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The Globalization of HR

Q&A with
Patrick De Maeseneire
Chief Executive Officer
Adecco Group

EXCLUSIVE
Bill Palamar
Executive Director CCHRA

Adecco

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BY SANDRA HOKANSSON

President and Country Manager
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Technological breakthroughs and advancements have changed the way we see the world. Emerging economies are growing at unprecedented rates despite the recent global recession. Organizations have gone global and today it is commonplace and necessary for teams to work seamlessly from different countries around the world.

As HR professionals and business leaders in search for talent to lead our organizations, we study demographics and know about the pending skilled labour shortage in developed nations. We're worried about the impact of the potential serious problem of people without jobs, jobs without people. So, what do we do to help our organizations succeed and plan for the future?

First we have to recognize the need to work differently. HR is now a global practice with global implications. The talent pool for skilled professionals is spread out around the world. Organizations do well to link themselves to like-minded firms who have the breadth of vision and the wherewithal to assist them in developing a global HR strategy. Taking an international approach will give companies a significant advantage in their search for future talent. Equally important is to focus on retaining and growing top talent.

Participating in global HR events is another good way to stay informed. For example, the HR World Congress is a bi-annual global HR event and in September this year it happens to be in Montreal, Canada. Adecco is proud to be the presenting sponsor. We believe in investing in the HR profession and in taking a leadership role in advancing shared best practices.

In this edition of LEAD, we open up the discussion on the globalization of HR and once again feature several prominent contributors. This issue's feature interview is with our own global CEO, Patrick De Maeseneire based in Zurich.

We've all heard the expression, "Think Globally, Act Locally". Now we have to Act Globally too. If you are attending the World HR Congress or are interested in the issues discussed at the congress, please go to www.adecco.ca where we will publish the "HR at the Leading Edge" document with selected reports from the 13th World HR Congress in Montreal.

Sincerely,

Sandra Hokansson
President and Country Manager



“ We’ve all heard the expression, “Think Globally, Act Locally”. Now we have to Act Globally too. ”

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Denis Morin, is an associate professor of Human Resource Management & Organizational Behaviour at Université du Québec à Montréal. Dr. Morin's main areas of research include psychometrics and statistical analysis, personnel selection, organizational attraction and recruitment, performance appraisal, emotional intelligence and self-esteem within the work and organizational context.



Ronny Bernatchez, CHRA has been Vice President, Human Resources, Tour Operators and Distribution for Transat Canada for more than three years. His principle mandate is the development of people, mobilization and communication to employees. Previously he served as Director of Human Resources at Canada Post and Loblaw's where he played an important role in the launch of the Loblaw's Quebec division with the opening of thirty-five stores. Mr. Bernatchez was a finalist in the junior executive category (under 40) contest of Arista.



Patrick De Maeseneire, joined Adecco as Chief Executive Officer in June 2009. Patrick De Maeseneire served as Chief Executive Officer of Barry Callebaut, the world market leader in high-quality cocoa and chocolate products, from June 2002 until May 2009. He held leading positions within the Adecco Group between 1998 and 2002, starting out as country manager for the Benelux region before going on to lead the Adecco Group's worldwide professional staffing business from New York. In the period prior to joining the Adecco Group (1980–1997), Patrick De Maeseneire held executive positions at the Belgian TV station VTM, Sun International and Apple Computer, as well as senior positions with Wang in Belgium and Arthur Andersen Consulting. In 2007, Patrick De Maeseneire was granted the title of Baron by King Albert II of Belgium.



Jim Warrington, brings over 30 years' experience in integrated communications and marketing consulting to his public relations agency. Fantail specializes in innovative PR solutions for both consumer and business-to-business marketers. Jim's branding and strategic development track record includes projects in business strategy, advertising, public and investor relations, event marketing, sponsorship and alliance building. Fluent in English and French, Jim is a recognized expert on brand equity-building and communications strategy. His award-winning firm is known for its creativity and integrated marketing solutions. Jim graduated with a degree in Marketing from Bishop's University in Lennoxville, Québec. He is Past President of the Toronto Chapter of the American Marketing Association and a board member at ABC Canada Literacy Foundation. He is a founder and co-chair of the Marketing Hall of Legends of Canada.



William G. (Bill) Palamar, CHRP, joined the CCHRA as the Executive Director in July 2010, following a distinguished career at Scouts Canada where he most recently held the position of National Director of Human Resources. His commitment to the enhancement of the Human Resources profession across Canada has been demonstrated through his volunteer efforts with the CCHRA, the Human Resources Professionals Association (HRPA) and the HR Council for the Voluntary and Non-Profit Sector. Bill graduated from the University of Toronto with a Masters of Social Work and York University with a Bachelor of Arts. His background also includes experience in organizational development, financial management, and marketing and communications.



Judy Mackenzie, Judy founded TEVO Consulting Inc. in 2007 to focus on leadership development and talent management. Judy's background has been primarily in human resources where she spent the last 10 years as an Executive. Combined with her strong strategic HR background she has combined Executive and Leadership Coaching to her winning formula. Judy can be reached at judy@tevoconsulting.ca

THE GLOBAL ECONOMY AND HR

BY PETER R. ANDERSEN, PH.D.

Global economic developments have made the HR function much more challenging. The recession produced an unprecedented loss of American jobs. The textbook idea that employees are more than physical business assets has been put to the test.

Before the great recession of 2008 and 2009, employees were to be part of a long-term corporate strategy which included recruitment, a stakeholder culture, incentives and training. On the surface, it seems that HR has taken a back seat to intensified short-term profit margin and shareholder value targets. Looking deeper, however, HR is probably even more important today.

