top priority and put HR professionals on the hotseat

By Michael Hammond

We all saw this coming.

It may not be the end of the world as we know it, but the coming wave of baby boomer retirement will forever change the job market. So, why is nothing being done?

Government departments have begun to roll out succession planning strategies as have some

companies, but the vast majority of employers are woefully unprepared for a massive depletion of their workforce, experts warn.

Some human resource consultants say Ottawa's recent technology bust has made matters worse. Since thousands of technology workers lost vast amounts when their stock options shrank into oblivion, many opted to continue working rather than retire early. Nationally, a change in attitude is

also helping to stem the tide of retirements.

A recent HSBC Bank survey found that more than a fifth of Canadians surveyed don't consider the golden years as a time to relax, but rather a time to reinvent. This attitude has helped postpone the massive wave of retirements that employers fear, but the wave is coming, experts insist.

The numbers tell the story. This year, 10 million baby boomers will fit into the 40-60 age

range. In as little as four years, boomers could outnumber children under the age of 15, statistics suggest. By the half-way point of the century, Canada will spend 15 per cent of its gross domestic product on public pensions.

At a recent human resource conference, a British Columbia public service executive laid out a horrific scenario.

"If 90 per cent of our staff is at risk of leaving in the next few years, it begs the question: Can somebody else take care of this work better?" mused Lynda Tarras, an assistant deputy minister in that province's public service.

Ms. Tarras pointed out one of the obvious

managing director of executive search and placement firm Perry-Martel International. "Employers will have to become the type of organization that people naturally think of as a good place in which to work."

Veteran Ottawa high-tech executive Greg Boyle, a partner with the Stonewood Group, said employers shouldn't fear the wave of retirement. Instead, companies should use it as an excuse to change the way they do business.

In Ottawa in particular, Mr. Boyle said companies have focused too much on building a product and not enough on solving a customer's problem. The companies that are thriving, he said, are the

taken on a protégé to replace him as one of the Ottawa partners in the Stonewood Group consulting firm. When he steps away from the consulting firm, his replacement will be fully equipped to deal with the day-to-day tasks of running the office.

This type of in-house mentoring is the exception, Mr. Perry said. Like Mr. Boyle, he feels that Ottawa companies need to find a way to develop the next generation of executives and salespeople.

Mr. Perry said other cities have developed institutes where this type of knowledge is pooled and accessible to emerging executives.

"It disturbs me that we have no strategy to

The companies that are growing are the ones that are taking a solutions-based approach to business

— Greg Boyle

results of the baby boomer retirement wave – outsourcing. In the coming years, companies and government departments will begin to farm out more work than ever before. In some cases, government departments might have to outsource some of their workload to offshore professionals, a controversial short-term fix at the very least.

"We're not opposed to looking at outsourcing some of these tasks," Ms. Tarras told a gathering at the HR conference. "HR departments will become more strategic in focus."

Much of the customer service functions that governments do could be outsourced, professionals believe, leaving the public service to focus on high-level planning and strategic tasks.

Many companies have already begun to outsource call-centre work and other functions, often to cheaper labour markets like India. In the coming years, independent contractors can expect to see more of this work go up for grabs since employers won't be able to replace their retirees.

"The old rules don't apply," said David Perry,

ones who understand that they don't need to be all things to all people.

"The companies that are growing are the ones that are taking a solutions-based approach to business," he said.

Mr. Boyle said the high-tech community in Ottawa also needs to use the coming wave of baby boomer retirements as a reason to begin mentoring the next generation of executives and sales managers. In many cases, companies won't be able to recruit nearly enough talent to replace some of their aging workforce. This means much of this expertise will have to be developed in-house.

"The softer skills need to be developed," Mr. Boyle said. "The younger generation needs to be developed."

These skills include leading a team, working together with colleagues on a project and thinking of creative ways to do business more efficiently. Many of these skills, he said, can only be learned outside the classroom.

Mr. Boyle knows all about this trend. He has

upgrade the skills of people in this city," Mr. Perry said. "We need to organize this in one place and make it accessible and easy to use."

He added that a knowledge institute could take the form of a website or downloadable software.

JOB MARKET CHANGE

In the short-term, the mass exodus of boomers will change the job market. Mr. Perry said the days of a job seeker submitting a resume and waiting for a phone call are long gone. So too are the days where employees simply go sifting through resumes to replace their managers.

Employers and job seekers will have to market themselves better to suit each other's needs. The job market that is evolving will favour an employee with a strategic skill and employers with a challenging and supportive workplace. Job security, pension plans and retirement packages will be left to individuals. In many ways, Mr. Perry said, the job market is reverting back to what it was like before the Second World War.

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**You will
actually
have to
do the
work and
figure
out who
you are**

– David Perry

“The only thing that matters now is talent,” he said. “Companies around today have to do what the Ottawa Senators have been doing – building bench strength.”

Job seekers, in turn, will have to do a better job of selling their merits to a company rather than surfing the Internet for a job that’s a good fit.

“You will actually have to do the work and figure out who you are,” he said. “You’ll have to manage your own career.”

Employers also have to focus on the elements of their workplace that appeal to job seekers. Gimmicky features like foosball tables, beer taps and bowling alleys are not nearly as enticing as a solid benefits package and vacation days.

Mr. Perry said the baby boomer exodus has finally put human resources on the top of many corporate agendas.

“HR professionals always wanted to have a spot at the boardroom table,” Perry said. “But, I feel bad for anyone in HR in the next three years.”

Ottawa’s workforce could fare better than those in other cities since so many professionals learned the dos and don’ts of retirement planning and job searching during the telecom meltdown earlier this decade.

MARKETING THE JOB MARKET

Employers also learned what it takes to attract workers. During the boom, companies couldn’t find talent fast enough since their competition was liable to beat them to the punch. Now, companies will find themselves fighting over a shrinking talent pool to fill in ever-widening holes in their workforces.

Mr. Boyle said Ottawa’s business and political leaders have already shown they know how to market the city. The same marketing principles used during the tech boom will need to be used to help companies shore up their workforces with imported talent.

Boyle said business leaders will have to sell Ottawa’s quality-of-life advantages while dispelling the myths about impossibly long and harsh winters.



“In order for us to have this significant pool of leadership, there needs to be a methodology in place to get these people here,” he said. “We have to go down to these communities and sell ourselves.”

During the tech boom, business leaders did a good job selling Ottawa as Canada’s answer to Silicon Valley. Direct flights were established between the capital and San Jose. Technology partnerships with urban centres like Raleigh/Durham were the norm. However, before Ottawa’s tech sector had a chance to emerge as a credible threat to Silicon Valley, the floor gave way and the telecom sector imploded.

Mr. Boyle said some of the lingering scars left by

the telecom meltdown will continue to hurt Ottawa companies as they look outside the capital for talent.

“Things like the lack of direct flights just kill us,” he said.

Ultimately, a change in attitude is what may save Ottawa’s public service and its high-tech community from massive retirement headaches. Companies need to become more strategic and focus more on what it is that attracts job seekers. Professionals will have to change the way they look for jobs and how they manage their careers.

Mr. Perry sums up the issue simply.

“The old rules don’t apply.” ■

Talent shortage leads many employers to rehire former staff

About 13 per cent of employees laid off in 2005 were rehired by their employers, according to a survey by HR consulting firm Right Management.

The company surveyed 14,000 employees from 4,900 organizations throughout North America who were placed in new jobs with its own outplacement services.

"This marks a significant shift in employer attitudes toward rehiring laid-off workers," said Monika Morrow, a vice-president and national practice leader at Right Management. "Due to the shortage of talent, especially at the managerial and executive levels, employers are more willing to rehire displaced employees because of their familiarity with the job and the organization.

"Employers view re-hiring former employees as less risky in terms of making a bad hire. A former employee who was let go for non-performance reasons is a known quantity who has already proven to

Employers view re-hiring former employees as less risky in terms of making a bad hire. A former employee who was let go for non-performance reasons is a known quantity who has already proven to be a good cultural fit with the organization.

be a good cultural fit with the organization."

A separate 2005 survey of employers by Right Management found that more than half of employers are hiring back former employees.

That survey found that 54 per cent of employers are at least occasionally rehiring former employees let go in company downsizings. However, about 46 per cent of respondents said they rarely hire back former employees. About 42 per cent of employers said they only sometimes rehire former employees. Nine per cent said they regularly do it, while only three per cent often do it.

"The former attitude in corporate America – that once an employer and employee parted paths, their history was concluded forever – is shifting," Ms. Morrow said. "The talent shortage is forcing employers to rethink that attitude, and that's benefiting both employers and employees."

Right Management also found that about one in five employees take the loss of a job as an opportunity to launch their own business. About 21 per cent of laid-off employees started new businesses afterwards last year, comparable to what percentage in 2004. ■



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Feds hear frustrations of foreign talent



Calls from industry, competition from abroad spurs action

By Michael Hammond

More than 4,000 Ontario residents are trained doctors but can't practice medicine in the province. Throughout Canada, carpenters, general contractors, lawyers and dozens of other professionals are ready to contribute, but are unable to have their foreign credentials recognized.

For years, we've heard stories of the hardships many newcomers to Canada face in securing adequate work in their field. After years of rhetoric and growing unease over the expected wave of baby boomer retirements, politicians seem to be heeding the call to speed up the process to recognize foreign credentials.

But change is mercilessly slow for millions of underemployed Canadians. Nonetheless, human resource experts say employers and job seekers can work within the system to find the right job for a newcomer. The solutions, they say, are surprisingly simple.

Like the 4,000 Ontario residents with foreign medical degrees, countless immigrants come to Canada each year in the hopes of a better future. The problem they face is that their foreign training doesn't get them far against a confounding web of bureaucracy that often doesn't recognize international credentials.

In some cases, like in medicine, regulatory authorities insist that a stringent screening process is necessary to ensure that people with international credentials have the skills that match up with the country's high standards.

"There still seems to be this North American bias," concedes CareerJoy president Alan Kearns. "It's unfortunate, but that's the way it is."

Mr. Kearns knows what happens to newcomers in this predicament. Many professionals take work outside their field because the barriers are so steep, they need to go back to school for years in order to obtain a Canadian equivalent of their international credentials. Some have to start lower on the ladder in order to get to where they want to be, he says.

Employers, meanwhile, have to use creative methods to secure the services of newcomers, who are considered unqualified by Canadian standards.

Alan Kearns,
CareerJoy

TEST DRIVE

The most obvious way companies can take advantage of the immigrant talent pool is to participate in job placement programs with local universities and colleges. Since many newcomers don't have the luxury of going to school full-time, Mr. Kearns says taking a few courses can be useful, specifically with schools who offer job placements in the field.

"Companies tend to open their doors for this," he says. "People in these placement programs often end up at a company like Mitel and Alcatel."

