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CANADIAN HUMAN RESOURCE MANAGEMENT NEWSPAPER

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Inside This Issue

U of T named one of Canada's Best Diversity Employers

The University of Toronto can add a new title to its collection of Top Employer accolades. MediaCorp has named U of T one of Canada's Best Diversity Employers for 2008, the first year the company has run this competition.

Canada's Best Diversity Employers recognizes employers with exceptional workplace diversity and inclusiveness programs. Employers were judged on a range of criteria covering five major employee groups:

- Women
- Visible Minorities
- Persons with Disabilities
- Aboriginal Canadians
- Gay and Lesbian employees.

U of T was one of only 25 employers from across the country selected for this honour.

Noted among U of T's accomplishments in promoting diversity in the workplace were the University's spectrum of Equity Offices that respond to a wide range of equity issues including anti-racism, cultural diversity and the status of women. The creation of an Aboriginal Initiatives Co-ordinator position was also recognized. The co-ordinator works with Native organizations to inform them of employment opportunities at the University and to encourage applications from the Aboriginal community. Training provided by a Human Resources committee on LGBT issues was also seen as distinguishing U of T from other applicants.

"We approach equity, diversity and excellence in a complex and comprehensive way and I am very pleased the University is being recognized so significantly for our efforts", says Angela Hildyard, Vice-President, Human Resources & Equity.

"Equity officers engage with the University community every day to provide innovative and proactive programs and services – their work, and the work of so many others in divisions across the University deserves to be celebrated."

Connie Guberman, Status of Women Officer and Special Advisor on Equity Issues, acknowledged that "it is wonderful to be named one of Canada's leading diversity employers, but we are very aware that there is still more to be done. We are committed to continuing our efforts toward greater equity, diversity and inclusion."

McMaster awarded $3 million for research chair in health human resources

By Sue Johnston

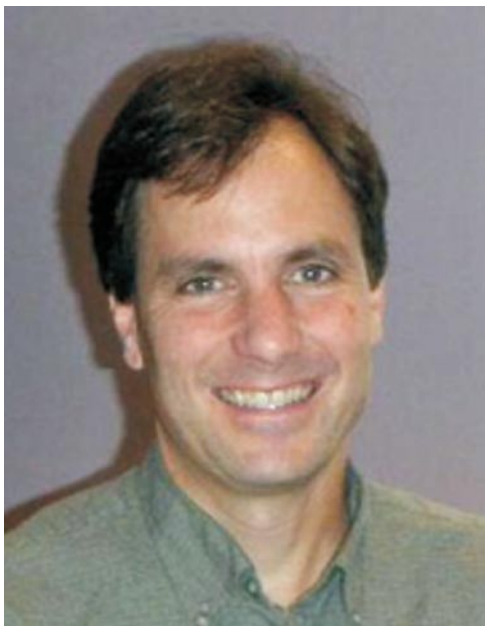
McMaster University will lead the challenge to produce the research necessary to improve Ontario's ability to forecast and plan the province's health human resources needs, through the establishment of the McMaster Chair in Health Human Resources.

Publications Agreement #41388532

The chair was awarded to McMaster by the Ontario Research Chairs program, which will contribute $3 million for its establishment. In addition, McMaster will contribute more than $200,000 per year to support the chair.

The development of the proposal for McMaster to host the chair was led by Jeremiah Hurley, associate director of CHEPA.

The new chair will work to strengthen the behavioural foundations of health human resource planning within a systems approach. Specifically, the proposal calls for a chair holder with strong training in economics who will establish a research program that increases the understanding of how workplace, economic and social factors affect



the career and work choices of health professionals, uses an approach that recognizes the interdependencies of the various components of the health care system, and that can be integrated into health human resource planning models.

"The person chosen for this chair will work collaboratively with researchers, policy analysts and policy makers at all levels to create more effective health human resources planning," said Hurley, who is also a theme leader with the Collaborations for Health initiative. "The chair will lead the development of a research program drawing together expertise from economics, sociology, organizational behaviour, policy analy-

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Evolution of Project Management: A Perspective

With increased development and advancement locally and internationally, success and profitability are paramount to investors. Investing time, money and labour require a well defined but flexible system to achieve a pre-determined strategic plan. This has given prominence to Project Management which in recent years has been remodelled to meet the needs and demands of technology and the changing nature of investments. Investors and funding agencies are looking for value in return for money spent. There is a greater demand for accountability and quality with respect to resources invested. The output must be reflective of the input.

Project Management was not given great prominence in the 70's and 80's but with the advent of large-scale projects, globalisation and the demand for accountability, it has been reshaped to meet the expectations of investors. It gives a definite structure to projects with identifiable stages and sequences although there is total integration.

Monitoring and control become manageable as adjustments are made in an integrated manner and not in isolation.

Projects are frequently affected by concerns for duration, budget and quality but these essential attributes

can be identified and modifications made in a holistic manner giving cohesiveness. Every aspect of a project requires knowledge, skills, tools and techniques to meet set goals. Knowing and understanding a project makes managing it easier, therefore, the theoretical perceptive helps in focusing and directing the project to a successful completion. With colleges, universities and other institutions now providing courses in Project Management, the awareness of its benefits and importance has been encouraging. With the advent of the internationally recognised Project Management Professional (PMP) course, many companies and countries have re-energised their skills and knowledge to meet the demand for quality and accountability. The processes of initiating, planning, executing, controlling and closure determine the degree of success of a project. Understanding is the key to management. Many companies and organisations are promoting retraining and they are hiring recently trained Project Managers to maximise the use of modern perspectives.

The universality of the principles of Project Management makes it adaptable to any environment- physical, social cultural and economic. Developed, developing and underdeveloping countries are utilising every aspect, even in the most difficult environment. We have seen major projects in China, Middle East and Brazil being completed successfully with great ease and to the satisfaction of all stakeholders. Traditional businesses and organisations are adapting identifiable principles to give greater efficiency to their operation. 'Life Management' skills are being enhanced with adaptable tenets of Project Management. Many have adapted Project Management knowledge and practices in time, risk, and cost and communication management. These practices give effectiveness and greater control to personal and organisational routines.

The adaptable nature of the Project Management reduces many constrains with proper planning, implementation, control and integration. It also integrates and unites the team in the process. The evolution of Project Management has contributed to the progressive nature of our world.

Basdeo Upadhyaya
Contributing Editor

Petitions for H-1B Visas rar outnumber those available

U.S. Citizenship and Immigration Services (USCIS) has reported that it received nearly 163,000 H-1B work visa petitions during the filing period that ended on April 7, 2008, nearly double the number available for the fiscal year beginning October 1, 2008.

The number of H-1B work visas available is capped at 65,000 per year. However, another 20,000 of the temporary work visas are available annually under an exemption for foreign workers who have a U.S.-earned master's or higher degree. More than 31,200 of those petitions that USCIS received were for the advanced degree category.

USCIS says that it expects to conduct the computer-generated random selection process next week, beginning with the selection of the 20,000 petitions under the advanced degree exemption. Those petitions not selected under the advanced degree category will join the random selection process for the cap-subject 65,000 limit.

The H-1B visa program allows companies to employ foreign workers in specialty occupations that require theoretical or technical expertise in a specialized field, such as scientists, engineers, or computer programmers.

The filing season for fiscal year 2009 (start date of October 1, 2008) began on April 1 and ended on April 7, when USCIS announced it had received enough petitions to meet the cap.

Canadian Unemployment Rate at 6.0%

Statistics Canada reports that the unemployment rate rose to 6.0% in March even though employment rose by an estimated 15,000 over the month. The participation rate to 68.0% - the highest ever..

Only Alberta and British Columbia registered significant jobs growth during the month.

Seasonally adjusted, unemployment rates vary from 12.6% (Newfoundland and Labrador) to 3.4% (Alberta).

Rates for all the provinces were (previous month in brackets):

- Newfoundland and Labrador 12.6% (13.1%)
- Prince Edward Island 10.4% (10.0%)
- Nova Scotia 7.9% (7.7%)
- New Brunswick 8.5% (8.1%)
- Quebec 7.3% (7.0%)
- Ontario 6.4% (6.1%)
- Manitoba 4.3% (4.2%)
- Saskatchewan 4.1% (4.1%)
- Alberta 3.4% (3.5%)
- British Columbia 4.3% (4.1%)

Commenting on the employment figures, Ken Georgetti, president of the Canadian Labour Congress said:

"Growth in job creation is slowing down, the gap is widening between the two westernmost provinces and the rest of the country, the new jobs are all part-time: the employment situation in Canada needs more attention than it now gets from the federal government.

"Clearly, the losses in central Canada and overall reduction in employment growth show that the recession in the US is being felt in Canada. Does our government have a plan to protect Canadian working families from a continuing slowdown? The labour movement has practical proposals to address sustained creation of good jobs and they will be central in the debates at our triennial convention next month in Toronto."

CLC Chief Economist Andrew Jackson provided the following analysis:

- Today's labour force numbers give clear evidence that the US recession is now spilling over into Canada, especially in Ontario, Quebec and the Maritimes. Nationally, the unemployment rate rose from 5.8% to 6.0% in March as total employment rose by just 15,000. However, in the two largest provinces, the picture was far worse. Ontario lost 25,000 full-time jobs and the unemployment rate rose from 6.1% to 6.4%. Quebec lost 22,000 full-time jobs, and the unemployment rate jumped from 7.0% to 7.3%. These are big changes for a single month. The Maritime provinces also showed signs of growing weakness.
- Almost all of the job gains were in BC and Alberta. And, at the national level, it was only strong growth of part-time jobs (up 34,000) which kept the unemployment rate from rising more than it did.
- We lost another 9,400 manufacturing jobs in March and full-time employment among youth fell by 24,000.
- The seriously weakening job market in central and eastern Canada underlines the need for a comprehensive national jobs strategy - which will be the subject of debate at next month's CLC national convention.

Government of Canada congratulates Mission Community Skills Centre Society on project to assist unemployed older workers

Mr. Ed Fast, Member of Parliament for Abbotsford, and Mr. Randy Kamp, Member of Parliament for Pitt Meadows-Maple Ridge-Mission, on behalf of the Honourable Monte Solberg, Minister of Human Resources and Social Development, congratulated the Mission Community Skills Centre Society on the approval of its project to help 75 unemployed older workers to retrain for new careers.

