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Nathaly Pinchuk
RPR, CMP
Executive Director

Slow Down Before It's Too Late

Dealing with burnout

The signs of burnout are not subtle. They may be mistaken for general fatigue or the feeling of being overloaded. Some distinct signs and symptoms of burnout include anxiety, depression and irritability as well as the feeling of being tired even after resting all weekend. That's assuming you had a weekend away from work. The difference between the general tiredness or being in a bad mood and burnout is really that these symptoms never go away. In fact, they almost always get worse. We feed the burnout by isolating and even cutting back on leisure and social activities. That in turn leads to an increased feeling of resentment and new or worsening health problems.

For most of us, we can feel ourselves being sucked into the vortex of burnout. We know we're in trouble. We just have no idea how to get out. So we adopt coping mechanisms, most of them as unhealthy as our working life. We drink a little, then a little more. We eat a little, then a bit more, particularly sugary treats and fast food because we're too busy to cook. But mostly we delay, defer or postpone any action to lessen the burden of burnout until it's too late. It is never too late to adopt a healthier lifestyle, which is the only real solution to burnout. Perhaps we should also stop working 80 hours a week.

When you are ready, here are three approaches that help you slow down and finally deal with not only the symptoms of

burnout but the problems that caused it in the first place.

Let's Get Physical

The road to recovery from burnout starts with taking better care of your physical well-being. No one will look after your body but you. Once you begin to look after yourself properly, you will almost be guaranteed to feel some relief from the pressure. Practice good sleep hygiene — go to bed and wake up at the same time each day. If you can't manage eight hours a night, take seven. It's better than the five or six you're probably used to now. Get some regular exercise, even if that means a fifteen-minute walk at lunch and another fifteen minutes after work. Every single bit of exercise counts!

Take a look at your diet and start weaning yourself off the junk foods. We really are what we eat. Once we feel a bit better, we can also go back to our social networks and our hobbies, both of which we didn't have time for in our burnout phase. If you've lost interest in them, find new ones that allow you, your body and your brain to just let go and relax. You can still work hard, but you also need to relax.

Take a Break

One of the biggest mistakes that overworked and overburdened professionals make is to skip their vacations or save them up for later. Unfortunately, later never comes or they just too busy to take time away from

their jobs. It is absolutely essential if you want to avoid burnout or if you are already feeling it to take time away. This should include regular yearly vacations where you limit your access to work and mini-vacations or breaks along the way. It could be a twice monthly golf date, a visit to the spa or just an extra long weekend to chill by the pool. Once you relearn to take a day off here and there, you will be surprised to discover that your teams actually managed to get along without you.

You should also take short breaks throughout the workday. It could be that brief walk or

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Perspective

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The road to recovery from burnout starts with taking better care of your physical well-being.



Brian W. Pascal
RPR, CMP, RPT
President

President's Message

Becoming an Employer of Choice?

It's more than work arrangements or benefits

There are many different awards and recognitions today that offer a ranking or preference of employers as the best place to work or the greatest employers ever. I think that's wonderful and I always scan the list and look for the criteria they use to make their choices. The interesting thing is that most of them don't use salary or basic compensation as part of their decision-making process. Perhaps that's because most employers have to pay at a certain level in order to be able to attract and retain the best talent. They often focus instead on things like flexibility in working arrangements, innovative benefits and this vague notion of a positive corporate culture.

If I was designing the best place for me to work, I would certainly want to be paid well and have a good benefits package, but I might take a different approach from some of the other more popular competitions. My prime criteria would be a workplace where I could have an opportunity to learn and grow, especially if I was just starting out in my career. I would like to work for an organization that valued pride in work and practiced fairness and respect as their operating guidelines.

I would like to work for an organization that tried to create a positive camaraderie and one that expected their employees to work together on teams. I would also like to have a place to work where I could earn the trust of my superiors and be given a chance to show what I should offer. I would like to hear when I screw up, respectfully of course, so that I could learn from my mistakes. I would really like to work for an organization that expected people to



ask questions if they didn't understand what the heck was going on.