Once a job seeker gets in the door, he or she needs to be prepared to prove themselves.

"There are creative ways to get doors open," Mr. Kearns says. "This means doing whatever you can to get your hand on the first rung of the ladder."

Companies have the opportunity to test drive the skills of newcomers who are given job placements. Even if their foreign education does not meet the standards of a professional standards body here, companies can get a good handle on the capabilities of a worker during a placement, depending on the tasks they are given.

By taking on employees in a job placement, employers can assess the skills of a potential employee with a small investment, since employees working in a job placement do not receive the same salary as full-time staff.

Since so many baby boomers are expected to retire in the coming years, the situation could be brighter for newcomers. The Ottawa high-tech sector is a good example of what newcomers can expect. Since the competition for talent has been fierce at times in the last decade, the realities of a supply-and-demand economy mean there are many opportunities for immigrants.

"More and more, (tech) employers are confident with international credentials from countries like China," Mr. Kearns says.

But even in industries like technology, job hunters need to brand themselves by showing employers lines of software code they have programmed, for example, he advises.

Companies that don't participate in job placements are beginning to take advantage of the



labour pool that job placement firms offer. This 'back-door' route, Mr. Kearns says, has become more popular in recent years since many firms are reluctant to hire employees on a massive scale as they did during the technology boom. By picking up a contract through one of these placement agencies, newcomers can show employers the skills they acquired overseas. Employers, meanwhile, can evaluate the skills of an employee with only a minimal investment.

Increasingly, companies are 'offshoring' some of their activities by placing call centres and manufacturing centres in cheaper labour markets in Asia. Newcomers to Canada sometimes use foreign experience with a North American company to get

their foot in the door when they arrive in Canada. Mr. Kearns says companies are now able to look at their overseas workforce as a potential recruitment pool when they consider who to hire in Canada.

POLITICS FORCES THE ISSUE

Throughout Canada, labour shortages have begun to force politicians to look at the issue of foreign credentials. Throughout the federal election, political parties wrestled over who had the magic bullet to solve the problem.

The Conservative Party criticized the Liberal's 1995 move to impose a \$975 landing fee for immigrants. After winning the election, the Tories vowed to cut that fee in half over the course of its



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mandate – however long that may be.

Shortly after the election, Prime Minister Stephen Harper met with premiers and vowed to honour previous immigration deals struck between the Liberal government and the provinces as well as territories.

Ottawa and the provincial Liberals reached a \$920-million deal to help immigrants settle more quickly in the province and receive essential services like language training. Ontario also intends to move ahead with a \$300-million labour market deal that the Tory government has vowed to honour. Very few details have been released that describe how these two deals will ease the career transition process for immigrants.

"We're going to be competing for immigrants," Premier Dalton McGuinty said after the meeting with Prime Minister Stephen Harper in early 2006. "How long does it take (an immigrant) to have credentials recognized and to be employed at (the) highest level? We're going to have to be able to answer that effectively and competitively."

Canada has an edge over the United States, where foreign credentials face tougher scrutiny, especially after Sept. 11, 2001, experts say.

Michael Bloom, the Conference Board of Canada's executive director of education and training policy, says global competition for immigrants is forcing the federal government's hand when it

comes to immigrant employment issues. For the first time ever, countries like Germany and China are trying to lure immigrants into their countries. Canada's multicultural policy, which has brought an average of 250,000 immigrants to the country in recent years, is being challenged for the first time.

Mr. Bloom says this is part of the reason why immigrants may finally see some progress on the issue of foreign credentials.

"The challenge is finding the right people to come to the country and actually keeping them here," he says. "The will needs to be there in the government since they are the only force to alter the system in any way."

Mr. Bloom says one of the first changes immigrants might see is the creation of a centre for the recognition of foreign credentials. The new Tory government has not revealed how this national centre will operate or how it will navigate the choppy waters in the provinces, which all have their own professional labour regulatory bodies.

In some ways, Canadian industry is leading the charge to bring more immigrants into their rightful place in the economy. Dozens of executives in Alberta's oil patch have begun to pressure politicians to fix the foreign credentials process since the energy sector there is in danger of losing steam unless more tradespeople are brought in to build new facilities.

Members of the Vancouver Olympic

Committee have also mused about the need for skilled tradespeople to build the facilities necessary to stage the 2010 Winter Olympics.

Recent Conference Board of Canada research has suggested that newcomers lose as much as \$4 billion a year in wages due to the restrictive policies that prevent them from getting their foreign credentials recognized.

Mr. Bloom said that number is significant because it also represents lost economic productivity and a loss of disposable income that would be funnelled back into the economy.

"This has to move forward as a key plank for any government," Mr. Bloom says. "This isn't an issue that's going away anytime soon."

Ontario residents feel the effects of this policy problem each day. Because of the high barriers facing international medical graduates, the province cannot find enough family doctors to fill the growing need.

More than 2,000 doctors are needed immediately just to fill the holes in the system this year. That need is expected to grow as the population ages.

Meanwhile, thousands of people are sitting on their hands, waiting to make a contribution, Mr. Bloom says.

"Not only is this insult very frustrating and aggravating to immigrants, many people are insulted." ■



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Best practices

in succession management

Written by Tom Burse

A leadership crisis is looming. Following a decade of downsizing and mergers that eliminated many organizational layers and streamlined executive and management ranks, organizations are realizing that they don't have bench strength for future leadership positions.

SUCCESSION MANAGEMENT DEFINED

Succession management is a dynamic, ongoing process of systematically identifying, assessing and developing talent for future critical roles to ensure continuity and superior organizational performance. Succession management focuses on the preparation of future leadership guided by clearly defined success factors and competencies, as well as an array of supporting development opportunities. It follows the

assumption that business demands change and a flexible and deep bench is critical. That is, that the succession management process penetrates many levels in to the organization to fully develop leadership capability at multiple levels for future business growth.

Succession planning tends to focus on who is ready now (or in six months) to take which position. It follows the underlying assumption that the position and its requirements remain largely the same.

The benefits of succession management to the looming leadership crisis include:

- A well defined set of criteria outlining high performance for your organization
- New enhanced capabilities for leadership for future
- Retention of top performers
- Reduction of recruitment search costs
- Decreased likelihood of wrong-fit promotions and derailed leaders
- Improved business performance and shareholder value

Best practices in succession management point to the following phases in a succession management process:

PHASE 1

CRITICAL ROLES: TALENT SEGMENTATION

The need to deepen bench strength and strategically manage talent development and deployment has led many organizations to broaden their perspective and to move succession management thinking farther down into their employee populations. At the same time, however, in an increasingly cost-constrained world, it is important to ensure that the investment of management time and development resources is targeted on truly strategic roles and clusters of positions – looking at the types of work and capabilities that add, and have the potential to add, the most value to the enterprise. Under these circumstances, organizations require a disciplined approach for determining the truly mission-critical positions and roles that require succession management attention.

PHASE 2

USING DATA DEFINE SUCCESS AND ASSESS TALENT

Potential is often defined as past performance. However, if your organization is rapidly changing, past performance may be a necessary, but not sufficient, set of data in making succession decisions. That is, the skills that worked in the past may not reflect all the skills needed in the future. Data defining high potential needs to have are not just on current business needs, but the evolving and likely future needs, with performance ratings/evaluations with respect to both performance metrics and competency areas.

Whether they recognize it or not, all businesses make people decisions based on assessments. Many of these assessments, however, are subjective and intuitive, especially where succession is concerned. Organizations often rely on senior managers' experience with a potential candidate without first defining what success looks like or reaching a common understanding among senior managers of the definition of high performance using more objective data.

It is important to remember that succession is much like selection in that an employee is being considered or given a new position. Multiple assessment data points give organizations the



objective information they need to evaluate individuals' capabilities and potential for specific jobs even when those individuals have not yet performed that job, and thus enhance their ability to identify their leadership talent pool.

PHASE 3

TALENT REVIEW PROCESS

The following are some considerations for making the most out of your talent review process:

- Extend the talent review process to include individuals who hold positions at least two levels below traditional succession planning target positions.

Establish metrics and pay attention to the results. Some suggested metrics include:

- Frequency with which plan is used to fill vacancies
- The level of choice related to “buy or build” staffing decisions
- Executive participation in the process
- Spell out questions that need to be answered during the talent review meeting and drive the agenda aggressively in partnership with the CEO.
- Include potential external successors and alternate successors in your plan: Scan consultants, suppliers, the competition and other talent sources. Include desirable externals in the succession plan and develop a strategy for bringing them into the organization.

PHASE 4

ACCELERATED DEVELOPMENT

Key principles underlying best practices in high potential leader development include:

- Leadership requires a global mindset.

- Leadership skill development needs to operate within a dynamic business environment.
- Sustainable leadership development is systematic.

To accelerate leadership growth and development, best practice leadership development programs for future leaders involve development over time with individual and group training and project work often called “action learning” because the projects are actual tasks that the organization needs to be completed.

PHASE 5

MEASURING THE SUCCESS OF THE SUCCESSION MANAGEMENT PROCESS

Using multiple data points to identify top talent and then accelerated feedback and development systems for grooming that talent are best in class practices. Measures of short-term and long-term success are key. Best practices in measuring success include collecting business unit performance data, customer data and employee opinion data.

ABOUT TOM BURSEY



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Anne Senior,
Astec



New tool to help immigrants learn workplace language

Written by Allen Meltzer • Article sponsored by Canadian Centre for Language Benchmarks

Many sectors of Canada's economy are in the midst of a labour shortage. Baby boomers are leaving the work force and it's becoming problematic to find Canadian-born workers to replace them.

According Human Resources and Skills Development Canada (HRSDC), immigration accounts for more than 70 per cent of Canada's labour force growth. By 2011, almost 100 per cent of Canada's labour force growth will be due to immigration.

For human resources practitioners, assessing the communication skills needed to carry out a job has always been a challenge. With rising immigration levels, it will be an even greater challenge.

This has exposed a shortcoming in Canadian second language education, according to Pauline McNaughton, executive director of the Canadian Centre for Language Benchmarks. The CCLB is the national standard setting body for the Canadian Language Benchmarks and Niveaux de compétence linguistique canadiens. The CCLB supports and promotes the use of these national standards in education and training in the community and workplace.

"There is a lack of solid information and guidance about the language needs of specific occupations," says Ms. McNaughton. "Employers, human resource professionals and newcomers are often left to determine for themselves what level of language skills are necessary to do a particular

job, with little data or professional guidance. What is needed is reliable information based on concrete data and a standardized methodology."

In March 2006, the CCLB completed a three-year project that will go along way to meeting these communications challenges and addressing the shortcomings. It will also change the way second languages are taught to immigrants.

