



Engagement – A Leader’s Challenge

By Peter Taylor

When was the last time you heard a leader say that his/her department was overstaffed? The days of organizations carrying surplus staff are long gone and unlikely to return. Instead, management often complains that there is too much to do and not enough people to do it. This creates an ongoing challenge for leaders – how to get the most from their existing people.

There has been extensive research about how to get the most from people. The findings indicate that people contribute their greatest effort when they are engaged in their workplace. When engaged, people contribute what is referred to as ‘discretionary effort’. Essentially, this means that they will voluntarily offer more than the basic requirement of their job. Why do they do it? They do it because they feel that their direct leader cares about them as an individual.

Regrettably, recent global research shows that only 21% of people are fully engaged in their work. Another 41% are deemed to be enrolled or partly engaged. The members of the latter group know what they have to do and do it but they are not connected emotionally. It is this lack of emotional connection that results in people not going the ‘extra kilometre’, i.e., not contributing their unique discretionary effort.

The challenge for today’s leaders is to maintain the engagement of the 21% and to increase the number of people among the 41% who will become engaged.

So how can leaders engage people more? Research from Gallup suggests that there are five key things that people want from their leaders:

- Clear and consistent expectations. This clarity enables people to know what they have to do and thus not waste time doing unimportant work for which they might be criticized.
- Someone who cares about them. This requires that leaders take time to build relationships.
- Recognition of their unique qualities. This requires that leaders acknowledge the individual contributions of their direct reports and stop operating under the philosophy of ‘no news is good news’ or ‘if I have a problem, I’ll let you know’.
- Encouragement. This is particularly important when an individual is struggling with work-related or personal issues. The simplest supportive thing a leader can do is to act as a sounding board for the individual.
- Support for their growth and development. This means that leaders have to find cross-training opportunities as well as create conditions under which individuals can upgrade their skills through formal training sessions.

In order to engage their direct reports, leaders must recognize that fully 30-40% of their time will be spent using what traditionally were called the ‘soft skills’. These include listening,

HRPAD Bids Farewell to Laura Davis

We would like to thank Laura Davis for her hard work as administrative assistant for the HRPAD and valued employee of The Administrative Edge. Laura played an enormous role in the setup and delivery of HRPAD's numerous programs and publications over the past six years.

As she embarks on a new career with the City of Oshawa, we all wish Laura well. The Board of Directors is truly grateful for the effort and dedication Laura has shown the HRPAD and its members during her time with us. She will be sorely missed.

Best of luck in your career advancement, Laura - you deserve it!

Rebecca Lauzon has assumed the duties of HRPAD Administrative Assistant, and can be reached at hrpad@adminedge.com

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As many of you know, workplace engagement has been heavily studied over the last few years. By definition, an employee who is engaged is *one who is fully involved in, and enthusiastic about, his or her work, and thus will act in a way that furthers his or her organization's interests.*

Looking at my own personal engagement within HRPAD in Durham, I became involved with the organization as a means to network and further my professional knowledge. At that time, my degree of engagement with the HRPAD would have been considered *moderately engaged*. Over the years, however, I've become a more *highly engaged* member.

I attribute my degree of engagement to the pleasure of interacting with my Board colleagues and chapter members, together with the belief that Human Resources as a profession has become a recognizable business partner throughout organizations on a global scale. I feel very passionate about ensuring that, at the chapter

From the President's Desk

level, we continue to provide our members with opportunities to network, to learn and to become involved. In other news, there was recently some excitement generated for the HR profession, when Bill 138 was introduced last fall in the Ontario provincial legislature. Now, having passed second reading, this Bill would repeal the *Human Resources Professionals Association of Ontario Act, 1990* and enact the *Registered Human Resources Professionals Act, 2010*. More importantly, if passed, the Act would promise the treatment of Human Resources as a 'profession' and not just an 'occupation', through the status, recognition, stakeholder role, reputation, support, consistency, professional regulation, and authority it is tabled to assign. This is something that we, as HR professionals, can all celebrate.

