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HRMA PeopleTalk

Less Management, More Leadership: Restoring Optimal Balance

The Cost of Disengagement

Escaping Bullying

The Economy of Engagement

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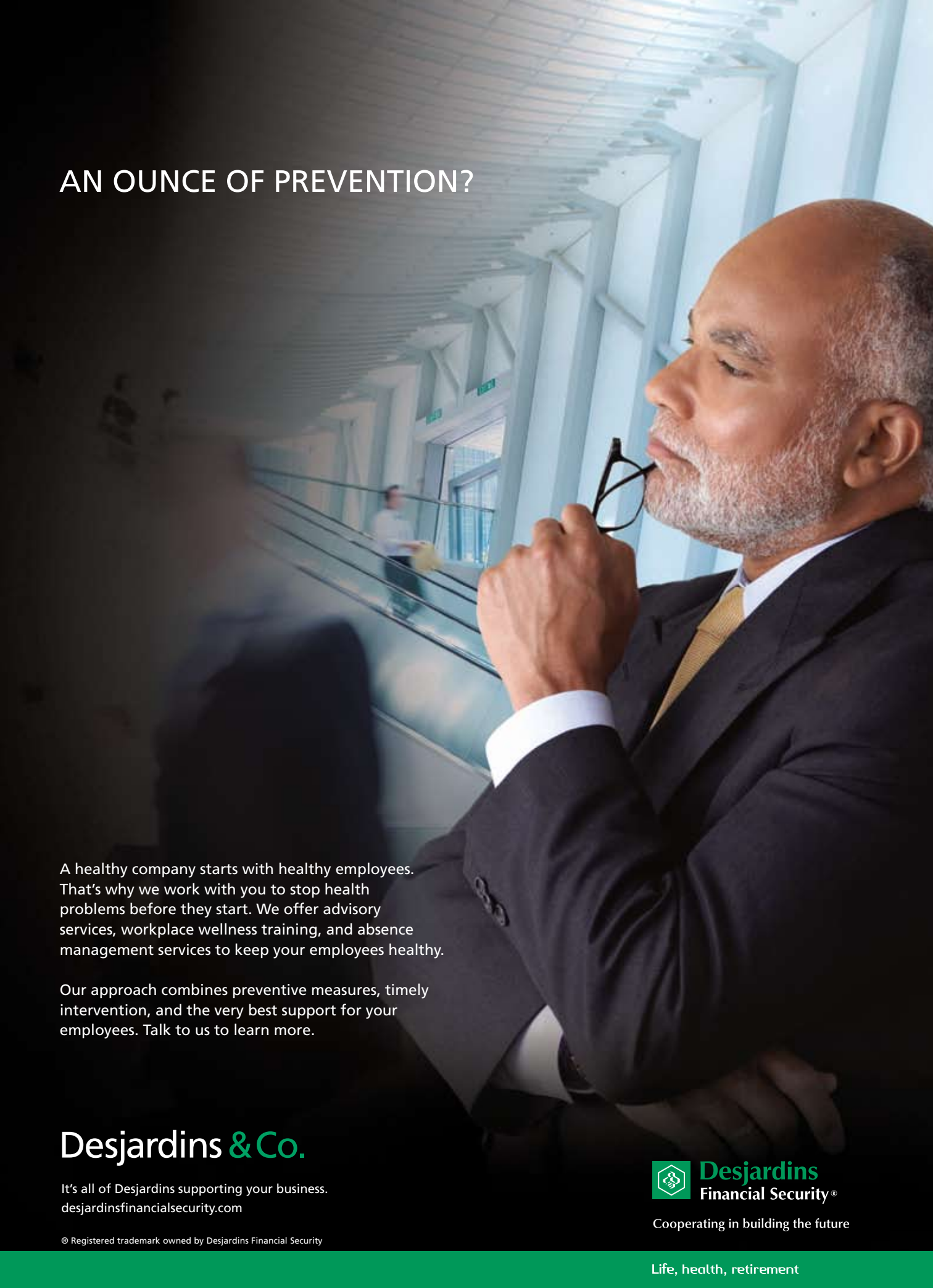

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PeopleTalk

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"I have no special talents. I am only passionately curious."
—Albert Einstein

"The answer lies in the hearts and minds of every individual worker."
—Stephen Covey

"Human salvation lies in the hands of the creatively maladjusted."
—Martin Luther King, Jr.

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“60%”

The number of Baby Boomers who will have more than one chronic health condition that requires medical intervention

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Gusto, Engagement and Gallup

Mike Cass, CHRP

Welcome to our Fall edition of *PeopleTalk*. I hope you have managed to enjoy some summer sun with family and friends and are getting ready to greet the weather ahead with gusto.

Like engagement, gusto is a tough word to define, but you know it when you see it — and you know that it counts.