Non-farm payrolls in the U.S. show a net employment loss of approximately 8.4 million workers during the recession years 2008 and 2009. In relative terms this is much more than experienced in previous recessions. America's "under-employment" rate (unemployed plus involuntary part-time workers and discouraged job market drop-outs) is currently a staggering 16.5%.

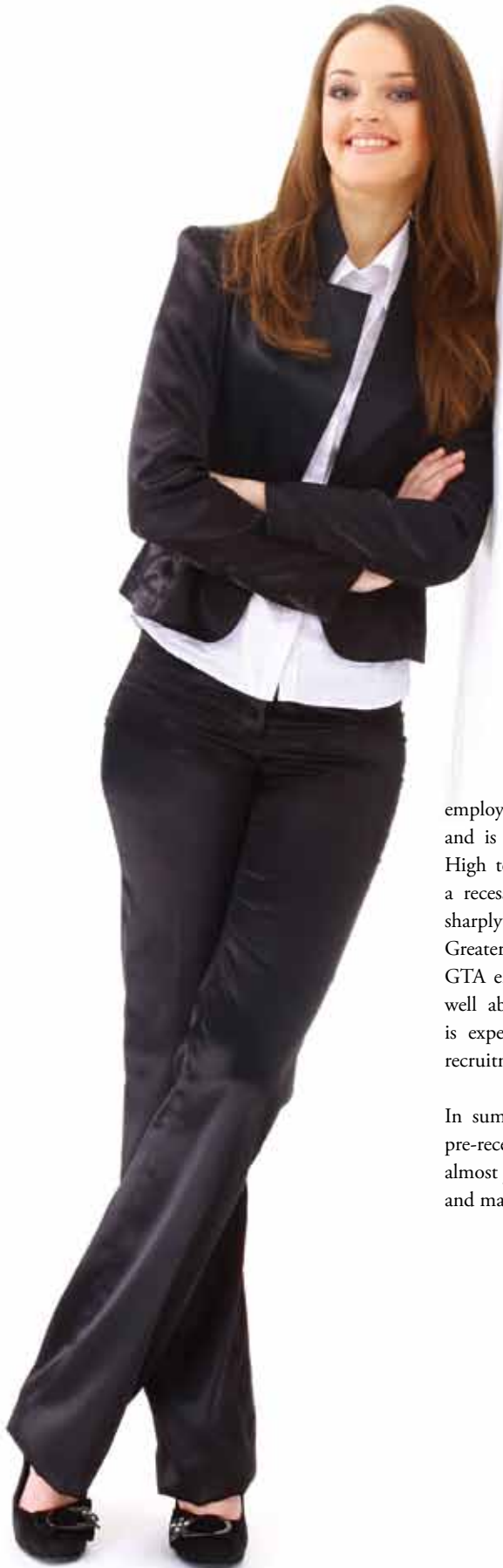
In addition, even though the U.S. economy is growing again and corporate cash flow and profits are strong, hiring is much weaker than in previous business cycle recoveries. Private sector non-farm payroll employment showed a net seasonally adjusted increase of only 71,000, between June and July. At this rate it will take years to replace America's recession job losses. Some will argue that job market globalization is to blame. The "global back office" has admittedly taken on a new dimension in the wake of such a severe global recession. Employers have

been willing to move up the skill ladder in their global outsourcing strategies. The communications technology revolution has compressed both time and distance for HR recruitment strategies. We have moved from foreign call centers to higher skilled programming, information technology, accounting, engineering and even legal services. Lawyers in India are increasingly doing work traditionally done by young junior level American lawyers, such as contracts and document review.

There is no doubt that the recession has encouraged "virtual immigration". American companies are still putting top priority on improving balance sheet health. Larger companies have lots of cash but they prefer to emphasize debt reduction rather than taking on additional risk associated with costly expansion plans. Smaller firms don't have much choice as they are still being starved for credit by their traditional lenders.

The obvious answer is to keep payroll costs down where possible by increased international outsourcing. However, this does not mean that looking ahead America faces a jobless recovery. Global outsourcing is an effective strategy that will in the end make American companies stronger, more competitive and capable of maintaining a dominant role in a global marketplace. It will >





employment has increased sharply in Canada and is well above its previous cyclical peak. High tech employment never did experience a recession downturn in Canada and is up sharply this year. On a regional basis, the Greater Toronto region is an economic leader. GTA employment has surged recently and is well above its previous 2008 peak. Canada is experiencing increasingly demanding HR recruitment needs.

In summary, while Canada is already above pre-recession employment levels, the slow and almost jobless recovery in the U.S. is a concern and may slow Canadian economic progress.

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Talent management: A Strategy issue

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Studies of talent management reveal no consensus on the conceptual delimitation of this new area of Human Resources Management (HRM). Similarly, there is no one concise and unified definition of “talent”. Therefore, this subject deserves multi-dimensional exploration.



What is talent?

Within an organization, talent can mean one of three things (Silzer & Dowell, 2010):

- An employee's know-how, skills and capacities (in other words, the employee's talents); what the employee has previously accomplished; what he or she is capable of doing for, or contributing to, the organization in the future;
- A particular employee (for example, he is talented); Usually means that an individual possesses special knowledge, skills and capacities in a very specific area;
- A group (for example, the extent of talent in the Human Resources department) in an organization.

In groups, talent can refer to a pool of employees whose knowledge, skills and capacities are exceptional in a specific technical area and for a precise reason (for example, innovative thinking) or a more general field (notably, qualities of management or leadership).

