

Newfoundland and Labrador Chapter Newsletter Spring 2009

President's Message

The Local Chapter has had a successful winter in providing professional development opportunities through our luncheons. The feedback has been very positive. As a result, we have been able to attract new members to our Chapter. Although the Chapter has had a fairly successful winter with regard to professional development we have struggled to provide these luncheons at a price that is reasonable and yet generate enough revenue to cover the expenses of the Local Chapter. This is a continual struggle as the facilities where our luncheons are held have raised their prices in order to cover their costs and we in turn have had to pass these costs on to you.

As I write this report we prepare for the National Conference in Fredericton, New Brunswick on May 31st to June 3rd. Heather Peters will be attending the Conference to represent the Executive and to bring back any worthwhile ideas from the Conference that the Local Chapter can use either for professional development or as part of our luncheons presentations. The Executive will soon start planning professional development sessions and luncheons for the Fall. It is our intent to develop a full schedule for the Fall starting with our first session in September.

In my position as Director at Large on the National Executive there is continual change at the national level. Carl Hopkins has made a big difference to the National Office as anybody who has visited the National website at www.ipma-aigp.ca can see. I would encourage members to visit the website to see the changes that have occurred as well as to obtain up to date information on what is happening with IPMA National and the Local Chapters across Canada.

As some of you may be aware the Newfoundland Chapter has been asked to host the 2011 National Leadership Conference. We have indicated to the National Office that we are prepared to consider this undertaking and a decision will hopefully be made at the June Board meeting in New Brunswick. We will need many volunteers to help out in the planning process as well as the actual running of the Conference when it occurs. I would request members to identify any special interests you may have in this National Conference and advise Local Executive members. If you get the opportunity to attend the June Annual General Meeting, we will provide more information about the 2011 Conference as we will know by that time whether the National has made a decision that the Conference be held in St. John's.

In order to grow the Chapter we need to broaden our membership base to include people who have similar interests as you. They will benefit from our programs and the networking at our events. At each event we ask you to bring a friend.

As this will be our last newsletter before summer I wish all our members a safe, healthy and enjoyable summer!

Thank you for your continued support.

John Peddle, IPMA-CP
President – Newfoundland and Labrador Chapter



Annual General Meeting and election of Executive Members:

IPMA-NL chapter will be hosting its Annual General Meeting and election of its executive on June 25, 2009. This event will take place at The Ramada Inn. The Executive has scheduled Tom Brophy to be the keynote speaker on Work-life Balance. We are hoping to see a great turnout from our membership to this AGM. There will be information forth-coming regarding the details of the event, so stay tuned!!

If are interested in being part of our Executive team, or you know of someone who would make a great addition to the team, please forward your/ their name to executive@ipma-nl-chapter.com by June 18, 2009. If you are interested but hesitant because of "time commitment" concerns, the executive team usually meets monthly to discuss chapter issues as well as attend monthly luncheons.

Apprenticeship Completion Grants

The federal government has established the Apprenticeship Completion Grant (ACG) offering \$2,000 to eligible apprentices who successfully complete their apprenticeship training and certification in a designated Red Seal trade. The Grant will also boost worker mobility, as Red Seal credentials are recognized in most provinces and territories. Apprentices can begin applying for Apprenticeship Completion Grants in July but their eligibility will be retroactive to January 1, 2009.

Source: Office of the Prime Minister, "PM Highlights New Grant Program to Help Canadians Pursue Well Paying Jobs in the Skilled Trades," April 9, 2009.

IPMA Leadership Series Luncheons

Transformational Leadership

By Loretta Ryan, IPMA-CP

Dr. Kara Arnold launched IPMA-Canada's (NL Chapter) leadership luncheon series on February 17, 2009 with a talk on **Transformational Leadership**. Dr. Arnold covered the characteristics, effectiveness and development of transformational leadership. A defining characteristic that separates transformational leaders from other leaders is that followers of the former often see the greater good in their work – ie. the old story of building a cathedral instead of just laying bricks.



Transformational leaders seek to engage the full person and develop leadership capacity in their followers. These leaders are motivational and inspiring, intellectually stimulating and charismatic (idealized influence and inspirational motivation) – the latter explains the appeal of the current President of the United States. Another characteristic of the transformational leader is individualized consideration. Personal contact is important – focus on the development of the individual for their sake, treating each employee individually, listen, care, develop and advise.

Idealized influence engenders faith, trust and respect and leaders show their values through their talk and their walk – they are consistent and reliable.

Inspirational motivation is achieved by setting high standards, raising expectations and convincing individuals they can achieve beyond expectations. A strong vision reinforced by symbols and stories helps in motivating people in an organization.

