

Newfoundland and Labrador Chapter Newsletter Fall 2009

President's Message

I hope everyone had a safe and enjoyable summer, it went fast and where has September gone? Your Executive has a great fall and winter planned for you with luncheons and PD events.

We spent considerable time this past summer strengthening our membership information base. We participated in the survey that was completed by Aminata N'Doye from the Alberta Chapter, on behalf of the National office and all of us, whereby she sent a survey to all members asking them for specific information. This allowed us to update our membership information. Since then we have worked hard to keep the membership information current and follow up with members has their membership and certification comes up for renewal. We currently have 155 members, including 25 certified and 36 student members. Thanks for your support in this effort.

On September 23rd we held our AGM, your Executive for the coming year is: Secretary (Suellen Sheppard); Treasurer (Trudy O'Neil); Membership Director (Paul Fifield); Communication Director (Gerard Kenny); Student Liaison Director (Stephanie Kennedy); Directors at Large (Dorothy Stacey, Dianne Winsor, one other pending, subject to confirmation of acceptance); Past President (Loretta Ryan) and President (John Peddle).

This past year has been difficult because of increased cost for our luncheons and other expenses. At the AGM a motion was passed to increase our Chapter fees by \$10, effective February 2010. This will allow the Local Chapter to do better planning for the 2011 National Training Conference and to plan better professional Development events. The AGM approved a budget of \$12,300 for the year April 1, 2009 to March 31, 2010, it is ambitious but the bulk of it is professional development events.

A number of you have indicated a willingness to help out with the 2011 conference, now is the time to come forward as we will be putting our committees in place shortly. Please contact the Executive at executive@ipma-nl-chapter.ca or myself to help out: john.peddle@nl.rogers.com.

We partnered with the Canadian Manufacturer and Explorers Association for a successful workshop on September 24th, other professional Development events are planned for the fall and winter, make an effort to attend and bring a friend. It makes for great networking.

John Peddle, IPMA-CP
President



Pandemic Flu Preparedness

The H1N1 pandemic is more than just a medical or public health issue. It is a business issue for organizations—one that could adversely affect their operations and their employees. A Conference Board of Canada report, *Ready or Not: Effective Pandemic Response*, outlines the actions that leading organizations are taking to respond to the pandemic.

“The H1N1 virus is behaving differently than organizations expected. Even though the summer months are not usually hospitable to the influenza virus, H1N1 continues to spread quickly,” said Trefor Munn-Venn, Director, National Security and Public Safety. “Hope is not an option for organizations—they should begin responding now. Those organizations that don’t already have a plan need to recognize just how serious the pandemic is expected to be and start preparing both their staff and their businesses.”

The report is based on a June 2009 meeting convened by the Conference Board with organizations that have actively prepared for a pandemic. The participants, from a broad range of sectors and industries, discussed the status of the situation at the time, assessed the effectiveness of actions already taken, and the planned responses if—as expected—the virus becomes more aggressive.

The outbreak thus far has given leading organizations an opportunity to assess their plans, test their assumptions, and develop new strategies.

Leading organizations are focusing on:

- **Communicating their response effectively**—a central challenge is to communicate effectively and share information with employees, customers, supply chain partners, governments and media. By providing clear, consistent and balanced messaging—based on credible sources—organizations can be viewed as trustworthy in the midst of a crisis.
- **Developing internal support and capacity**— the response to a pandemic must have support throughout the organization, including the senior management team and various lines of business and departments. Moreover, the pandemic threat is more of a marathon than a sprint, so resources must be allocated to sustain the response.
- **Garnering external support** —organizations do not operate in isolation. They must coordinate with supply chain partners and government bodies. And organizations should share the lessons with peers.

Source Description: Conference Board of Canada, "H1N1 Pandemic Becoming a Business Issue for Organizations," July 20, 2009.

Barriers to Training Access:

According to Statistics Canada, 60 per cent of all workers received at least some employer-supported training in 2005 (either on-the-job, classroom, or outside), while 12 per cent declined it. On average, women were as likely as men to access employer-supported training, but they were less likely to do so if they earned low wages, were less-educated, were non-unionized, or exhibited a combination of such characteristics. However, women in all four groups were also more likely than men to accept employer-supported training, even after controlling for their restricted access.

Source Description: Statistics Canada, "Barriers to Training Access," July 22, 2009.