Several authors state that only 20-30% of an organization's employees can be considered “high potential” or “talented” (Boudreau & Ramstad, 2005; Lawler, 2008; Silzer & Church, 2009). Such a statement raises several questions in the management of human resources: To what extent is the organization willing to accept such a cultural distinction between talented employees and the majority? Should the organization implement distinct management practices for each group? Should the organization develop the potential of all its employees? How should the organization manage the attitudes and behaviours of employees it does not consider to be “talented” or “high potential” (Heslin, 2009; Yost & Chang, 2009)?

Talent management can be defined according to three components:

- (1) A set of activities intended to systematically determine the key positions that bring the company a lasting competitive edge;



“ We might think that the companies with the most talent are the easy champions. ”

- (2) The constitution of a pool of talent made up of high potential employees with above-average performance to fill these key positions, and;
- (3) The fine-tuning of a distinct structure of human resources practices (particularly through potential assessment) in order to facilitate the selection of qualified candidates for these key positions and keep these key players invested in the organization.

Guidelines for Applying the Talent Management System

We posit that talent management systems should focus not on the entire personnel, but rather on the employees who, showing exemplary performance and very high potential, play key roles in an organization. Such an approach contributes to the more judicious use of human resources within the company.

We are inclined to suppose that all of an organization's personnel is managed according to a unified model of HR practice. However, talent management recognizes the importance of a differentiated structure in human resources, which takes into consideration the superior contribution of certain groups of employees to the company's performance. Such a HR structure would facilitate the choice of “high potential” or “talented” candidates when filling key positions and ensures these model employees' commitment to the organization.

We argue that the following factors are crucial to the efficient constitution of a talent pool. First, organizations must feed the talent pool with a balanced mix of in-house development and recruitment. It is thus easier to manage statistical risks - in other words, the company must have enough talented employees to meet its needs without having too many and potentially wasting their contribution. This also facilitates managing the risks stemming from the company's desire to retain such talent it anticipates will be necessary at some point. Second, it is obviously more efficient to develop talent to meet the organization's general needs than it is to ensure the replacement of specific positions. Thus, organizations do not foster employees' professional development only to confine them to very precise and specialized roles, but rather to allow them to enrich their skill sets so that they may play various roles when the time comes.

When forming a talent pool, organizations should emphasize managing risks inherent to key positions and the costs of results,

which are difficult to foresee. Among the greatest of these risks is the possibility of mismatching employees' potential and skills with key positions. In such cases, the company reaps no benefit from its investment in these employees.

We might think that the companies with the most talent are the easy champions. However, given the resources necessary to attract, choose, develop and retain “A” players” or “talented employees”, companies can not have these workers in all positions. Rather, it is the companies with a decent percentage of talent who are the real winners.

Companies must therefore adopt a multi-level approach to managing their >

STUDY

workforce: they must entrust the strategic positions to the crème de la crème, give support positions to employees with good potential and dispose of employees whose performance is dissatisfactory. They must also eliminate positions with no added-value.

Identifying “A” Positions

“A” positions are not related to company hierarchy, since they can be found at every level and can involve relatively simple tasks.

However, these tasks must be performed creatively and in keeping with the company’s strategy in order for the organization to progress in its development. The scientific literature currently provides no comprehensive method on how to define these strategic positions or “A” positions.

Talent Management Return Benefits of an “Equity not Equality” Approach

Conventional HR management practices often strive for justice, ensuring the same treatment for all. Consequently, few exceptional employees find themselves entrusted with strategic roles and these promising employees slowly become discontent with their pay, thus leading them to look elsewhere. On the contrary, companies looking to form distinctive, professional corps are discriminatory in their recruitment and selection of personnel as well as in their compensation. Their objective helps ensure that the best employees hold the key “A” positions - those influencing the organization’s competitive edge. The organization applies incentives that secure the loyalty of their best “talented” employees. Recognition management is particularly important when it comes to talented employees.

Conclusion

A handful of isolated empirical data reveals that a healthy management of talent has positive consequences for organizational results (Lawler, 2008; Silzer & Dowell, 2010). For example, “A” players (defined as being 20% of the best managers) increase profits 49% more than managers with satisfactory performance. “A-category” salespeople increase sales 67% more than their counterparts with a satisfactory performance. “A” managers holding operational positions increase productivity 40% more than their peers with the same employment profile. In sum, it is difficult for an organization to ensure its longevity or even long-term success without successfully integrating talent management into their business model.



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Talent: An All-Inclusive Package

RONNY BERNATCHEZ, VICE PRESIDENT, HUMAN RESOURCES,
TOUR OPERATORS AND DISTRIBUTION AT TRANSAT

At Transat, managing talent cannot be a last-minute destination. On the contrary, it is a well-planned route throughout the entire employee's lifecycle. Attracting, retaining, developing and using resources are among the many strategies that merit close attention.

Transat, tour operator and distributor, made its mark in the tourism industry with the package tour. The key to success in this service business resides mainly in its human resources. Three years ago, the organization decided on a huge policy shift regarding employee experience within the organization. We place a lot of emphasis on developing talent, in particular that of managers because of their direct contact with the staff. All that was born of a wish to look after our people, communicate with them and enhance their motivation. There is still much to be done, but this culture of developing talent is starting to bear fruit.

Zoom in on the Employee Experience

The concept dreamed up by the Transat team tracks a development path in three stages: Odyssey, Destination Talent and Transat Academy. The Odyssey formula is intended for managers and takes the form of training

modules directly connected to the twelve competences evaluated in the organization. These 30-minute training sessions, in class or on-line, are spread over 24 or 36 months. We try to increase the learning aids, because not everyone learns in the same way or at the same pace. Initially, Odyssey focuses on non-technical skills, such as coaching staff and communication. After a few years, we know that people are ready to take on a more intense program. It goes without saying that managers must take it and be onboard first, since they are the ones who make the employee experience a reality, not us.