For more detailed information on Bill 138, visit the Durham Chapter website or the HRPAD website.

That's all from the President's desk.

Gian Detta Colli, CHRP
HRPAD President

Welcome to the March issue of Resource

With its theme of Employee Engagement, we hope this issue will whet your appetite to learn more at our upcoming half-day conference on April 14, 2011.

In this issue, we're very fortunate to present articles from two of our conference speakers: Peter Taylor of Peter Taylor & Associates, and Razor Suleman of I Love Rewards. Peter discusses the connection between leadership and engagement, while Razor explains the link between engagement and retention.

The Government Relations Committee shares an interesting perspective on how new legislation and the resulting organizational policy changes, could effect employee engagement.

Don't miss reading our regular sections: From the President's Desk, Program, Membership, and Communications Committee updates, and the Spotlight on Board member, Deena Durack.

Finally, to link our membership with rewarding volunteer experiences, we share information about an exciting opportunity to volunteer at the Ontario Technological Skills Competition in Waterloo this May. You will also find information about HR co-op placements requested by Durham College.

We hope you enjoy this issue. Your comments and suggestions are always welcome.

Tracey Starrett, CHRP
Communications Committee Co-Chair

The War for Talent:

Engaging Top Performers in the Recovering Economy before It's Too Late



Employee engagement is a powerful tool in responding to the increasingly competitive landscape for recruiting and retaining top performers. Talent is the most important corporate resource, but it is also the one in shortest supply. The search for A-players has always been a constant and costly battle that requires companies to devise increasingly more imaginative hiring practices. Now, as the economy rebounds and the job market warms, retaining top performers is becoming a priority.

U.S. Bureau of Labor statistics found that in November 2010 – the most recent month for which information is available – more employees voluntarily quit than were fired. Employee turnover has now begun again. To retain their top performers, employers must understand what motivates their employees. Apart from fair compensation and challenging work, top performers want to be recognized and rewarded for their efforts.

Follow these best practices to win the war for talent:

Be specific. Recognition needs to be linked to a specific motivating event like hitting a sales target, accomplishing a goal or living a company value. When providing recognition, you should ensure that your employees know that you saw what they did and provide context about why it was important.

Provide recognition immediately and often. Immediate recognition has much greater resonance than waiting for an annual review, and it ensures that the behaviour is repeated. It's been studied and proven that a key variable in employee productivity and engagement is whether or not employees are recognized for doing great work by their direct managers every seven days.

Make it meaningful. Provide recognition that you know an employee will value, and deliver it in a personal manner. Impersonal recognition can do more harm to the relationship than not recognizing an employee at all.

Reward. Employees value autonomy, so solicit feedback about what the most effective motivators are for your employees, rather than giving a generic gift card to a store they don't shop at or a traditional year-of-service item. A well-designed reward will hold more value and go a long way to advocate high performance in the future. A reward is a memorable thank-you, especially if it's something an employee actually wants.

Engaged employees are not only more productive, but also less likely to leave. Recent Towers Watson research finds a stark difference in retention levels between engaged and disengaged employees, with only 9% of disengaged employees having no plans to leave their organization, compared to 43% of engaged employees. Top performers will always get a job that pays them a competitive salary, so it's more important than ever for employers move beyond a paycheque transaction to providing meaningful recognition that motivates and matters to top performers.

Razor Suleman, CEO and Founder,
I Love Rewards,

For recognition that resonates, visit www.iloverewards.com.

HRPA Durham Mentorship Program Really Works

Membership Committee Update

In 2010/ 2011, the HRP Durham Chapter Membership Committee piloted a mentorship program that has proven to be extremely successful and worthwhile. Program evaluation revealed that for six of the seven partnerships in the pilot, each partner reported benefitting significantly from the program. Protégés developed insight in the ‘how to’ of addressing the Human Resources issues they faced; mentors experienced the challenges of new ways of thinking – which positively affected their own HR work.