Some might say that most, if not all, of these criteria are like corporate culture which is too difficult to measure. But I can tell you from experience that these factors and these types of workplaces are similar to the

ones where I learned the most and gained the most valuable experience. So, while it may be great to have to have a giant waterslide, games room or a keg party every Friday, my great workplace and my employer of choice would be based more on values like respect and fairness, as difficult as they may be to grade or quantify.

What about you? What would you like to see considered when it comes to choosing the best employers or a great place to work? We'd love to hear from you.

Brian Pascal is President of IPM [Institute of Professional Management].



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Colin Fetter
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Employers' Obligation to Provide Safe Work Environments

Contracting out is not an option

There is little doubt that the allegations against Harvey Weinstein and the avalanche of others that followed have shaped a broad conversation around workplace sexual assault, harassment, gender bias and discrimination, among others. But the allegations have also shone a spotlight on employers' roles in creating a healthy and respectful workplace. The Weinstein Company found its own conduct and reputation as the focus of intense scrutiny for its alleged handling of Harvey's past and future behaviour. This raises many questions around employers' own conduct or misconduct, as the case may be.

I've never seen Harvey's contract. But for the sake of creating an interesting case study, let's assume the following facts are true: It is alleged that the Weinstein Company knew of decades of allegations against Harvey of sexual harassment and assault against women. It is further alleged that the Weinstein Company financially contributed toward settlements with several of those victims. What is perhaps most troubling is the rumour that the Weinstein Company, in an effort to contain or manage his conduct, consequently entered into an employment agreement with Harvey in 2015 which contained the following terms:

- If Harvey is sued for sexual harassment, the Weinstein Company will pay for the settlements or judgments against Harvey;
- In that case, Harvey could keep his job but would have to reimburse his employer for settlements and judgments paid on his behalf; and

- Harvey would also pay penalties to the Weinstein Company on an escalating scale: \$250,000 for the first offence, \$500,000 for the second, \$750,000 for the third and then \$1,000,000 for each offence thereafter.

Shortly after the story broke in 2017, Harvey alleged he had a sex addiction and was seeking treatment. Facing intense public and industry pressure, the Weinstein Company allegedly terminated Harvey. Then speculation began about whether Harvey might sue the very company he founded for wrongful dismissal. There is some argument that by allegedly entering into such a penalty clause, the Weinstein Company cannot later terminate Harvey for allegations of sexual harassment or assault provided that he continued to reimburse the company for settlements/judgments and pay the escalating penalties. Fascinating, to say the least.

Ignoring known misconduct or criminal activity.

Although these facts play out in an American jurisdiction, employers in Alberta and likely all Canadian jurisdictions have a duty to provide a safe working environment that is free from discriminatory practices. In our case study above, the Weinstein Company not only knew that Harvey was engaged in serious misconduct but actually condoned that activity by crafting a "get out of jail free" clause in the employment contract. It would certainly appear contradictory in law for the Weinstein Company to on one hand allow Harvey to purchase forgiveness from his employer, while on the other hand relying upon that misconduct as a ground for his termination.

Further, employers cannot be willfully blind to employees' conduct.

It is hard to imagine the Weinstein Company taking the position that they were unaware of Harvey's alleged behaviour, but even absent glaring information, employers cannot be willfully blind to their employees' conduct. If an employer has a reasonable basis to suspect that an employee is creating an unsafe or toxic work environment, the employer has an obligation to make reasonable inquiries and possibly even conduct an investigation into the matter. "I didn't know" is unlikely to be a successful defence for employers if they ought to have reasonably known of the situation. Sure, making inquiries or conducting an investigation may not be conclusive, but at least you can say you exercised your due diligence and did what you reasonably could.

As an employer, you have a duty to reasonably accommodate medical issues, not jerks.

In Alberta and throughout Canada, there is substantial case law establishing an employer's duty to accommodate employees with disabilities, which may include sex addiction. However, having a sex addiction does not give Harvey the "right" to sexually assault a woman, nor would a sex addiction do anything to erode or limit the Weinstein Company's duty to provide a safe workplace to women and others that is free from discrimination, sexual harassment and sexual assault if this had occurred here. In Alberta, if Harvey has a sex addiction, then he has a

continued next page...