Another aspect: Destination Talent. This takes the form of an internal link on the Transat website that provides a wealth of information on the company to help ease the entry of new employees. Before starting with Transat, applicants receive a code giving them access to this information and details on what to expect

from day one. All this is in place to prepare employees as best as possible for their arrival in the organization. We know that integration leads to better retention later.

Besides the web portal, Destination Talent is expressed through a development platform using activities designed to improve a specific skill of an employee. In practice, whenever or not an employee completes a development activity, the manager is informed and can provide follow-up. Both Odyssey and Destination Talent include productivity appraisals that enable everyone to input their own objectives and obtain an on-line appraisal from their supervisor. These measures simplify the assessment process and creates a direct link with the development plan.

The Transat Academy is an extension of this program that ties together the development by completing a university certificate in management. Every year, Transat, in cooperation with Université de Sherbrooke, trains a group of approximately twenty employees who are given time off work to pursue this three-year training program.

Communicating and Motivating

Of course, the employee experience could not be effective without particular focus on motivation and communication, an issue of reinforcing the feeling of belonging and demonstrating management's concern for

“ We try to increase the learning aids, because not everyone learns in the same way or at the same pace. ”



transparency. For the past three years, we have organized tours by the President and breakfast meetings with small groups of employees, and we have created a highly interactive intranet, to promote dialogue with management. The tourism sector is very attractive to young applicants, hence the average age of our employees is quite low. We always try to keep abreast of what they are looking for in terms of communication support. We speak to them often through the intranet and as little as possible through general e-mails. We also limit the number of messages so as not to inundate them with information.

In addition, our human resources team has devised a motivation and recognition program between employees called Vega, the name of one of the brightest stars in the night sky, and referring to the Transat logo. Accordingly, one employee can award a Vega to another without the manager's intervention to highlight a good job in relation to the organization's goals: teamwork, cost-savings, contribution to a special project, etc. This program, which instills staff dedication, proves that a culture is gradually taking hold. Three years on, people no longer talk about having received a recognition award but rather of having received

a Vega. The concept is now well embedded in the organization.

Putting Together a Winning Formula

Evidently, the success of a talent management program such as the employee experience is contingent on management's conviction. We must also listen to the real needs of managers and employees in terms of training and development. Time will tell, but I think it will all lead to the success of the concept. Although implementation of such a program is primarily the responsibility of Human Resources, it requires active input from managers of other departments to ensure a positive outcome. This is why the organization's goal from the outset was to focus on managers' development so as to get them onboard.

Now that we have the green light, we can move on to another aspect, that of using the talent. Since it is not enough to attract, retain and develop talent - it must also be used. Accordingly, Transat has set high objectives to encourage advancement within the company, which at the same time sends a positive message to all staff. We want to focus on our employees by putting the talent of individual employees to practice in other divisions.



Before recruiting externally, we mostly try to promote from within by pulling down the walls between departments.

In my view, the employee experience is destined to have a good future since the program is continually enhanced with new initiatives, eg. joint development groups, motivation surveys, more direct communication strategies, such as online chat sessions with management or short Web conferences. In brief, Human Resources looks at every avenue to ensure the durability of the employee experience.

People do not always have access to our President and Vice-Presidents and we need to increase the opportunities to bring them together. The tourism sector is in full development and we have to adapt rapidly, find ways to help our people adapt quickly in this rapidly changing sector. We need to tailor ourselves to the needs of our employees, in order to attract and retain them, but also so there are no surprises when they arrive and that they feel they will be able to develop their talent, advance within the organization and find fulfillment with us.



HR as a BUSINESS STRATEGY: Future developments

BY JIM WARRINGTON

Some things never change.

The most successful global businesses, the ones weathering the economic and social storms count on leadership, vision and drive to manage their assets. Sure, there are the tangible assets on the balance sheet: cash, receivables, inventory, equipment but many businesses are realizing that their intangible assets, such as brand equity and customer goodwill, can have a significant impact on the bottom line. Think Apple, Pepsi, HSBC.

What about People Assets? Where do they fit on the balance sheet?

Many companies are still grappling with how to quantify their human assets; how they contribute to brand equity, customer goodwill and productivity indices is clear, for instance. It's when success based on HR performance factors (employee retention, best practice recognition, for example) is added, that global impact can be seen in growth, profitability and industry recognition. Maybe it's time for a global ranking that measures People. Never mind the annual World's Most Recognized Brands rankings, how about the World's Most Valuable Workforces awards?

Visionary global enterprises are, in fact, starting to think this way, and we've seen a few trends to suggest that it is not a quantum leap for most companies to jump on the train.

Here are the trends, and why smart HR leaders are paying attention:

“The biggest gap to be filled by savvy employers is the shortage of quality people.”

Exponential need to develop and retain world-class employees

Talent wars - The biggest gap to be filled by savvy employers is the shortage of quality people. Experts say the next 10 to 15 years will see serious shortages of experienced, skilled managers and professionals across a wide swath of industries, countries and economies. As a 2008 survey by The Economist Intelligence Unit found, a major concern “are the difficulties [executives] expect in finding new hires with the ability to manage change, to think strategically, to communicate effectively with people and to analyze and problem-solve - the skills they believe are most critical to their organizations' success.”

The Age Wave contributes, but also attitudinal shifts in the workplace and values held by

young employees are having an impact. For example, a recent survey of Canadian students by Studentawards Inc. showed that 17-29 year-old Canadians ranked passion, determination and integrity way ahead of collaboration, innovation and leadership. So not only will the worker of 2020 be scarcer, they'll rank success very differently.

Are you ready, now?