"The Government of Canada is committed to creating the best-educated, most-skilled and most flexible work force in the world, and that work force includes older workers," said Mr. Fast. "That is why we're proudly investing in the Working Beyond project, which we expect to benefit up to 75 unemployed older workers from the Abbotsford area, including Mission, Langley, and Maple Ridge, and specifically help former workers from the processing and manufacturing industries."

The Society will receive up to $792,444 ($665,653 from the Government of Canada, and $126,791 from British Columbia's Ministry of Economic Development) to deliver a project carried out under the Targeted Initiative for Older Workers. The Working Beyond project will provide employment assistance services, as well as a combination of other activities such as specific skills training based upon labour market demands, work experience, and assistance to become self-employed.

This investment is made possible through the two-year $9.7-million Canada-British Columbia Agreement on Targeted Initiative for Older Workers, signed in July 2007.

The Initiative helps workers aged 55 to 64 who have lost their jobs get the training they need to get back into the work force. Eligible workers include those who live in areas of high unemployment and/or single industry communities that have been affected by a plant closure.

In Budget 2008, the Government of Canada provided an additional $90 million to extend the Targeted Initiative for Older Workers until March 2012. This is above the original $70-million investment the federal government made to launch this initiative in Budget 2006.

Casino Windsor workers ratify new agreement, avoiding strike

The 2,800 workers at Casino Windsor have overwhelmingly ratified a new collective agreement by 84 per cent during meetings this afternoon and this evening.

The workers are represented by CAW Local 444 and are employed in more than 100 job classifications in the casino ranging from porters and security personnel to cashiers and dealers.

The new agreement includes no concessions or rollbacks, despite many demands that were made of the workers. The three-year agreement includes improvements in benefits, paid vacation, a wage increase in the third year and a signing bonus for all workers (full time, part time and those on probation).

"Local 444 is now looking forward to a new expansion, including the new entertainment centre and the re-branding of the casino under the Caesars name, all of which will give us a chance to enhance job security for our members," said Ken Lewenza, president of CAW Local 444.

Top CHRP achievers recognized across Canada

The Canadian Council of Human Resources Associations (CCHRA) is proud to introduce the human resources practitioners who recently achieved the designation of Certified Human Resources Professional (CHRP) under the National Professional Practice Assessment™.

Those who achieved top marks on the October 2007 exams in each province will receive the Award for Human Resources Excellence, from the global human resources services company Hewitt Associates.

"We are pleased to congratulate these top achievers, who join 17,000 CHRPs, having achieved the National symbol of excellence in human resources management," said Merrill Brinton, President of CCHRA.

The top scorers nationwide are:

Alberta	Mark Coates
British Columbia	Jolie Wist Peggy Zock Human Resources Manager, Restoration Services
Manitoba	Jill Watt Manager, People Development, Cando Contracting Ltd.
Ontario	Christina S. Lee
Quebec	Véronique Emond
New Brunswick	Philip Roach Director, Corporate Human Resources, Irving Group, Moncton
Newfoundland & Labrador	Tracey J. Birmingham Human Resources Advisor, Rogers Cable
Nova Scotia & PEI	Wendy R. MacIntyre
Saskatchewan	Jackie Swinnerton Public Service Commission

The Government of Canada encourages Canadians to take a stand against Racial Discrimination in the Workplace

The Honourable Jean-Pierre Blackburn, Minister of Labour and Minister of the Economic Development Agency of Canada for the Regions of Quebec, visited Halifax to meet with community groups and stakeholders to promote the Government of Canada's commitment to creating racism-free workplaces.

"As Canadians we expect more-more of ourselves and more of our society. We all have a responsibility-as workers, as employers and as citizens-to take a stand against racial discrimination," said Minister Blackburn. "Providing equal access to employment opportunities makes Canada a more diverse country than ever before, and we are richer for the experience."

The Minister of Labour is responsible for the Employment Equity Act. The purpose of this Act is to remove employment barriers faced by women, persons with disabilities, Aboriginal peoples and members of visible minorities. Implementation of the Act, and initiatives such as the Racism-Free Workplace Strategy, strive to create workplaces where competence and qualifications are the most important criteria for employment, retention and advancement in the workplace.

Minister Blackburn delivered a speech to the Millbrook Band and participated in an interactive lecture at Saint-Mary's University on the elimination of racism. He also met with his provincial counter-part, the Honourable Mark Parent, as well as with the Lieutenant Governor of Nova Scotia, the Honourable Mayann E. Francis.

Group Benefits management: Frustration and Passion

By Richard Sirois

When I accepted to write a monthly paper for HRWorld, I was driven by the objectives of the editor to educate and assist HR manager better understand the Group Insurance and Employee Benefits pains but mostly to help them find solutions.

Every month I will share my frustration with the current industry business model as well as my passion in trying to make it better. My frustrations with the management inefficiency comes from 10 years of being an insurance broker (1970-80) and the following 28 as a head of a software firm dedicated exclusively to changing the way we look and work within this industry. My passion, and we need lots of that to enjoy working within this industry for 38 years, is based on the fact that over the years we were able to make some slow but decisive paradigm shift. My current drive is based on my feeling that in the next 5 to 10 years we will see a total reinvention of the way we manage benefits.

The IBM Institute for Business Value Study wrote a report titled « Insurance 2020: Innovating beyond old models », dated May 23rd 2006, presenting the ideal model for managing insurance benefits.

This report defines very clearly a new COLLABORATIVE, OPEN, CLIENT CENTRIC, WEB model that will allow major simplification of processes and cost reduction. They foresee that by year 2020 the industry will have moved into this new model. We fully endorse their conclusions and vision as we came to the same back in 2000. We will discuss this report further next month as well as explore HOW YOU can benefit and gain from this implementation.

The Group Benefit current management model is very complex. (Too complex!)

It started as a simple plan to share the cost of health services for a group of individual around a common sponsor. These sponsors where first major employers who wanted to minimize the financial strain of health services provided to their employees. The program was simple and straight forward: nothing gain nothing lost. The costs of benefits were shared amongst the employees and the employers.

Then it started to take a life of its own. Insurance companies (Carriers) saw an opportunity to extend these services to a larger audience. Independent advisor and/or actuary where called in to assist the sponsor in selecting the right product making certain that the pricing was fair. To do so, the advisor requested proposal to various carriers, compiled the complex data of the offering and then made suggestions to sponsors.

Quickly the tax men came into the picture and defined new laws making certain employers benefits contributions taxable to the employee while providing deductibility to employees for some of their expenses. Sponsor needed to define then collect the employee contributions and provide the government with the detailed contribution to ease the tax management. These calculations are very complex and subject to E&O. Some of these activities and information were shared with the payroll or HR system.

The industry grew to incorporate new organizations, more complex products and facilitators that provided specialised services such as Electronic Drug and Dental adjudication, Employee Assistance Program and more. Health services and product providers as well as some claimants needed to be controlled as this huge industry provided great fraud opportunities.

When we put all of these into perspective we realize that we have a complex web of participants trying to interact together. Roughly we could estimate some 20-50 carriers, 5,000 advisors/actuaries, 125,000 enterprises, hundreds of payroll or HR system, hundred of thousand of health service providers and some 15,000,000 insured.

The problem compounds because each of these participants operates in silos and most of them reinvent their own electronic processes. Most manages independent data bases and use different formats and methods to share information. To make things even worst some are based on OLD legacy technologies that are stretch to the limit and cannot adapt to the new realities.

When we understand that most participants will be managing the same basic information, it is easy to see direct impacts of this inefficient model:

- same data manipulated many time in the various data base,
- useless human intervention create risk of E&O,
- complexity in sharing information,
- difficulty in accessing the right information,
- repetitive technology cost

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Group Benefits management: Frustration and Passion

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to reinvent the same non distinctive tools,

- etc.

If we want to tag a managing cost for this current model we can estimate it to be between 18 and 40% of premiums. Using a median 25% of annual Canadian premium of $25 Billions this mean over 6B$ are spent every year for management only. This represents some $200 to $500 per insured every year.

Should you need further explanation of the useless pain of this model, please go to the following URL web link:

http://www.c-surance.ca/C-SURANCE/newsletter_nov04_en/index.asp?c=1

You will enjoy the analogy of TODAYS Group benefit management model to the fictional break up of financial card standard. The November 2004 news letter Special issue titled:

WHAT BANKS DON'T WANT TO TELL YOU!.

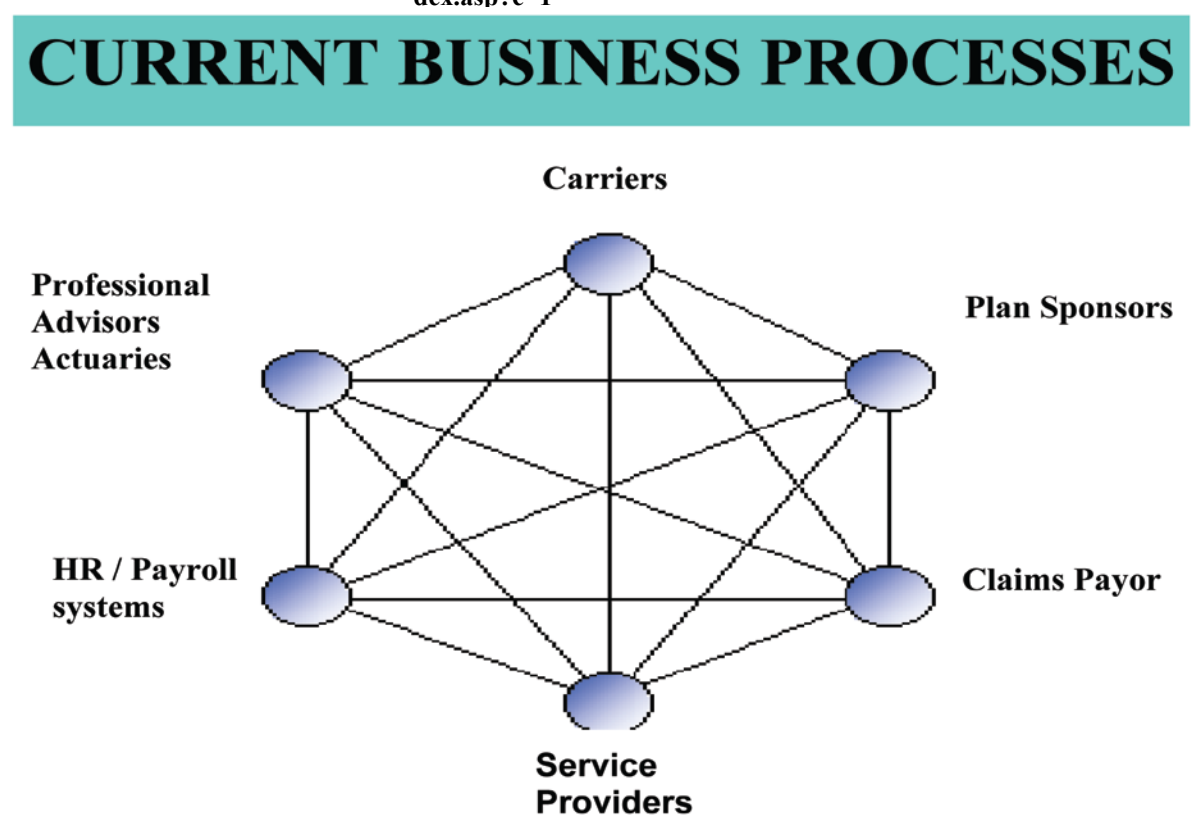
Provide 4 graphics articles that are meant to be shocking only to insure grasping the reality of the model:

2010 will mark the end of Financial Cards

CitiGroup & HSBC's offers will even have James Bond running scare

"Canadian Banks choose their weapons."