This edition is focused on "The Economy of Engagement". We have certainly all read about the benefits of employee engagement, but what does it truly mean to us and to our companies? For many of us, even articulating employee engagement proves difficult. How can we hope to refine the ROI on something we all by necessity define differently?

Perhaps a better approach is to consider 'engagement' a process, not a finite end to something we start and finish. Regardless of how we quantify the return on employee engagement, there is no doubt that there is a significant opportunity for those that embrace the notion.

What we do know is that having an energized and mobile workforce is a competitive advantage.

Gallup, Inc. reports that in a typical world-class company approximately two-thirds of its workforce are 'engaged', while about a quarter are not engaged: even amongst the best. Average companies are not so similarly buoyed by the golden ratio of employee engagement. Only a third of their employees are engaged; about half are simply showing up — or not.

What then can we do to fully recognize the benefit of true employee engagement?

Tellingly, Gallup also reports those companies with two-thirds of employees engaged enjoyed 3.9 times the earnings per share (EPS) growth compared to similarly grouped companies. These types of figures, and others, speak volumes about what we can neither fully define nor any longer deny.

Definitions aside, there is a very positive upside. What exists is an opportunity to provide that much needed ROI to shareholders on multiple levels.

The real question for HR is: "How do we tap into this opportunity?"

You will have to determine what engagement means for your company and how you can optimize. Engagement will mean something a little different for each of us, but there are some consistent themes that resonate clearly.

There has to be cognitive commitment throughout and employees have to be emotionally invested. Focusing greater attention on these two areas will define behaviours that will produce quantifiable outcomes.

Engagement. Easy to define? No. Essential? Yes.

Enjoy your *PeopleTalk*. Before you do, make an educated guess at your own employee engagement ratio.

How much of an opportunity exists within your company?

Mike Cass, CHRP
President, BC HRMA
president@bchrma.org

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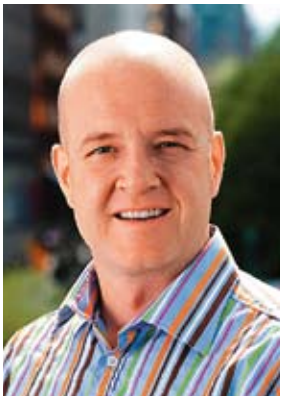
Definitions Aside, Engagement Counts



Jason McRobbie

WHAT DOES ENGAGEMENT MEAN TO YOU? WHILE DEBATES of definition are likely to endure, "The Economy of Engagement" (p.20) is not only reality — it sets a new diamond standard for employee potential and organizational profitability

Engagement means a lot of things to a lot of people, some of whom refuse to use the word entirely. Dr. Craig Pinder, FCHRP who owns the final page of this issue of PeopleTalk (p. 50), is amongst the latter; and that's after spending 40 years researching, critiquing and teaching the finer points of workplace motivation.

For academics, the term 'engagement' is anathema - unsupported by sufficient study to merit inclusion in the vocabulary of business. As pointed out in "Avoiding Fads: Engage the Facts and Figures" (p.34) by BC HRMA's Ian J. Cook, CHRP, what is missing is an academic paper that effectively proves the impact of engagement on profits.

However, what is front, center and the nemesis of any organization, is the antithesis of engagement. As evidenced by John Wright, president of the Canadian Management Centre, "The Costs of Disengagement" (p.18) are too high to summarily ignore the term entirely. As explored by Isabelle St.-Jean in "Less Management, More Leadership: Restoring Optimal Balance" (p.28), one of the primary causes of disengagement stems from an imbalance between management and leadership. Semantic aside, what is required is vision and a strong sense of inclusion.

Unsurprisingly then, where the word engagement is finding plenty of airtime is in the C-suite. As per the results of the most recent HR Trends Survey, increasing engagement ranks second only to " increasing leadership" on the list areas "Where Organizations Need HR Most" (p.16). As for the other four areas in the top six, Kwela Leadership's Nic Tsangarakis, Joanne Spalton and Russel Horwitz show how all relate directly to fostering a more highly-engaged workforce.

As cited throughout this issue, highly-engaged workers might be in the minority, but have a disproportionate impact on the success of any organization. Another minority character who has a disproportionate impact in the workplace, albeit a strongly negative one, is the bully. His/her impact upon the workplace goes well beyond the individual victims, as in "Escaping Bullying: The Simultaneous Impact of Individual and Unit-level Bullying on Turnover Intentions" (p.32) by BC HRMA's professional development manager Kyla Nicholson, CHRP.

Moreover, with the changes to Bill 14, Graeme McFarlane makes a strong case for organizations to be "Guarding Against Bullying and Harassment" (p.44) or run the risk of courting costly mental stress claims.