Technology impact - Technology affects business and not always positively. Successful companies must be nimble enough to adapt to technological changes, both from a behavioural and productivity standpoint. It's a double-edged sword. Take social networking, for example. It's an excellent way to unite workers and update them about company developments. But writing personal status >



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updates on company time is unacceptable. And as the Canada Revenue Agency learned last year, some employees spend far too much of their time surfing the web. “One employee browsed the Internet an average of three hours and 32 minutes a day,” said an internal report.

And then there’s the security and privacy issues and information glut. Some employees will embrace these changes. Others escape them. What’s obvious is this: clear and evolving policy oversight from the HR department keeps global players ahead of the curve.

Experiential training - New experiences and opportunities to develop ideas and skills present “out-of-classroom/day-to-day” ways to stabilize commitment and build employee “glue”. Experiential training is a big new trend. Organizations that are ready to respond to sociological, economic and global events tend to give once-in-a-lifetime opportunities to top performers to help them make a difference. They do this by giving them exposure to and engaging their contribution in hands-on experiences as well as training and development courses. There’s no better learning than being on the spot at team innovation workshops, global product launches, best practice forums or other company leadership initiatives. Learning as you go is revered by the millennial generation, more so than classroom theory or evening courses.

Job meets life, head-on - Think about the blurring of the lines. Job interviews and business meetings now occur over Skype. Technology makes tele-commuting and social networking the new office, and it’s likely at home. Over-achievers want control/responsibility. HR policy needs to help them with tools, policies and vision to keep the job in perspective, while motivating success through performance. We think the sweet spot, more and more, will be in recognition of astute blending of job and life values.

Staying competitive by anticipating change

Diversity and demographics - Many young employees belong to the “We” generation, a cohort harbouring beliefs around collective good and risk aversion. The change in workplace values is happening. Adapting to these generational shifts is an absolute must for employers, but new employees must also learn to adapt themselves to the company’s mission. Organizations that best nurture and celebrate desires to nest, give back and create economic change will get rewarded with loyalty and productivity. And it’s important for senior employees to lend a hand during this transition period. Don’t think retiree, think mentor.

Healthy workplace shifts - Today’s hot employee sectors gravitate towards employers that foster a healthy workplace with wellness



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“ The new HR leader must be a jack-of-all-trades, and a superb communicator. ”

campaigns, work-life balance promotion, flexible schedules and corporate social responsibility/volunteerism opportunities.

New ways to enable organizations to meet change head-on

International mobility - I know a 35-year old father of four, working as an HR manager at a global pharmaceutical company in Switzerland who has been to Beijing, Shanghai, Lisbon, Brussels, Prague, North Carolina, Sao Paolo and New York in the last twelve months. He's happy; his family is thriving.

Why?

He is recognized for his expertise, and global offices need his skills and experience in HR technology platforms to improve their productivity. The HR team at Head Office values his commitment and the personal stakes involved. This isn't just about grueling travel or being away from home. It's also about mastering best practices on a global scale, ensuring a competitive edge through team-building, stringent technology application and policy flexibility. And it works. He gets the recognition and rewards, in terms of time off for travel, special family perks and extra bonuses.

He balances his hectic travel schedule with his career achievements and recognition. That's not new. What is new is that he's not physically moving his life or family all over the globe; he's in control from home base, and that's a lifestyle he can accept. It's the next definition of mobility – ideas and intellectual property on the move, not people and families.

Rise of the strong human resource leader -

You know, the one called Chief Talent Officer or, in one case, People Walla. Organizations that put people equity up with brand equity deliver results, and that takes HR leaders who are, front and centre, business strategists.

Bench strength in the field -

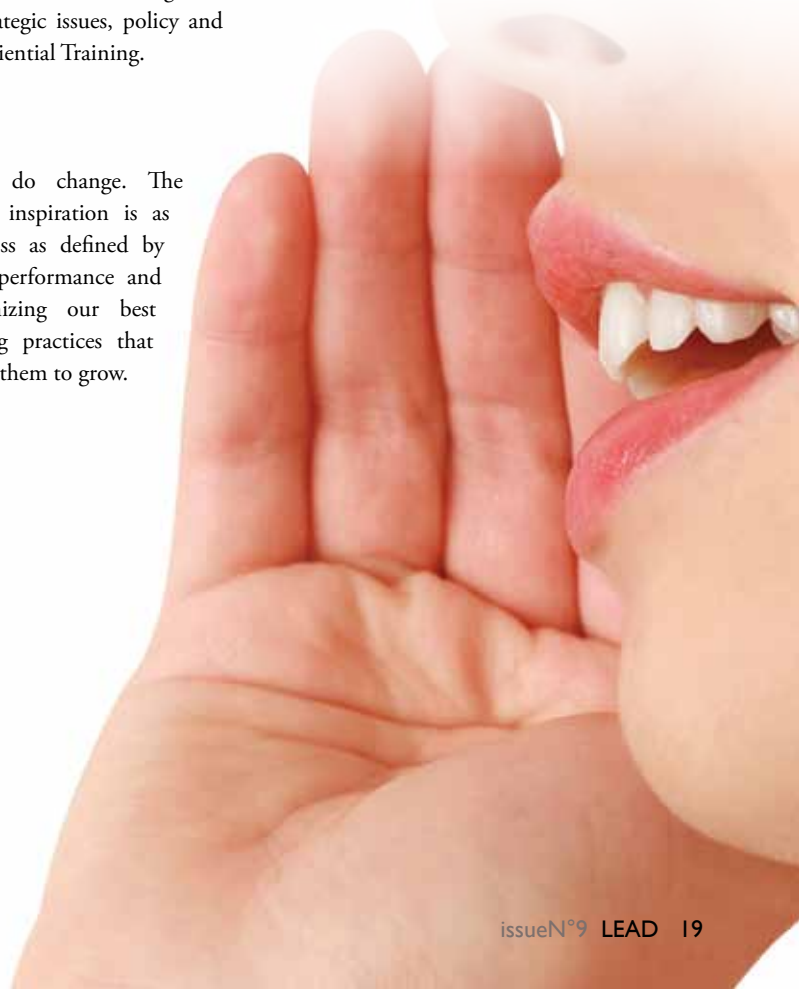
HR consistency in global organizations is not new. What will be different in the future is the need to take regional attitudes and cultural customs into account as HR job duties get de-centralized for productivity reasons. Strength in the field will be more important than head office control. Part of this flexibility could be outsourcing traditional HR functions, thus allowing staff to concentrate on strategic issues, policy and innovations like Experiential Training.