Feature

Safe Work Environments

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corresponding duty to cooperate with his employer such as by seeking treatment. Further, the Weinstein Company has a duty to provide reasonable accommodation to Harvey, but only to the point of undue hardship. If this had occurred in Alberta, it seems apparent that both the employer and employee in our scenario have lost their legal way.

No doubt, we will examine the demise of Harvey Weinstein and the Weinstein Company from a vast array of perspectives and issues for years to come. These issues are but the tip of the iceberg. However, at minimum, employers must engage with the realities they face. Turning a blind eye,

condoning or hiding misconduct or even criminal activity can easily lead to liability on part of employers for the actions of their employees.

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Michelle Lane

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Leading the Strategic Planning Process: Back to the Basics

Build a solid foundation

Leading a strategic planning process can be daunting for anyone. If you're leading one for the first time, it may also seem overwhelming. The work is complex, there are often many participants and a lot can be at stake. There are also many choices to consider along the way. But when you strip any strategic planning process down to its core, you'll see it's based on these three fundamental questions you must answer:

Step One: Where are we now?

Establishing a clear view of your current state is an essential first step in a strategic planning process. By focussing on 'where are we now?' you create the space for a thoughtful, comprehensive and appropriately critical examination of your current situation. This should include hard data and objective sources of information (including relevant research), as well as more subjective insights and perspectives. A SWOT analysis (exploring and assessing strengths, weaknesses, opportunities and threats) can be a useful way to build shared understanding about your current reality. When strategic planning teams go through this exercise, they are better able to clarify priorities and focus their planning efforts on areas that matter the most.

Look at how you are doing relative to your goals and expectations through to how the organization is faring within its sector and compared to appropriate industry benchmarks. You can then ensure that everyone is able to gain a sense of what the facts and data tell you — immediately shifting the conversation to evidence-based considerations rather than opinion.

Step Two: Where do we want to be?

Answering this question is about envisioning a desired future state — one that requires a stretch. In fact, some of the best visions may never be achieved. Instead, they serve as clear but distant beacons against which the organization can set its course and measure its progress.

Visioning work to explore desired future states benefits from thoughtful engagement with employees, customers and stakeholders. Give everyone time and inspiration to dream about imagining what is desired, needed or possible now. Tapping into sources of inspiration from inside and outside your sector can be very beneficial, along with exercises that help team members shift out of status quo thinking. A good example is an exercise that invites everyone to imagine and describe what may lead to receiving a major industry award

in five years' time. By using a concrete scenario to imagine an appealing future state, the team can be creative in exploring fresh possibilities.

Solid visioning work will often begin to point the way towards possible strategic directions and what each will require, as well as what might be standing in the way. It will also allow the team to arrive at a shared understanding about questions such as these: What is it about the desired vision and possible strategic directions that will energize the organization? What directions respond most meaningfully to evolving customer and/or stakeholder needs and expectations? What will allow the organization to best address an acute economic development (positive or negative) or a pending regulatory change? What ideas about possible ways forward are beginning to emerge?

Step Three: How will we get there?

Once your desired future state and the most promising strategies to be pursued are defined, it's time to move into the essential work of goal setting and action planning. Whatever your approach, ensure your goals are smart goals and action plans are sufficiently detailed to lead to action you can measure. Anything less will contribute to a plan that runs the risk of collecting dust on a shelf. Also at this stage, expect to drop some things or reconsider your timelines. You should be stretching but you need to be realistic too.

The work is complex, there are often many participants and a lot can be at stake. There are also many choices to consider along the way.

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Leading the Strategic Planning Process

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If you're not familiar with SMART goals, take a moment to get comfortable with the concept: Specific, Measurable, Actionable, Realistic and Timed. Take your SMART goals one step further with detailed action planning and implementation follows. By assigning start and end dates, accountabilities and measures of success (progress indicators as well as goal completion), you will build a solid framework for success – a plan that gets implemented and allows your organization to move towards its desired future state.

Your own approach to strategic planning will always need to be informed by the context

and circumstance of your organization and the sector in which you operate, as well as the full scope of your planning mandate and the resources available to you. There's something to be said for building with the basics in mind. Ask yourself the three fundamental questions and you will continually be well served.

Michelle Lane is a leadership development consultant and coach with more than 35 years of diverse leadership experience in the public, private and non-profit sector. She can be reached via email at mlane@vibrantleaders.ca.

