

Newfoundland and Labrador Chapter Newsletter Winter 2009

President's Message

Since the last Newsletter in the fall of 2008, the Local Chapter continues to be very active. We have had regular monthly meetings of the Executive to plan the activities of the Chapter in particularly the monthly luncheons; we have all worked hard to ensure we have speakers and topics that you have asked for. The schedule for the balance of the year will hopefully be finalized at our next Executive meeting.

I wish to thank all of the Executive members for their hard work and dedication to you, the members, and the Chapter, but we need to get more of you involved in the Local Chapter Executive.

I missed the National Executive meetings in November 2008 in Ottawa, but I did get to the Planning session in Halifax on February 6 and 7th 2009. There are a lot of what I will call "growing pains" at the National level. We have changed Executive Directors and there are major things happening, all for the good, in my opinion. Carol Hopkins brings a different "skill set" to the National office and IPMA National is trying to build on the old and capitalize on the new, but the National Executive are all volunteers with "Real Jobs" outside of IPMA. Things take time to put in place, but overall the National Executive is going in the right direction, but it will take time.

At the Planning session in Halifax we looked at where IPMA should be going and how do we measure our successes to know when we actually get there. There will be a series of recommendations going to the National Executive in the near future that will cover such things as: Membership (recruitment and retention), Target dates for new members, National Professional Development planning to assist Local Chapters, Awareness campaigns, Better use of Technology to run IPMA and to communicate with our members, Changes in Certification and Recertification to make it less complicated to apply and process your application, and other issues. Stay tuned!

HR is a great career!

Thanks for your continued support.

John Peddle, President

Newfoundland Chapter receives top honours:

The Newfoundland and Labrador chapter received the "Chapter of the Year" award at the IPMA-Canada national conference held in Edmonton, AB in June 2008. Our chapter took the top honours based on its initiatives throughout the year which included its luncheon topics and speakers, the development of strategic partnerships with the Canadian Manufacturers and Exporters, the Newfoundland and Labrador Employers Council, and Community Mediation Services, while maintaining solid network of members and non-members. Congratulations to chapter past-president Loretta Ryan, IPMA-CP and the chapter executive for making last year such a successful one!!



Minister Shawn Skinner speaks at IPMA luncheon:

On January 21, 2009 the IPMA-NL Chapter Executive was proud to present Minister Shawn Skinner as the keynote speaker at its January luncheon. Minister Skinner spoke on the economic conditions in Newfoundland and Labrador and the positive things that are happening in our province. He also spoke to the challenge of having an available work force. Minister Skinner gave an overview of the Province's Immigration Strategy, Youth Retention and Attraction and the Labour Mobility Agreement as these are some of the avenues being used to address the lack of available labour. Both the Immigration Strategy and the Youth Retention Strategy have an employer incentive program to recruit for specific skills (Immigration) and hire (Youth Retention).



The Labour Mobility Chapter of the Agreement on Internal Trade is being amended. The goal of this amendment is to achieve full mobility in Canada for persons practicing occupations that require a license to work in regulated professions and trades. The Minister indicated that some professions will move to national certification without challenge while other may be challenged. There will be some hearings regarding this process and if you require further information, contact the Trade Policy Office, Department of Innovation, Trade and Rural Development, Government of Newfoundland and Labrador.

For more information on these programs, check the following web sites.

Immigration Strategy <http://www.hrle.gov.nl.ca/hrle/immigration/pdf/strategydoc-mar07.pdf>

Youth Retention and Attraction <http://www.lmiworks.nl.ca/yras/>

Amendments to Agreement on Internal Trade – Enhanced Labour Mobility:

Canada's First Ministers have endorsed two key amendments to the Agreement on Internal Trade (AIT), marking significant progress toward eliminating internal trade barriers and enhancing labour mobility in Canada. The Agreement's revised Labour Mobility Chapter will ensure that any worker certified for an occupation by a regulatory authority in one province or territory will be recognized as qualified for that occupation in all other jurisdictions. A revised government-to-government dispute resolution mechanism will also impose monetary penalties of up to \$5 million, depending on the size of the jurisdiction, for continued non-compliance with AIT obligations.

Source Description: Office of the Prime Minister, "First Ministers Endorse Full Labour Mobility across Canada," January 16, 2009.
<http://pm.gc.ca/eng/media.asp?id=2384>

Local IPMA member published:

Janet O'Brien - IPMA-CP recently had a case study and teaching notes published in The Electronic Hallway. **Goodbye to Happy Hour** was co-authored with Emily Wooley and Liang Zhao (all are Master of Employment Relations candidates at Memorial University of Newfoundland and Labrador). The case examines the difficulties experienced by "Jane" as a newly appointed manager trying to motivate a technical team during a period of long work hours caused by unfilled vacancies in the workplace.

Janet also recently won the 2008 Allen Ponak award for best graduate student paper, titled **The Newfoundland IWA Strike 1959: Was Defeat Inevitable?**, from the Canadian Industrial Relations Association (CIRA).

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



Determining Social Styles to Reduce Conflict:

By David Collins

A study published in *Leadership Quarterly* showed that managers spend up to 42 per cent of their time resolving interpersonal friction and conflict in the workplace. That's more than two days a week spent dealing with unproductive workplace behaviours, rather than advancing the company's business strategies.

Conflict in the workplace is a reality. However, many HR professionals have found that building interpersonal skills - a person's ability to interact effectively and gain support of co-workers - can reduce the frequency of workplace conflicts and minimize the long-term impact when conflicts do occur.

Behavioural Preferences

Most people are familiar with the Golden Rule - do unto others as you would have them do unto you. But in the workplace, this doesn't hold true; the most effective managers treat employees the way the employee would like to be treated. Based on this, the Social Style model was created to help companies improve interpersonal skills in the workplace.