HR Job Postings on IPMA-Canada Website:

Be sure to check out the IPMA-Canada website at www.ipma-aigp.ca for the latest Human Resources job postings from across the country. If your organization is interested in posting job vacancies please note that listings are **FREE** for IPMA members. Non-members can also list vacancies for a fee of \$200. For more information please contact Carol Hopkins, Executive Director in our national office at info@ipma-aigp.ca .



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Targeted Initiative for Older Workers:

A new Targeted Initiative for Older Workers (TIOW) was announced by the Honourable Susan Sullivan, Minister of Human Resources, Labour and Employment, for the Town of Englee and the surrounding area.

"The Provincial Government is committed to addressing the needs of people in communities impacted by the downsizing or closure of key local employers," said Minister Susan Sullivan. "Displaced workers who have made a lifelong contribution to one industry or company can be the most vulnerable when downsizing or closures take place, and this initiative is designed to address that reality. The project we are implementing for people in Englee and neighboring communities will help 30 unemployed individuals aged 55-64 enhance their skills so that they can transition to self-employment or employment in a new field."

This employment support program is a federal-provincial cost-shared initiative (70 per cent federal, 30 per cent provincial) that provides tailored support to communities experiencing continuously high levels of unemployment or significant industrial downsizing (i.e. downsizing that impacts at least 20 per cent of the local labour force). All TIOW projects provide employment assistance activities such as employment counseling, assistance with resume writing, and interview techniques. In addition, all projects include at least two other employability improvement activities and may include basic or specific skills upgrading, employer-based work experience where wage subsidies are provided to the employer, or community-based work experience.

For this specific project, the Englee Town Council is the project sponsor in partnership with the College of the North Atlantic. The college's St. Anthony Campus will start the project by providing 16 weeks of skills development training to participants. Training will include eight weeks of orientation and skill assessment, theory and practical-based classroom training and employment readiness skills. This is followed by eight weeks of specific skills training in two areas: traditional Newfoundland and Labrador crafts and heritage carpentry basics.

The town council will then supervise 14 weeks of employment. As the work-based component provides an opportunity to restore heritage buildings in the community, this will enhance the tourism sector for this region, and those completing the heritage carpentry basics will then be qualified to seek employment with construction companies or become self-employed.

The Town of Englee expects to start this project in August and has commenced the selection process for participants and a co-ordinator. Interested parties can call 709-866-2711 or e-mail dorisenglee@nf.aibn.com for further information. The initiative in Englee represents the first of many TIOW projects that will be established in communities throughout the province this year. These projects will be announced in the coming weeks.

Source Description: NL Human Resources, Labour and Employment, "Targeted Initiative for Older Workers Developed for Northern Peninsula," July 17, 2009.

Contact Us:

Do you:

Have suggestion for a luncheon topic or a guest speaker?

Have an article that you think is worth publishing in our newsletter?

Wish to comment on how we can serve the membership better?

Have an interest in being a member of the IPMA-NL Chapter Executive?

Please email us at

executive@ipma-nl-chapter.ca

On the Web:

Check out the IMPA-Canada website for information on:

- the latest IPMA news
- HR job postings
- training conferences
- Certification
- chapters
- Online events calendar

www.ipma-aigp.ca

Did You Know...

The NL Chapter currently has the highest membership of any IPMA Chapter in Canada. Currently we have 155 registered members-consisting of Certified, Individual, and Student members.



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Understanding the Gen Y Attitude of Entitlement:

By Dr. Karyn Gordon

To many managers, members of Gen Y seem spoiled. I often hear that they are selfish and hold unrealistic expectations about their career and the world of work. Having worked closely with Gen Ys for 12 years and after spending more than 7,000 hours listening to them in both therapeutic and research settings, I've discovered that they are, in fact, grossly misunderstood, resulting in frequent, unnecessary generational clashes at work.

Causes

Gen Ys were raised in an era of overindulgence. Their well-intentional parents (often baby boomers) micro-managed them, told them what to do, what not to do and rescued them from experiencing the consequences of their mistakes. Unfortunately, most of these parents didn't realize they were actually encouraging their children to under-function. These kids grew up expecting this sort of treatment from everyone and came to believe it was something they were entitled to.

At the same time, parents were being encouraged to build their kids' self-esteem through praise. While praise is extremely important, so is constructive criticism. If parents only ever give praise, which is often the case, children never learn how to properly deal with feedback.

Also during this period, two other social phenomena came into play: marketers, realizing just how much purchasing power Gen Ys had, started promoting the "buy now, pay later" mentality; and the Internet found its way into households. These two variables reinforced a very powerful instant-gratification mindset.