Insurance: Save $200 annually in managing cost for each employee



It is easy to see why this model is totally inefficient and must be replaced. It is clear to me that a new COLLABORATIVE CLIENT CENTRIC WEB model could allow to recuperate some 50% of these expenses.

Next month we will be exploring the IBM new COLLABORATIVE, OPEN, CLIENT CENTRIC, WEB model that will allow major simplification of processes and cost reduction. The solution is evident and obvious. Unless you enjoy footing the bill of this inefficiency YOU, the HR professional, will certainly want to get involved,.

In the following issues we will get into more specific subjects such as:

- Sponsors' daily pains in managing employee benefits. The risk of E&O associated with management. We will explore the employer/employee contributions and synchronization with carriers and payroll HR system. Do you have the right tools?
- Selecting an advisor/actuary. Is you professional looking after you and providing you the right services?
- What to look for when going to market. Getting the best values, renewal conditions and market trends,
- Self administration, ASO and self funding using a carrier, a TPA or access WEB management tools.

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www.C-surance.ca
Specialist in process optimisation, C-surance.ca provides WEB tools to simplify process and reduce cost of managing Group Insurance and Employee Benefits.
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Survey: HR Prossupport Proposed FMLA Changes

Human resource professionals support recently proposed regulations covering the Family and Medical Leave Act (FMLA), according to a survey by WorldatWork.

In February, the Department of Labor published a proposal with new FMLA regulations addressing notice requirements for employers and employees, medical certification, the definition of serious health condition, nonconsecutive periods of service, joint-employer coverage, and other topics.

The survey found that HR professionals generally welcome proposed changes that could ease some of the administrative burden that FMLA creates within their companies. The proposed change that ranked highest among respondents was the requirement to give advance notice for non-emergency, foreseeable leaves. Ninety-five percent of respondents supported the proposed change, with 72 percent of all respondents saying they "strongly agree" that the change should be made.

In the proposal, the department said that absent emergency situations, where an employee becomes aware

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A Whack Up 'Long Side The Head Of Human Resources: The Leadership Imperative

By Brent Filson

When we perceive the simple center in the seemingly complex, we can change our world in powerful new ways.

Albert Einstein perceived the simple E=MC2 in the complexities of physical reality and changed the history of the 20th century.

Big Daddy Lipscomb, the Baltimore Colts 300 pound all-pro tackle in the 1960s perceived the simple center of what was perceived to be the complex game of football. "I just wade into players," he said, "until I come to the one with the ball. Him I keep!" — and changed the way the game was played.

Likewise, human resources, despite its complex activities, should have a fundamentally simple mission, yet it is a mission that is being neglected by many HR professionals. I call that mission the Leadership Imperative — helping the organization recruit, retain, and develop good leaders.

Clearly, without good leaders, few organizations can thrive over the long run. What characterizes a good leader? A good leader consistently gets results — in ethical and motivational ways. Because they interact with all business functions and usually provide education and training for those functions, human resource professionals should be focused primarily on recruiting, retaining, and developing leaders that get results. Any other focus is a footnote.

Yet working with human resource leaders in a variety of companies for the past two decades, I find that many of them are stumbling. Caught up in the tempests of downsizing, compliance demands, acquisitions, mergers, and reorganizations, they are engaged in activities that have little to do with their central mission. Ignoring or at least giving short shrift to the Leadership Imperative, they are too often viewed, especially by line leaders, as carrying out sideline endeavors.

Many HR leaders have nobody to blame for this situation but themselves. By neglecting the Imperative, they themselves have chosen to be sideline participants.

Here is a three-step action plan to get the HR function off the sidelines and into the thick of the game.

Recognize. Link. Execute.

Before I elaborate each step, let me define leadership as it ought to be. For your misunderstanding leadership will thwart you in applying the Imperative.

The word "leadership" comes from old Norse word-root meaning "to make go." Indeed, leadership is about making things go — making people go, making organizations go. But the misunderstanding comes in when leaders fail to understand who actually makes what go. Leaders often believe that they themselves must make things go, that if people must go from point A to point B, let's say, that they must order them to go. But order leadership founders today in fast-changing, highly competitive markets.

In this environment, a new kind of leadership must be cultivated — leadership that aims not to order others to go from point A to point B — but instead that aims to motivate them to want take the leadership in going from A to B.

That "getting others to lead others" is what leadership today should be about. And it is what we should inculcate in our clients. We must challenge them to lead, lead for results with this principle in mind, and accept nothing else from them but this leadership.

Furthermore, leadership today must be universal. To compete successfully in highly competitive, fast changing markets, organizations must be made up of employees who are all leaders in some way. All of us have leadership challenges thrust upon us many times daily. In the very moment that we are trying to persuade somebody to take action, we are a leader — even if that person we are trying to persuade is our boss. Persuasion is leadership. Furthermore, the most effective way to succeed in any endeavor is to take a leadership position in that endeavor.

The Imperative applies to all employees. Whatever activities you are being challenged to carry out, make the Imperative a lens through which you view those activities. Have your clients recognize that your work on the behalf of their leadership will pay large dividends toward advancing their careers.

Recognize: Recognize that recruiting, retaining, and developing good leaders ranks with earnings growth (or with nonprofit organizations: mission) in terms of being an organizational necessity. So most of your activities must be in some way tied to the Imperative.

For instance: HR executive directors who want to develop courses for enhancing the speaking abilities of their companies' leaders often blunder in the design phase. Not recognizing the Leadership Imperative, they err by describing them as "presentation courses." Instead, if they were guided by the Imperative, they would offer courses on "leadership talks." There is a big difference between presentations and leadership talks. Presentations communicate information. Presentation courses are a dime a dozen. But leadership talks motivate people to believe in you and follow you. Leaders must speak many times daily — to individuals or groups in a variety of settings. When you provide courses to help them learn practical ways for delivering effective talks, to have them speak better so that they can lead better, you are benefitting their job performance and their careers.

Today, in most organizations, the presentation is the conventional method of communication. But when you make the leadership talk the key method by instituting "talk" courses and monitoring and evaluation systems broadly and deeply within the organization, you will help make your company more effective and efficient.

Link: Though such recognition is the first step in getting off the sidelines, it won't get you into the game. To get into the center of things, you must link your activities with results. Not your results — their results.

Clearly, your clients are being challenged to get results: sales' closes, operations efficiencies, productivity advances, etc. Some results are crucial. But other results are absolutely indispensable. Your job is to help your clients achieve their results, especially the indispensable results. You must be their "results partner." Furthermore, you must help them get sizable increases in those results. The results that they get with your help should be more than the results that they would have gotten without your help.

For instance, when developing company-wide objectives for leadership talks, you should not aim to have participants win a speaking "beauty contests" but instead to speak so that they motivate others to get increases in measured results. When you change the focus of the courses from speaking appearance to the reality of results, you change the participants' view of and commitment to the courses and also their view of and commitment to you in providing those courses. So have the participants define their indispensable results and link the principles and processes they learned in the course to getting measured increases in those results.

Execute: It's not enough to recognize. It's not enough to link. You must execute. "Execute" comes from a Latin root exsequi meaning "to follow continuously and vigorously to the end or even to 'the grave.'" Let's capture if not the letter at least the spirit of this lively root by insuring that your activities on behalf of your clients are well "executed," that they are carried out vigorously and continuously in their daily work throughout their careers. If those activities are helping them get results, you are truly their "results partner."

For instance, in regard to the leadership talk courses, HR professionals can lead an "initiative approach." At the conclusion of the course, each participant selects an initiative to institute back on the job. The aim of each initiative is to get sizable increases in their indispensable results by using the principles and processes that they learned.

The initiatives and their results should be concrete and measurable, such as productivity gains, increases in sales, operations efficiencies, and reduced cycle times.

The participants should be challenged to get increases in results above and beyond what they would have gotten without having taken the course. They should be challenged to get those increases within a mutually agreed upon time, such as quarterly reports.

In fact, if the participants don't achieve an increase in results that translates to at least ten times what the course costs, they should get their money back.

Don't stop there. Getting an increase in results is not the end of the course, it should be the beginning — the beginning of a new phase of getting results, the stepping up phase. The more results participants achieve, the more opportunities they have created to achieve even more results. The leadership talk course should have methods for instituting results' step-ups.

One such method can be a quarterly leadership-talk round table. Participants who graduate from the course meet once a quarter to discuss the results they have gotten and provide best practices for getting more. Human resources should organize, direct and facilitate the round tables. In this way, the results the leaders are getting should increase quarter after quarter.

When HR professionals promote such leadership talk courses, courses that are linked to getting increases in indispensable results and that come with the "results guarantee," those professionals are truly seen as results partners in their organizations.

I have used the leadership talk as an example of how you can greatly enhance your contributions to the company by applying the Leadership Imperative. Don't just apply the Imperative to such courses alone. Apply it to whatever challenge confronts you.

When you recognize how that challenge can be met through the Imperative, when you link the challenge to getting increases in measured results, and when you execute for results, you can transform your function.

You don't have to be as distinguished as Einstein or as awesome as Big Daddy Lipscomb, but you will in your individual way perceive the simple, powerful center of things. You'll be in the thick of the most important game your company is playing — helping change your world and the world of your clients.

Motivating your Employees

Q: I'm noticing my employees seem to waste a lot of time on personal calls and emails during the day. How can I motivate them to take an active interest in the success of my business?