The CCLB has developed an innovative language-teaching tool called the Occupational Language Analyses, or OLA. The OLA lays down the English and French language requirements for specific occupations based on HRSDC's Essential Skills Profiles. The nine Essential Skills are used in nearly every occupation and throughout daily life, and the profiles describe how each is used by

“ There is a lack of solid information and guidance about the language needs of specific occupations... ”

– Pauline McNaughton, executive director,
Canadian Centre for Language Benchmarks

workers in a particular occupation. So far Essential Skills Profiles have been developed for more than 200 occupations.

Many of Canada’s 21st century immigrants have the technical qualifications, skills and experience needed to do the job. But to get a job, keep it and progress, newcomers require English or French language abilities that are specific to the job requirements. The OLA is intended to provide them with these specific language abilities.

The first OLA was created in partnership with the Ottawa-based Canadian Tourism Human Resources Council. The tourism sector makes up about 10 per cent of the labour market, making it vulnerable to changes in Canada’s demographics. Faced with a shrinking domestic workforce and unprecedented growth, the tourism sector has been forced to look for skilled and qualified people offshore.

About a decade ago, the tourism industry realized that language training was going to be a major issue. Work began on a project to relate workplace language skills to the Essential Skills and National Occupation Standards. This was the groundwork for the first OLA.

“We wanted to develop a tool that would assist the employer and employee deal with any language issue,” says Philip Mondor, vice-president of the Canadian Tourism Human Resource Council. “The OLA assesses language ability and identifies the right training that ensures that communication will not be a barrier to being hired or doing a job.”

The OLA provides insight into the workplace that the normal English or French instructor wouldn’t have. Based on years of research, it provides specific examples of what people do in the workplace and stimulates vocabulary development to enhance the language learner’s performance.

The OLA also helps teachers focus on the Essential Skills Profiles that are most important to

their students needs whether it’s speaking, listening, reading and writing.

People working in human resources will find that the OLA is an effective tool. “It gives people a better grasp of what they require,” says Anne Senior of Astec – an Ottawa-based consulting company for language and communications. “The OLA allows the person doing the hiring to zero in on what language capability the employer

wants. And for the trainer, it will help to build a language training program that will be spot on.”

While the OLA is mainly concerned with the workplace language skills of immigrants, it can also serve to deal with the language capabilities of English speakers who want to work in Quebec, or aboriginal people whose first language is neither English nor French.

CCLB staff have been traveling across the country talking to teachers, trainers, and human resources groups. “There seems to be lot of interest in the community,” says Ms. McNaughton.

OLAs make everyone a winner according to Ms. Senior. “The employer wins because he or she can fill gaps with employees...or can develop training programs to fill the gaps. Employees feel more confident because they know that, with the material, they learn the language that they will be using every day.”

Ideally, the CCLB would like OLAs created for all sectors of the economy. This may eventually happen, but, for the near future, new OLAs will be created for those sectors where the Essential Skills, Canadian Language Benchmarks and National Occupation Standards background work has already been completed. The trucking, construction, plastics and aeronautics industries have indicated they are potential partners for the next round of OLA development. ■



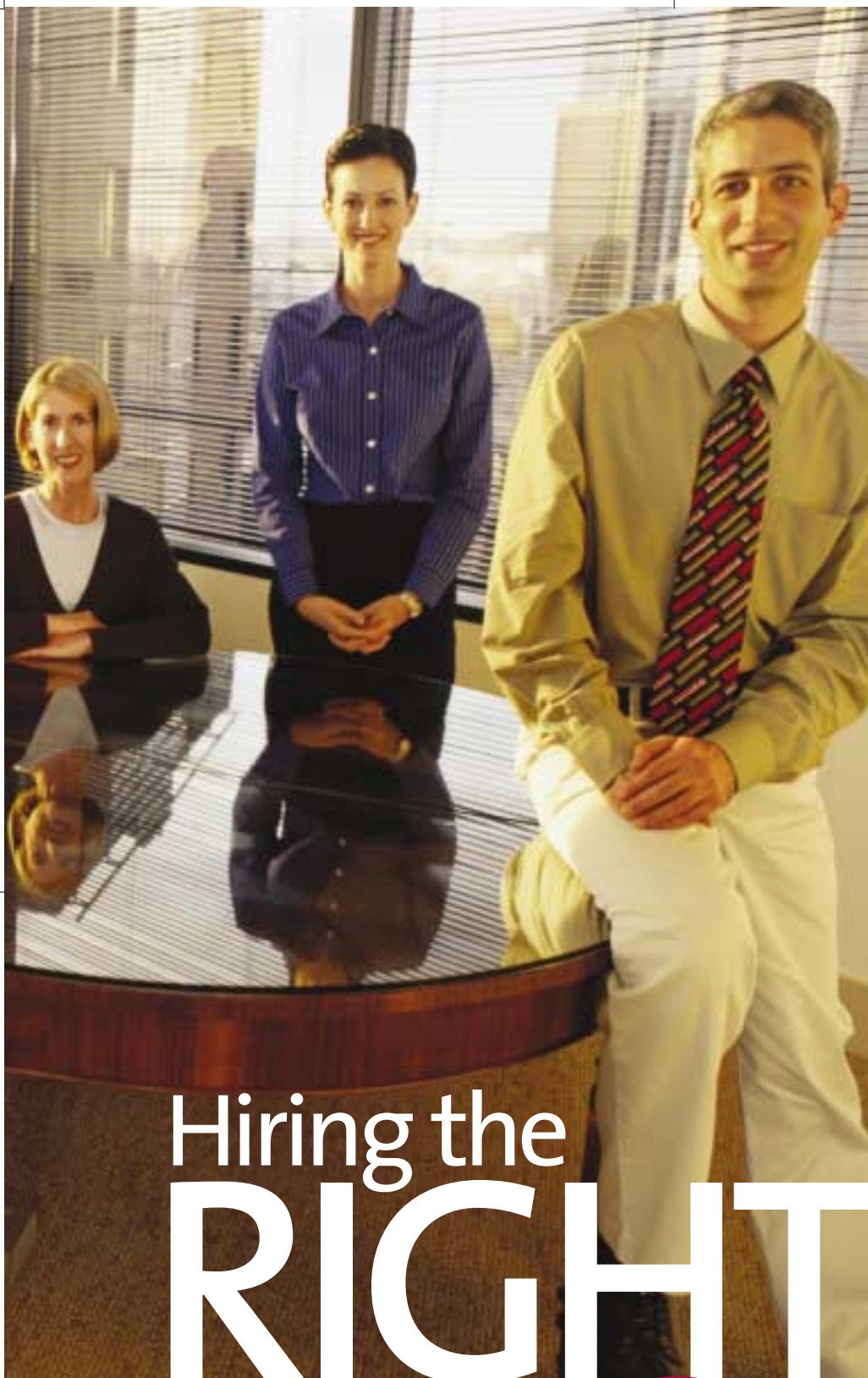
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Hiring the RIGHT STUFF

WHEN I THINK BACK ON THE MOVIE THE RIGHT STUFF (1983), I recall how inspirational it was covering the “race for space” that emerged during the early ‘50s. The stakes were high given that this was really a race between the Americans and the Russians for world dominance. The film covered the selection, training and the inevitable highs and lows of the “chosen” few, culminating with man landing on the Moon in July 1969. What an extraordinary achievement in such a short period of time with unthinkable risks. The movie left you feeling totally uplifted and with the clear understanding that there is nothing like good old competition to achieve the near impossible.

By the same token, the movie left me perplexed as to what was truly meant by the idiom “The Right Stuff”. The opening scenes covered the breaking of the sound barrier by Chuck Yeager, arguably the greatest “fly boy” in the history of aviation. Yet, he was passed over for the exclusive astronaut club. Surely a man revered for his unmatched flying skills, 20/10 vision and self-sacrificing bravery would qualify for inclusion in the space program? A self-described cowboy, Chuck was somewhat of a loner...and oh yeah, he didn’t have that all-important university degree. For whatever reason, General Yeager – as he became known in later years – didn’t have the right stuff.

In the world of executive recruitment, so too are we in pursuit of the “right stuff.” Our clients expect us to find them the right individual who

Written by Greg Boyle

will take them to the stars as well. However, getting there is predicated on first gaining alignment with our clients on what is meant by "right." While this would seem inherently doable, managing expectations is one of our greatest challenges.

Our search firm promotes the notion of "focusing on the fit" and has coined the expression "putting a square peg in a square hole." While the concept is continuously evolving the underlying principles have remained the same. I like to portray them as follows:

■ **One size does not fit all** – While functional expertise is essential to every executive role, it is too crude a tool by itself to determine fit. As an example, the educational requirements and work-related experience of vice-president engineering in a semiconductor company are vastly different than those of vice-president engineering at an enterprise software firm. Likewise, the life stage of a company in which one crafted their skills is an important element of fit. A vice-president sales in a large multinational organization will be quite unlike his counterpart in an emerging company. The former will likely need to be deft at people management, organizational planning and strategic account selling and be valued further for his/her ability to "lead from behind," whereas the latter will be defined more by the ability to drive results, display an abundance of initiative and lead by example.

There are other environmental factors that will also influence fit. Market appeal of the opportunity (e.g. iPod, Xbox 360), the financial stability of the organization, brand recognition (e.g. Cisco, Microsoft) and timing will contribute in determining who is right for the role. Not aligning the right skill set with the right opportunity can stifle progress or cause serious setbacks. It doesn't mean that one skill-type is superior to the other. It simply means that different situations call for different individuals.

■ **Understand the strengths of the individual** – What distinguishes one person's suitability over another often comes down to the strength of the

personal attributes. Talented chief financial officers are sighted for their financial expertise, superior organization and planning skills and ability to think strategically. Having a professional designation and experience in a senior financial capacity for 10-plus years is merely table stakes. The ability to carefully craft and present a long-term financial plan and then go and secure those much needed funds is highly valued.

Similarly, candidates for a vice-president marketing opportunity will be valued for their role expertise and strategic attributes. However, the need to have a strong customer focus, keen market awareness and be an agent of change that will likely separate the victor from the masses. It is vital to know what will distinguish one from all others in pursuit of an opportunity. Conversely, knowing what one doesn't know is equally important in avoiding a career misstep.

■ **Scaling – it applies both ways** – There is a prevailing belief that the experience gained in a large corporation will be highly valued and adaptable to an early stage company. Perhaps. Some can do it from the get-go while most will struggle. One's ability to take risks or be decisive can often be influenced by the relative depth of the company's coffers. For some, uncertainty and hesitation will creep in when confronted with limited financial and human resources to do the things that they took for granted in a previous corporate life. As well, the roles in the entrepreneurial environment are less defined and the ability to switch from performing mundane administrative tasks one day to presenting to the CEO of a prospective client the next is all part of the milieu.