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Walking the Tight Rope: Workplace Harassment Investigations

Follow the Code of Practice

In recent months there has undoubtedly been a surge of workplace harassment allegations in the media. It would appear no one is safe — not major corporations, not politicians and not even Hollywood. The result of such allegations often consists of pressure for those who find themselves in this unwanted spotlight to act swiftly and to decisively say “Time’s Up.”

Though an angry mob may be pounding at the door, employers who find themselves in the throes of a workplace harassment incident would do well to take pause and ensure they are complying with their obligations under Ontario’s *Occupational Health and Safety Act*, RSO 1990, c O.1 (the OHS), including recent amendments.

This article provides some guidance to assist employers in better understanding their duties pertaining to workplace harassment investigations. It does not address workplace harassment policies or programs.

Workplace Harassment Investigations are Mandatory

The OHS requires employers to conduct an investigation into all incidents or complaints of workplace harassment that is appropriate in the circumstances. This includes informal complaints, as well as situations where no complaint is made but the employer learns of an incident. Investigation duties are even triggered where a supervisor learns of an incident but fails to pass it along to the employer.

The takeaway: Training to report!

The OHS requires employers to conduct an investigation into all incidents or complaints of workplace harassment that is appropriate in the circumstances.

In order to avoid instances where employers fail to investigate because they are not informed of an incident, employers should ensure that their OHS-compliant workplace harassment policies are in place. They must also train their employees, supervisors and managers on the importance of reporting workplace harassment every time they catch wind of an incident.

Timing of Investigations

Generally speaking, the OHS requires workplace harassment investigations to be completed within 90 calendar days.

The takeaway: Don’t wait!

Employers should act on their workplace harassment policies, engage an investigator and facilitate the timely completion of harassment investigations right away. There are, of course, exceptional circumstances which may warrant an extended investigation. Examples might include instances involving numerous allegations, a greater number of witnesses, or where witnesses are unavailable due to illness, just to name a few.

Parties to a complaint or incident should always be updated periodically on the status of the investigation.

Choosing an Investigator

The OHS itself does not address the selection of investigators. Rather, all aspects of a workplace harassment investigation are subjected to the broader requirement of being “appropriate in the circumstances.”

Employers can therefore choose an investigator who is internal or external to the workplace, so long as the individual (1) is not directly involved in the incident or complaint; and (2) is not under the direct control of the alleged harasser. They should be impartial, objective and have some knowledge of conducting appropriate investigations.

Possible internal candidates might include a supervisor or manager from another department, an employee from another office location or someone from human resources. External investigators, often recommended for smaller organizations or where the allegations involve numerous individuals or senior management, are often lawyers, licensed private investigators or human resource professionals.

The takeaway: Choose your investigator with care!

The selection of an investigator should not be done haphazardly. The OHS appears to permit

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Workplace Harassment Investigations

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Ministry of Labour inspectors to step in when they find that an employer fails to investigate, or if they conclude that the investigation undertaken was not "appropriate in the circumstances." This would likely include instances where the inspector is of the view that the employer did not select an appropriate investigator.

Ministry involvement in a workplace harassment investigation can be significant. Under section 55.3 of the OHS Act, they have the authority to order employers to obtain a third party investigation. The inspector can even go so far as to select the investigator based on a criteria of skills, knowledge and qualifications that the inspector deems appropriate. If such an order is issued, the investigation and report are all at the employer's expense.

Recommendations for Appropriate Investigation

The Code of Practice to Address Workplace Harassment under Ontario's *Occupational Health and Safety Act*, available through the Ministry of Labour, provides a number of minimum requirements for the investigation procedure. They include, but are not limited to:

- Keeping the investigation confidential, disclosing information only to the extent necessary by law;
- Undertaking separate interviews of all parties involved, particularly the individual who has allegedly experienced workplace harassment and the alleged harasser, as well as any relevant witnesses. Reasonable efforts should be made to interview witnesses who are not employed by the employer;
- Ensuring that the alleged harasser has the opportunity to respond to the specific allegations raised;
- Collecting and reviewing any relevant documents;
- Taking appropriate notes and statements during the interviews with all parties; and
- Preparing a written report summarizing: the steps taken during the investigation, the complaint, the allegations, the response from the alleged harasser and the evidence gathered from evidence and documentation. The report must set out findings of fact and render a conclusion as to whether workplace harassment was found or not.

