

# Focus IPMA - CANADA Alberta & North Chapter

A publication for Alberta, Yukon, Nunavut, N.W.T. and members of the International Personnel Management Association - Canada

## WELCOME TO THE FIRST EDITION OF 2011

Hopefully despite some difficult times driven by economics, as an HR Professional and or Manager, you are still able to derive satisfaction from your work by helping both your organization and employees continue to provide essential and badly needed services to your clients.

One of the offshoots of challenging economic times is the impact it has on both organizational and personal professional development. This has been a recurring theme since I first entered the HR profession many years ago. There tends to be a decreased effort to ensure organizations and individuals remain current in effective people practices. Both professional development and membership in organizations that can facilitate this development fall off, often because of what I believe is a lack of organizational and individual commitment to improvement. I believe there is a shared responsibility of both your employer and you, as an employee, to continue to commit to growth. Too often employers think that employees should be responsible for their growth which demonstrates a lack of concern for the employee. On the other hand, many employees think that the employer should be solely responsible for their growth through sponsorship of memberships in professional organizations such as IPMA-Canada as well as footing the bill for coursework, luncheons, reading materials etc. I believe, you, as an HR Professional have a responsibility to do whatever it takes to improve – don't wait for someone else to do it for you. Remember that it doesn't have to cost a lot.

It would be nice to start a debate on this, so please let us know what you think by sending a letter (email) to the editor. We will select one of the writers to attend one of our next sessions as our guest.

Steve Fanjoy, President  
IPMA-Canada – Alberta & North Chapter

*“Shut minds constipate progress”*  
Clarence Darrow

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## THE CHINA DILEMMA!

By William Betteridge

We are all watching with interest how China will deal with the internal dynamics of a growing industrial complex and manufacturing industry and a rapidly aging population. The one child policy implemented years ago is beginning to create unforeseen complications. A policy that was envisioned to help

reduce the population growth and stabilize the population at a sustainable number has skewed the population demographics. Now there may not be enough able bodied individuals to keep the desired development of a modern economy happening and the surplus of males will create another whole issue that industry will worry about less than the governing administration.

The birthrate in China at 0.655 percent is robust compared to Japan and South Korea, but not near the replacement rates of Malaysia at 1.723 and Vietnam at 1.137. These countries will not run into the demographic problem quite as severely as China. China will still have an edge on the other low wage countries, but is being pressured by the high tech countries like South Korea and Japan. With large segments of the world faced with the demographic problem there will not be opportunities to rely on migration and/or immigration. With their evolving social and labour law network it will be interesting to see if they will establish a 65 year old retirement date. The labour contract law introduced in January 1, of 2008 provided protection for senior employees against dismissal without cause and did require employer contributions to social security accounts and also set up wage standards. As this process evolves it will either exacerbate the problems or provide some solutions, which way and how it can improve the situation is still evolving.

The shortage, both of skilled and factory workers, would seem to be an anomaly give a population of 1.3 billion people. It seems being the third largest country (next to Russia and Canada) that a combination of geography and an agricultural history are working against them as is the changing demographics of the population. They have had success with cheap labour costs and this linked with high capital investments in technology have helped them leap ahead as a supplier. As the labour shortages persist wages will increase and inflation will start to eat up any advantage. The laws of diminishing returns will also start to set in as overall costs start to reach levels similar to their competition in Korea, Japan, India and other Asian countries. They still have a few years to go before this becomes a major issue, however, the need to start doing their workforce planning now.

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## **HISTORY AND FUTURE OPPORTUNITIES FOR IPMA-CANADA, ALBERTA AND NORTH CHAPTER an EDITORIAL**

2010 – 11 is the 40<sup>th</sup>, anniversary of Alberta and North Chapter and much has changed since we initiated the chapter on January 23, 1970. We have not made a big issue of this the 40<sup>th</sup> anniversary. However, let us look back and reflect on the mile stones and accomplishments of the Chapter. We owe much to the individuals of foresight and initiative who got us started. Key players in the initial establishment of the Chapter included Cleo Gubbels, Karl Van Schaik, Robert Elliott, Harry Nichiporek, Howard Biehn, Chris Davidson, T Band, B Orser, G. Strong, Keith Robertson and Peter Thompson. These individuals could not have predicted the dramatic changes that would occur across Alberta. We would change from a mainly agricultural and forestry province with a fledgling oil and natural gas industry to a major resource supplier to the world.