Participants noted that their discussions took place through supportive, stimulating interactions. Participants chose to interact by telephone, face-to-face, and through email. Going forward, the Membership Committee is further exploring the program guidelines to ensure the compliance of current social networking connections as a valid method of protégé–mentor interaction.

Unfortunately for one pairing in the pilot, the protégé was unable to find adequate time to participate in the process, and chose to withdraw from the program. Realizing the need to address ongoing issues within the program, we created a mentorship facilitator role to address these challenges in the pilot.

Our evaluation also indicated that mentorship partnerships will continue – in one form or another. A number of

suggestions were made for improving the mentorship program in the future, such as making some minor adjustments to the orientation workbook, thereby providing greater clarity on the expectations for interaction.

Upon receiving and reviewing the evaluation report, the Board of Directors of the Durham Chapter voted to approve the mentorship program continuing through 2011/2012. A call for mentor and protégé volunteers from the Durham Chapter membership went out in February. The Membership Committee is reviewing the applications, with the new program scheduled to commence by the end of April 2011.

The mentorship program has demonstrated that it really works and is destined to be a valuable component of the membership benefits of joining HRP Durham.

If you are interested in additional information visit the Durham Chapter website or contact your Membership Chair.

Lee Davies, Membership Committee Chair
ldavies@kerrysplace.org

Getting Our Message to You

Communications Committee Update

The Communications Committee is making steady progress on the objectives we set out for this year. Earlier this winter, we issued a Request for Proposals (RFP) for service providers to provide editing and design work for our electronic newsletter. A task team from the Communications Committee is currently reviewing the submissions received. We are pleased to report that we have seen impressive submissions from talented service providers here in Durham Region. Our plan is to complete the selection process by late March/early April and to have the service provider(s) in place to begin work on the June issue.

We have also been busy supporting other committees and the Board in fine-tuning or preparing communication updates. This includes the Mentoring Program announcement, letters to HRP, and our Chapter on, the Bill 138 webinar announcement, and the related updates to our website.

The March issue of the newsletter that you are reading is the second issue that we have prepared around a specific

theme. This edition’s theme is Employee Engagement. We will continue to produce our theme-based newsletters according to our editorial calendar.

The theme for our June newsletter will be Accessibility/ Accommodation. Anyone interested in submitting an article for that issue can contact us at HRPAD@admededge.com or at the email address below.

Watch for further about our editorial calendar to be published on our website soon.

Tracey Starrett, CHRP
Communications Committee Co-Chair
tstarrett@starrettgroup.ca

Events to Mark on Your Calendars

Program Committee Update

Get ready for the many interesting events coming soon. All of these events are Breakfast Seminars with the exception of our April event, which is a half-day, morning session.

On **Thursday, March 24th**, we present a session on Personality Dimensions presented by Annette Patrick and Kathy Phillips of Durham College. Learn how to use temperament tools to foster stronger interpersonal relationships and rediscover the dimensions of your personality. Personality Dimensions is designed to help us in both our personal and professional lives. This event is being held at the Whitby Curling Club.

On **Thursday, April 14th**, join us for the morning at the Oshawa Golf and Curling Club to learn the secrets of achieving a more highly productive workforce, using engagement strategies.

Our topics and guest speakers are the following:

- Getting that Discretionary Effort — Peter Taylor
- Coaching for Great Work — Jamie Broughton, Footprints Leadership
- 2012 trends in Recognition: Utilizing Recognition to Drive Employee Engagement — Robert Catalano, I Love Rewards.

Note that the **April 14th** event is worth 6.75 points towards the CHRP recertification.

On **Thursday, May 19th**, we will be holding the Annual General Meeting at the Oshawa Golf Club. Check our website soon for further details.

On **Thursday, June 9th**, join us at the Sports Garden Café, Iroquois Room at the Iroquois Park Sports Centre,

Whitby for an opportunity to hear Peggy Grall of Peggy Grall & Associates discuss Change Management and the approaches needed for success in a variety of organizational environments.