In the reverse, growing as an individual as the company grows presents a different set of challenges. In an early-stage company, many individuals are experiencing a leadership role for the first time in their career. Can they grow with it? The tools and resources available to assist in their personal development and growth are often limited or absent all together. They experience "trial by fire" and consequently the risk of failure is much

higher. Again, it is very important that both the company and the individual be of the same mind about just how far he/she can scale. Many a promising opportunity has been scuttled by not letting go when one should or by pulling the trigger on an aspiring executive too quickly.

■ **Culture counts** – All companies will tell you that they offer a wonderful place to work and that people are highly valued. And that is true as long as you embrace the established culture. Understanding culture is far beyond the definition of the word. Culture can entail philosophy, values, acceptable behaviour, pace, energy and morale, but is also influenced by market conditions, the economy and the company's success. Fitting into the company culture is necessary and typically ingrained. This is particularly important when considering a mid-career change where leaving a more established organization in which things are predictable to the uncertain world of the startup is analogous to cutting the umbilical cord. When integrating into a new culture, there is a period of uncertainty and adjustment and the ability and willingness to embrace the incumbent culture is a measure of fit.

By focusing on the "right stuff" for the fit, the chances of success for our clients and those we place are significantly higher. While General Yeager may not have become an astronaut, his illustrious career makes obvious that he found the right fit. Fortunately for us we have the benefit of hindsight, which has 20/20 vision.

ABOUT GREG BOYLE



Greg Boyle is a partner with the Stonewood Group in Ottawa, an executive recruitment firm. Prior to joining in 2000, Mr. Boyle spent the first 25 years of his career in a variety of senior marketing and sales roles in local high-tech firms, concluding in co-founding and becoming president of iMPath Networks and winning New Business of the Year for Ottawa in 1997.

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the Gatekeeper:

Complainants should think twice before refusing reasonable settlement offers

Written by Lynn Harnden

The Ontario Human Rights Commission receives complaints of alleged discrimination, investigates those complaints and attempts to settle them. When it cannot settle a complaint, it may decide to refer the matter to the Ontario Human Rights Tribunal, but can the commission refuse to refer an otherwise valid complaint to the tribunal merely because the complainant rejected a settlement offer from the respondent? In *Losenno v. Metroland Inc.* (Oct. 11, 2005), the Ontario Court of Appeal has held that it can.

The complainant in the case was a disabled employee who asserted that the accommodation offered by the employer was insufficient. The

commission investigated the complaint and, while it assumed that the complainant's allegations were true, recommended that the complaint not be referred to the tribunal because of the adequacy of the settlement offer.

The complainant argued that the commission had no jurisdiction to consider the settlement offer but the commission decided not to refer, based on its view that the offer was reasonable and that it was one that the complainant could reasonably expect to receive if the matter proceeded to the tribunal. The complainant applied to the divisional court for judicial review but was unsuccessful.

He then appealed to the Court of Appeal,

which ruled that the commission can refuse to refer a complaint to the tribunal if a complainant rejects an adequate settlement offer.

The provision at issue in the case was subsection 36(1) of the *Human Rights Code*, which provides:

“36. (1) Where the Commission does not effect a settlement of the complaint and it appears to the Commission that the procedure is appropriate and the evidence warrants an inquiry, the Commission may refer the subject-matter of the complaint to the Tribunal.”

The court noted that there are two prerequisites for the exercise of the commission’s discretion to refer: the referral procedure must be appropriate and the evidence must warrant an inquiry. Here, because there was no issue of the adequacy of the evidence, the only question was whether referral was “appropriate.”

The complainant relied heavily on a statement by the Ontario Court of Appeal in the decision *Payne v. Human Rights Commission* to the effect that “the only legitimate factor to be considered by the commission in the exercise of its discretion (to refer a complaint to the Tribunal) is whether there is any merit in the complaint.” The complainant argued that his refusal to settle was

an extraneous factor that could not be relied upon by the commission.

The court rejected the complainant’s contention that its statement in *Payne* meant that anything other than the sufficiency of the evidence was an extraneous factor. It stated that the issue in the case was whether the refusal of the settlement offer went to the merit of the complaint or was extraneous to it. With this in mind, the court considered the proper interpretation of subsection 36(1).

The court noted that the *Code* made numerous references to the commission’s role in effecting settlements and that the *Code* ought not to be interpreted in a way that would encourage parties to take obstinate and unreasonable positions. On the other hand, the court observed, it is important that complainants not be coerced into entering into inadequate settlements for fear that they would otherwise lose their rights.

The court then pointed to the commission’s gate keeping function, noting that the commission is not required to investigate every complaint that is brought to its attention and that it has the responsibility to decide whether to refer complaints to adjudication. Recognition of the commission’s role in encouraging settlement and determining eligibility for adjudication does not lead to disadvantage for complainants, as the commission has the capacity to distinguish between adequate and inadequate settlement offers: in this case, the refusal to refer an other-

wise meritorious complaint was not just because there had been an offer to settle but because there was a reasonable offer to settle that was consistent with the *Code* and because the complainant could not expect to achieve a better result before the tribunal.

The court arrived at its conclusion despite evidence that human rights statutes in other provinces include express provisions that give commissions the discretion to refuse to refer complaints when a fair and reasonable settlement offer has been rejected. The complainant’s argument was that the absence of any such provision in the Ontario *Human Rights Code* meant that there was no legislative intention to grant the commission this discretion. The court rejected this argument, holding that the other conclusion that could be drawn from this difference was that the other provinces viewed giving their commissions the power to consider settlement offers when they decide whether or not to refer complaints to adjudication as being consistent with human rights principles.

ABOUT LYNN HARNDEN



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Competency-based Management –

HR

that Works



Written by Suzanne Simpson

Competency-based human resource management became popular in the '90s principally because it offered employers a new way of defining and assessing those hard-to-measure traits, or "soft skills," that so often make the difference between superior performers and the rest of the crowd – for example, initiative, adaptability, drive for achievement, etc. Competencies also provided fundamental building blocks for ensuring that all of the "people" processes in the organization could be fully integrated. No longer would there be one set of criteria for selection, another set for performance management, and yet a third set for learning and development. "Competencies" were proclaimed as

the one common set of standards to be used for all HR processes.

Unfortunately, organizations often experienced difficulties implementing and reaping the full benefit of competency-based human resource processes because they were principally paper-based. Today, competencies are enjoying a resurgence of popularity with the development of affordable enterprise-wide systems software. These systems make it easy for managers to use competencies in planning for, acquiring, developing and promoting the talent needed to make their organizations more successful. Likewise, information on the knowledge, skills and abilities employees need to be successful in their jobs and

careers, as well as online competency assessment and learning tools, make it easier for employees to take ownership and develop themselves in ways that will advance their job skills and careers. Finally, these talent management systems make it easier for human resource professionals to move away from time-consuming transactional personnel activities, and refocus their efforts on the value-added strategic management of the human capital of the organization. In fact, research firms such as The Gartner Group have identified enterprise-wide competency-based talent management systems as a mainstream trend for 2006 and a wave of the future for organizations that want to gain the full value out of the investments they

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have made in their human capital.

This trend towards competency-based management (CBM) systems is being driven in most organizations by the baby boomer retirement bubble and the need to replace a great deal of experience with younger workers and workers coming from other countries with different backgrounds, education systems and experiences. Companies are initially using competencies for recruitment and retention, developing competency profiles for jobs and job families and using interview guides based on the desired job competencies as selection tools. Using well-defined job competency profiles along with a good selection process, including competency based interviewing, significantly improves a company's chance of getting the right person the first time. Selection for promotion also benefits from having well-defined competency profiles for the jobs in the company.

Performance management programs are also being refocused on establishing and measuring performance expectations not only for "what" employees must accomplish (traditional performance objectives and standards), but also on "how" (competencies) they must perform in delivering results for the organization.

Learning becomes more directed based on the organization's needs. Managers and employees can have more meaningful discussions about strengths and gaps in employee competencies, allowing the employee to take actions for improvement and managers to support employee efforts through directed learning activities and programs that are competency based.

Planning for longer-term strategic workforce requirements becomes less complicated with the analysis and reporting capabilities that are built into the new talent management systems. These systems, including one developed in Ottawa, allow senior managers to easily compare the current workforce capacity and capabilities with the talent requirements to achieve the organization's strategic goals. Based on this analysis, management can then put in place strategies and programs to address gaps and position the organization to achieve its goals.

There have been a number of lessons learned in designing and implementing competency-based human resource management over the past 10 to 15 years. First, the implementation of a competency-based management system cannot be driven solely by the Human Resources Department. Senior and line management must have a compelling reason for implementing competency-based management and see the value that it will bring in supporting the organization's strategic goals. Further, they must be prepared to visibly support, fund and champion the initiative within the organization. The organization must commit the necessary resources to make it happen –



The use of competency-based management systems affords companies the opportunity to concentrate on their operations without sacrificing the need to have a well-managed workforce.

it cannot be secondary duty to be performed off the side of an already overworked HR professional's desk. There must be a well-articulated and staged plan for development and implementation, and employees have to be involved in the process and understand the benefits of CBM for them. This means designing and implementing a good communications plan. Finally, designing, implementing and gaining a full return on investment for competency-based management takes time. However, quick gains can be made in many areas if managers and HR staff examine the organization's pain points and use competency-based tools and processes to address these as quickly as possible. Having an enterprise-wide talent management system will expedite this process.

The use of competency-based management systems affords companies the opportunity to concentrate on their operations without sacrific-

ing the need to have a well managed workforce. Recent research is showing that organizations can reap major financial gains through competency-based management. Implementing a competency-based system can make a major difference in the valuation of the company, the productivity of the workforce and the amount of manager and HR staff time spent on HR issues, thereby proving a competitive advantage in the market place.

ABOUT SUZANNE SIMPSON



Suzanne Simpson is a registered industrial/organizational psychologist (Province of Ontario) and the president of Human Resource Systems Group (HRSG), a firm she founded in 1989 to offer strategic human resource management research, consulting and training services to both public and private sector organizations.

Go ahead, follow up that resume

Job seekers should contact potential employers within two weeks of submitting a resume, according to a survey undertaken for Robert Half International.

Many job seekers fear they'll appear too pushy if they contact an employer after sending in a resume. However, 86 per cent of executives polled said candidates should contact hiring managers within two weeks of submitting their resume.

Only four per cent said professionals should not communicate with an employer once a resume has been sent.

"Employers value initiative and enthusiasm, and thoughtful post-resume communication underscores these traits," said Max Messmer, chairman and CEO of Robert Half International Inc.

According to the survey, a simple phone call is the best way to follow up, preferred by 46 per cent of respondents. E-mail was preferred by 34 per cent, while only eight per cent suggested a handwritten note.

But Mr. Messmer added that the method for



contacting a prospective employer is less important than the message itself.