To look back we also need to look to the origins of IPMA-Canada and IPMA-HR. The parent organization was the National Assembly of Civil Service Commissions which first met on May 16-17 of 1906. On this occasion the individuals all came together by invitation from the US Civil Service Commission to discuss enforcement of civil service laws and to devise methods to resolve evolving issues in government administration. Numerous name changes and realignments of membership and association have occurred over the convening years. One of the first dramatic organizational changes was the creation of a Canadian Region.

At the time we established our Chapter the official name of the Canadian wing of the organization was called the Canadian Region of the Public Personnel Association. Shortly thereafter in 1973 we became part of the Canadian Region of the International Personnel Management Association. This title was changed to the Canadian Public Personnel Management Association – CPPMA in 1978. As the National Association grew and prospered it developed other international partnerships and has grown into an organization with chapters in 27 countries. As the Canadian association developed the most recent

revision to our name took place in May of 1999 when we became International Personnel Management Association – Canada (IPMA-Canada).

Unfortunately relations with the International Executive have not always been smooth and became strained over membership rates and certification regulations. The Canadian National Executive wanted to initiate major changes to the Certification process. Members of our local Chapter made significant contribution to the development of the first national professional designation the Canadian Personnel Professional (CPP). In the recent past closer relations and cooperation between the International Executive and the Canadian Executive through sharing, partnering and negotiations have established the new designation of IPMA-CP (for Certified Professionals) and the IPMA-CS (for Certified Specialists). These are the first International Human Resource Designations to be established and registered and were created in cooperation and shared with the International Executive for the use of all 27 associated countries. We Canadian professionals need to be proud of the contributions of members on our National Executive like Dale McGory who visualized and resisted compromises in the establishment of the new certification format and methodology that has become a model for modern day certifications.

Over the years the Chapter has worked with HRMAE, ASHROD and HRIA to present workshops, conventions, and has organized half-and-full day workshops, breakfasts, luncheons and dinners to allow speakers to present learning opportunities and to recognized significant contributions by HR individuals and companies that have initiated significant innovations to industry and commerce.

As the human resource profession evolves and grows there are always opportunities for innovation and change. With the move by HRIA to restrict access to their professional designation Certified Human Resource Professional (CHRP) there is still room within the IMPA-CP and IPMA-SP for individuals who have demonstrated through years of service and experience that professionalism can be achieved through experience and continuous learning. We at IPMA-Canada celebrate experience gained by being a hands-on participant in the industry. Both public and private organizations could not exist had there not

been individuals prepared to work their way up the organizational ladder through hard work and loyalty. The IPMA-CP and IPMA-CS are established international designations recognized in 27 countries. We cherish the relationships we have with these other associations.

IPMA-Canada Alberta and North chapter is resolved to continue providing learning opportunities to members, students and guests interested in sharing ideas at our breakfast, luncheon and dinner sessions as well as seminars and conferences. The IPMA-Canada 2011 National HR Training Conference will be held May 29 to June 1, 2011 at the Holiday Inn, St. John's NL. We invite all to continue their professional development by joining us for the experience on an international organization. For more information check us out at:

<http://www.ipma-aigp.ca/conferences/2011Information.pdf>

or type in

<http://www.ipma-aigp.ca/conferences/2011Information.pdf>

## **THE CHINA DELEMA!**

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Are there solutions in sight? It does seem that planners have been thinking and IPMA-HR our international partner, has been working diligently in China since 2005. The “Developing Competencies” workshops of IPMA-HR have been used in China. The components and modules of the “Developing Competencies” workshops focus on: employee and labour relations, recruitment/selection, classification and compensation, performance management and employee and organizational development. All of these components are high priorities for training by companies in China. Just recently IPMA-HR has partnered with State Administration for Foreign Experts Affairs (SAFEA) to provide this training and the certification program. We will be seeing a lot more IPMA-CPs and/or IPMA-CSs certifications in the near future. China has already begun to certify more individuals that many of our partner countries. With SAFEA coordinating the training of 100s of

trainers the knowledge from these modules will provide a base for the continued modernization and development of the HR professional in China. I am sure we will see innovations starting to come from China that we may need to use in our efforts to stay competitive and effective in our HR best practices.