The report is to be provided to the employer's designated individual to take appropriate action.

The takeaway: The Code of Practice is an important tool!

While the above-noted recommendations are not codified procedure in the OHS Act itself, employers who take steps to follow them will likely reduce the risk of the Ministry stepping in or ordering a third-party investigation.

Navigating workplace harassment investigations, particularly in today's environment, can certainly be akin to walking a tight rope for employers. While the pressure is great to satisfy both internal and external on-lookers, we must not forget that our job as managers, human resources professionals and lawyers, is to ensure all incidents of workplace harassment are dealt with in accordance with all obligations as set out in the OHS Act.

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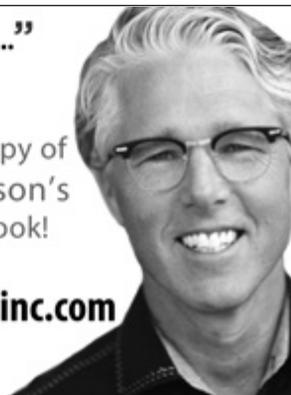


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Relationship Capital: The Key to Success in Today's Workplace

How to build influence

What is relationship capital? What does it mean to be an influencer?

How do influencers build relationship capital? What mistakes do we make along the way to building our relationship capital? These are great questions and so important in today's workplace.

One of the biggest assets an organization has is relationships, so much so that it is helpful to consider relationships similar to capital assets. Relationships help build customer loyalty, foster collaboration, help build a strong company reputation and identify ways for businesses to work together instead of against each other.

Here's one way to understand "relationship capital". Related Vision, a company with expertise around relationship capital, says that "The network of people and organizations that represent its customers, partners, suppliers, employees etc., constitute its Relationship Capital." Think of relationship capital as the total sum of everyone that is part of an organization or a business, the relationships within the organization and even the relationships that the employees bring to the organization.

Each person within that organization has unique potential influence. "Influence is the ability to get other people to follow your lead in a one-on-one basis," says Teresa de Grosbois, author of "Mass Influence: The Habits of the Highly Influential". She also says, "As soon as we're talking about a one-to-many basis, then we're talking about mass influence." Knowing how to best use your influence is the



key. Ensuring that employees are well trained on how to build and maintain relationships is also a critical foundation for employee professional development. Relationships take a long time to build trust and loyalty. They can be damaged and destroyed through innocent mistakes. Your organization has worked hard to maintain relationships and reputation. Training employees on this skill is well worth the investment of time and resources.

We are all influencers — we each have our own circle of champions, supports and people with whom we already have a relationship. These relationships flourish when they:

- involve mutual reciprocity or a mutual willingness to help and support one another
- respect the time needed to build trust and the relationship
- are based on resolving issues and challenges in a way that maintains the relationship
- value integrity (and model this through actions and words)

Some of the mistakes that people make with influence and relationship building with influencers are:

- Premature asks (asking before there is a relationship)
- Overstepping boundaries in the relationship
- Not following up
- Being a champion for them in a way that is not congruent to their brand

Here's how you can build influence and meaningful relationship capital:

- Take time to understand each other's business and brands, mission, etc.
- Ensure that your employees are trained on relationship building and the values that are important to your organization so these are nurtured in relationships.
- Provide collaboration, communication and conflict resolution training so that employees know how to respectfully and integrally address issues that may arise in these professional relationships.

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Relationship Capital

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- Come from a place of giving and supporting. Look for ways you can support the other individual and make powerful connections for him/her. Ask their permission before doing connections.
 - Support their platform. Connect with them on social media, be a champion of their posts and invite the other individual into your world (to meet your followers).
 - Be a champion for their launches, events, projects and message.
 - Most importantly, be yourself!
- As you go through the rest of the week, take time to recognize and appreciate the influencers in your life. Relationships you

make today can help advance your business tomorrow. Being a champion for others helps you build your own relationship capital as well as the relationship capital of your organization.