A: If de-motivation is running rampant in your company, you know it's time to make some changes. Unfortunately, there is no quick fix for motivation because, over the long term, people need to motivate themselves. There are, however, several things you can do to create a motivating environment. Consider the following ways you can offer your people inspirational goals that will help propel them forward in the process of motivating themselves.

Supercharge your environment

First, take a step back. It's time for a brief evaluation of your business environment- also know as your corporate culture. Ask yourself, honestly, does your business offer a motivating atmosphere? What's it like at your office? Do people hit the ground running on Monday mornings, or do they live for the weekends? The working environment you have created has a greater impact on productivity than you may realize.

The way your people view and engage with their working environment says a lot about your corporate culture. If your culture has evolved through happenstance, which many do, then it's less likely to be motivating than a culture that has been purposefully cultivated. But this is good news because it means there are steps you can take to foster an atmosphere that brings out the best in your employees.

First, you need to consider everything from your office décor (the Red Bull offices in London have a slide going from one floor to the next) to your meeting schedules (1-800-Got-Junk? holds a daily, "morning huddle" at their Vancouver headquarters). These seemingly minute details can actually significantly impact your environment, and thus the way your people are motivated to work.

Involve your employees in decision making

Next, take the time to consider ways to involve your employees in decisions that affect them. Your employees don't just want a job; they want to be part of something more. So let them. It's a win-win scenario for everybody. Your employees win because their work becomes fulfilling and the company wins because it benefits from the contributions of more than just those at the top of the organizational chart.

Part of inspiring people means you need to make sure you share your plans for the future with them. And you need to give people the opportunity to be involved in the process. Keeping your employees in the dark about your long-term corporate goals is a sure-fire way to kill your company's potential.

Encourage contribution

Independent thought, creativity and initiative should always be encouraged. You need to implement systems that will foster these attributes in your employees. At Wardell, we have a weekly meeting to discuss our progress as a company. Everyone is expected to participate and contribute. For example, one of our agenda items asks each consultant to teach something of value to the rest of the group. Not every idea is going to be as helpful as the next one, but by encouraging this type of "teaching environment", we keep everyone growing in the right direction and, more importantly, invested in the process.

Reward your employees

Bonuses are an effective tool for rewarding your employees for a job well done. Whether you offer company shares, options, a bonus based on clearly defined goals, a percentage of your margin, or a percentage of your profit, your goal is to support your employees' feeling of ownership for their work. If you want your employees to feel motivated, it is essential that they feel empowered to affect its outcome.

I suggest you offer varied and interesting benefits. Benefits, unlike bonuses, form part of an employee's compensation package. Certainly, standard benefits such as medical and dental insurance can be part of the package, but think outside the box as well. For example, perhaps you can negotiate a discount for your employees at a local fitness club or restaurant. One of our clients has even negotiated a discount for his employees at a local golf course.

Say thank you

And finally, thank your employees for a job well done. For a hard working, dedicated employee little is more important than genuine appreciation. Show them that you notice how hard they work and they'll go to the mat for you each and every time. Never underestimate the value of a "thank you". If your employees don't feel appreciated, they'll leave as soon as someone offers them more money, but if they really love their job, it will take more than a few dollars to lure them away.

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Young Men Struggle with Work-Life Balance Too

By Julie Christiansen

Common stereotypes dictate that women in the workplace struggle with issues of work-life balance resulting in higher incidences of stress-related absences and lower productivity in the female workplace. New research from the Shepell.fgi Research Group reveals that in fact, more men are seeking support for marital and relationship issues than women. Younger employees, between the ages of 20-39 years old, are also more likely to seek support.

The report entitled, 'Till Stress Do Us Part: An EAP's Perspective on Marital/Relationship Issues,' released in February showed that 23 percent of men who accessed EAP services did so to get support for issues related to their personal relationships. Only 18 percent of women who accessed EAP services did so for the same problem. This means, that despite traditional stereotyping, men are 30% more likely and willing to express concerns and to work at resolving serious relationship issues.

The study further revealed that when personal relationship issues are addressed effectively, employers could reduce absenteeism by up to 6.5% and potentially save $1 billion per year in direct costs. Considering that stress-related absences and illness cost Canadian employers up to $35 billion dollars per year, this aspect of human resource management can no longer be ignored; especially when employees who are struggling to balance work and family are almost 7 times more likely to leave their jobs to try and regain control of their personal lives.

Most certainly employers shouldn't assume that women are the only ones that are challenged with balancing work and family. Organizations must recognize that employees, regardless of gender, are experiencing stress. The secret to business efficiency lies in understanding the link between stress, mental health, and productivity, and putting practices into place to reduce workplace stressors. If employers do not see their human resources as whole people who work to live rather than live to work, they will end up paying for their employees' inability to cope with the stress of work and life.

Smart employers will endeavour to assist their employees with finding ways to promote healthy relationships, both at work and at home; the end result will be a happier, healthier, and more efficiently run workplace.

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Survey: HR Pros support... *Contd. from page 6*

of a need for FMLA leave less than 30 days in advance, the department expects that it will be practicable for the employee to provide notice of the need for leave either the same day (if the employee becomes aware of the need for leave during work hours) or the next business day (if the employee becomes aware of the need for leave after work hours).

The WorldatWork survey found that 49 percent of intermittent FMLA absences are scheduled, but most intermittent leave users (81 percent) are providing no more than a 24-hour notice, and over half give notice the day of the absence or even later. Survey respondents said that suspected employee abuse is their number one concern about intermittent FMLA leave.

The department's FMLA proposal also covers the procedures employees use to request leave.

The department is proposing that "absent unusual circumstances, employees may be required to follow established call-in procedures (except one that imposes a more stringent timing requirement than the regulations provide), and failure to properly notify employers of absences may cause a delay or denial of FMLA protections. Unusual circumstances would include situations such as when an employee is hospitalized and his/her spouse calls the supervisor to report the absence, unaware that the attendance policy requires that the human resources department be called instead of the supervisor."

In the WorldatWork survey, the second through fifth most popular proposed changes were:

Allow employers to require a fitness-for-duty certificate after return from intermittent leave to jobs that could endanger themselves or others or that they may be unable to perform.

Employers could require annual medical certification when condition lasts more than one year.

Allow employers request for recertification of an ongoing condition every six months, with an absence.

Lengthen eligibility and designation notice requirements to five business days.

Measuring Change with the Golden Rule

By Peter de Jager

The Golden Rule is ancient, short, sweet and to the point. "Do unto others, as you would have them do unto you." There's not much there, it won't fill up the proverbial yellow binder, and it's rather difficult to wrap a week long (expensive) seminar around the concept.

For all its brevity and simplicity, the Golden Rule has weight, and if diligently followed, it's a constant and reliable moral compass. It's also a succinct guide to good corporate governance and good people management.

Adhere to the Golden Rule, and deceit becomes impossible. Obey it, and the notion of keeping two sets of books is inconceivable. Follow the Golden Rule, and ask others to monitor our actions against that rule, and the Sarbanes-Oxley structure of checks and balances become superfluous.

What does any of this have to do with Managing Change? Test the old management jest - "Do as I say, and not as I do" against the Golden Rule -" and then ask which one best describes how organizations typically manage Change. Also ask which one would make a more effective Change Management strategy.

Here's an observation which will serve as the starting point for the application of the Golden Rule to Change Management.

All of us embrace Change, once we decide it is necessary.

I'm well aware that in some sense, this is an obviously true statement, but just because it's "obviously true" doesn't mean it's without value. There are four important components to this observation.

1) All of us embrace Change once **we** decide it is necessary to do so.

The decision to change is one we make inside our own heads, it is personal, and a precondition of true acceptance. At some point we have to decide this is the right thing for us to do.

2) All of us embrace Change once we **decide** it is necessary to do so.

We follow a decision making process. We do not randomly change what we've been doing. We need a reason to stop doing what we're doing and do something new. We are rational beings and don't act randomly.

3) All of us embrace Change once we decide it is necessary to do so.

It's not sufficient for us that a Change be possible - it is a requirement that we deem it **necessary** for some reason.

And then there is the component which brings the Golden Rule into play.

4) **All of us** embrace Change once we decide it is necessary.

The first three components define how we as individuals decide to Change.

This last component is the 'not so subtle' reminder that everyone decides to embrace Change in the same way.

The reciprocity of the Golden Rule is mandatory if our objective is for people to Change with a minimum of resistance. We could restate the Golden Rule one more time to accommodate the issue of Change Management.

The Golden Rule of Change Management

Allow others to Change, as you would have others allow you to Change.

Here's a little test. List all people in your organization who willingly embrace Change without a reason.

How did you do? How long is your list? Based upon my experiences, such people don't exist. We all need reason to Change.

Yet… despite the reality of how individuals choose to change, we tend to manage the Change process as if how they naturally decide to change, is irrelevant.

Consider the concept of "Buy-in", usually used in the context of: "How do we get them to 'buy-into' the new 'X'" where 'X' is anything from a new accounting system, a re-organization, relocation, to a new sales commission scheme.

The correct answer is to allow everyone access to the same information that enabled the proponents of this Change to decide for themselves that this Change is necessary. In other words, to allow others to decide to Change as we allowed ourselves to decide to Change.

The wrong answer, and unfortunately the most commonly used one, is to try and sell the 'solution', without ever defining what the problem was. This circumvents the three components of the observation, "All of us embrace Change once we1 decide2 it is necessary3."

The Golden Rule of Change, would seem to suggest that the way to smoother Change Management is, to the best of our ability, to allow everyone to decide for themselves that the Change is necessary.

Management's fear seems to be two fold…

1) We can't afford the time to allow for everyone to come to their own decision

2) What if they don't agree with our conclusion?

The answer to the first objection is that the time lost in deciding, is less than the time lost to overcome the resistance generated when Change is mandated.

The second objection is more interesting. It means that Management either lacks confidence in the accuracy of their decision or in the ability of their staff to reason as well as management.

To accommodate those fears, we demand that others change in a manner contrary to how we choose for ourselves to Change. In other words… do as we say, not as we do.

McMaster awarded... *Contd. from page 1*

sis and clinical health sciences to improve the empirical basis of health human resources planning and forecasting."

The Chair in Health Human Resources is part of an Ontario government initiative launched in 2005 to provide the Council of Ontario Universities with the means to create research chairs in key areas of public policy.

McMaster's successful proposal to host the chair will build on its established reputation as a leading health-research university, and its commitment to an interdisciplinary, collaborative research approach.