## **WHAT EVERY MANAGER SHOULD KNOW**

Walter J Pavlic, Q. C. was our Wednesday Breakfast Speaker on February 16, 2011. He let us know that many companies are not keeping up with the recent trends in internet use and their impact on the workplace. As he indicated “screen time” has gone up considerably for all demographic age groups and it includes considerable time as employees engage in their day to day work. This trend has introduced new tensions and distractions in which poorly designed or totally absent policy statements lead to supervisory and discipline issues never anticipated in a less computer intensive environment. For example, he indicated that 2009 statistics on internet usage confirmed 80% of individuals over 16 years of age used the internet for personal reasons and a whopping 42% admitted doing this while using their employer’s computers. Was this all done during coffee breaks and/or lunch hour when an employee would be considered doing it on their own time? We can be sure that some of this time wasting activity was done on company time looking at shopping, sports and also some unsavoury sites we will not mention in this article.

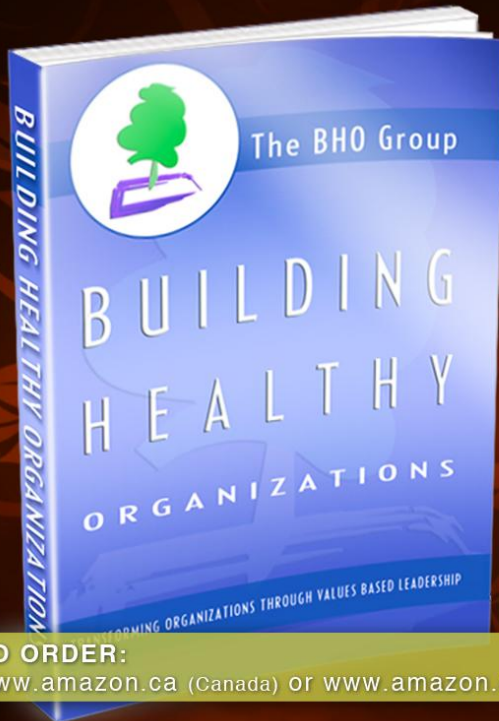
So with a higher internet usage than any other country Canadians are hitting the search tab to get to over 100 sites per month and at least some of this activity is during quality time at the workplace. An early study on this issue in 2005 by America Online and Salary.com revealed that the average worker wasted over 2 hours online per day, not counting lunch hours. It can be an accurate assumption that this average is not going down and could be considerably higher with solitaire and other addictive habits eating up valuable time.

Not only has viewing been going up, but now we have the opportunity to participate in “Facebook”, “Linked in”, “googleblog.blogspot.com”, etc. to keep up

“personal” as well as “business” contacts. As employees engage in this interaction where does sharing personal information link in or overlap with sharing company information? Will that innocent discussion about an upcoming product releases or marketing scoop have an effect that may increase or decrease the company’s competitive advantage? Will that blog entry about the product unveiling at head office that was such fun, attract an espionage hacker attack on the company’s computers? There is also the risk of downloading and subsequent distribution of inappropriate and/or illegal content that may open up the employer to liability.

The ability of the employer to monitor and supervise the use of equipment and programs is dependent on the company’s diligence in developing, communicating and monitoring the technology policies. These policies must be current, taking into consideration the types of acceptable usage and outlining the unacceptable usage, making sure that employees are well informed and advised of these policies and above all things monitored and enforced when infractions occur. Keeping employees informed is more than posting the policy on the company web page or putting it up as a notice. A company should regularly make sure that the employee reads and understands the policies. This can be done through automatic log-in protocols that include the policy. Periodic company reviews and sign-offs or specific training sessions where policies are reviewed and discussed is another good practice. Yes, this is a lot of work however the dividends are there if and/or when infractions occur. Better yet they pay off when there are no infractions as infractions can lead to employee dissatisfaction with the application of discipline or the perceived misuse of discipline. Getting the policy program in place can eliminate misunderstandings and ensure employee conduct is in line with company expectations.

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## **BUILDING HEALTHY ORGANIZATIONS** By the BHO Group

In recent times it has been well established that corporate values are essential for an organization's general health and productivity. But which values to focus on? The BHO Group's new book provides a roadmap for values formation and alignment for organizations.

Learn the 5 values that are crucial to organization health, how to analyse the the personal value positions of your current team and much more.

*"...captivating real-life stories and practical application makes this book both readable and actionable."*

Jim Brown | The Imperfect Board Member

The BHO Group is a management consultancy team with offices in Edmonton, Calgary and Denver. You can learn more about their services at [www.bhogroup.com](http://www.bhogroup.com)

### **TO ORDER:**

[www.amazon.ca](http://www.amazon.ca) (Canada) or [www.amazon.com](http://www.amazon.com) (U.S.)