"Whether communicating in writing or over the telephone, job seekers should demonstrate their knowledge of the company while reinforcing their qualifications and sincere interest in the position. This extra step can give professionals a significant advantage over less-proactive candidates." ■



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The EQ

Emotional intelligence and your success

CHAPTER 1: Exploring Emotional Intelligence

Redefining Intelligence and Achievement

Do you remember your high-school valedictorian? How about the class brain, who got straight As and seemed destined to follow a path of uninterrupted triumph? Chances are, you don't know what happened to these youthful academic achievers, but you can probably name one or two classmates who went on to chalk up major (and maybe highly unexpected) success. Perhaps they created and now head companies of their own or became prominent and well-respected leaders of their communities. But who'd have thought it at the time? At the time, they were busy socializing, playing guitar in the basement or tinkering with mysterious spare parts in the garage. Maybe they just squeaked through school with passing grades. Their stars shone brightly only when they went out into the real world.

It is scarcely a revelation that not everyone's talents fit the school system's rather restrictive model for measuring achievement. History is full of brilliant, successful men and women who failed miserably or underachieved in the classroom, whose teachers and guidance counselors relegated them to life on the margin. But despite this convincing body of evidence, society has persisted in believing that success in school equals success in life – or, at the very least, in the work-

place. Now that assumption is being overturned.

Most of us know in our bones that there's a world of difference between school smarts and street smarts – between braininess and general savvy. The first has its place but the second, while more intangible, is much more interesting. It's the ability to tune in to the world, to read situations and connect with others while taking charge of your own life. Now, thanks to the EQ-i, undeniable evidence has shown a close link between that ability – which has relatively little to do with intellect per se – and long-term success.

What is success? Let's define it as the ability to set and achieve your personal and professional goals, whatever they may be.

That sounds simple, but of course it's not. An individual's definition of success will quite naturally ebb and flow over time. We want different things and pursue different goals simply because we age, accumulating experience and shouldering responsibilities. Youthful idealism makes room for mature reality and the need for compromise; different imperatives or ingredients assume different intensities, depending on the particular role we're attempting to fulfill – for example, that of worker, spouse or parent. What is our main concern at any given moment? To advance our career, to enjoy a happy marital relationship or to offer loving support and guidance to our children? Perhaps we're faced with a serious illness, beside which all else pales by comparison, and success becomes a matter of survival. So much for supposedly simple definitions. But the basic aim that most of us would agree on – to succeed on our own terms (or on terms accept-

able to us) in a wide variety of situations – remains a constant.

That's more than can be said for society's ideas of success, which are changing as we speak. Driven by the hot pursuit of science and technology in the 20th century, society has long emphasized cognitive intelligence as the cornerstone for progress – just as financial reward has long been considered the primary result of that intelligence. The trouble is that sometimes this equation hasn't worked out as planned, as seen in this often-asked question, "If you're so smart, why aren't you rich?" Only in recent years have we begun to appreciate the powerful links between emotional intelligence and a greater, more satisfying and more well-rounded definition of success that embraces the workplace, marriage and personal relationships, social popularity and physical well-being.

If you stop to think about your friends and family members – in fact, about your co-workers and the people you encounter in all sorts of day-to-day settings – whom do you consider to be the most successful? Who seem to enjoy the fullest and happiest lives? Are they necessarily the most intellectually or analytically gifted of individuals?

More likely they have other characteristics, other skills, that underlie their capacity to achieve what they desire. The more emotional and social sense you have, the easier it is to go efficiently and productively about your life. After decades of working in the fields of psychology and psychiatry, we've concluded that it's at least as important to be emotionally and socially intelligent as it is to be cognitively or analytically intelligent.

By Steven J. Stein, Ph.D.

Howard E. Book, M.D.

Edge

What Are the Differences between IQ and EQ?

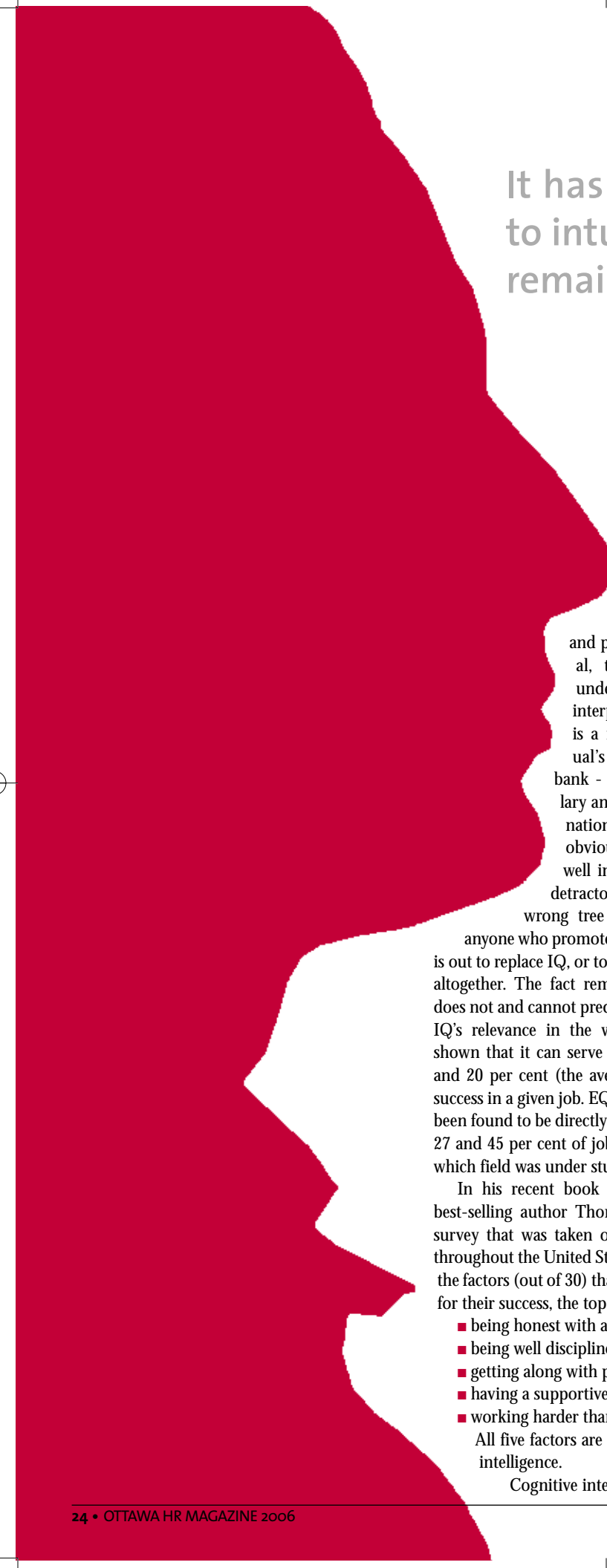
Here's an exercise to try: write down the name of a mentor who has had the biggest positive influence on your career. Now list six of that person's attributes that made him or her such a positive influence. Looking at this list, how many of these attributes fall into the IQ categories of "high intelligence, expert strategist, financial wizard, and creative legalist"? How many fall into the EQ category of "treats me with respect, is interested in me and my career, shows integrity, is honest, listens deeply, and delivers difficult feedback well?" Do your answers to these questions suggest that EQ is at least as important – if not more so – than IQ?

Simply put, IQ is a measure of an individual's intellectual, analytical, logical and rational abilities. As such, it's concerned with verbal, spatial, visual and mathematical skills. It gauges how readily we learn new things; focus on tasks and exercises; retain and recall objective information; engage in a reasoning process; manipulate numbers; think abstractly as well as analytically; and solve problems by the application of prior knowledge. If you have a high IQ – the average is 100 – you're well equipped to pass all sorts of examinations with flying colors, and (not incidentally) to score well on IQ tests.

All that's fine, yet everyone knows people who could send an IQ test sky-high, but who can't quite make good in either their personal or working lives. They rub others the wrong way; success just doesn't seem to pan out. Much of the time, they

can't figure out why.

The reason why is that they're sorely lacking in emotional intelligence, which has been defined in several different ways. Reuven Bar-On called it "an array of non-cognitive (emotional and social) capabilities, competencies and skills that influence one's ability to succeed in coping with environmental demands and pressures." Peter Salovey and Jack Mayer, who created the term we now know as "emotional intelligence," describe it as "the ability to perceive emotions, to access and generate emotions so as to assist thought, to understand emotions and emotional meanings, and to reflectively regulate emotions in ways that promote emotional and intellectual growth." In other words, it's a set of skills that enables us to make our way in a complex world – the personal, social and survival aspects of overall intelligence, the elusive common sense and sensitivity that are essential to effective daily functioning. In everyday language, emotional intelligence is what we commonly refer to as "street smarts," or that uncommon ability we label "common sense." It has to do with the ability to read the political and social environment, and landscape them; to intuitively grasp what others want and need, what their strengths and weaknesses are; to remain unruffled by stress; and to be engaging, the kind of person that others want to be around.



It has to do with the ability to read to intuitively grasp what others want remain unruffled by stress; and to be

Comparing IQ and EQ

Cognitive intelligence (IQ), to be clear, refers to the ability to concentrate and plan, to organize material, to use words and to understand, assimilate and interpret facts. In essence, IQ is a measure of an individual's personal information bank - one's memory, vocabulary and visual-motor co-ordination. Some of these skills obviously contribute to doing well in life. That is why EQ's detractors are barking up the wrong tree when they claim that anyone who promotes emotional intelligence is out to replace IQ, or to write off its importance altogether. The fact remains, however, that IQ does not and cannot predict success in life. As for IQ's relevance in the workplace, studies have shown that it can serve to predict between one and 20 per cent (the average is six per cent) of success in a given job. EQ, on the other hand, has been found to be directly responsible for between 27 and 45 per cent of job success, depending on which field was under study.

In his recent book *The Millionaire Mind*, best-selling author Thomas Stanley included a survey that was taken of 733 multimillionaires throughout the United States. When asked to rate the factors (out of 30) that were most responsible for their success, the top five were:

- being honest with all people
- being well disciplined
- getting along with people
- having a supportive spouse
- working harder than most people.

All five factors are reflections of emotional intelligence.

Cognitive intelligence, or IQ, was 21st

on the list and only endorsed by 20 per cent of the millionaires. In fact, it went even lower when millionaire attorneys and physicians were taken out of the analysis. SAT scores, highly related to IQ, were, on average, 1190, higher than the norm, but not high enough for acceptance to a top-rated college. What about grade-point averages? They came in at 2.92 on a 4.0 scale. Again, nothing to make mom and dad especially proud.