Don't forget our **Attend Chapter Events and Win!** incentive. For every Durham Chapter event you attend in 2011, your name will be entered for a chance to win a prize at that event. Plus, you'll be entered into the grand prize draw to win one of four HRPA Conference Passes or one of two Durham Chapter Event Passports.

Here's how **Attend Chapter Events and Win!** works: A draw will be held at each event in 2011. A winner will be selected from those members in attendance for a prize at the event, then the winner's name goes into our grand prize draw. At the Annual December Social, the Chapter will draw winners for the following:

- Member Pass to the 2012 HRPA Annual Conference (2 winners)
- Full-Time Student Member Pass to the 2012 HRPA Annual Conference (2 winners)
- Durham Chapter Event Passport (2 winners) – This passport is your free pass to attend all 2012 Durham Chapter events on us, including any conferences offered as well as the Annual December Social.

The more events you attend, the better your chances to win - you'll receive one entry for every event you attend!

Catherine McGuigan, Co-Chair
Sara Bragg, Co-Chair
Program Committee

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ensuring that all messages are understood as intended, paying attention to non-verbal information, displaying empathy, and providing both feedback and feedforward.

In many organizations, however, technically-competent people are often promoted without being equipped to deal effectively with their most important assets, their people. The result is that engagement levels never reach their full potential...

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Useful Links

- Human Resources Professionals Association
- Ontario Ministry of Labour
- Social Development Canada & Human Resources Skills Development Canada
- Canadian Council of Human Resources Associations (CCHRA)
- HRSDC Job Bank
- Canadian Centre for Occupational Health and Safety
- Canadian Labour Congress
- Canadian Society for Training and Development - Durham Chapter
- Durham Region Employment Network
- Durham College
- University of Ontario Institute of Technology
- Industrial Accident Prevention Association
- Ontario Service Safety Alliance

WATER COOLER

Virtual Engagement, Right at our Fingertips

Online discussion boards provide a great way for HR practitioners to interact and learn from each other through knowledge sharing and idea exchange. These days, many professionals are choosing discussion boards over cumbersome email groups, which are often clogged with convoluted email threads that make it very difficult to follow a discussion.

The best part of discussion boards is their ease of accessibility – right at your desk or from your electronic workspace.

Sign up for these two online groups offered by HRP:

Member Forum

Water Cooler

Login to Water Cooler

E-mail

Password

Stay Logged in?

Login

[Forgot username or password?](#)

[Community Standards](#)

Renew Early and Win!

Renew your 2011-2012 HRP membership before May 31, 2011 for your chance to win one of 17 TRIPS TO LAS VEGAS!

Weekly Grand Prize trips for two to Las Vegas, including airfare and two-nights' accommodations. Along with the weekly grand prize, we also have monthly and weekly prize draws.

Renew Now



get
involved

The Board of Directors encourages you to join a committee.

Standing Committees of the Board include Government Relations, Program, Membership and Communications.

Contact the Chapter office at 905.721.9564 to get involved!

Team Engagement: Getting Large-Scale Buy-in

Change is ever-present in any organization, so how can organizations ensure that change is accepted and be certain that employees remain engaged in spite of it? In order for organizations to implement change and ensure that employees embrace it, those who communicate the news must present it in a positive and timely manner. In addition, it is essential to address the needs and collective strengths of the entire team.

Organizations may face challenges with presenting the workplace changes associated with new or amended legislation. *Ontario Bill 95: The Use of Scents in the Workplace*, is a prime example. Bill 95 of the *Occupational Health and Safety Amendment Act (Scented Products)*, 2008, would require employers to prepare policies and programs regarding the use of



scented products in the workplace. The Bill would not require employers to adopt a specific scent policy – such as a scent-free or scent-reduction policy. It merely aims at ensuring that all employers consult their employees about what is reasonable for their particular workplace and implement an appropriate fragrance strategy and a program that fits their particular work environment.