Intellectual stimulation comes from thinking about old problems in a new way, challenging people to think for themselves and promoting the development of future leaders.



Transformation leadership has positive effects on financial, individual, group and organizational performance and develops organizational citizenship. It increases commitment, satisfaction, trust, self-efficacy, intrinsic motivation and meaning in work.

Leaders can be trained – it requires commitment and self-discipline to learn and a set goal with identified supports to achieve that goal.

Incentive Compensation and Goal Setting

By Loretta Ryan, IPMA-CP and Heather Peters, IPMA-CP

IPMA-Canada, Newfoundland Chapter luncheon series on Leadership continued on April 29, 09 with a presentation by Wayne Scott of Vale Inco on Incentive Compensation and Goal Setting and Trevor Brown with the Academic Perspective.

Mr. Scott shared his experience with Vale Inco's incentive pay approach, annual incentive plan, performance share units and matching program. Vale has over 60 years of history that was started by the Brazilian government in 1942 but became private in 1997. Vale, operating on five continents with over 100,000 employees, is the second largest mining company by market capitalization. Vale Inco, a Canadian based leading producer of nickel employs 14,000 people worldwide, is a wholly owned subsidiary of Vale and has over 100 years of history while Vale Inco Newfoundland and Labrador employs approximately 650 people and has been operating for 10 years



Wayne Scott, Vale Inco

Vale's compensation philosophy is based on a combination of factors that include base pay at market median, variable pay, pay for organizational performance, a blend of individual, group and company performance and the ability of the company to pay. The incentive package includes an annual cash amount, performance share units and matching program (if you stay with the company for 3 years and keep your shares, the company will match them). Performance is competency based and their model is built around the company's mission, vision and values and includes such indicators as thinking and knowledge (strategic orientation and functional competencies), business (process orientation and drive for sustainable results), interpersonal and leadership skills (people development and engagement, building relationships, transformational leadership).

Dr. Brown talked about goal setting as being one of the most effective and practical motivational techniques for the workplace. Performance increases when goals are set and there is a commitment to them. Goals provide direction, link outcomes to performance and give employees confidence. The most effective goals have clear outlines as to why, expected outcomes (positive) and reasons for buy-in or the consequences or downside of not buying in. Goals should be specific, measurable, attainable, relevant and recorded and time based. An important component of goal setting is ensuring the person not only understands and accepts their objectives, but has the skills and abilities to perform the required tasks. Breaking down components into short and longer term goals and supporting the development of strategies and processes to achieve goals, both aid in the learning



Dr. Trevor Brown, MUN

Upcoming Alternate Dispute Resolution Sessions:

Stit Feld Handy Group have scheduled an Advanced Alternate Dispute Resolution – Negotiation and Mediation skills session in St. John's for June 2-5, 2009. To learn more about this event please visit the Stit Feld Handy Group at www.sfhgroup.com.



If you are interested in attending an ADR/ Advanced ADR session, but the current scheduled dates do not coincide with your schedule, please email the IPMA NL Chapter Executive. If there is enough interest the chapter may look at the option of partnering with Stit Feld Handy Group to offer additional training sessions.

Leader Onboarding: Creating a Due-Diligence Library

By Nat Stoddard and Claire Wyckoff

Although organizing and implementing the process for selecting a new leader can seem daunting to all those involved, for the HR professional, the work is just the beginning.

No one can deny that leadership is a performance art, especially at the highest level, but leaders are often asked to deliver in a flawless manner before an audience whose attitudes may range from indifferent to highly sceptical.

Over the past several years, much has been written about the value of onboarding and the tools required to help newly appointed leaders transition into their roles effectively. But what most new leaders and their advisors lack is fingertip access to the necessary facts, hard data and professional insights of the critical issues, people and structures in their new organization.

Ensuring Leader Success

This is where the need for a due-diligence library comes in. Assembled and maintained in a thoughtful way, it can play a critical role in facilitating the new leader's success.

This library is a purposeful collection, review and organization of relevant management and planning documents.

The specific information needed by a functional head, country leader, division president, CEO or chairperson will all be different, but, in general, the library should cover nine information sections:

- Board and shareholders
- Enterprise scope and stats
- Human Resources
- Financial
- Operations
- Marketing and sales
- Product
- Manufacturing and sourcing
- Legal, risk and IT

The creation of a due-diligence library begins with a message that the head of the selection team forwards to the executive leadership team (the new leader's direct reports), and to selected peers of the new leader, requesting them to submit copies of all relevant documents, reports and policies deemed important. A delivery date is established and specific examples of what should (and what should not) be provided is included. Everything that is submitted must be reviewed and unnecessary items culled out and returned to the senders; this process can take several weeks to complete.

