

**MISSION STATEMENT OF  
 IPMA-CANADA**

To promote excellence in the practice of human resource management ”

**VISION STATEMENT OF IPMA-CANADA**

IPMA-Canada is recognized as a champion of human resource excellence

**VALUES AND BELIEF STATEMENT OF IPMA-CANADA**

**OUR VALUES:**

**Leadership:**

To demonstrate leadership in the promotion and development of the Human Resource Professional

**Service Excellence:**

A commitment to providing quality services to our chapters, members, clients and partners

**Integrity:**

A commitment to honesty, fairness, equity and ethical practice

**Interdependence:**

Learning and working together to achieve personal and professional growth

**Recognition:**

To provide an environment which encourages innovation and recognition of accomplishment

**We Believe In:**

- Managing in an open, ethical and transparent manner.
- Delivery of Value Added Services.
- Conducting business and providing services which reflect the standards of the Association and profession.
- Building long term, mutually beneficial partnerships with internal and external stakeholders.
- Networking with other provincial, national and international organizations.
- Celebrating individual and organizational accomplishments.
- Creating a continuous learning environment.
- Fostering innovation and creativity.
- Having Fun.

**Stress and Stress Related Dysfunction:  
 Due Diligence and the Healthy Workplace**

*By Leigh Quesnel, HQS Consulting Services*

It is a curious and sad commentary that at the onset of the twenty first century, as we experience an unparalleled standard of living, we also experience an equally unparalleled level of anxiety, fear and discomfort with the world we live in. In short, we are stressed to the max! It seems that as standard of living has increased, the once obvious correlation with quality of life has diminished. Clearly more is not better or at least not enough. Not only does stress have an impact on our quality of life, it adds substantial cost to managing our organizations and by extension to our social processes. Stress is not new, nor are our efforts to manage it, yet its negative impacts seem to go on unchecked. Given the magnitude of the problem it is imperative that we not only increase our efforts to manage stress but also re examine our approaches to it so as to be certain that we are using the most effective strategies for managing it.

In recent years, particular attention has been paid to clearly defining the term stress and acquiring a better understanding of its function and its impact. Stress is best understood as an adaptive response to a changing environment, an adaptive response to which no pathology can be ascribed. However, we also recognize that it is the source of a great deal of pathology and that can sometimes be confusing. This confusion might best be solved by the use of an analogy. We know for example that there is no pathology in the process of flexing one s`wrist, but we also know that flexing one s`wrist repeatedly over days, and months, and years, can result in a repetitive strain injury known as carpal tunnel. This pathology is the result of a too frequent flexing of the wrist.

Just as no pathology can be ascribed to flexing one s`wrist so there is no pathology that can be ascribed to the stress process. However, the too frequent and or to intense triggering of this process creates its own variety of repetitive strain injuries. It creates stress related dysfunctions and these include psychological disorder such as depression, anxiety, PTSD, and burn out as well as a number of physiological and behavioral disorders. Given the serious nature of these disorders it is critical that stress be effectively managed and that stress related disorders be accurately diagnosed and effectively treated. If we simply go home and take a break in an effort to `de-stress`, we risk missing assessing critical disorders, not providing the necessary treatment and not taking effective action to eliminate the causal agents.

A most significant observation about stress as an adaptive process is that it is an interactive process between the individual and his or her environment. In this context, it seems reasonable that our efforts to manage the stress process and to minimize stress related dysfunction should involve both the individual and his or her environment. A most critical component of our environment is the workplace. No one escapes the impact of eight hours a day, five days a week in the workplace! So it is that organizations have a role to play in ensuring that the workplace is safe not only from physical hazards but also from psychological hazards recognizing that both can contribute to stress and stress related dysfunction.

**What individuals can do ...**

Prudent individuals show due diligence in taking action to manage their stress and treat stress related disorders. Due diligence speaks to an informed and reasonable effort to cope with or manage a problem. In terms of stress and stress related dysfunction there are three points of intervention at which a prudent individual should show due diligence:

(cont d`on page 2)

## INDICATORS OF SUCCESS OF IPMA-CANADA

### Our Association:

- Is the nationally recognized Human Resource organization
- Is a Centre of Excellence on the leading edge of research, policy and professional development
- Is pro-active and dynamic
- Sets standards of practice and ethics for the Human Resource community
- Is a change agent capable of influencing policy in Human Resource practices
- Is responsive/service oriented to our members' needs
- Is financially sound with a strong membership base
- Is an active partner with other provincial, national and international organizations