Another major difference between cognitive and emotional intelligence is that IQ is pretty much set. It tends to peak when a person is 17, remains constant throughout adulthood, and wanes during old age. EQ, however, is not fixed. A study of almost 4,000 people in Canada and the United States concluded that EQ rises steadily from an average of 95.3 (when you're in your late teens) to an average of 102.7 (where it remains throughout your forties). Once you're past 50, it tapers off a bit, to an average of 101.5 - not exactly a precipitous decline. The same pattern, you'll be pleased to know, holds true for both men and women.

None of this ought to come as a surprise: we get older but wiser. We live and learn, and one of the things we learn is to balance emotion and reason. But these lessons are often submerged, worn away by sometimes conflicting duties and harsh realities. Take heart. To paraphrase Dr. Benjamin Spock, you feel more than you think you do. Better yet, you can do more about your feelings and behaviors whenever you wish, because emotional intelligence is so specific. That is, you can work on particular challenges as they arise in any of the EQ-i's 15 component scales; you needn't tackle everything at once. (By the way, the very real possibility of lifelong improvement as opposed to inevitable calcification or decline argues for the very important contributions that can be made by older people in the workplace. A shrewd employer would do well to anchor his or her staff with mature individuals. As might be expected, we've found that these elders add much-needed stability, but - more surprisingly - they also tend to prove more adept than their junior counterparts at problem-solving and frequently have a firmer grip on reality.)

the political and social environment, and landscape them; and need, what their strengths and weaknesses are; to engaging, the kind of person that others want to be around.

So much for a few of the major differences between IQ and EQ. But one or two misconceptions remain. For example, some people persist in confusing EQ with other psycho-social concepts that have made their way into other tests and surveys of human potential. To understand what makes EQ distinct, and to appreciate why the EQ-i is a superior measuring tool, let's look at some of the things that EQ is not.

First of all, it isn't aptitude, which concerns a person's ability to perform well in a particular skill or activity or discipline. It isn't achievement, which concerns specific sorts of performance – as, for that matter, does a school report card. It isn't vocational interest, which centers on a person's natural inclination toward or predilection for a particular field of work; vocational testing might show that you have an interest in work that involves looking after the emotional needs of others, such as psychology, social work, ministry or counseling. However, your aptitude might indicate that you have excellent manual skills, which give you the capacity to perform well in jobs such as surgery, masonry, woodworking or construction. Vocational interests and skills frequently do not coincide.

Nor is EQ personality – the unique set of traits that help form a person's characteristic, enduring and dependable ways of thinking, feeling and behaving. Imagine someone's personality as the way he or she meets and greets the world, or as the capsule answer to the question: "What is he or she like?" A reply might be: "Well, he's shy and thoughtful, a real straight-shooter." Or: "She's kind of soft-spoken, but she's got a great sense of humor once you get to know her."

Personality is the concept most often confused with emotional intelligence, but it differs in two important ways. First, like IQ, the traits that comprise our personalities are fixed. If we're by inclination honest, introverted or loyal, we're unlikely to strike off in some new and unexpected direction. Psychologists call these traits "static," and term an individual's personality as a whole "strategic" – another way of saying that it operates over the long haul. This enables person-

ality tests to divide people into "types": the adventurer, the nurturer, the sensitive individual, and so forth. As a result, people can be rather too neatly pigeonholed: witness the so-called Type A personality (hard-driving and prone to anger) versus Type B (relaxed and less ambitious). The trouble with these arbitrary divisions is that the possibility of change for the better gets lost in the shuffle. People tend to feel they're stuck with the hand they were dealt by fate.

Emotional intelligence, however, is made up of short-term, tactical, "dynamic" skills that can be brought into play as the situation warrants. Thus the individual building blocks of emotional intelligence – and its overall structure – can be improved by means of training, coaching and experience.

The Importance of Emotional Intelligence in the Business World

In his book *The Highwaymen*, which profiles leading players in the fields of communications and information technology, Ken Auletta quotes the investment banker Felix Rohatyn (who was then involved in the attempted takeover of Paramount Communications by Viacom International) as follows: "Most deals are fifty per cent emotion and fifty per cent economics." Rohatyn was talking about the personalities involved, the shifting dynamics of the protracted negotiations, which were being conducted for the highest possible stakes. But the same could be said of the vast majority of business transactions, so shouldn't they be approached from a position of strength?

If you still believe that emotional intelligence is somehow flighty, a fuzzy shortcut to some ill-conceived nirvana, some more real-world examples may change your mind. A recent survey asked 195 business owners in British Columbia which, out of 187 possible choices, they felt were the most important and desirable qualities when it came to hiring new staff. The results were clear, by a landslide. The quality most prized was "common sense." But what exactly does common sense entail? This same survey spoke to the question:

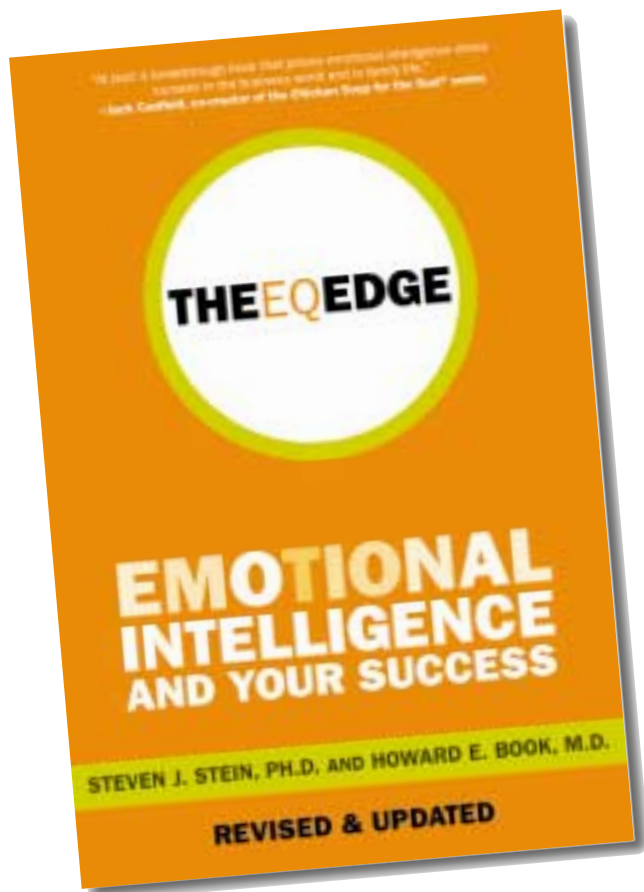
some of the business owners called it "being responsive to customers, dealing with them effectively, and talking and writing in a relevant way." In other words, the core skills associated with several of the scales of emotional intelligence.

In the June 21, 1999, issue of *Fortune* the authors of the cover article "Why CEOs Fail," Ram Charan and Geoffrey Colvin, demonstrated that unsuccessful CEOs put strategy before people. Successful CEOs shine – not in the arena of planning or finances – but in the area of emotional intelligence. They show integrity, people acumen, assertiveness, effective communication and trust-building behavior.

In the late 1990s, the CEO of a major corporation, a man who had been groomed for this position for a number of years, was fired after being at the helm for a short time. Why? He was an excellent accountant, a first-rate strategist. However, he lacked people skills. His arrogance alienated workers, his method of dismissing a top-ranking executive was an embarrassment to the board, and his strategies – particularly for a company that sees itself as people-friendly – appeared ruthless and greedy.

Writing in *Fast Company* (June 1999), Paul Weiland, CEO of a leadership development program in Pennsylvania, emphasized that strong leadership begins with self-awareness: knowing who you are and what your values are. He accentuated the importance of communication, authenticity and the capacity for non-defensive listening; nothing to do with strategic planning or budgetary knowledge – but everything to do with emotional intelligence. Weiland's emphasis on self-awareness is echoed by Peter Drucker, the seminal thinker on management who, in his book *Management Challenges for the 21st Century*, stresses that self-awareness and the capacity to build mutually satisfying relationships provide the backbone of strong management.

A noteworthy article in the business section of *The Globe and Mail*, a leading Canadian national newspaper, stated that any new CEO "has 90 days to make a mark on the company." A number of executives and industry analysts were quoted



in support of this notion. According to them, an incoming CEO, having first obtained boardroom backing, should hit the road and hold face-to-face, town-hall-style meetings; explain his or her vision and seek the advice of employees at every level; state the company's new goals and find out what stands in the way of their implementation; get a three-ring binder and take lots of notes; deliver bad news quickly and in person, thus putting a cap on lingering doubts; ensure needed political support by cultivating contacts with the appropriate level of government; and be available to and open with the media.

As you can see, not one of these activities involves the evaluation of assets and liabilities, the development of strategic planning exercises, the analysis of financial statements or an all-consuming focus on the bottom line. Rather, each one depends on – indeed, constitutes – emotional intelligence: listening to and understanding people's concerns, fostering meaningful dialogue, building trust and establishing personal relationships with all the parties involved.

A final illustration of emotional intelligence's real-world applicability comes from an interview we conducted with a senior police officer in a major American city. We wanted to talk about the impending retirement of the chief, who'd succeeded in uniting a fragmented and demoralized force. We asked how he'd gone about the task, expecting to hear the usual testimony as to how

bright he was, how he'd increased his budget allocation, how he exemplified the nuts and bolts of police procedure as we dimly understood it. Rather, we learned that, although the departing chief wasn't the smartest man around, he commanded intense loyalty from everyone, because he talked straight to everyone

regardless of rank. He made it clear that he expected and welcomed straight talk in return. He was genuinely interested in his staff, worked well under internal, political and personal pressure and was universally respected and admired. We took lots of notes, but they boiled down to the fact that the chief's success in the demanding world of law enforcement was explicitly connected to his emotional intelligence, even though he might not have recognized the term, or admitted the connection.

No matter what corner of the world you call your own, it's in your own best interests to open your mind to new possibilities and new ways to change. Those changes will not come easily; there's no such thing as a quick fix. Old habits, old modes of behavior are like old clothes – comfortable, broken-in, reassuring and predictable. Building unfamiliar skills requires awareness, dedication and practice on your part. As well, any change involves an element of risk – there's no guarantee of success. Nor, even when you achieve a higher level of emotional intelligence, will you deal with each and every situation in the best possible way. But you will possess a new level of knowledge that will enable you to chart new ways to behave in response to the conditions you encounter. You won't always perform at the top of your game, but you'll be better prepared, better trained. Based on our knowledge and experience, we believe that by reading and putting into practice the materials in this book, you can and will gain new insights into yourself and others that

will enable you to change for the better and achieve greater success in your life.

CHAPTER 2: The Airport and the ABCDEs

Before we begin to examine and work with the 15 scales of emotional intelligence as defined by Reuven Bar-On, let's look at a couple of examples that show EQ in action.