Charmaine Hammond & Rebecca Kirstein have over 30 years of combined experience in building collaborative relationships and partnerships in business. They have come together through their shared belief in lifting others as they climb. They cofounded Raise a Dream to share their knowledge and expertise in Collaboration, Partnership and Sponsorship. (raiseadream.com)

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The Top 5 Immigration Law Facts Every HR Professional Should Know

Stay up-to-date on the rules

Immigration is one of the key solutions to the looming (or in some cases, current) worker shortage in Canada. Here are five immigration law facts that every HR professional should know — before embarking on the recruitment of foreign workers.

1. It's tough to stay up to speed on immigration rules. Immigration is a moving target. Governments, both federal and provincial, are constantly changing and updating policies and programs. For example, in 2017 alone, the federal government introduced the Global Skills Strategy and, in collaboration, the federal and Atlantic provincial governments introduced the Atlantic Immigration Pilot Program. And this year or next, NAFTA and its immigration-related rules could be drastically changed — or eliminated.

2. New might not be best. It's important to find the right immigration path to fit the circumstances. Most new immigration programs create additional paths that operate alongside, not replace, existing immigration paths. While a new program can be enticing, the "old" program might still be the best option to recruit a foreign worker in the circumstances. For example, the Atlantic Immigration Pilot and the Global Talent Skills programs offer new paths to hire foreign workers. But the "old" existing Provincial Nominee Programs (PNP) and federal programs, such as the Canadian Experience Class, the Federal Skilled Worker and Trades Classes, the Temporary Foreign Worker (TFWP) and the International Mobility Programs,

remain available to employers — and could be a better fit in the particular circumstances.

3. You must prove there are no qualified Canadians. For most occupations, the employer requires permission from the federal government (via Employment and Social Development Canada or ESDC), normally in the form of a Labour Market Impact Assessment (LMIA), to hire a foreign worker. To obtain an LMIA, the employer must be prepared to demonstrate to ESDC's satisfaction that there are **no qualified Canadians available to do the job**. There are thus very specific requirements the employer must meet to obtain an LMIA (such as advertising on the Government of Canada job bank) and many LMIA application questions focus on the employer's recruitment efforts (such as: how many Canadians did you interview? To how many did you offer the job? How were the Canadians who applied not qualified?). The employer must carry out the recruitment required for an LMIA in good faith. If you believe you might not find a Canadian candidate, be aware of the LMIA requirements and complete good faith recruitment of Canadians first. If you fully screen and consider your Canadian candidates, and only then consider foreign candidates, you'll be ready to move forward with a credible LMIA application. If you don't, it could lead to an unsuccessful LMIA application or an unnecessary LMIA application — and since the LMIA application process can be time-consuming and expensive, both are costly outcomes.

4. There are "occupation-specific" rules. There are "special" rules (both specific immigration rules and issues with recognition of foreign credentials) that apply to hiring a foreign national for some occupations. It's important the employer fully understand any that apply to the relevant occupation: if you think you may need to look at foreign candidates, the applicable rules affect your entire recruitment process, such as whether you need to do LMIA-compliant advertising. Remember that it's usually the occupation, not the employer, that matters. Many international immigration-related agreements set specific rules for specific occupations. For example, the North American Free Trade Agreement (NAFTA) removes the need for an LMIA for certain professionals covered by the Agreement, and sets out certain criteria that must be met for specific occupations. There are also specific programs designed to ease entry to Canada for certain specialized occupations. For example, the Global Talent Stream sets new rules (expedited processing) for employers hiring certain high-skilled occupations.

5. It's dangerous to assume. If you're hiring a non-Canadian employee or service provider, know whether they need a work permit, and know what they need to say and do at the point of entry into Canada. Don't assume they're aware of, and will be compliant with, Canadian immigration rules. For example, some contractors might qualify for a work permit exemption as a "business

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Jacqueline Throop-Robinson
CEO, Spark Engagement

Reorientate Managers to Feedback

It's all about the Feedforward

May I give you some feedback? Who among us wouldn't experience at least a little jolt of concern as we prepare ourselves for what might follow? Most of us have been conditioned to brace ourselves when receiving feedback that is often delivered without skill and perhaps without clarity.