The chair's efforts will be supported by a variety of existing initiatives and research centres at the University, including Collaborations for Health, which is building capacity in interdisciplinary research across McMaster.

Working Canadians give employers a "B" grade in year-end performance review: RBC study

Survey notes few "A"s as many Canadians happy about their job

Working Canadians gave their employers a passing grade in a year-end performance review that netted out four times as many B's and C's than it did As. This is according to a new workplace study from RBC which shows that while Canadians are just as satisfied with their jobs as they were in 1998, the percentage of "very satisfied" working Canadians has dropped substantially.

The RBC Survey, conducted by Ipsos Reid and titled The Competition for Canadian Talent, shows when it comes to grading their employers overall as a place to work, Canadians are stingy with the marks, with fewer than one in five workers (18 per cent) handing out an "A" grade. Forty-three per cent handed out "B" grades while 28 per cent think their employers are simply average "C"s. Fewer than one in ten (8 per cent) think their workplaces are worthy of no more than a "D" overall, while three per cent offered up a failing grade.

"A report card full of Bs and Cs generally indicates a need for improvement and this one isn't any different," said Christianne Paris, RBC's vice-president, Recruitment and Learning. "Employers committed to being successful are going to have to work harder and do better to attract and retain valued employees in the current competitive landscape."

According to the survey, almost nine in ten (86 per cent) Canadians are satisfied with their jobs, but only one-third (36 per cent) say they are very satisfied. This is a significant change from 1998 when RBC last checked the pulse of the Canadian workplace and half (49 per cent) the working population said they were very satisfied with their jobs.

	Very Satisfied	Somewhat Satisfied	Somewhat Dissatisfied	Very Dissatisfied
2007	36%	50%	10%	4%
1998	49%	36%	8%	6%
1997	47%	39%	9%	5%
1996	42%	46%	8%	4%

Those workers who tend to be most satisfied with their jobs are older workers, those in senior management and those earning more than $40,000 a year.

A good number of Canadians are less than happy about their jobs. Only half (51 per cent) of the survey respondents find their work to be challenging and interesting, with 15 per cent going so far as to say they find their jobs extremely boring. Just under half (47 per cent) feel it is getting increasingly difficult to make ends meet and 38 per cent consider their jobs as just a way to make money rather than a career. One-third (32 per cent) simply think there are a lot of good jobs, but no great jobs out there while 28 per cent describe themselves as being in a dead-end job.

Three-quarters (74 per cent) of Canada's working population say it's important to work for an employer whose values are in line with their own, demonstrating that how a company conducts its business also plays a huge role in how people feel about their work and their employer. Also noteworthy is that almost all (87 per cent) agree it is important to love and value the type of work they do and more than half (63 per cent) agree they need to be constantly challenged.

When it comes to personal relationships with their employers, 59 per cent agree they respect their employer, but only half (48 per cent) trust their employers or have a strong sense of loyalty (52 per cent) to them. In fact, if offered a comparable job with more pay somewhere else, 28 per cent would stay where they are. The same percentage (23 per cent) that consider the atmosphere at their workplace to be depressing also think their employers care only about shareholders. Fourteen per cent are concerned about losing their job.

"The competition for working Canadians is already fierce and it will continue to be even more so in the coming years as the baby boomers get closer to retirement age," noted Paris. "Creating inclusive working environments where people of all generations want to work and feel good about their jobs and their workplace is paramount to keeping this country's economy moving ahead at full-steam."

This is the first of a series of surveys on the Canadian workforce conducted for RBC by Ipsos Reid. These are some of the findings of an RBC poll conducted by Ipsos Reid between November 5 and November 15, 2007. The online survey is based on a randomly selected representative sample of 2052 Canadian full and part-time workers. With a representative sample of this size, the results are considered accurate to within ±2.2 percentage points, 19 times out of 20, of what they would have been had the entire adult Canadian population been polled. These data were statistically weighted to ensure the sample's regional and age composition reflects that of the actual employed Canadian population according to the 2006 Census data.

Resources for Health and Safety Training

By Liz McGroarty

What an exciting time to be a health and safety trainer! Remember when the task included handmade flip charts on easels, with hand drawn pictures and charts to illustrate the points? Then we progressed to the same thing on transparencies projected on a pull down screen. The projection now comes attached to the same computer on which we designed the program, for use by a large group or an individual. Even program design has become a lovely challenge with programs like Microsoft PowerPoint, Lotus Freelance Graphics, Adobe Acrobat, and others. They often come with great templates to give your program that "special look and sound", which keeps the viewers interested.

Sourcing training materials is so very easy in the computer age too. Where only reference texts and articles were once cited as the major source of information, we now add websites for further reading and study. However, identifying sources of information is just as important as it ever was, for credibility is even more questionable in this age of computer savvy.

Suppose you want to design a health and safety orientation for your new employees… where would you start? The best place is right at the legislation that applies to your workplace. Have a copy of it ready for reference. A federal workplace would find this on Government of Canada website for the Canada Labour Code: http://laws.justice.gc.ca/en/L-2/index.html Part II relates to Health and Safety, as well as some of the regulations following.

A provincially regulated workplace would find the laws and regulations on each province's website. The Ontario Government website link is to be found under the Ministry of Labour (MOL) -http://www.labour.gov.on.ca/english/index.html. In fact, the Ontario link has an incredible amount of information for new workers, and what to include in the orientation program – find the links down the right side bar. There is even an online program in basic health and safety principles for a reasonable cost, called "Passport to Safety" - http://www.passporttosafety.com/. Nevertheless, you will have to design some of your own company program, and here is Ontario's MOL list of what to include – you can't go wrong following it!

- the organization's safety rules
- emergency procedures for fire evacuation and other emergencies (specific to each location and department)
- what to do if you are injured, first aid locations and procedures (plus a list of First Aiders)
- location of eye wash facilities and other specialized safety equipment, such as deluge showers, including how to use them
- procedures on how to do the job
- how to use protective guards and safety features
- lock-out procedures for powered machinery
- hazardous chemicals, WHMIS training
- how and when to wear personal protective (safety) equipment and how to maintain it (gloves, goggles, masks, hearing protection or head gear)

In a previous article, the Ontario WSIB Work-Well requirements (Section 6.1 in the 2003 revision) were cited and remain another essential element impacting new worker orientation (http://www.wsib.on.ca/wsib/wsibsite.nsf/public/Workwell). There are other things to add, like your organization's efforts to save our environment – purchasing rules, disposal of recyclables and garbage, plus smoking rules, harassment policy and procedures, etc. Much information is there on the Internet for use in your program. Check out the lessons on a variety of health and safety topics at the Canadian Centre for Occupational Health and Safety (CCOHS) – www.ccohs.ca. There is a new segment on Healthy Workplaces - sign up for the newsletters to remain informed.

One of the questions that is often asked: After the orientation, how do I keep the new workers engaged in our safety program? Try:

- weekly meetings to discuss what hazards have been encountered in the workplace that week, and what corrective action was taken to make the workplace safer for all (a 'new pair of eyes' sees much more, and questions should be welcome)
- having everyone bring a safety question to one meeting and drawing for the question that each person has to answer for the next meeting(s)
- presenting a new lesson from CCOHS – like a detail of workplace inspection, or ladder safety, etc.
- inviting one or two new workers to a Joint Health and Safety Committee meeting and publicly praising them for a safety related action you've observed
- having a safety slogan and poster contest with the group secretly voting for the favourite (no identification – only number them, to avoid knowledge about who made the contribution). Award a safety prize, such as a small container of hand sanitizer for home, purse or locker use, or a personal protection kit for giving CPR
- taking digital photos of - a) past hazardous sightings, and b) the resulting corrective action (that way you'll have a library of your own workplace photos to add to your training presentation – a picture saying a thousand words; try to exclude people from any photos you take

Contd. on page 16

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Black Holes and Streamliners

By Ron Lutka

Every specialty requires its own quality and character of practitioner. Those who streamline organizations are no exception. They must possess particular attributes to succeed. Do you have what it takes to streamline organizations?

Streamliners are important to the success of any organization because they work to eradicate black holes from organizations. Black holes are defined as:

An area of an organization where there is, unbeknownst to management, an abundance of undesirable activities or a lack of desirable activities, both of which destroy organizations.

The above definition contains three important characteristics:

1) damage is occurring to the organization;

2) there is an abundance of undesirable activities and lack of desirable activities, not merely an occasional occurrence; and

3) management might or might not be aware of the damage occurring to the organization; however, management is definitely unaware of the root cause of the damage.

To eradicate black holes one must be able to search for and discover black hole-creating items. Black holes have defined character and form and an effective streamliner can locate and then eradicate them, eliminating the damage they cause. Because of the elusive nature of black holes, streamliners must possess certain attributes to be successful. The key attributes are discussed below.

Trainable

There is plenty of room for streamliners to be creative and apply their vast experience and education when helping organizations; however, the area of search and discovery needs to be highly standardized because black hole-creating items are elusive and must be detected before they can be eradicated. Therefore, streamliners must be trainable and willing to follow a proven process. A solid understanding of the nature of black holes, as discussed in my book titled Black Holes in Organizations, will apprise readers of this necessity.

Identifying and eliminating black hole-creating items requires the use of technology, but not in the Information Technology sense of the word. The same known action applied in the same degree to the same situation in the same environment will yield the same result. That is technology. Technology reduces risk and increases predictability. A sound search and discovery technology applied by a well-trained streamliner will unearth numerous black hole-creating items. And finding them is the first step in eradicating them.

Analytical

Streamliners must have analytical abilities. Analytical abilities help the streamliner understand business controls, business processes, spreadsheets, standards, similarities and differences and the interconnectedness between them. For instance, how a problem in purchasing is causing a problem in shipping can be identified and resolved by an analytical mind.

Additionally, analysis is required to identify necessary repairs. After repairs have been performed, analysis is required to understand if the repairs have produced the desired result.

Methodical

Black holes are elusive and it requires a systematic approach to search for and discover black hole-creating items. The application of systematic processes requires that the streamliner be methodical. A precise, methodical approach is also required to repair the damage black holes cause.

Staying within pre-determined guidelines gained from on-site experience will shorten the black hole eradication process and increase the likelihood of success for both the streamliner and the organization.

Focused

Streamliners need to "burn holes" in problems plaguing organizations. If a streamliner cannot remain focused he will not be able to penetrate the organization to a sufficient depth to identify and terminate chronic problems.