But what would happen if a specific scent policy were enforced?

For years, people have followed their own morning routine before they go off to work. They enjoy their morning coffee, wear their pressed shirt that was recently picked up from the dry cleaners and put on the cologne or perfume they have worn for many years. If Bill 95 were enforceable, it could place a sudden change in that old, familiar routine before your employees even enter your doors to begin work.

So imagine that the Bill has been passed. How do we lay the groundwork to enforce this change? Your organization must clearly explain the legislation, its purpose and its effective date.

Employees must understand very clearly why the change is occurring.

Employees need the opportunity to ask questions. In this particular scenario, perhaps employees would wonder if there were actually a scent allergy case in their workplace at all.

Your organization must then reflect the legislated change within its current policies or create a whole new policy.

Some employees may take it personally and some may simply believe that the scent they have worn for many years isn't offensive – whether it is or not. All misconceptions must be clarified in order to get buy-in. And, employees must know the risks of violating the policy.

What may seem as a simple change must have team buy-in to be successful. Following are some suggested steps in the process of achieving your team buy-in:

- ✓ **Establish clear rules of communication.**
- ✓ **Justify the involvement of each individual within the team.**
- ✓ **Establish common team values, standards and behaviours.**
- ✓ **Recognize and honour diversity within the framework of your policy.**
- ✓ **Put in place measures for evaluating progress.**
- ✓ **Ultimately, create a team culture.**

As in our example, policy change often impacts staff directly. It is therefore essential to understand that, one by one, workplace policy changes can chip away at engagement. It all comes down to managing communication and being mindful of employees' needs. When change is not managed well, it will only serve to erode employee engagement. When it's managed really well, it will contribute in a positive way to the degree of employee engagement in your workplace.

Krista Root,
Government Relations Committee Chair
rootk@yahoo.com

mission
& statement
& goals

The members of the HRPAD are committed to making the Durham Region an exemplary community in which to work and achieve successful business results.

This will be achieved by:

- advocating excellence in the leadership of Human Resources,
- providing opportunities for professional development and advancement, and
- promoting the Human Resources profession and designation.



Deena Durack, CHRP

Government Relations Committee Co-Chair

Our very own Deena Durack, Co-Chair of the HRPAD Government Relations Committee, paused for a moment in her busy work day to discuss her career path and how it has led to the Human Resources experience she has gained thus far.

Deena started her career as an Operating Room Nurse, a job she did for 13 years until sustaining a significant injury. Her next steps involved the Labour Market Re-entry Program through the Workplace Safety and Insurance Board (WSIB), during which time she completed the Business Administration Diploma in Human Resources at Durham College, graduating with honours. And so began a new phase in her career.

Deena's first HR position was as a Human Resources Assistant with the LCBO, on a maternity leave contract. At that time, while working for three different departments, Deena acquired her first taste of labour relations – an area of specialization which she enjoyed immensely. Her next move was to Lakeridge Health Corporation to fill in for another maternity leave, this time as a Human Resources Consultant. As time passed, this turned into a full-time generalist position, in which Deena enjoyed the opportunity of working in recruitment, orientation, employee and labour relations, and benefits administration.

Next stop, the Scarborough Hospital, where she completed two maternity leave contracts and further developed her experience as a generalist. Deena was then hired by Ontario Shores, first working for the physicians as a Human Resources Consultant, and then working in labour and employee relations, with a focus on investigations. Once completing this contract, she joined a healthcare clinic called HealthWithCare, as an HR Manager.

Presently working full time as a Human Resources Advisor in a labour relations role for Baycrest, Deena finds it ironic that her first clinical placement as a nurse was also at Baycrest. She hopes to finish her career there.

Deena's part-time experience has included teaching Human Resources Management courses at Durham College, in addition to consulting policy work and recruitment for insurance companies and health clinics.