What if "feedback" became synonymous with "insight leading to well-informed action"? Instead, when we hear the word "feedback", we'd also hear "I have some information that may provide insight to help you achieve what you care most about." Who wouldn't run to hear these gems?

Without feedback, we are information poor. We can be hard pressed to know our most effective next steps.

It is important to gain perspective through feedback and reflection on past events to better understand our choices, actions and responses. However, this knowledge is pointless if we do not use it to support subsequent actions and endeavours. The past serves to inform the future, hence my emphasis on "feedforward."

As leaders, whatever feedback we offer, either through observation or data collection, should serve current goals and our team's future success. It should never serve to allocate blame or lay guilt. A leader's motivation in offering feedback should be a desire to help generate insight, which in turn is applied strategically to create a wanted result.

This new result moves us forward toward our ultimate destination. Without feedback, we would struggle to situate ourselves. With continuous

feedback, we can nimbly adjust to generate fresh ideas and gain further traction.

Traditional feedback focuses on the past and sees shortfalls; today's leaders focus forward and see growth and opportunity.

Give feedback daily. Every interaction is an opportunity to coach. Keeping feedback (in its many different forms) flowing will ensure that your team as well as its individual members orientate themselves to be productive and progressive. Feedback becomes an activity that feeds forward, helping people grow and learn to build future success.

Feedback in its essence is information. That information when shared should support the team or the individual's performance through a wide variety of situations. It will at times appeal to our intellect; at other times, to our emotional well-being. Making full use of all types of feedback will enable you to engage fully the hearts and minds of those on your team.

Management books have focused over the years on the type of feedback designed to close the gap between desired performance and actual performance. Many management programs have been designed to help managers deliver difficult messages, often in the context of performance appraisals. Although this is an important form of feedback, there are many other ways to provide your team members with valuable information that will assist them in achieving their goals and objectives.

I developed "The 10 Types of Feedback to Feedforward" over the course of many years of working with teams. Traditionally, feedback has been restricted to

pointing out gaps. However, if you think of feedback as information you need to help you succeed, then it is easy to see all of the missed opportunities for feedback that help build a culture of achievement.

Here are my 10 types of feedback:

- 1. Encourage the Heart** – Reassure your team member that efforts will pay off and that she/he is doing the right thing
- 2. Align to Meaningful Goals** – Focus your colleague on the goal and why it's meaningful, especially when they are experiencing confusion or doubt
- 3. Track for Impact** – Confirm with your team member that she/he is on the right path and underscore the value being generated by their actions
- 4. Revisit Plans** – Assess results to date and support the person in modifying his/her action plan if needed
- 5. Assert Standards** – Emphasize standards for success (tasks and behaviours) and address any shortfalls as soon as possible
- 6. Correct to Stay the Course** – Share your observations and facts that you perceive as blocking your team member's success; assist in creating a modified course that will lead to the desired outcomes
- 7. Value Effort and Commitment** – Appreciate the person's effort and quality of work

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Overcoming the New Challenges in Recruiting

Hire the right candidate the first time around

Attracting and hiring the best performers for your organization has always been challenging. But in the fast-paced digital era, both the competition and the pressure have increased. Several recent surveys of both small and large organizations across North America have revealed a few new twists to the age-old challenges facing managers, recruiters and HR professionals.

It's all about the Money

Thanks to new tracking and reporting systems, we now know how much it costs to have long vacancies in key positions and for training and retraining employees. So too do those in Finance and other senior executives. This has increased the pressure on HR to produce faster and more effective hiring processes that help give the organization a competitive talent advantage. The good news is that recruiting now has the attention of the organization and can now request and receive additional resources to help them meet these goals.

It does increase the pressure to hire the right person the first time around in order to maximize the financial benefit to the organization, but that's a better situation than it was in the past. If HR and recruiting can show this increased benefit, it will also help make the business case to improve other areas of HR management including employee performance and retention systems.

Competing with the World

When you run a competition for a key position today, you are not just competing for talent in your city or industry or even in North America. You are now competing with the world for

the best and brightest employees. This really does add a few more wrinkles to your recruitment processes, but smart organizations are accepting this challenge and going even farther to meet their needs. For example, many are fishing in the high profile employment markets of the BRIC countries (Brazil, Russia, India and China). That's because they all have a quantity and quality of highly skilled and capable workers. Some organizations are casting their lines even wider to lure the talent they need.