What are we saying?

Some things never do change. The need for vision and inspiration is as strong as ever. Success as defined by individual employee performance and achievement. Recognizing our best talent and developing practices that retain them and allow them to grow.

But as we think about HR as a business strategy, it's probably time to examine how these trends are going to impact the organization's ability to stay ahead, to keep abreast of trends. The HR leader has to be stronger than before, faster on his or her feet. The new HR leader must be a jack-of-all-trades, and a superb communicator.

So hop on board the People Asset train. The journey's just beginning.



Interview with **PATRICK DE MAESENEIRE**

CHIEF EXECUTIVE OFFICER, ADECCO GROUP



Q1. What trends do you currently see developing in the practice of Global Human Resource Management and what changes are still to come in the next 5 to 10 years?

A1. The changing age pyramids, the move of basic manufacturing to Asia, the made-to-order philosophy in the West, and the increased value of having a very flexible workforce for our customers, are big opportunities for us.

Skilled workers will become scarce again after the crisis, the company that has talented associates will win. Training and Mobility will help to reduce shortages..

Q2. What advice do you have for global organizations desiring to build a strong global culture yet still respecting local country values?

A2. As we operate in over 60 countries with different brands like Modis, Badenoch & Clark or EuroEngineering, no matter for what

company or brand we work in the group, no matter in which country we work, our four values Team Spirit, Customer Focus, Entrepreneurship and Responsibility unite us as the leader in our industry.

Moreover, to enable our colleagues worldwide to engage directly with the values, we have launched an initiative called Win4Youth. For every km a colleague (or invited client) runs or walks, 1 USD is donated to six charitable organizations that help challenged young people integrate into the working world. Colleagues around the world are responding magnificently, organizing running events and taking part in local runs. With almost 50,000 km run by more than 7'000 colleagues so far, we are on track to run twice around the world by year end.

Cross-border internal education programs, like the ones we are doing with IMD Lausanne (Switzerland) and Insead Fontainebleau (France), facilitate the exchange of best practices. So does the yearly management conference where we bring 230 executives together.

Q3. A stricter adherence to compliance and global standards has become a 'business as usual' practice in most organizations. How do global organizations monitor local administration of these policies and standards? How do global firms allow the local management to have the flexibility they need to meet local client or colleague demands?

A3. Investors and other stakeholders rightly demand compliance with the highest financial and ethical standards on a global basis. We were the first in our industry to sign and

introduce the principles of the UN Global Compact in 2003. This ultimately comes down to guiding individual behaviour. For that reason, we ensure that our business code of conduct – as well as communication about our four values that underpin behaviours – engages every single colleague directly. Every colleague worldwide is required to complete an Adecco Compliance and Ethics module online and receives a certificate.

We have a distributed organization model, with strong country teams. We have no matrix models, which makes responsibilities very clear. Local countries have to deliver against budgets and targets, but they have full freedom how they achieve these.

Q4. The financial crisis of 2009 really highlighted the interconnectivity of business, financial markets, and governments. How is Adecco positioned to take advantage of the on-going trend of globalization?





A4. As I already said, we operate in 60 countries. One third of our total number of associates work in emerging markets. We focus on these because of their good economic growth, but we see the emerging markets also as a source for skilled workers who can come to the more mature markets through our mobility programs.

Q5. What programs has Adecco implemented that help promote diversity on a global basis?

A5. The principle of equal opportunity is enshrined within our business code of conduct which was reviewed and implemented in the first half of 2010. All company employees are trained to apply equal opportunity principles in the recruitment process on behalf of clients (as well as our own staff). This is based upon objective assessment processes and selecting candidates purely on their experience, skills and suitability for the role.

In addition, in many markets we are involved in diversity initiatives. Disability and employment programmes have been successfully run in the past two years in Argentina, Belgium, France, Italy, Japan, Iberia and the US, securing employment for more than 10,000 workers with disabilities. In over 30 countries we also deliver an Athlete Career Programme in cooperation with the International Olympic and the International Paralympics Committee. We have supported more than 5,000 Olympians and Paralympians in the transition into mainstream work once their athletic career came to an end.

Q6. Tell us a bit about Adecco's global mobility program and how we help clients source talent worldwide?

A6. Adecco's global reach and expertise in certain professional sectors make us ideally positioned to address skill shortages and ease the path to mobility. One such example is in the field of medical and science.

Like many other countries, Norway is affected by macro-economic trends such as the aging of the population, which increases demand for medical professionals. With unemployment very low, about 2.5%, the labour market is highly competitive and there are simply not enough nurses. That is why Adecco is recruiting abroad – in Sweden, Poland and even Iceland. With a common policy in public healthcare, there is great potential for improving efficiency, cutting costs, enhancing product quality and helping solve logistical problems for governments.