Increasing the selling price of products is a solution to low margins or cash flow problems. However, it might only be a temporary solution. The further deterioration of organizational functionality, due to black holes, will continue to increase costs and decrease margins or erode cash flow. Conversely, a focused streamliner might discover the root causes that lead to the problems.

For instance, insufficient dry times could cause lacquered fixtures to blister in the field, which in turn increases returns and reduces margins. Cost reduction opportunities may be missed in shipping if products are improperly loaded and are damaged in transit. An ineffective storehouse stock management system may drive up production costs. If no one collects rent for three months from the company's franchised restaurants, cash flow will suffer.

Time Conscious

The streamlining process involves searching for, then eradicating, numerous failures of basic activities. Basic activities as a class are high in number, detailed, and often repetitive. Locating and eradicating failures requires time and attention. Therefore, of necessity, streamliners must be time conscious and must pay attention to details. They must work hard and minimize idle chatter that eats up valuable search and discovery time or time that can be spent performing repairs.

Management is accustomed to big picture quick fixes, where the impact is readily visible. This is not the nature of eradicating black holes. Black holes are discovered and repaired on a gradient, with smaller gains usually occurring early on and larger gains occurring later in the process. With that in mind, streamliners must be time conscious and work in a diligent manner so the pace of gains meets management's overall expectations.

Persistent

Tracking down the root causes of significant problems plaguing an organization requires persistence—especially when one is unearthing root causes that management is unaware of. Black holes, where many of these root causes reside, are complex balls of confusion. A methodical and persistent approach is the only way to work through issues caused by black holes.

The resolution of deeply-rooted, complex issues requires slogging through the mud with a determined effort. It takes a special breed to be willing to take on this challenge and see it through to completion. Unfortunately, many people give up when persistence is most needed—when they are 95 percent into the issue and need to dig a bit deeper or push a tad harder to solve it.

With knowledge comes responsibility and it falls upon the shoulders of the streamliner to persist until the problem is solved. I am continually surprised at the number of people, at all levels within organizations, who expend intellectual muscle and come close to resolution but fail to complete the task. A streamliner cannot afford to fail. Not resolving deeply rooted problems can break organizations; resolving them can make organizations.

Strong Desire to Help

A strong desire to help is likely the most powerful attribute a streamliner can possess. There may be many forces working against the streamliner that needs to be overcome to eradicate black holes. It is doubtful a streamliner can succeed on a project, let alone as a career streamliner, if he does not possess a strong desire to help.

The desire to help can unleash tremendous abilities in most of us. Many examples exist of people performing heroic feats, such as single-handedly lifting an automobile off a person trapped beneath it or diving into frigid waters to save the occupant trapped inside a van. Streamliners can take extraordinary actions to help executives, departments or organizations. For instance, one streamliner spent most of a cold winter in a non-insulated, rodent-infested barn searching for documents that could save a company. Streamliners might work seventy hours per week to get to the root of problems and to give the executive team a fighting chance to save a company. At the same time, a streamliner might simply point out that a company is loaded with over-the-counter derivatives containing tremendous counter-party risk and which do not have a transparent and liquid market.

All of this is motivated by a strong desire to help. For some, this desire is more than a job. It is a significant facet of life.

Conclusion

The attributes outlined here are powerful, even on their own. Together, in one person, these attributes add up to an effective streamliner. Effective streamliners are an organization's best chance to have implemented a proper search-discovery-repair process leading to the eradication of black holes. And the eradication of black holes will help the organization survive and thrive.

Ron Lutka, CMA, ACIS, P.ADM., CorpS is the president of Corporate Streamlining Company Inc. based in Richmond Hill, Ontario and author of Black Holes in Organizations (www.blackholebook.com). Ron's articles have appeared in Canadian Treasurer magazine, AccountingWorld, and as a feature article in CMA Management magazine and Corporate Governance Quarterly. Ron can be contacted at author@blackholebook.com.

Information Technology Security – Phishing (Part One)

What is phishing, the possible attack scenarios, weaknesses exploited in this type of attack as well as the techniques most frequently used. Moreover, it mentions some of the prevention and defence mechanisms, present and future and finally concludes with statistics on this kind of attacks.

What it is necessary to know...

The reader must be an Internet user having basic knowledge towards its operation and its principles. Moreover, the reader must have a minimum of interest towards information security on the Internet as well as security technologies that are related to it.

Introduction

With the numerical era in full force, the exponential growth of the Internet in all its forms, the many new types of services offered on the Internet (financial, medical, etc.) as well as the unceasingly growing number of amateurs users, it is normal to see changes and adaptations in the techniques used by hackers. These techniques are mainly used in order to cause damage or in order to obtain information capable of compromising the integrity of the Internet as well as the services and the companies which offer them. One of the objectives is also to make a fortune with increasingly clever hacking practices. This article will lean more particularly on a type of attack still relatively unknown to the general public despite the fact that it has been present for a considerable number of years:

Phishing

What is phishing?

Phishing consists of a massive sending of counterfeited emails, commonly called phishing emails, using the identity of a financial institution or a known commercial site in an apparently authentic way. In these counterfeited emails, one asks the recipients to update their banking or personal co-ordinates while clicking on a link towards an illegitimate Website which is usually an identical copy of the institution or company Website. The hacker or cyber criminal who sent the phishing email can then recover this information in order to use them to his advantage.

The English term phishing results from English fishing (fishing) written with a ph, as it is often the case in the hackers' jargon. It refers to the angling and to the ocean of Internet users, in which the hacker tries to trap some fish. As a hook, an email is launched on the Internet until the moment an unsuspecting Internet user opens it.

History: where does it come from, how does it work?

The phishing term takes as a starting point the phreaking term, which is a diminutive of phone and freak. Originally, the phreaking was a type of swindle used in order to benefit from free telephone services especially present at the time of the analog devices (1970's).

The term phishing is believed to have been invented by the hackers who tried to steal AOL accounts. An attacker would pass for a member of the AOL team and send an instantaneous message to a potential victim. This message requested that the victim indicate his/her password in order to verify his/her AOL account or to confirm his/her banking information. After the victim revealed his/her password, the attacker could access the account and use it in malevolent ways, like sending out junk email, i.e. massive communications, in the form of electronic emails, not requested by the recipients being used for advertising or dishonest goals.

Computer criminals today generally use phishing techniques to relieve internet user of their hard earned money. The most popular targets are the online banking services and credit cards as well as sale auction sites such as eBay. The phishing "enthusiasts" usually send emails to the greatest number of users possible in order to reach the greatest number of potential victims.

Typically, sent messages seem to emanate from a company worthy of confidence and are formulated not to alarm the recipient while inviting him to carry out an action of the criminals choosing. An often used approach is to indicate to the victim that his/her account was deactivated due to a problem and that the reactivation will not be possible unless the user follows certain instructions. The message then provides a link which directs the user towards a Web page which is an identical copy of the genuine company's website. Once on this misleading page, the user is invited to enter confidential information which is then captured and recorded by the criminal.

Phishing is therefore a form of electronic identity theft, so called usurpation of identity, which uses social engineering as well as pharming (described below).

- Social engineering is the speciality consisting in obtaining personal and confidential information by exploiting confidence, but sometimes also the ignorance or the credulity of a third party. Social engineering techniques are used to exploit the human factor, which can be regarded as the weakest link of any security system. This term is especially used in computerese to define the methods of hackers who use social engineering respectively to obtain an access to an information processing system or to satisfy their curiosity.
- Pharming is a hacking technique exploiting DNS vulnerabilities to recover a victim's data. This type of phishing makes it possible to steal information after having attracted the victim on a made up Website even if the domain name is correctly seized or posted. Thus, a bank address for example, would no longer point towards the IP address of the server of the bank, but rather towards a fraudulent server.

Certain more recent phishing techniques consist of malevolent software, or malware, which is developed with intent of harming information processing systems. In the case of a phishing attack, the malevolent softwares used are generally key sensors or stored data corrupters. While a key sensor is used to intercept the keys struck using the keyboard and thus to collect passwords and other personal information, the data corrupter are rather used to corrupt the navigation infrastructures data in order to reorient in an automatic way, the users towards fraudulent Websites using a router (proxy) controlled by hackers.

About the author

The author has worked for more than 10 years in The Communications Security Establishment for the federal government of Canada exclusively in the field of the computer security. He has earned a bachelor's degree at the University of Sherbrooke in Computer science. He currently works at Above Security in the Montreal Division (province of Quebec) in a research and development position.

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Above Security's mission consists in supporting its customer with its strategic consulting capabilities (intrusion tests, business continuity, risk management) and its 24/7 managed security services that protect integrity, availability, and confidentiality of corporate data. Visit us at: www.abovesecurity.com.

Absolute Unveils Post-Theft Forensic Auditing Services

Computrace enables organizations to confirm compliance with data privacy regulations on lost and stolen laptops

Absolute® Software Corporation, the leading provider of firmware-based, patented, Computer Theft Recovery, Data Protection and Secure Asset Tracking™ solutions announced new functionality for its online Customer Center. Using new tools added to the online IT asset management portal, organizations can determine whether sensitive information on lost or stolen computers has been accessed by computer criminals. The new service is complemented by the industry's only Theft Recovery Team, a licensed private investigation agency staffed by former law enforcement detectives.

"The ability to track computers off the network, physically recover missing computers and remotely delete sensitive information with the assurance that the data has not been accessed by criminals is essential for true compliance with data protection regulations," said John Livingston, Chairman and CEO of Absolute Software. "In data breach situations, maintaining the trust of stakeholders and valued partners is critical. Our latest Customer Center capabilities provide visibility into the post-theft activities of laptop computers and will allow organizations to prove that they have not only removed sensitive information from a missing computer, but have also determined that the personal information of their stakeholders is safe. Further, if the computer was encrypted, our service will enable an organization to confirm that the encrypted volume or password was not compromised, making it an essential layer of data protection."

Avanti achieves Gold!

Avanti Software Inc. announced it has attained Gold Certified Partner status in the Microsoft Partner Program, recognizing Avanti's expertise and proven ability to meet customers' needs.

Avanti Software Inc. is one of Canada's leading fully integrated Human Resource, Payroll and Time and Attendance software providers. Avanti's integrated, yet modular and customizable approach makes it unique among its competitors.

"It was our commitment to quality, and continuous improvement that led us to pursue the Gold Partnership with Microsoft. The whole thing is about the customer – how can we make our product better and serve our customers better. The support we get from the Microsoft Gold Partnership will be an integral part of our ongoing education and product improvement," said Stephen Habel, Business Development at Avanti Software Inc.