If you want to gain a strategic advantage, perhaps you should join them by looking at a group of countries that are called the Next 11. This includes Bangladesh, Egypt, Indonesia, Iran, Korea, Mexico, Nigeria, Pakistan, Philippines, Turkey and Vietnam. They all have growing populations that are highly educated, skilled and looking for work, perhaps with your organization.

Making Employee Referrals Work

If you do not already have a high functioning employee referral network, you are at a distinct disadvantage when it comes to recruiting, especially for elite talent. The challenges of making this network more effective are finding the time to make this happen and convincing everyone that this is a worthwhile investment. Here is one statistic that might help you. Top firms in the United States are reporting that their employee referral hire rate is approaching 50 percent. That means almost half of all new hires could come as a result of a recommendation from an employee who already works for you.

That is the final challenge to making your employee referral program work. You have to recruit all of your current staff to help you attract and hire the people you need. Pay them some incentives for doing so. According to experts, employee referral programs consistently produce high performers, high retention rates and cost less to hire than all other sources.

Faster Than Ever: Technology and Recruiting

Ever-advancing technology will both speed up recruiting and create its own unique challenges. Here are a few to consider.

Going Mobile

Just when we thought we had the whole social media thing figured out, now we have to recalibrate our recruiting strategies so that they can fit on a mobile phone. This is because candidates (millennials and even older generations) are getting their information about job opportunities by phone. This has been going on for a while now, but experts expect that 'mobile' job applications will become the biggest medium for people to apply for jobs. What was once a fad for only the tech savvy will soon become mainstream and a must-have capacity for organizations of all sizes.

Live Interviews

Once we started accepting resumes online and then through smartphones, the next logical step was live, streaming interviews. They are growing in acceptance and some organizations already use Skype or other mobile video chat options for

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Dealing with Burnout

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simply shutting off your computer and putting your devices on standby. This time will not only help you relax, but studies have shown that it is also an effective technique to increase your productivity.

Learn to Work Differently

Most unwanted stress at work comes from miscommunication and misunderstandings. That's why it's important to clarify your roles and responsibilities and to have an open line of communication with your manager. You may have been asked to do more than you can perform or you may have acquired extra duties along the way. Some managers may see that you are in distress and others are oblivious. It is always okay to say that you are swamped or struggling and ask for assistance. If that doesn't work, you may have to relearn an important two-letter word. Saying "no" is always an option. This is especially true if your health or well-being are being compromised.

You can also request a transfer or reassignment to a less stressful job, at least until you regain your balance. If none of the above works, you may want to start thinking about a new job. It's truly not worth it to get sick or experience total burnout. The cost is way too great!

Nathaly Pinchuk is Executive Director of IPM [Institute of Professional Management].

Top 5 Immigration Law Facts

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visitor"; they need to know they don't need a work permit, but also need to know they should not state at the border they are coming to work in Canada, and what paperwork to have with them. If they are unprepared, and there's an issue at the airport in the middle of the night... you might have a hard time reaching your lawyer to negotiate with the Canada Border Services Agency.

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Reorientate Managers to Feedback

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8. **Build on Strengths** – Shine a spotlight on strengths to create further momentum
9. **Develop for Career Progress** – Help employees prepare for new opportunities through clear development goals and action plans
10. **Celebrate to Uplift and Reward** – Add fun and uplift spirits by celebrating successes

Remember that feedback encompasses a broad range of information that achieves different effects. Use the full range of feedback tools listed above. Taking time each day to provide each team member with some form of feedback will go a long way in producing results more quickly and more effectively.

Jacqueline Throop-Robinson is CEO of Spark Engagement and can be reached via email at jacqueline@spark-engagement.com.

Overcoming Recruiting Challenges

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interviews. They do have some advantages, at least for initial interviews. The reduced costs for out of town or out of country interviews are substantial. However, there is a possible downside because there is some disconnect between the candidate and the reviewing panel. It may be difficult to gauge the

complete reaction of a prospective hire if you can't see their full profile and body language. This may also become mainstream as a standard recruiting and interview technique, but we're not quite there yet.

Members Quarterly Staff Writer

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