In Social Style, there are four distinct behaviours that people exhibit, each with its own likes and dislikes. Being aware of each style is critical to understanding the other person's perspective and your ability to adapt your style or approach - or work with others to do the same - to solve problems.

Driving Style: Action-orientated people who focus on results and outcomes rather than relationships. They can be seen as impersonal, practical and dominating by others.

Expressive Style: Creative and spontaneous people who like to receive personal recognition. Expressive people are casual, big-picture thinkers who prefer not to deal with details.

Amiable Style: Relationship-orientated people who focus on personal interactions, trust and personal comfort. Accordingly, they tend to work slowly, make time for socializing and seek consensus.

Analytical Style: Information-focused, logical people who consider thinking and analysis critical. They can be seen as slow-moving and reserved by others.

Improved interpersonal skills can help people in any industry, but are critically important in businesses with intensive needs, such as professional service, finance or hospitality. Employees not only have to adapt to the personality styles of their colleagues but they have to quickly adapt to the personality styles of their clients and guests.

Applying Social Style concepts can aid during mergers and acquisitions, which are naturally stressful and prone to conflict. Providing people with a common language to share concerns, overcome problems and collaborate in new ways allows employees to separate interpersonal differences from business issues and facilitates culture change.

By understanding the preferences of each style, employees will interact with each other and with clients/guests in a way that makes them feel more comfortable and valued. For example, a Driving Style client/ customer with a problem just wants a solution, but the Amiable Style person want to feel that their concerns are understood and patronage valued.

While style differences may be a direct source of conflict, experience has shown that these differences can cause other conflicts to escalate.

Understanding and using style skills can remove behavioural issues from a situation, allowing the parties to focus on the underlying conflict.

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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.

2008 IPMA Scholarship Recipients

The latest recipients of the IPMA scholarships are Nancy Cahill and Barry Parsons. Nancy is completing a Baccalaureate Degree in Commerce (Co-Op) at Memorial University while Barry is completing the Business Management – Accounting Diploma program at College of the North Atlantic. Congratulations on behalf of the IPMA-NL Executive!



Pictured: Nancy Cahill and Dr. Gary Gorman, Dean - Faculty of Business Administration, Memorial University of Newfoundland and Labrador



Pictured: Barry Parsons and John Peddle President - IPMA NL Chapter

February is Membership month

Become a new member! Anyone joining IPMA-Canada in February will have a May 2009 renewal date - in other words, they receive 14 months of membership for the cost of 12 months. There will also be a draw of all new members - prize to be determined.

Sponsor a new member and enter the draw! Current members are eligible to enter a draw for a complimentary registration to the 2010 National Training Conference in Ottawa. Your name will go into this draw as a sponsor for every new member you bring into the association - ie. if you sponsor 5 new members, your name goes in the draw 5 times.

Help your Chapter! Half the national membership fees go to your Chapter in February to build local programs.

To download an electronic membership application please visit the IPMA-Canada website at <http://www.ipma-aigp.ca/joinipma/application.pdf>

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

Conducting a Workplace Investigation

By Malcolm Mackillop

Workplace Investigations are fraught with complications and difficult decisions. In addition to strong communication skills, a good investigator must possess a sound understanding of due process requirements, a lack of which will almost always result in a flawed investigation.

In a recent Ontario Superior Court case, *Stone v. SDS Kerr Beavers Dental*, the judge found in favour of the plaintiff, Norman Stone, who was terminated with cause for engaging in sexual harassment. The judge concluded that the workplace investigation, conducted by an inexperienced human resources professional, was flawed, and that her inexperience played a significant role in Stone's termination. The court was especially concerned that the accused was not given a full opportunity to explain his actions or to rectify the situation. He was given only a very vague description of the harassing behaviour and the complainants were not identified.

To avoid costly litigation like this case, take a pre-emptive strike. Follow this checklist to ensure a thorough investigation and airtight conclusions.

- 1. Evaluate the complaint.** Not all anonymous complaints should be investigated. If you have a reluctant complainant, consider creative solutions that may not involve an investigation, such as a transfer, or education and training.
- 2. Choosing an investigator.** It should not be a lawyer who represents the company. It could be a representative from HR, but in most cases, it should be an external, experienced and impartial investigator.
- 3. Investigation Scope.** Try to control the scope of the investigation, which can easily grow and mutate. An overly broad and unstructured investigation tends to cause more disruption in the workplace and will take more time and money.
- 4. Full disclosure.** The accused and the complainant have a right to know what is being said about them. All allegations and the identity of witnesses must be disclosed.
- 5. Legal representation.** Although it is an internal investigation, lawyers for the complainant, the accused and even witnesses should be permitted to participate by being present during questioning. Refusing an accused's request to have their counsel present could be viewed as unfair and highhanded. One caveat: counsel's actual participation should be limited – they are not allowed to interfere with the conduct of an investigation.
- 6. Avoid delay.** Conduct the investigation quickly, make a decision and communicate the decision to the complainant and the accused. Delay causes disruption in the workplace.
- 7. Provide support.** Emotionally support participants by providing access to EAP or paid leave absence.
- 8. Evaluate employer action.** If the employer has condoned the behaviour, this must be considered in evaluating the conclusions and the proper corrective action.
- 9. Education.** How many times have you distributed your harassment policy or provided your employees with training? This should be an ongoing process. Redistributing your policy every six months is a great way to reinforce the message with employees.
- 10. Choose discipline carefully.** There are different levels of harassment severity and, therefore, termination is not always the most suitable form of discipline. Remember, the courts are sympathetic to dismissed employees and will adopt a contextual analysis in determining whether an employee who is found guilty of harassment should be dismissed for cause.

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