The Microsoft Gold Partnership provides credibility, allowing Avanti to clearly promote its expertise and relationship with Microsoft to our customers. The benefits provided through Gold Certified Partner status will allow Avanti to continue to enhance its offerings and win customers with their deep knowledge of solutions-based Microsoft platform technologies.

Allison Watson, vice president of the Worldwide Partner Sales and Marketing Group at Microsoft Corp. said "[Customers] need to trust in a company that can act as an expert adviser for their long-term strategic technology plans. Microsoft Gold Certified Partners, which have certified expertise and direct training and support from Microsoft. Today, Microsoft recognizes Avanti as a new Gold Certified Partner for demonstrating its expertise providing customer satisfaction using Microsoft products and technology."

Human Resources Management in the Workspace

By Hanif Khaki

How often do you find yourself saying: "I wish I knew how to learn more about this topic"

Well, we were listening! And this article is the result.

Today human resources management is opening up new horizons in many different offices around not only the United States, but the world. The reason for this is simply supply and demand. More savvy business owners –even of smaller companies, have understood the value of hiring professionals with experience working in HR. By doing so, and having HR representatives, companies have learned the importance of solid communication with their workforce

The fact is that Human Resource Management exists just for this purpose –to bridge the gap between staff and upper management. In doing so, compromises have been attained which preclude the need for unions or outside arbitration, and thus provide the services that employees feel is their right to have

A company which is not so progressive, on the other hand, neglects HR and the philosophy that goes with it. The result is, employees abandon any thought of fidelity towards their employer in favor of businesses that reward their service in greater ways. Examples of this begin at the most basic level of appreciation. Certificates of recognition awarded on a monthly, bi-yearly, or even yearly basis, for instance, are all that many employees wish. Now, pay close attention. What you're about to read will help you save hours of frustrating, wasted hunting, and let you hone in on some of the best material on this subject!

Of course, on a more pecuniary basis, more constant raises –whether structured and awarded based on time and/or merit, are always welcomed. Likewise, health benefits are probably the second most important factor, besides these well-earned raises. The HR department is very often responsible for such aspects in the workspace.

Yet, this is only the tip of the iceberg. Surely, the aforementioned has been a part of the American workspace for decades. What staff in HR try to instill are programs and emotional support that make employees feel a part of a winning, caring team –even a family.

This has been actualized by programs such as after-work softball and bowling leagues, on-site day care, free fitness memberships, and even after hours bar hopping and social events with the office staff and the boss. At work, people in HR have implemented office parties where before there were none, office pools, after-hour bingo (for charity or just for fun), and other such activities that create a cohesion within a workforce that makes it extremely difficult for an employee to ever consider leaving. It is just this feeling that managers and owners are looking for and why HR is so important.

This field is open to able-minded people of numerous backgrounds. There is training and certification which is available either in the office or at a local college. A fast growing field, the opportunities are currently expanding rapidly. Not only do people working in Human Resources enrich others, but they also benefit their own well-being in knowing that their job truly makes a difference in others' lives.

Importance of Benefits

By Colleen Clarke

After the economy and the psyches of millions of people started to recover from the recession of the early 1990s, we were warned that never again would the workplace see benefits like it had been experiencing prior to the downturn. The rumors were that your children will never know what a pension is and that early in the new millennium half of the workplace will be contract workers, ergo, workers without benefits.

That being said, employee retention is a much hotter issue today than downsizing. One of the best ways to attract exemplary candidates is to up the benefits, and benefits dont usually pertain to contract workers, so who is getting what?

Robert Half, the accounting and financial recruiting firm, conducted a survey in 2003 to find out which incentives best attract candidates. They repeated the same survey in 2008.

Firstly, understand that by benefits the survey refers to medical coverage: health care, dental and vision. Incentives are different and they refer to: salary, telecommuting, flex time, signing bonuses and vacation days.

So what does keep a workforce happy? A healthy salary has been and probably always will be the number one attraction, as was indicated in the 2003 survey and again in 2008.

Only 1% of the CFOs who answered the survey in 2003 said that benefits

(health care) over incentives, were most effective in attracting strong candidates. By 2008 that figure had changed to 20%. 20% of CFOs said benefits were most important in attracting accounting candidates.

As health care costs rise and government funding decreases, and the population ages, the Baby Boomers are realizing that health benefits are becoming more significant than flex time. The Gen Yers would disagree. Gen Yers, and some Gen Xers, still prefer flex time and telecommuting to health benefits because they dont need health benefits as often yet. At the same time, the predominant generation in the workplace is still the Baby Boomers, thus the increased preference for benefits over incentives in 2008.

In 2003 the incentives that attracted the best candidates were, in order:

Increase in salary
Telecommuting
Flexible schedules
Signing bonuses
Vacation days

Five years later the incentives were:

Increase in salary
Health benefits
Telecommuting and flexible scheduling were tied

Mike Gooley, Branch Manager for the downtown recruiting firm Robert Half in Toronto says, Companies should look at a strong comprehensive package overall to attract top candidates or they risk losing people.

It would be wise for companies to assess the generations in their workplace and ascertain which incentives and benefits are most relevant and important to the generation of worker that company employees the most. Gen Xers and Yers might not need time off for elder care, Baby Boomers do.

Colleen Clarke, Career Specialist & Corporate Trainer
www.colleenclarke.com
Author of Networking How to Build Relationships That Count and Work in Progress: Work Search and Job Retention

Resources for Health...*Contd. from page 12*

so that privacy issues are not a concern)

You will need to evaluate your orientation program – in writing is preferred. A quickie evaluation on the day of training is not as effective as a follow-up later, by observation – what didn't quite sink in?

What change did you want to see that you aren't seeing and why? Personal meetings and discussions with those who attended the training, recording the comments, are a necessary task if you want to know how effective your training program really was. Be brave and just ask the question of all of them – what did you learn and how can I make the program better?

We all know the commonly quoted statistics about how much one can learn in one training session – some of it needs repeating many times before it's absorbed. Thank goodness for computers and wonderful programs, although, if they break down before we make paper copies, I guess we'll wish we had those old flip charts and transparencies again!

Liz McGroarty, RN, COHN(C), CRSP(R), CHRM, is the principal consultant of Myriad Services, (www3.sympatico.ca/liz.mcg), offering health, safety and human resources consulting and services in the Greater Toronto Area. She can be reached at liz.mcg@sympatico.ca

Multiple Sclerosis Society of Canada uses pivotal CRM from CDC Software to reduce expenses, improve brand awareness and grow revenues

CDC Software, a wholly-owned subsidiary of CDC Corporation and a provider of industry-specific enterprise software and services, announced that the Multiple Sclerosis Society of Canada (MS Society) has reported record-breaking revenues and cost savings since the implementation of CDC Software's Pivotal CRM.

"The annual operating savings are easily in the six figures," affirms David Arbuthnot, vice president of IT, Multiple Sclerosis Society of Canada. "Six years ago, we raised $80,000 online; this year, we'll raise over $6 million. We have achieved record revenues year-after-year, and we know Pivotal CRM has played a strong role in that growth."

As one of the leading health charities in Canada, the MS Society of Canada receives roughly 85 percent of its funding through donations and special events, but its "customers" extend well beyond the donor. With many fundraising events held across the country each year, event participants and volunteers who help make each event a success are customers as well. The MS Society also solicits large corporations, foundations, and government bodies for donations and/or event sponsorship. Building successful relationships with all these customers is critical. Without this support, the MS Society could not offer all that it does, to those it appropriately considers its most direct customers, its members and service recipients.

With more than 120 offices and many different systems and processes to track customer information—ranging from spreadsheets to simple databases to more robust standalone fundraising systems—the Society's data was disparate and fragmented. Much of the customer information gathered was not maintained from year-to-year. Many offices were continually starting from scratch, making it very difficult to effectively target their direct marketing efforts to past event participants. These challenges made it impossible for the Society to market consistently or effectively across chapters and more difficult to cultivate relationships and uncover new opportunities to deliver better-targeted service.

Through the centralization of MS Society's customer data into a single system for its 350 users in multiple sectors including marketing, membership, fundraising, major gifts and chapter relations, Pivotal CRM allowed the organization to achieve a 360-degree view of each customer, which streamlined operations and marketing efforts.

With Pivotal CRM, MS Society has achieved benefits such as:

Eliminated data redundancies and streamlined operations, reduced administrative burdens and achieved significant staff time savings

Helped support a 7,500 percent increase over six years in funds raised online

Reduced operational costs by more than $200,000

Increased online fundraising capacity for event participants

Reduced tax receipting cycles by 50 percent

"Donors, participants, and volunteers are the lifeblood of a charitable organization," notes Arbuthnot. "Being able to provide accurate information and easy access to data helps with the retention of all these stakeholders. Our people needed a system that is easy to use and allows for instant results. We are meeting these critical needs with Pivotal CRM."

Evolution of Project Management: A Perspective

By Basdeo Upadhyaya

With increased development and advancement locally and internationally, success and profitability are paramount to investors. Investing time, money and labour require a well defined but flexible system to achieve a pre-determined strategic plan. This has given prominence to Project Management which in recent years has been remodelled to meet the needs and demands of technology and the changing nature of investments. Investors and funding agencies are looking for value in return for money spent. There is a greater demand for accountability and quality with respect to resources invested. The output must be reflective of the input.

Project Management was not given great prominence in the 70's and 80's but with the advent of large-scale projects, globalisation and the demand for accountability, it has been reshaped to meet the expectations of investors. It gives a definite structure to projects with identifiable stages and sequences although there is total integration. Monitoring and control become manageable as adjustments are made in an integrated manner and not in isolation.

Projects are frequently affected by concerns for duration, budget and quality but these essential attributes can be identified and modifications made in a holistic manner giving cohesiveness. Every aspect of a project requires knowledge, skills, tools and techniques to meet set goals. Knowing and understanding a project makes managing it easier, therefore, the theoretical perceptive helps in focusing and directing the project to a successful completion. With colleges, universities and other institutions now providing courses in Project Management, the awareness of its benefits and importance has been encouraging. With the advent of the internationally recognised Project Management Professional (PMP) course, many companies and countries have re-energised their skills and knowledge to meet the demand for quality and accountability. The processes of initiating, planning, executing, controlling and closure determine the degree of success of a project. Understanding is the key to management. Many companies and organisations are promoting retraining and they are hiring recently trained Project Managers to maximise the use of modern perspectives.