Deena tells us she has enjoyed all of her HR roles, as most of them have been close to her roots, in health care. Her teaching role also provided a great deal of enjoyment and professional satisfaction, given up only because the rigours of

simultaneous part-time and full-time work became too demanding.

Outside of work, Deena enjoys volunteering and spending time with her kids. She has volunteered as a leader for Girl Guides of Canada, a VP, secretary and hockey convenor for the Oshawa Church Hockey League (OCHL), and is presently the treasurer for both her local park association and the HRPAD. Deena also lends her expertise to co-chair the HRPAD Government Relations Committee.

She has two grown children in university and college. Her daughter has decided to follow in mom's footsteps next year, with the decision to switch her major to an HR program.

On her current reading selections, Deena comments, "I read a lot of fluff so I can relax at the end of the day." With her high-energy approach to work and family, Deena enjoys this opportunity to unwind.

When asked who she sees as a true leader in today's world, Deena is quick to provide her choice – United States President, Barack Obama. Her reasons include the good work that Obama is spearheading for the U.S., his ability to motivate others, and the level of new energy he has instilled into the nation. Deena feels that we could use the same motivation and energy here in Canada.

In Deena's opinion, education is the single most important value added for those who become HRPAD members; the HRPAD does an excellent job of keeping the membership current on issues and relevant legislation. In addition, the networking opportunities provided by the HRPAD also represent distinct advantages to members.

Looking forward as a human resources professional, Deena considers recruitment within an ageing population as the single biggest HR challenge for the next five years. She predicts that finding qualified staff to fill all the vacant roles will prove difficult.

Deena's words of wisdom to share with our new HR graduates are the following:

"You never stop learning. Always listen and ask questions."



WANTED

HR Volunteers to conduct short interviews with approximately 1500 students competing in skilled trade and technology contests at the Ontario Technological Skills Competition (OTSC).

WHEN

Monday, May 2, between 8:00 a.m. and 2:00 p.m. or
Tuesday, May 3, between 7:30 a.m. and 11:30 a.m. and/or
1:00 p.m. and 3:00 p.m.

WHERE

RIM Park, 2001 University Avenue, Waterloo

We are looking for a minimum of 60 volunteers!
To register online please click [here](#).

Volunteer orientation to be held by conference call before the OTSC.
More information will be sent to you once you register.

Volunteers, be prepared for a fast-paced and fun-filled atmosphere!

Questions? Contact Devon Turcotte, Skills Canada-Ontario,
devont@skillscanada.com

Field Placements Requested

Durham College's Human Resources Graduate Certificate Program is seeking employers to provide field placements for full-time and Continuing Education students.

Students enter this program having completed university undergraduate degrees while furthering their studies at college to acquire specific HR skills. Field placement is an academic requirement of the Graduate Certificate Program that provides employers with the services of HR students for a 200-hour work block at no cost.

Your involvement with field placement can provide you with skilled, well-trained, and highly-motivated students to assist in your HR function.

To reap the benefits of this program for your company, please contact:

Gary L. Gannon,
CHRP Program Coordinator & Professor
Human Resources Management Program
School of Business, IT & Management
Durham College
905.721.2000 ext. 2279
Gary.gannon@durhamcollege.ca

Great reasons to become an HRPAD member

Membership Benefits

Benefits of chapter (HRPAD) membership include:

- Reduced rates at chapter seminars and special events
- Opportunities to network with local human resource professionals
- Opportunities to participate in volunteer leadership in your local community
- Member newsletter
- Post-secondary bursaries/scholarships

Benefits of HRPAD membership include:

- Monthly magazine (HR Professional)
- Opportunities to influence provincial and federal employment legislation through participation in Government & Public Affairs Committee
- Opportunities to participate in Association governance
- Access to member services such as:
 - Professional liability insurance
 - Home, auto, liability, travel and small business insurance
 - Disability, medical, dental and life insurance
 - Discounts for memberships in other organizations



Committed to making the Durham Region an exemplary community in which to work and achieve successful business results

visit: www.hrpad.org for more information on HRPAD