Flight Cancelled – A Story

The scene is a typical big-city airport, where more than 100 passengers are awaiting their call to board Flight 107, which is already running half an hour behind schedule. Finally, the ticket agent – let's call her Sally – announces that it's been canceled due to mechanical difficulties. She thanks the passengers for their patience and asks them to step forward to discuss alternative arrangements. Collective anger sweeps the line of frustrated travelers, whose best-laid plans have suddenly been thrown into disarray.

John's heart sinks. He'd been planning on an evening's worth of hard work upon reaching his destination. He has to prepare for an important presentation the following morning, and Flight 107 is the last direct connection of the day. This spells disaster in capital letters.

The man immediately in front of him in line – let's call him Sam – is in a rage. When he reaches the ticket counter, he appears to be out of control, cursing his head off and threatening legal action against the airline. He is at pains to let everyone within earshot know how important he is. "Do you know who I am?" he cries. "I'm the director of sales for Diversified Widgets International!" ((Because this is a true story, we've disguised the true name of the well-known Fortune 500 company.) "I've got to close a deal that's been in the works for six months. You have no idea how much it'll cost me to miss this flight. And you're going to pay for it! You

and your damn fool airline! I'll never fly with you again! You're incompetent, and I'm going to report you, and I'll see that you're demoted if it's the last thing I do!" With that, he turns on his heel and stalks away, muttering further imprecations over his shoulder.

The only person who can possibly help Sam reach his destination is Sally, the long-suffering ticket agent whom he proceeds to insult, intimidate and alienate. But in Sam's mind, Sally is merely a convenient target, a handy outlet for his ungovernable anger. He'd been on the boil ever since the flight was first posted as departing late, dreaming up all sorts of worst-case scenarios. When one materialized, he let loose.

Sam is unaccustomed to paying attention to his internal state. He has absolutely no idea how angry he is, even though the people around him can see that he's ready to explode. He's incapable of recognizing his feelings, let alone controlling them. His anger makes it impossible for him to think clearly or to act in his own best interests. Instead, he has alienated Sally, the only person who can help him make his flight.

Is this an isolated incident? The chances are overwhelming that Sam habitually lashes out at everyone in much this same way, placing in jeopardy both his career and personal life.

How could this encounter have been handled differently? John's position is no less difficult than Sam's. He's traveling for the not entirely welcome purpose of meeting at 9 o'clock the next morning with the top managers from his largest client account. They want him to justify the cost of his services, because they've received a lower competing bid. If he's not on time – which by the looks of things he won't be – they may interpret his absence as a sign that he no longer values their business. If he loses that business, his annual bonus and perhaps his job will soon be under scrutiny. John had planned on making the final changes to his presentation software in the privacy of his hotel room that evening. Now he has no hotel at all, and tomorrow's early flight won't get him there in time. This scenario could easily be a recipe for panic.

But John knows he must somehow keep his cool. Even as the displeasure and agitation of his fellow travelers grows, and Sam is busy yelling at Sally the ticket agent, John begins to reflect on other, equally dire situations he has experienced. He'd come out of those in one piece, and he takes comfort in that fact, even though he can't see how this one can be salvaged. Simultaneously, though, he also begins to react instinctively to Sam's ongoing rant. "I can't believe that guy," he says to himself. "He's dumping on the only person who can save him. I can understand his being angry. We're all angry. But that's not the way to get what he wants, and it's not going to get me what I need."

John spends a minute or so analyzing his

predicament, always aware of how he's feeling. He tells himself to remain calm. There has to be a solution, if only he keeps his head. He can't quite stem his anxiety, but he pays attention to and understands the depressing and uncomfortable thoughts that creep in from the edges of his consciousness.

When he reaches the ticket counter, he's prepared. "It must be hard for you to have to deal with people like that," he says to Sally.

"You have no idea," she replies – but her half smile shows that she thinks he just might.

John smiles back. "The airline's got problems and people think it's your fault? It doesn't make sense to blame you. You must feel pretty drained dealing with people like that."

By this time, Sally is regaining both a wider smile and her confidence. "It comes with the job," she says. "Now, how can I help you?"

John briefly explains his plight, and manages to convey how appreciative he'd be if there were anything she could do. He says he'd be willing to take a camel if it could get him to his presentation on time. Sally manages a laugh, and turns to her keyboard. After what seems like an eternity, she comes up with a route that will take John 1,000 miles out of his way – but that, with a change of plane, will get him to his hotel room by midnight. He thanks her profusely and adds that he'll be writing a letter of commendation to the airline. After all, he stresses, people love to complain when things go wrong, but seldom take the time to acknowledge when someone helps them out.

The result? John gets to his destination, a little bit jet-lagged but more or less prepared, because he puts his time aboard the alternative flights to good use. Sam, however, is hung out to dry, forced to scramble in order to find a hotel near the airport, where he broods on the fact that he won't make his appointment and shouts at the person who delivers his room service order.

Why do we tell this story? Because the two men's experiences cover almost every component of emotional intelligence, from self-awareness and empathy to impulse control and optimism. Note that their respective success and failure had virtually nothing to do with IQ or rank or position. John's adventures had a happy ending in large part because he made good use of his people skills, whereas Sam failed because he had no people skills to speak of. Bear this scenario in mind – we will return to it from time to time as we work our way through the following chapters. ■

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Focus on family

doesn't come at expense of career, survey finds

Canadians are increasingly putting family ahead of career, according to an online survey by job portal Workopolis.

The latest survey found that family has edged past career as the top priority for job seekers, a reversal from five years ago.

When asked what their number one life priority was five years ago, respondents' top choice was career at 37 per cent followed by family at 31 per cent. In the most recent survey, family was the top choice at 44 per cent, followed by career at 31 per cent.

"There's been a significant shift in what matters to Canadian job seekers – family has replaced career development as our number one life priority," said Patrick Sullivan, President of Workopolis. "Smart employers will recognize this shift and create a workplace that allows people to nurture both their personal and professional lives." The Workopolis survey also asked employers if employees were likely to leave a job for work-life balance reasons. Based on the responses, about 39 per cent of employees would leave a job for this reason, compared with just 14 per cent five years ago.

Workopolis also found that men and women to be more in accord about work-life priorities.

Five years ago, men placed a higher priority on career, with 40 per cent choosing it as their top priority, compared to 34 per cent of women. In the most recent survey, both men and women put family ahead, at 44 per cent, with career second at 31 per cent. Career advancement has also become less of a priority over the past five years.

When asked what their number one work priority was five years ago, career advancement was the top choice at 29 per cent, compared with 17



per cent for work-life balance. The latest survey put work-life balance ahead at about 25 per cent, versus 20.5 per cent for career.

Work-life balance has also become the primary reason why an employee leaves a job, at 39 per cent. Five years ago the top answer was higher salary at 38 per cent.

Despite the greater emphasis on family and work-life balance, 71 per cent of employers surveyed said their employees are more likely to put a greater emphasis on professional development. Sixty-two

per cent said employees are also more driven to seek promotions and salary increases than they were five years ago. "In a market where employees place a higher priority on their personal lives, employers need to understand that it hasn't come at the expense of the quality of their work," added Mr. Sullivan. "More than ever, staff are looking for professional development and career advancement on the job, though perhaps within a compressed time schedule that allows them to get home to their families." ■

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Top Six Recruiting Trends for 2006

Smart companies are sourcing out top talent, employee retention strategies HR consulting and executive search firm IQ Partners has identified six recruitment trends for 2006 and the priorities of employers appear to have changed little from last year.

"Popping up in our predictions are variations on last year's head-hunting themes, like retention and engagement, and improved employee assessment," the company said in its report.

1. Scarcity of A-level candidates

"No news here," said IQ. "Most of the high-calibre performers are gone. That being said, there are still a few A-level candidates out there, but they're not actively looking for a new job and you have to work harder to identify and attract them. Hiring managers are now using sophisticated tools to qualify the best candidates and are starting to pluck top performers from their competitors to build their teams."

2. Employee retention and engagement

"Turnover is a necessary evil in the workplace, but as long as your people are engaged – meaning they're attracted to, committed to, and fascinated with their work – you're less likely to lose them. Watch for a lot of companies to start developing formal employee retention and engagement strategies."

3. Headhunter are back

"As the market tightens up, companies will regularly engage external headhunters for help attracting top talent to their firm. Headhunters have the time and expertise to engage in direct-contact recruiting and can provide counsel on everything from employment branding to candidate quality. Many smart companies will begin developing strategic partnerships with professional headhunters to give them an advantage in the 'talent game.'"

4. Show them the money

"With a talent shortage looming on the horizon, companies will open the purse strings to attract top talent. Money may not retain a top performer and isn't always the motivating factor around a new job, but it goes a long way to show good faith in a candidate's value. As A-level candidates start entertaining multiple job offers, aggressive employers will start increasing salaries and adding signing bonuses to the compensation packages."

5. Hire for fit, train for skill

"Companies will increasingly look for candidates who are a good 'fit' with the company's corporate culture and subscribe to its mission and values. The best hires aren't always the most qualified, but they must fit the company like a glove and have the potential to grow and become an invaluable asset to the firm. Hiring new employees who don't 'fit' is the quickest way to undermine the retention of your star employees who do."

6. Strategic human capital planning

"With the demand for labour through to 2013 exceeding supply by 35 million jobs, smart companies are already thinking long-term and shoring up their ranks before the talent pool of top employees is completely dry. Best practices in strategic human capital planning include assessing and refreshing current resources, calculating employee ROI and engaging in 'investment hiring' for the future."

IQ Partners offers its services to the mid-to-senior management level in the areas of marketing, communications, media, technology, legal, consumer and packaged goods, and financial services. It has offices in Toronto and Ottawa.