Solutions

In my research, I have discovered that many Gen Ys report using arrogance as a mask to cover their insecurity and anxiety. They struggle to make decisions, suffer anxiety about unfulfilled expectations and paralysis at the thought of negative feedback.

So, how can we work with Gen Y and employees at all levels to reduce workplace conflict?

1. **Seek to Understand and Learn** – The reality is, as a culture, we have taught them to behave this way. Instead of blaming them, we need to ask ourselves: what can we learn from Gen Y and what can they learn from us? Simply changing our perception will radically change how we communicate with each other.
2. **Praise and Challenge Respectfully** – There is power in praise but only if it's authentic, honest and specific; if it's not, don't bother. It's also important to challenge Gen Y on their viewpoints and decisions. As long as managers challenge with respect, younger workers will be open to hearing it and will, in turn, want to please you.
3. **Be Clear about Expectations** – Boundaries are new to this generation because they grew up having other people rescue them from the consequences of their actions. To set expectations, clearly outline what you need from them, what rewards they will receive for work well done and the consequences they will face if job expectations are not met.

This generation has many strengths: they are passionate dreamers who love to learn and are refreshingly honest. Remember, the goal is not just to "fix" Gen Y, but to better understand them so organizations can help them achieve all they are capable of.

Dr. Karyn Gordon is a Gen Y expert, corporate and family consultant, motivational speaker, media personality and author.

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Employee Engagement with Eddie LeMoine:

By Gerard Kenny

IPMA-NL co-hosted its Professional Development session on September 24, 2009 with the Canadian Manufacturers and Exporters (CME) and NL Home Builders Association (NLHBA). Keynote speaker, Eddie Lemoine, provided a world class presentation on Employee Engagement to an almost capacity-filled room.

Mr. Lemoine challenged the audience to think about whether or not the managers in their organizations are engaged. If they are not, how can organizations expect their employees to be engaged in their work?

Employee engagement is good for productivity and the bottom line. Studies have shown that organizations with an engaged workforce are 78% more productive and 48% more profitable, and provide much better levels of customer service than organizations without an engaged workforce.



Why Should Organizations Focus on Engagement?

Studies have shown that typically only 27% of an organization's employees are *engaged* – contributing to 60% of the organization's productivity. Remarkably, 59% of an organizations' workforce are *disengaged* – no one starts out in an organization being disengaged, but somewhere along the way they mentally "check out" of the organization. These employees also contribute to 60% of the organization's productivity. The remaining 14% of an organization's workforce is *actively disengaged* – they are actively working towards tearing down the productivity of an organization, contributing minus 20% in productivity. Essentially, they are working on destroying the organization from within.

Dollar for dollar, engaged employees have a contribution rate of 90% of their payroll – they tend to be very efficient and are willing to take on additional tasks. Conversely, disengaged employees have a contribution rate of 70% - the remaining 30% of their time is spent on non-work related tasks and most of the work-related tasks on disempowering activity. Actively disengaged employees have a contribution rate of 50%, spending most of their time on non-work related tasks and most work-related tasks on disempowering activity.

Disengaged employees are costing the Canadian economy \$42 billion annually, resulting from increased sick time and stress leave time. Generation Xers are leading all generations in this economic drain because they consider themselves low on the organizational totem pole, have young children, and are generally over-extended as a result of the need to support their lifestyle choices. Ironically, baby-boomers are using more vacation time as a means to "get away" from work - they were always taught to "suck it up" and work through the "pain."

Employee engagement is developed from two main principles – Inclusion and Co-creation. Inclusion stems from managers looking for ideas and support from subordinates and colleagues. Ideas and support may include how to do work or improve work processes. Co-creation is developed by leveraging strengths of team members to identify better ways to achieve one's goals.

Studies have shown that 27% of an organization's employees are *engaged* – contributing to 60% of the organization's productivity; 59% of an organizations' workforce are *disengaged*; no one starts out in an organization being disengaged, but somewhere along the way they mentally "check out" of the organization once they are no longer engaged. These employees also contribute to 60% of the organizations productivity. The remaining 14% of an organization's workforce is *actively disengaged* – they are actively working towards tearing down the productivity of an organization, contributing minus 20% in productivity - essentially they are working on destroying the organization from within.



Key Drivers

Employee engagement stems from a way of *thinking* first and a way of *working* second. There are eight (8) key drivers for engaging employees, which include: Trust and Integrity; The Nature of the Job (what is it that I do?); the Line of Sight between employee performance and company performance – how does my job impact the organization's overall performance; Career Growth Opportunities – many employees are loyal to an industry or their boss but not an employer; Company Pride; Co-workers and Team-members – who will I be working with; Employee Development; and Relationship Building with one's manager.