## **MOVING DAY - REMINDER!**

Please help us in updating our records by sending your change of address to:

IPMA-Canada National Office  
21 Midland Crescent – Unit 74  
Ottawa, ON K2H 8P6

National Office: 1-613-226-2297  
By toll free: 1-888-226-5002  
Local Office: 1-780-908-4646  
By fax: 1-613-226-2298  
By-email: [national@ipma-aigp.ca](mailto:national@ipma-aigp.ca)  
Or local office: [ipma@interbaun.com](mailto:ipma@interbaun.com)

## **MEMBERSHIP CORNER & LETTERS TO THE EDITOR**

With February Being Membership Month it is hopeful that some of us have taking the opportunity to help their colleagues get an extra long membership year. Hopeful this will also get them thinking about what they are doing to enhance their learning and professional development.

The Editor encourages individuals to write in and give us their thoughts on current topics.

Send your material to  
[ipma@interbaun.com](mailto:ipma@interbaun.com)

## **WHAT EVERY MANAGER SHOULD KNOW**

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Company programs to enforce the policy are just as important as that day-to-day coaching and monitoring that can occur on a personal basis. With every IT system comes monitoring equipment that can be used to identify usage and track interconnections and/or web surfing. Not all companies can afford this type of equipment and may have to rely on specialists if the need arises that more sophisticated monitoring is essential to identify inappropriate use. Reminding employees of the existence of the “metadata” that each computer retains as employees key in data, addresses and/or web site URLs is a step towards encouraging employee self-monitoring that is essential to keep their use of equipment and programs honest. It is always easier to eliminate that E-Mail that shouldn’t have gone out or that web connection that should not have been made then calling in the specialists to track and prove that the misconduct was carried out. All the denials by a specific employee do not negate the “metadata” trail that is left in their computer; even that plea that it was someone else on their computer begins to have less weight.

When misconduct does occur the policy regulations need to be followed as closely as possible. The situation that occurs needs to be assessed against the policy and if extenuating circumstances dictate that alternative action needs to be taken that occurrence needs to be well documented so that revisions of the policy can be incorporated at the next regular review. Regular review, that is the specified time which should be incorporated into the policy which sets out a schedule for communications to employees, confirmation that the policy was understood and signed off by employees and notations of when the policy needs to be reviewed and updated.

The environment, whether union or non-union, will have an impact on how judiciously the policy may be enforced. Within the union environment there are regulations regarding employee representation and the

timing of collective bargaining schedules may complicate the discipline proceedings, but more on this in another article.

The key for good employee and employer relations is clear communications to employees and regular reviews of expectations and employee performance. The need to review the content of the computer an employee is using can be eliminated entirely if it is clear when they can send that note home that they will be late because of an unexpected meeting or snow storm. Also what can be acceptable communications to business contacts who may also be a friend in the community? By having employees sign-off on policy statement for use of the IT equipment or other company policies is the clearest way to ensure they are aware and that when infractions occur that they are aware of potential disciplinary consequences.

Towards the end of the session Walter reviewed some very interesting case law and took questions from the group. The discussions afterward helped several participants become clearer on the expectations of both arbitrators and the judicial system when faced with dealing with disputed cases of discipline. We want to thank Walter Pavlic for sharing this information and for the sound advice of “When in doubt, consult your Lawyer.”

## **UPCOMING CONFERENCES LUNCHEONS & WORKSHOPS DATES**

### **Future Alberta and North Chapter Events**

**At the Royal Glenora Club the Luncheons are  
scheduled for:**

**March 16, 2011**

**April 20, 2011**

**May 18, 2011**

**June 15, 2011 - Annual General Meeting**

**To register for this and/or other IPMA-Canada sessions contact:**

**Pat McLaughlin:**

Phone: 780 – 441 – 6120

E-mail: [patricia.mclaughlin@ecsd.net](mailto:patricia.mclaughlin@ecsd.net)

### **Future National Events**

**May 29 – June 1, 2011**

**“Strategic HR: A Beacon for Your Success”**

**The IPMA-Canada National Training Conference**

**Hosted by Newfoundland and Labrador Chapter**

**At the Holiday Inn, St. John’s NL.**

This conference features numerous keynote speakers and concurrent sessions. The keynote presentations are all available via audio connection through telephone conference facilities. More information is available at:

<http://www.ipma-aigp.ca/conferences/2011Information.pdf>