We have international mobility programs running in world hotspots for talent and skill shortages in the medical and science fields. From the professional requirements for fidelity, certification and training programmes to helping with visa or accommodation needs – they ease the path to mobility. More than 30,000 medical and science professionals and 15,000 organizations – from major hospitals to small biotech companies – choose to work with Adecco every year.

Q7. Finally, please share your thoughts on what helps make an HR leader successful in this new global world?

A7. Ensuring that our focus is fully on our customers.

I try to visit as many of them as possible. Last year I visited Dove in Florida. When I asked the customer why he does business with us, he answered: "Because of Alicia, who runs the on-site branch." In any business, people make the difference. At Adecco, people are the difference.



CCHRA on the World Stage: Networks and Standards

BY WM. G. (BILL) PALAMAR

The world is full of networks and connections, at the core of which are people. Each person belongs to multiple communities that usually have surprisingly few degrees of separation.

The Canadian Council of Human Resources Associations (CCHRA) is part of a network of HR professionals across Canada. All Certified Human Resources Professionals in Canada, and many more non-certified Canadian HR practitioners, are members of Provincial HR associations which, in turn, comprise the CCHRA. These coast-to-coast networks provide significant professional practice supports that are integral to the effective organizational management and economic success of the communities in which they are rooted.

The CCHRA is also recognized by its commitment to an ongoing development of professional standards. These standards give meaning and shape to the activities of Canadian HR Professionals within their communities. These professional standards also serve us well internationally; Canada is respected as having very progressive methods of establishing and maintaining national HR practice standards. We are further recognized for our commitment to the ongoing and progressive professional development of HR practitioners.

The CCHRA provides the unique value proposition of providing its member associations and their members' access to a national and global network of HR knowledge

and expertise. By establishing partnerships in the international community, we effectively enhance the HR profession in our own country.

As the national voice for human resources professionals in Canada, the CCHRA speaks on behalf of the profession beyond our national borders. Through our involvement in the North American Human Resources Management Association (NAHRMA) and the World Federation of People Management Associations (WFPMA), we have established a strong presence on the international stage.





The CCHRA was founded in 1994, making us a relatively young organization compared to some of our other international counterparts such as the Society for Human Resource Management (SHRM) in the United States and the Chartered Institute of Personnel and Development (CIPD) in the United Kingdom. Nonetheless, the CCHRA has grown tremendously in both size and stature over the past 16 years, and are now at a point where we confidently welcome the international HR community to the 2010 WFPMA World Congress on Personnel Management and Development. This is the very first time that the WFPMA World Congress is being held in Canada.

Key objectives of the WFPMA are to improve the quality and effectiveness of professional people management and development, and to demonstrate the valued contribution of a continued need for the profession by sharing information, knowledge and experience. As a host of this year's World Congress, the CCHRA will showcase a distinctly Canadian approach to these objectives, as well as highlight commonalities in HR among countries all over the world. It is a typically Canadian approach of learning from our differences as much as similarities.

The theme of the World Congress is HR Without Limits, and by connecting with HR associations from around the world, we look forward to synthesizing the very best practices in HR. The World Congress offers a forum for the CCHRA and our member associations to share our knowledge and insight with our peers in the global community. In turn, we get to explore ideas for best practice in people management from all corners of the globe. This exchange will certainly enhance the HR profession in Canada.

It is an exciting time for HR in Canada. Since the introduction of the National Certified Human Resources Professional (CHRP) standards seven years ago, the CCHRA has recognized a steady increase in the number of CHRPs from year to year. At the first exam session in 2003, just over 300 people wrote the National Knowledge Exam® (NKE). At the end of 2009, the CCHRA recorded almost 5,000 CHRP candidates eligible to write the National Professional Practice Assessment® (NPPA). This growth is proof that effective human resources management practices are a top priority for Canadian businesses, who increasingly demand the skills and professionalism of CHRPs.

While the CCHRA represents Canadian HR professionals at the national and international level, our foundation is our member Provincial Associations. These associations collectively shape professional HR practice standards and provide their members with skills development opportunities and grassroots level networking including – but certainly not limited to – provincial conferences, publications, electronic bulletins, courses, seminars, and webcasts.

The networks and connections at the World HR Congress are almost without limit. Those Canadian HR professionals attending the World Congress will be gathering and imparting knowledge representing their organizations, their local communities, their Provincial Associations, and HR in Canada and throughout the world. The CCHRA is proud to be a significant contributor to the continued development of the HR profession at home and around the world.

Success in Succession

BY JUDY MACKENZIE, MBA, CHRP, PCC, CEC

Succession Management is an Executive Leadership Accountability

There are 10 factors to be considered in building your succession management system to ensure success and a high degree of seriousness and attention by senior leadership. This article will outline these 10 factors and for some it will be affirmation for their hard work and for others I hope the ideas generated by reading this article will move you closer to your goals. The outcome of a solid succession management program is to develop a reliable leadership bench ensuring financial and key stakeholder confidence. In the spirit of change management I encourage you to think of what you're doing well in your current systems to build on your strengths while looking to adapt additional factors into your system that will have the biggest "bang for your buck". These factors are listed in some order of criticality. For example, without the first 3 steps in place you are actually not doing succession management. These are necessary first steps for the success of any significant business process to be successful. Here we go.

There must be visible interest by the CEO and the top management. I know we are all tired of Jack Welch stories but he did some things extremely well. One of them was his deep interest in the succession management system for GE and development plans for his leaders in transition team. Those leaders (at various levels of their development) got to see Jack on a regular basis for

leadership development work and feedback. If you want your leadership development group to take their work very seriously, treat it seriously and give them exposure to real work issues that have risk and challenge to them. Let the CEO know what he/she has in the pipeline, what the opportunities and risks are. It is essential for leaders to understand that a key outcome of their position is to grow future talent as well as run their division. That is the shift here.