Three Easy Steps to Closing the Employee Engagement Gap

To close the engagement gap, employers need to follow three rules when it comes to their employees:

1. Know them.
2. Grow them.
3. Inspire them

Knowing employees involves understanding them from a demographic and social perspective. Understanding their culture, gender, age, language, as well as their background, will go a long way to understanding what is necessary to engage them, and the generational gaps that divide them. Statistics show that in the future, 50% of all positions within organizations will be filled by someone from outside our country. With diminished birth rates in Canada, the United States and China, it is expected that there will be increased immigration from India and the Muslim nations.

Growing employees involves aligning their personal goals with the organization's goals. Personal goals are centred on happiness, family and friends, neighbourhoods in which they live, and world events; Organizational goals are centred on productivity, profit and shareholder value. When employees get out of bed in the morning they are not motivated to report to work so that they can increase shareholder value. Reporting to work is a means to achieve an end - their personal goals.

Inspiring employees involves creating a vision and getting them to buy into that vision. This is done by explaining the reasons for a new directional change, thanking them for their contributions to the organization's success, and getting input from them about how to realize the changes. To close the engagement gap, employers need to follow three rules when it comes to their employees:

Changing Management Styles

Management styles of the past will not be effective in the work environment of the future, given that there are now four generations in the workforce. Organizations are spending enormous amounts of money on attraction and retention that are treating the symptoms, but not the problem. Engaging and retaining Generation Xs and Ys will force organizations to think outside the box when it comes to how they do business and how they deliver services. It is predicted the health care profession will be the hardest hit by this paradigm shift because many Gen Ys do not want to work nights or shift work.

Increasing engagement should be done by targeting the group that is *disengaged* – not the *actively disengaged*. By recruiting support from the engaged workforce and then building support from within the disengaged group, an employer will increase productivity, loyalty and commitment to the organization. Targeting the actively disengaged vis-a-vis disciplines, terminations, etc will only result in more of the disengaged group slipping into the actively disengaged group. Remember, the actively disengaged are also actively recruiting from members of the disengaged group, so it is key to ensure that the methods you use to engage staff and the goals you set for them are inclusive, measurable, attainable, sustainable, and well communicated.

For more information on Eddie LeMoine, check out his website at www.eddielemoine.com.

For more information on our co-partners, check out their websites at http://www.cme-mec.ca/nf/template_nf.asp?p=1 and <http://www.nfbuilder.com/>



Increase in Membership Fees:

A motion was passed at the September AGM to increase the NL Chapter Fees in order to keep up with the increased operating costs and fees associated with offering luncheons and PD events. The increase will be in addition to the increases introduced by National office. New fees from National came into effect September 2009; the chapter increase will come into effect February 2010. Under the new fee structure, the combined costs are as follows: Individual - \$135 + HST (\$152.55) and Certified - \$185 + HST (\$209.05). There is no change to the student membership fees.

The 2011 National Conference is coming to St. John's!!

The NL Chapter is pleased to announce that it has been asked to host the IPMA 2011 National Conference. We are very excited about the opportunity to once again show off our province to the rest of Canada!! The local executive is looking for volunteers to sit on various committees for this event. The committees include:

- Steering Committee
- Program Planning Committee
- Social Committee
- Sponsorship Committee
- Marketing / Communication Committee
- Logistic Committee

If you are interested in serving on one of these committees, and have not already contacted the executive to put forward your name, please email us at executive@ipma-nl-chapter.ca.

IPMA-CP and IPMA-CS Certification Training Sessions

With the 2011 national conference in the "not too distant future", the executive is hoping to put off training sessions either in the winter or next spring for the IPMA-CP and IPMA-CS certification programs. If you are interested in attending these sessions to attain one of these designations or looking at renewing your IPMA professional designation, please email the executive team with your name and contact information and time preference (Winter or Spring) for the training sessions at executive@ipma-nl-chapter.ca.

Parents of Twins Each Allowed to Claim Full Parental Leave Benefits

A three-person Board of Referees has ruled that the parents of twins should not be restricted to one combined Employment Insurance (EI) claim because the children were the result of a single pregnancy. Instead, each parent was entitled to receive 35 weeks of benefits for full parental leaves. While the ruling applies only to the couple in this case, it could influence Boards in future cases, and has led for renewed calls for the federal government change its benefits policy and allow parents of multiples to make independent EI claims.

Source Description: Hewitt Monitor Plus, September 25, 2009.





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