It is recommended that the materials be stored in either several tabbed binders or digital files, with an annotated table of contents that includes: a description of each document, name of the person and department responsible for it, distribution list of who receives copies, frequency and date of publication of the document and degree of confidentiality of the document.

It is almost never too early to start the process of assembling a library. Once created, efforts should be made to keep it current so it can serve as an orientation tool for other newly hired senior executives and outside directors.

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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

Another Local IPMA member published

Our Director of Professional Development - Heather Peters, IPMA-CP, recently had a research paper published in the *Canadian Journal of Administrative Sciences*. **Mental Illness at Work: An Assessment of Co-worker Reactions** was co-authored with Dr. Trevor C. Brown (Associate Professor, Labour Relations and Human Resource Management Faculty of Business, Memorial University of Newfoundland and Labrador). The paper will also be available on-line through Wiley Interscience (www.interscience.wiley.com).

Congratulations Heather on behalf of the IPMA-NL Chapter Executive!!

Employing Young Workers

The Canadian Centre for Occupational Health and Safety (CCOHS) has issued a Guide to assist employers understand and carry out their responsibilities toward younger workers. Issues addressed include: assigning suitable work; understanding young workers; training; safety and personal protective equipment; and supervision.

For more information on this guide, please visit the CCOHS website at: <http://www.ccohs.ca/youngworkers/resources/employerresp.html>

Latest recipient of IPMA Certificate in HRM



At the November 2008 Luncheon, Past-President Loretta Ryan presented Todd Clarke Ryan with the IPMA-Canada Certificate in Human Resources Management.

The Chapter Executive would like to congratulate Todd on his completion of the certificate program!

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

2009 National HR Training Conference:

"HR: A Partner in Organizational Excellence."

May 31-June 3, 2009

Crown Plaza

Fredericton Lord Beaverbrook Hotel

Fredericton, NB



Serving Canada's HR Community
for over 100 Years

Trends in Flexible Benefits:

By Bob McKay

In the mid-1990s, only 17 per cent of Canadian employers offered flex benefits programs. When Hewitt Associates' last polled organizations in 2005, flex plans had increased to 41 per cent. Now, some employers are on their third plan design to meet the changing needs.

Flexible benefits will continue to increase in popularity because they contribute to the resolution of many talent management issues, including aiding in employee attraction and retention, accommodating the needs of a diverse workforce and containing health care costs.

Offering more-and less-flexibility

Flexible benefit plan choices have expanded over the last decade. The broadest programs—more appropriately termed “flexible compensation plans”—allow employees to make benefit choices in health care, disability, life insurance, retirement savings and vacation.

Recently, some employers have introduced simplified plans that provide employees with meaningful choices, while avoiding the complexities of broader, full flex plans. These simplified plans are popular with smaller organizations.

One simplified approach is to limit choice to the health-care area. These plans offer choice in medical and dental coverage, frequently supplemented by a health spending account. Another simplified structure is known as the modular approach. Employees choose a core, moderate or rich package, each of which includes specific coverage in benefit areas such as medical, dental, long-term disability and life insurance. The core module generates a contribution to a health spending account or is available at no cost to employees, but the rich module frequently requires payroll deductions.

The Canada Revenue Agency has recently ruled that employees can redirect a certain portion of their bonus into flex credits on a tax-effective basis, as long as certain conditions are met.

Wellness Initiatives

Flexible benefit programs can be designed to support wellness initiatives by providing additional credits for healthy activities. For example, additional flex credits can be earned when employees take a health-risk assessment, don't smoke and exercise for three hours a week. Generally speaking, employers aren't going to monitor employees to ensure that they are following through, although some are considering requiring proof before allocating additional credits.

Wellness accounts are expected to be offered by 55 per cent of Canadian Employers by 2009. Funded through unspent credits or direct employer contributions, these accounts often cover fitness memberships, exercise equipment, smoking cessation programs and a personal trainer.

While penalizing employees for unhealthy behaviours is not common in Canada, there is precedent. In the United States, smokers and the obese pay higher rates for insurance.

Pushing Boundaries

The question for employers today is no longer whether to introduce flexibility, but how flexible their plans should be.

Some Alberta employers are considering a “flexible rewards” approach, whereby the employee's entire compensation package becomes part of the fund – salary, benefits, pension, vacation – and the employee has full choice how they are compensated.

While organizations in Australia and the U.K. have adopted flex rewards, no Canadian organization has done so yet. As the labour shortage becomes more critical and workforces are increasingly diverse, expect to see flexible benefits evolve into flexible reward programs for some Canadian employers shortly.

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