Succession management is held closely with line management. Human resources (HR) and organizational development (OD) partners in the development and the integrity building of the system but is not the owner. This is a key point. HR or OD cannot drive the program as it will not demonstrate the executive level commitment needed to gain buy in to the program. HR and OD bring their tools and research to the table to fine tune the "how" of the process.

You must understand your people. This means that robust 360 tools must be used to determine strengths and developmental areas in a wide range of competencies. It is important to understand

"derailing behaviour" early in the process so you can work to reduce these behaviours or eliminate them all together. An example of a derailer is arrogance. This behaviour stops the leader from active learning from experience, creates an unwillingness to take feedback and will be unapproachable to the majority of staff. If this behaviour is not dealt with early in the leadership program you are condoning it and therefore risking failure.

Also not all competencies are the same in terms of ease of learning. Competencies like managerial courage and innovative thinking are very difficult to teach so you want to ensure that you have hired people with these capabilities in order to develop them. Understanding what you have and what you don't have gives you concrete ideas of skills you need to hire for to make certain your leadership program has the caliber of talent required.

There must be a very clear understanding of what is required in the actual role being considered. Is this a turnaround, a new product division, realignment or a sustained growth situation (First 90 Days, Michael Watkins). Each of these business stages require competencies that must be

addressed. What are the cultural implications of the host country or province; does the incoming candidate understand how the cultural impact will affect their personal style of leadership? Each of these factors play a major role in selecting the right candidate for the job as well as are you giving your leader the right stretch opportunities to continue their development?

The succession management program follows a very clear strategic plan. This is the stake in the ground for the goal setting and development training to be understandable and actionable. How clear is your strategic plan to all levels of employees?

You must have a thorough performance management system which will drive your succession management program. Performance management is a system whereby the employee (at all levels) is given the opportunity to review their performance and plan for the next development opportunities. In all situations where you have people in stretch assignments or roles, there is more frequent coaching or consulting to ensure the learning and output are on track. Having objective measures to assess employees is central to the program as well as ensuring key indicators are identified early. Key indicators are metrics such as turnover rate in teams, employee engagement, productivity metrics, and retention of employees, and of course productivity measures. These indicators tell you costs associated with the leadership position as well as the leader's ability to engage the work force they are accountable for, while creating a compelling vision that is understandable and employees are willing to work towards.

Employee engagement is easier achieved by offering employees an opportunity to be involved in giving input into processes and changes. There has to be a genuine desire to hear what your employees have to say as operating under the "illusion of participation" will backfire and create an environment of mistrust and hostility. Employees know when they are being duped. I recently spoke with an HR professional who was telling me that the front line leadership group was put into focus groups to discuss how a significant change activity should be rolled out to the field. After much great work, a real sense of accomplishment was felt by those who were involved, only to be issued a memo the following day from the senior leader of the division with a different direction entirely mapped out and dated the day before the actual meeting. You can only imagine the impact this had on the line staff group. Irreversible damage can happen

in these types of situations. Unfortunately these stories are not rare!

It is imperative to have clear accountabilities at all levels for the candidate within the development program. Follow up is regular and goal oriented. Using the "Ten Foot Pole" approach to leadership development is an outdated method. This strategy gives a high potential employee a volatile project or a troubled group and then stands way back to see if Darwin's theory of survival of the fittest works. Don't laugh, I have seen this alive and well in too many organizations? No one will admit that is what they are doing but when you look at from another angle you discover that you are guilty of this approach.

Having a human resources information system that has active succession modules is a wonderful way to track your talent across the province, country or globe. This is a whole other conversation but one well worth investing in.

Make your process simple and manageable. I have seen wonderful successes by using executive panels to discuss high potentials performance management, development planning strategies and next move planning. This allows the company to have access to strong players whereas in the past these folks weren't exposed to all opportunities. It also allows for informational discussions to

occur which often surfaces either strengths or additional development areas. This is the place to have these discussions rather than as part of a post mortem when a favoured leader has failed in a new assignment.

When companies go global, the importance of culture cannot be minimized. Culture includes the way things are done in a particular environment, and the expected and accepted norms of behaviour. Geert Hofstede's work on cultural dimensions is believed to be one of the significant works on culture, which takes into account five dimensions (power distance, individualism, masculinity, uncertainty avoidance, and time dimension) on which people from different cultures differ. For instance, people from Asian cultures are generally low on individualism whereas people from American culture usually are high on individualism. These and other factors related to host country culture must be looked at very carefully in your succession management program.

In some cultures, overusing managerial courage by seeking clarity on all costs would be undermined where uncertainty is accepted as part of the normal circumstances. Another example could be where you have a small office in a key territory that is struggling or failing. You send in your big guns out there. Can you be sure that they will assess the existing talent objectively, can they create a vision that will be compelling for others to follow, can they prioritize what needs to be done first, second and third rather than boiling the ocean. Would such person be able to deliver a tough message in the organization while listening actively and observing at the same time, so that you don't throw the baby out with the bathwater? I am sure you are able to add lots of examples to this discussion but the point remains that a carefully planned and executed succession management program is a vital as the computer system that ties your employees, customers and key stakeholders together. Are you spending the same kind of energy, money and executive resources in this area?

Conclusion

It has been my intention to literally give you a check list of factors that will shed some light on key components in the development or revision of your succession management program. Each of these areas warrants a paper on its own. This is the start to a process that will keep your business productive, profitable and highly respected by key stakeholders. Simple is best and clarity is the key.



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