### Our Members:

- Are committed to continuous learning and professional development
- Take pride and energy in belonging
- Seek opportunity to serve at the chapter and national level
- Are recognized for their skills, competence and contributions

### Our Organization:

- Provides opportunities for its members to excel
- Provides top quality training and development opportunities
- Organizes and hosts first-class conferences and seminars
- Works with academic institutes providing human resource educational programs
- Provides current and timely information to members through journals, newsletters etc.
- In co-operation with local chapter, manages its business affairs and members services through a permanent Secretariat

## IPMA-HR 2005 International Training Conference

**HR: The Art of Improvisation**  
New Orleans, LA October 15 - 19, 2005

<http://www.ipma-hr.org/conference>

## Due Diligence and the Healthy Workplace (continued from Page 1)

*primary intervention*, which speaks to making every effort to uncover and eliminate the stressors driving the stress process

*secondary intervention*, which speaks to understanding that since all stressors cannot be eliminated, efforts must be made to minimize their impact on our psychological, physiological and behavioral functioning

*tertiary intervention*, which speaks to recognizing the symptoms of the variety of stress related dysfunction and seeking out effective diagnosis and treatment when they are present.

### What organizations can do ...

Just as prudent individuals must show due diligence in managing stress and stress related dysfunction so to must organizations. Again due diligence must be exercised along three points of intervention:

**Primary intervention** which speaks to an analysis of the stressors in the workplace, a process of distinguishing value added from non-value added stressors and a process of eliminating the non-valued added stressors. It is important to note that many of the non-value added stressors will be psychological hazards. Psychological hazards include for example, harassment, bullying and abuse of power. While most organizations can list the physical hazards they must be wary of, few can list the psychological hazards they must ensure are not present in their workplace. Effective primary intervention often involves a workplace diagnosis or workplace study so as to assess the state of the workplace

**Secondary intervention** which speaks to ensuring that employees are provided with the opportunity to mitigate the impact of the inevitable stressors in the workplace. This begins with education and includes efforts to protect, enhance and support physical and psychological wellness as well appropriate workplace behaviour

**Tertiary intervention** which speaks to ensuring that employees suffering from stress related dysfunction are provided with access to effective diagnosis and treatment as well as effective return to work programs including the assessment of both physical and psychological fitness to return to work and modified duties. This also speaks to the existence of guiding policies and procedures.

Prudent organizations strive to exercise due diligence along each of these three dimensions. When asked why it is important to show due diligence, some address it as a business case by speaking to increased productivity, decreased absenteeism, enhanced innovation, better team function and a number of other very real benefits. In responding to this business case, others would suggest that healthy employees live longer on the company pension and therefore cost more in the long run. In the end, when pension and associated costs are taken into account perhaps the business case for ensuring a healthy workplace isn't so readily made, at least in terms of dollars and cents. However, notwithstanding any arguments that might arise around potential costs and potential benefits, I would argue that the exercise of due diligence vis a vis the health and wellness of employees is an issue of doing what is right, an issue of decency and that long before being a business case. In the end, what is clear is that if organizations do not exercise diligence in managing the health and wellness of their workplaces or what amounts to safety in their workplaces, the law will step in to ensure that they do. In fact, it has already done so and it will only become more implicated in the future.

At the request of Pathways to a Healthier Workplace, I am currently in the process of writing a primer for managing stress and stress related dysfunction which I believe will help:

- individuals experiencing stress related issues
- individuals responsible for helping such individuals in organizations and
- individuals managing organizations and in a position to guide those organizations in becoming safer and healthier workplaces.

This is neither a small nor an easy task and I invite those of you who are interested to share your thoughts and ideas with me. Smart organizations know that ...  
***taking care of the people taking care of business will ensure that business is taken care of!***

I look forward to hearing from you!

Phone: 477-5656 e-mail: leigh@hqs.ca

**PLAR Foundation for  
Human Resource Management Course**

Wednesdays - April 6<sup>th</sup>, 2005 to June 8<sup>th</sup>, 2005  
18:00h – 22:00h Princess Street campus

**COURSE DESCRIPTION**

Learn how quality Prior Learning Assessment and Recognition (PLAR) processes and practices can help you in your HR professional practice. You will learn the basic principles and sound assessment practices for PLAR. Incorporating credible PLAR practices within your HRM responsibilities will assist with competency profiling, recruitment and selection, credential/experiential recognition, succession planning, learning and development, performance development and contribute to building sound and reliable HR systems.