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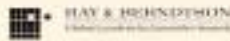
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| 5 | Buck Consultants, an ACS Company 440-875 Carling Ave. Ottawa, ON K1S 5P1 798-2825/798-1742 buckconsultants.ca | 20 | 1994 | J. Richard Laberge Principal | Provides retirement, health and welfare, communications, investment, merger & acquisition consulting; total reward communications, integrated benefit solutions, administration for group/flexible benefit plan, administration for capital accumulation and defined benefit pension plans, customized benchmarking services, outsourcing, Canadian healthcare trend yearly survey. |
| 6 | Rice Financial Group Inc. 200-440 Laurier Ave. W. Ottawa, ON K1R 7X6" 783-2390/788-2268 ricefinancial.com | 20 | 1999 | Richard J. Partridge Employee benefits consultant Sean Russell Regional marketing director | Assisting clients in the design and implementation of benefits programs including: life insurance, disability, extended health and dental, employee assistance, travel health, retirement programs, third party admin. services, special project consulting |
| 7 | CAPCORP Financial Corporation 1050 Morrison Dr. 3rd flr Ottawa ON K2H 8K7 613-226-1964/613-226-8402 capcorp.ca | 17 | 1981 | Jim Hamilton President | Offers comprehensive consulting and support services for the establishment and maintenance of Employee Benefits programs. Delivers insightful analysis, cost-conscious and tax-effective plan designs and superior customer service. |
| 8 | Johnson Inc. 570-1600 Carling Ave Ottawa, ON K1Z 1G3 728-6988/728-2244 johnson.ca | 16 | 1990 | Bonita Oliver Senior Consultant | Employee benefits consulting and administration, group health & dental plans, wellness programs, disability management; affinity programs offering home/auto insurance, long-term care, critical illness, travel insurance and other benefits to groups and associations. |
| 9 | Halpenny Insurance Benefit Partners Ltd. 100-1550 Laperriere Ave Ottawa, ON K1Z 7T2 722-7626/722-5382 halpenny.com | 12 | 1912 | David McCulloch Darryl Phippen Jim Saint | Employee benefit plans; life, disability, critical illness and long-term-care insurance; wealth management and estate planning; defined contribution and defined benefit pension plans; group RRSP's; seg funds and mutual funds. |
| 10 | Carleton Financial Group 520-220 Laurier Ave W. Ottawa, ON K1P 5Z9 233-0215/233-7270 carletonfinancial.com | 10 | 1997 | Dave Dickinson Bob Meldrum | Employer benefit consulting, rate validation modeling, flex benefits, pension consulting, executive compensation solutions. |

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THE LIST Employment Law Firms

(Ranked by number of Labour/Employment Lawyers)

| | Name of Company/ Address/Telephone/Fax Number/ Internet Contact | Number of Ottawa Labour/Employment Lawyers | Head of Ottawa employment practice | Year Established in Ottawa | Employment and Labour law services |
|----|--|--|--|----------------------------------|--|
| 1 | Emond Harnden 707 Bank St Ottawa, ON K1S 3V1 563-7660/563-8001 emondharnden.com | 20 | Jacques Emond Lynn Harnden | 1987 | Labour and employment law for employers, wrongful dismissal, pay equity, human rights, occupational health and safety, workers' compensation and employment standards, collective bargaining, individual employment contracts, advocacy before arbitrators, federal and provincial tribunals and the courts. |
| 2 | Perley-Robertson, Hill & McDougall LLP 90 Sparks St, 4th flr Ottawa, ON K1P 1E2 238-2022/238-8775 perlaw.ca | 13 | David Migicovsky | 1971 | Employment contracts, wrongful dismissals, human rights in labour relations, severance package advice, executive compensation/liability, collective bargaining, disability claims, employment disputes, recruitment practices. |
| 3 | Nelligan O'Brien Payne LLP 1900-66 Slater St Ottawa, ON K1P 5H1 238-8080/238-2098 nelligan.ca | 12 | Janice Payne (employment law) | 1963 | Employment Law Group offers extensive experience in recruitment and hiring, contracts – employees/independent contractors, job classification, stock options, pension and benefits, HR policies, dismissal, harassment, human rights, taxation, retirement compensation/arrangements. |
| 4 | Gowling Lafleur Henderson LLP 2600-160 Elgin St Ottawa, ON K1P 1C3 233-1781/563-9867 gowlings.com | 8 | Mark Josselyn | 1887 | Labour relations, wrongful dismissals, employment standards, human rights, employment policies, employment practices, human rights, pensions and benefits, occupational health/safety, worker's compensation, pay equity and employment equity, employment insurance, business immigration, work permits and visas, sexual harassment, tax issues, opposition to union certification applications, preventing workplace violence, workwell audits. |
| 5 | Hicks Morley Hamilton Stewart Storie LLP 2000-150 Metcalfe St Ottawa, ON K2P 1P1 234-0386/234-0418 hicksmorley.com | 8 | Lynn Thomson Charles V. Hofley | 2001 | Full service plus pensions, arbitrations, occupational Health and Safety, workplace safety and insurance, employment standards. |
| 6 | Bird McCuaig Russell 72 Chamberlain Ave Ottawa, ON LIS 1V9 238-4100/238-5955 lawyersforemployers.ca | 6 | Stephen Bird | 1999 | Employment contracts, wrongful dismissals, human rights in labour relations, collective bargaining, disability claims, employment disputes. |
| 7 | Ogilvy Renault 1500-45 O'Connor St Ottawa, ON K1P 1A4 780-8661/230-5459 ogilvyrenault.com | 6 | Mary Gleason | 1984 | Represents management in labour and employment law matters including collective bargaining and contract administration, employment immigration, construction labour law, employment contracts, employment equity, federal and provincial labour law, human rights and harassment in the workplace, labour arbitration, labour standards, non-compete agreements, pensions and benefits |
| 8 | Borden Ladner Gervais LLP 1100-100 Queen St Ottawa, ON K1P 1J9 237-5160/230-8842 blgcanada.com | 6 | Noelle Caloren and Morton (Mort) G. Mitchnick | 1952 | Labour relations/collective bargaining, employment standards, human rights, wrongful dismissals, worker's comp, occupational health and safety, pensions and benefits, retirement compensation arrangements. Experience in both federal and provincial jurisdictions |
| 9 | Heenan Blaikie LLP 300-55 Metcalfe St Ottawa, ON K1P 6L5 236-1668/236-9632 heenanblaikie.com | 6 | Guy Dufort Joy Noonan | 1999 | Full service. |
| 10 | Lang Michener 300-50 O'Connor St Ottawa, ON K1P 6L2 232-7171/231-3191 langmichener.ca | 4 | Pierre de Neuville Richard | 1905 | Full service except collective bargaining and human rights in labour relations. |

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THE LIST Business Schools & Management Trainers

(Ranked by number of students trained in 2005)

| | Name of Company/ Address/Telephone/Fax Number/ Internet Contact | Number of students trained in 2005 | Number of employees or faculty | Principal(s) | On-site training/ Custom rates | Major Clients | Areas of Specialization |
|----|--|---|--------------------------------------|--|---|--|---|
| 1 | Polar Bear - CDI 344 Slater St Ottawa, ON K1P 7Y3 235-1555/235-4246 polarbear.com cdilearn.com | 37,200 | 245 | Tim Rees Regional marketing manager | Yes Yes | Canadian Blood Services, Service Canada, DFAIT, CRA, Mr. Lube, Health Canada, CMHC, PWGSC | Nordion Information technol- ogy; business process Improvement--project man- agement, business analysis, ITIL, consulting; business skills--management |
| 2 | Performance Management Consultants 302-2301 Carling Ave Ottawa, ON K2B 7G3 829-3426/596-2906 performancemanagementconsultants.ca | 15,000 | 30 | Tracy Pulvermacher Michelle Pulvermacher | Yes Yes | Queen's University, Canada Revenue Agency, RCMP, DuPont Canada, City of Windsor | Interpersonal communication skills, management develop- ment, customer service, administrative skills, minute taking, presentation skills |
| 3 | Graybridge Malkam 5-1309 Carling Ave Ottawa, ON K1Z 7L3 761-7440/761-7481 graybridgemalkam.com | 12,000 | 120 | J. Randolph King President | Yes Yes | Government & crown corporations; health care and pharmaceuticals; high tech | Diversity, respect in the work- place, cross-culture, intercultural coaching, train-the- trainer, language training |
| 4 | Friesen, Kaye and Associates 3448 Richmond Rd Ottawa, ON K2H 8H7 829-3412/829-0845 fka.com | 7,500 | 25 | Michael Nolan President | Yes Yes | Fortune 500, federal government | Workshops for performance, learning and training profes- sionals, including design and delivery of e-learning |
| 5 | Langevin Learning Services 6 Corvus Court Ottawa, ON K2E 7Z4 288-3064/288-0114 langevin.com | 7,489 | 35 | Erin Langevin | Yes Yes | Government of Canada, Canada Post, Bell Canada, Hydro Ottawa, RCMP, Mitel, City of Ottawa | Train-the-trainer workshops in instructional design, presenta- tion skills, project management, needs analysis, training manage- ment and e-learning. |
| 6 | LEMMEX Group 203-389 Shefford Rd Ottawa, ON K1J 9K8 727-7074/727-9957 lemmex.com | 7,200 | 6 | Rod Lemmex President | Yes Yes | Federal, provincial and municipal gov- ernment, private sector | Course development and delivery in both official lan- guages; facilitation services, professional development programs, leadership, com- munications, negotiations |
| 7 | Algonquin College School of Business 1385 Woodroffe Ave Ottawa, ON K2G 1V8 727-4723 /727-7790 algonquincollege.com | 5,812 | 85 | Rick Reid Executive Dean, Faculty of Business and Hospitality | Yes Yes | Post-secondary students | Business administration, accounting, finance, materials and operations management, marketing, HR management, international, business supply chain management |
| 8 | Safety Projects International Inc. Box 13161 Kanata, ON K2K 3L3 254-9233/254-7147 spi5star.com | 3,880 | 31 | Dr. Bill Pomfret President | Yes Yes | Federal and provin- cial governments, Exxon, Shell, British Petroleum, Emirate Airlines, ADNOC, ZADCO | Occupational safety, health and environmental controls, and all aspects of risk man- agement and control |
| 9 | MCO Business Group 400-11 Rosemount Ave Ottawa, ON K1Y 4R8 728-2188/728-5298 mco.ca | 3,300 | 42 | Marie Ormandy President | Yes Yes | Federal, provincial and municipal gov- ernments, private sector | Career planning, transition/change management, retirement planning, project management, team building, leadership, time management |
| 10 | Performance Development Training Inc. 216-1600 Merivale Rd Ottawa, ON K2G 5J8 225-0083/225-8469 persprodplus.com | 3,250 | 12 | Jim Moir Managing partner | Yes Yes | Industry Canada, Export Development Corp., Canada Revenue Agency, Canada Border Services Agency | Personal and professional development training & coaching, executive and management coaching, personal productivity, time management |

WND = Would Not Disclose. This list is current as of March 9, 2006 © 2006 by Ottawa Business Journal. All rights reserved. This material may not be reproduced by any method in whole or in part without written permission by Ottawa Business Journal. While every attempt is made to ensure the thoroughness and accuracy of the list, omissions and errors sometimes occur. Please send corrections or additions on company letterhead to 5300 Canotek Rd, Unit 30 Ottawa, ON, K1J 8R7. Please submit corrections in writing only. OBJ lists are compiled using information provided voluntarily by the organizations named. Some firms that may qualify for the list are not included because the company either failed to respond to requests for information by press time, because the company declined to take part in the survey or because of space constraints. Categories are drawn up in an attempt to gather information of relevance to the Ottawa market. Research by Tina Barton. Please send questions and comments to lists_obj@transcontinental.ca.



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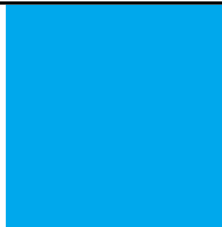
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