The universality of the principles of Project Management makes it adaptable to any environment- physical, social cultural and economic. Developed, developing and under-developing countries are utilising every aspect, even in the most difficult environment. We have seen major projects in China, Middle East and Brazil being completed successfully with great ease and to the satisfaction of all stakeholders. Traditional businesses and organisations are adapting identifiable principles to give greater efficiency to their operation. 'Life Management' skills are being enhanced with adaptable tenets of Project Management. Many have adapted Project Management knowledge and practices in time, risk, and cost and communication management. These practices give effectiveness and greater control to personal and organisational routines.

The adaptable nature of the Project Management reduces many constrains with proper planning, implementation, control and integration. It also integrates and unites the team in the process. The evolution of Project Management has contributed to the progressive nature of our world.

Algonquin College and Hydro One address the Skills Shortages in the Electrical Delivery Sector

Algonquin College has signed an agreement with Hydro One to attract students into the electrical transmission and distribution utility sector in an effort to continue to address the skilled trades shortage in this industry. Hydro One has signed agreements with four colleges in the north, east, south and west of Ontario.

Hydro One will contribute up to $3 million for scholarships, program development and equipment to Algonquin College (Ottawa, Ontario), Georgian College (Barrie, Ontario), Mohawk College (Hamilton, Ontario) and Northern College (Timmins, Ontario) for programs that will train students for technicians, technologists and trades positions in the sector.

"Algonquin College is pleased to work with Hydro One as we address the careertraining needs of the communities we serve," says Algonquin College President Robert Gillett. "This partnership is another example of Algonquin College's leadership in continuing to provide quality instruction in areas that industry leaders, such as Hydro One, have identified as essential in today's economy. It will help provide our graduates with the skills they need to be jobready."

"We are entering a period of significant demographic change in Hydro One and in this sector," said Laura Formusa, Hydro One President and CEO. "Up to 30 per cent of our workforce is eligible for retirement in the next few years providing opportunities for people entering the workforce. Working with community colleges to train candidates for our trades is part of a comprehensive strategy to meet our staffing needs well into the future."

In addition to scholarships and equipment donations, this multiyear initiative will include program development funding. The project will be managed by a Steering Committee with representatives from each of the four colleges and Hydro One.

"More than 200 students in the College's Electrical Engineering Technician and Technology programs will benefit from this unique partnership," says Morris Uremovich, Executive Dean of the Faculty of Technology and Trades. "Students have access to leadingedge equipment and facilities, as well as curricula that remains current through the involvement of academic program advisory committees."

Employment Positions:

Human Resources Manager

ABOUT COVARITY
Covarity is a software company based in Kitchener, Ontario that creates ground-breaking technology. We are literally changing the way financial institutions do business by automating the loan review and monitoring process. Covarity offers a challenging, dynamic, and fun work environment and the opportunity for employees to grow with a company on the rise.

SCOPE OF POSITION
In this new role, you will lead the development and implementation of Human Resources services and programs covering human resource planning, recruitment & selection, compensation & benefits, training & development, performance management, employee relations and health and safety for a growing technology company. You will have responsibility for addressing specific organization needs, inquiries, and issues on HR policies and procedures, compensation, performance management, employee relations, employee benefits, employment law, disciplinary action, performance improvement plans, incentive/bonus programs, employee terminations, and employee morale. You will take a lead role in developing and advocating an employer brand and look for innovative ways to attract and retain talent. You will be relied on to provide information and recommendations that are regularly used in the management decision making process, therefore the ability to work effectively with all levels of management and employees is key. You will ensure clear, consistent, fair, and timely delivery of HR policies, programs, systems and procedures. You are energetic, resourceful and enjoy a challenge and are prepared to roll your sleeves to get the job done.

E-mail your resume to: hr@covarity.com

Human Resources Business Analyst

Location: Ottawa, ON
www.ottawahospital.on.ca

Basic Requirements:
- University degree in Public or Business Administration with a concentration in Human Resources or Information systems or a related field
- A minimum of 5 years of relevant work experience in defined content knowledge area(s) in HRIS or general Human Resources, or an equivalent combination of education and experience;
- In-depth HR and business operations knowledge
- Advanced knowledge of HRIS systems and Microsoft Office Suite;
- Knowledge of project management techniques
- Experience working in a complex environment;
- Demonstrated ability and skill in data collection, problem analysis, and solution creation;
- Demonstrated ability to analyze, review and revise HR policies, procedures and processes;
- Demonstrated ability to develop documentation and training material;
- Knowledge of all Human Resources functional areas;
- Knowledge of HR policies, collective agreements, employment legislation;
- Strong customer service or client focus;
- High level of attention to detail and follow-up skills;
- Strategic thinker with proven ability to build and maintain partnerships;
- Ability to collaborate and consult effectively with stakeholders;
- Strong interpersonal and problem solving skills;
- Able to exercise good judgment, tact, confidentiality, initiative;
- Strong oral and written communication skills.

Preferred Qualifications:
At the current time, only those applicants who meet ALL OF THE POSTED BASIC REQUIREMENTS will be considered. Your resume and/or covering letter should clearly indicate that you meet the above mentioned requirements. We thank all of those who apply but only those selected for further consideration will be contacted.
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PAYROLL ASSISTANT

BLUEWATER HEALTH

Sarnia, Ontario , Canada

ESSENTIAL QUALIFICATIONS
- Minimum of three to five years' previous Payroll experience in a unionized environment
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- Canadian Payroll Association courses (preferred)
- Excellent computer skills with proficiency in MS Excel and Word, with the ability to create financial spreadsheets
- Experience working with Meditech (preferred)
- Experience with staff scheduling (preferred)
- Strong interpersonal and communication skills
- Ability to meet deadlines, set work priorities and work independently with varied interruptions
- Accuracy and high attention to detail
- Must be a team player
- Ability to work under pressure and cope with a high volume workload
- Self starter with flexibility to meet challenging priorities while adhering to departmental deadlines
- Demonstrated ability to fulfill role within attendance management parameters

To join our dynamic team, please forward your résumé, by April 18, 2008, quoting competition number NU08-007, to:
Human Resources, Bluewater Health, 89 Norman Street, Sarnia, ON N7T 6S3.
Fax: (519) 464-4479. E-mail: humanresources@bluewaterhealth.ca

THE AIM GROUP INC.

HR Administrator

Location: Woodstock, ON, CANADA; London, ON, CANADA; Brampton, ON,

On behalf of our client in the London/Woodstock area we are currently recruiting for an intermediate level HR Administrator to fulfill a permanent role within their organization. At least 2 years of corporate recruitment experience and a completed degree or diploma in a Human Resources program are mandatory to be considered for the role. Having the additional experience or education in Benefits Administration would be of particular interest to my client.
The primary responsibility of this position will be to co-ordinate recruitment activities both internally and through agencies to assist with salaried personnel needs within the facility. Working with a diversified team in a large HR Department, there will be amply opportunity to diversify responsibility and develop towards personal career goals. This is an excellent opportunity to gain valuable Generalist experience and to grow within a large manufacturing organization.
Please email you resume to tbailey@theaimgroup.ca to be considered for the role.

ALTAGAS LTD.

Senior Advisor, Human Resources

AltaGas Well connected.

Location: Calgary, AB, CANADA
Email your resume: careers@altagas.ca
AltaGas requires an enthusiastic, innovative and motivated individual to join our Human Resources team in this fast-paced, dynamic and rapidly growing organization, reporting to the Director Human Resources.

Position description:
As an integral member of the human resources team, you will work in partnership with colleagues, corporate teams and your client groups to identify issues and opportunities where HR can influence and positively impact business performance, and develop and/or implement high quality HR strategies, programs and solutions that contribute to the overall success of the organization and enhance effectiveness. This position is focused on delivering solutions that support business plans through active participation, consulting and facilitating, while respecting corporate vision, ethics, policies and practices and meeting measures of operational excellence.
You will also deliver specialist expertise and ensure continuous improvement and overall program management of our performance management processes and systems. You will have a collaborative working style to assist with the growth and development of our Human Resources team; and provide direction and feedback on operational responsibilities within the team. You will also be involved in developing, maintaining and reducing required reports, records and statistics.

MAXXAM ANALYTICS INC

HR Assistant

Location: Edmonton, AB, CANADA

Maxxam Analytics Inc. is the largest privately owned analytical laboratory network in Canada and one of the largest in North America. With over 30 years experience and service, we provide quality analytical testing services to government and major companies in the environmental, food, oil & gas, health, forensics and genetic industries throughout North America.

Description:

- To provide recruitment, benefit and general clerical assistance for Human Resources in Alberta
- To provide internal customer service to Western staff and other company employees, as required;
- To coordinate various programs/events and develop spreadsheets to support these programs;
- To attend meetings and take minutes.
- The position also involves significant data entry
- Develop and maintain an inventory of online H. R. resource information as it relates to new H.R. initiatives, legislation, career postings etc.
- Assist the Regional Human Resource dept. in making Maxxam Analytics a "Great Place to Work".

Ideal candidate will have:

- Educational background in Human Resources is preferred
- Computer Certificate in the Microsoft Suite of Office products (Word, Excel and PowerPoint) preferred;
- Exceptional customer service, organizational, problem-solving and communication skills;
- Ability to function equally well within a team but can also work independently
- HRIS capabilities (Data entry and report production)

Application Instructions:

Please send resumes by email to: hralberta@maxxamanalytics.com quoting job # HRA in your subject line.

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Secure your IT Resources at workplace

Knowledge is power, learn to protect your valuable resources and gain peace of mind

Just as you require present-day knowledge on protocols to safeguard your endeavours, so you require present-day knowledge on security for computer technology. Particularly within the work environment, where the computer is at the core of every undertaking, it is imperative, as an IT professional, to have an informed grasp on how corporate interests may be preserved and expanded through an ever-changing technological sphere. It thus behoves you to learn as much as you can so you will be enabled to circumvent problems, deal with them if they arise, and streamline daily operations. In this way, you will help to save time and money and, ultimately, place yourself and your workplace in a position to perform and achieve in the best possible way.

Of course, excellent resources are needed to further learning, and this is where we step in. Nextgen Interactive Media is pleased to present our IT SecurityWorld publication and its partner site, itSecurityWorld.ca. Both provide current information on securing and advancing the virtual constituents of companies and businesses. Subjects, among others, include computer hardware and software, networking, web surfing, E-mail communications, and managing resources.

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