**For more information contact Continuing Education at 694-1789 or [continuinged@rrc.mb.ca](mailto:continuinged@rrc.mb.ca)**



**IPMA –Canada 2005  
National Training Conference  
Regina, SK  
May 29 - 31, 2005**

See website for details: [www.ipma-aigp.ca](http://www.ipma-aigp.ca)

***Message from the President-Elect By Suzanne J. Gilson***

We are off to a great start this new year with new members joining and the upcoming Saskatchewan Annual Conference, Aptly named, "Thriving in the New Workplace: The Opportunities are Wide Open".

This event takes place May 29<sup>th</sup> to 31st in Regina and promises to be a fantastic learning and networking event. Watch for information about keynotes and seminars at our monthly learning events and on the Saskatchewan Conference information website at: <http://www.ipma-aigp.ca/conferences/2005conference>

As human resource professionals, we've been talking about the New Workplace for many years. We predicted how the demographic shift would change employees' expectations and how globalization would shift the business of our organizations. Well, the future has arrived. This conference will give human resource professionals and managers tools and strategies to use in the New Workplace. Being an International Organization this is your chance to meet a diverse group of HR professionals from different countries and broaden your perspective on the issues we face each day and in the future. If you are interested in attending the conference and sharing a ride with some colleagues for more good times, contact our Administrative Assistant, Kathy Trithart at E-mail Address [trihart@mts.net](mailto:trihart@mts.net). Let's see if we can rival the Roughrider fans in their enthusiasm to represent their province by sending an equally large contingent from Manitoba!

The Chapter and National Executive have been focusing on 4 key areas of development this year:

- Continued Good Governance
- Improved Services to Members
- Improving our Technology Infrastructure
- Increasing our Visibility with Stakeholders

Some of the actions we have had around achieving these goals are maintaining our strong financial position as a Chapter, providing personal, timely responses to members by the Executive to issues and requests, assisting with website strategy development at a National level, and our upcoming Marketing campaign for the spring which includes the distribution of certification information to a broad based of stakeholders beyond our current members.

These are exciting times in the Human Resources field as we continue to break down traditional barriers internationally and cross-sectorally by increased collaboration with each other and our clients to move towards a more wholistic approach to HR Planning. With that in mind, our upcoming Professional Development event in March, Organizational Design, is an opportunity for HR Professionals and Managers alike to think strategically about the purpose of their own organizations and how design, and structure of the various processes in an organization can help us reach our goals together. Watch for the registration opportunity. I look forward to meeting you in person there. And by the way, there's always room at the Executive table for a few more professionals interested in making a difference! Let me know if that means you ...

Suzanne

## Certification Update

By David Laird, IPMA-CP

The Manitoba Chapter now has 32 members Certified as IPMA Certified Professionals under the IPMA-Canada International Certification Program. This accounts for approximately one third of our membership. Congratulations, and keep up your dedication to the HR profession!

Please be reminded that changes to the certification program now mean that there are 10 technical HR skill areas eligible for consideration under the Certification Program. These are:

- Employee/Labour Relations
- Employee Selection
- Organization and Employee Development
- Employee Benefits/Risk Management
- HR Research
- HR Management Systems
- Recruitment
- HR Diversity/Employment Equity
- Compensation
- Classification

**Certified Members** Please remember to keep a Recertification file of records confirming all of the HR related activities in which you participate. These include attendance at IPMA sponsored events, other HR related courses or workshops attended, presentations made or workshops facilitated, articles published, formal mentoring assignments, and more. This file will be extremely useful you re your recertification time comes around. Revised procedures regarding requirements for recertification should be made available to each certified member in February or March of this year.

## Manitoba CONNECTIONS

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## UPCOMING CHAPTER EVENTS

|   |  |                                  |
|---|--|----------------------------------|
| January 2005                                | Generations at Work  | Ken Kowalski- IPMA Member        |
| February 22, 2005                           | Performance Conversations  | Dan Bradshaw, Mediation Services |
| March 21, 2005                              | Anxiety Disorders Association of Manitoba, Annual Conference Partnership | Full Day Workshop                |
| April 8, 15 & 22 2005<br>Three day workshop | Organizational Design Course   | David Laird, City of Winnipeg    |
| May 2005                                    | Preparing the Workplace: Accommodation Issues for HR and Managers        | Civil Service Commission         |
| June 2005                                   | Annual General Meeting   | TBD                              |