Regardless of how it is defined, engagement is admittedly a word of the moment that speaks to a timeless truth; when we feel a positive emotional connection to the work we do, we tend to do be inspired. How does this impact everything from company culture to the customer experience to the bottom line? Read on and enjoy.

Jason McRobbie
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contributors

Each issue of PeopleTalk draws upon the HR expertise of our Advisory Council and the editorial acumen of thought-leading professionals. Here are just a few of the 'highly-engaging' contributors whose insights and efforts complement Fall 2012.

Raluca Manolache

"What Does Engagement Mean to You?" p. 14

An actively involved member of *PeopleTalk's* advisory committee for over a year, Raluca is an HR consultant at CBC/Radio Canada. While pursuing the CHRP designation, she previously contributed to La Source, a multicultural and bilingual newspaper, combining her passions for human resources and good news alike. Raluca has previously worked in HR capacities for employers such as Service Canada and S.U.C.C.E.S.S. She is passionate about expanding her knowledge about the HR realm and developing her communication skills in both English and French.

Anya Levykh

"The Economy of HR" p. 20

Anya Levykh is a freelance writer and magazine editor with a passion for food, wine, people, and places. A regular feature writer in this magazine, Anya's work has also appeared in various local newspapers and magazines. She is currently the managing editor for *CGA Magazine*, the Vancouver reporter for *EAT Magazine*, and has a weekly segment on CBC Radio One's afternoon drive-home show, *On the Coast*. Anya lives in Vancouver with her daughter and an ever-growing collection of cookbooks. You can follow her adventures and musings at www.foodgirlfriday.com.

Isabelle St.-Jean

"Less Management, More Leadership: Achieving Optimal Balance" p. 28

Professional speaker, author, life and business coach Isabelle St-Jean brings over 20 years of communication, leadership and personal effectiveness experience to her audiences, readers and clients. Through her work, she integrates leading edge ideas and tools from the fields of psychology, philosophy, neuroscience and human potential development. She is the originator and co-author of the award-winning anthology entitled: *Einstein's Business: Engaging Soul, Imagination and Excellence in the Workplace*, and her own book, *Living Forward, Giving Back: A Practical Guide to Fulfillment in Midlife and Beyond* received great endorsements.

Nic Tsangarakis, Joanne Spalton, CHRP and Russell Horwitz

"Where Organizations Need HR Most" p. 16

Vancouver-based Kwela Leadership's co-founder Nic Tsangarakis' extensive HR expertise includes strategic planning, design and delivery of leadership, management development programs and performance management systems, implementing self-directed teams, and facilitating team building sessions.

Joanne Spalton's wide range of expertise includes facilitating, working with teams, assessing employee engagement, developing leaders, and delivering training programs on a variety of topics.

Co-founder Russel Horwitz' expertise includes leadership development, team development, executive coaching, and training on a wide variety of topics. He has worked extensively as a leadership consultant / trainer since 2004 across a wide variety of sectors, including government, publicly-held, private and non-profit.

John Wright

"The Cost of Disengagement" p. 18

John Wright is president and managing director of Canadian Management Centre (CMC). John joined the team in January 2011 with the goal to build on the reputation and leadership position of CMC (www.cmcoutperform.com) through the development of new learning opportunities and progressive learning solutions for clients both in Canada and globally. A self-described "long-term student", for John, cultivating engagement creates a positive company environment that boosts both individual commitment and organization-wide performance.

Ken Blosser

"Engage, Empower, Enrich: A Case Study of Positive Change at Coastal Community" p. 46

Ken is director of operations at the Insights Learning and Development Vancouver (www.insightsvancouver.com) office and serves as the liason between Insights Vancouver and Insights' offices across Canada and around the world, as well as Insights Learning and Development in Scotland. As part of a team delivering people development solutions that have immediate impact, and enable positive, lasting change within organizations, Ken has seen his share of success stories - one of which he shares with us this issue regarding Coast Capital's mastery of engagement in tough times.

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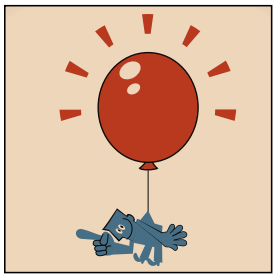
2012 HR Trends Survey

By **Ian J. Cook,** CHRP



The results of the *2012 HR Trends Survey* show strong similarities to those of the *2011 Trends Survey*, demonstrating continued economic optimism with 22 per cent of organizations expecting no change in revenue and 54 per cent expecting a slight to significant increase. At the same time, organizations are continuing to make adjustments to operate in an environment characterized by the need to adapt and be responsive to economic uncertainty with 26 per cent of HR departments adding organizational restructuring to their areas of responsibility within the last 12 months – making this the most common addition to an HR function's scope.
hrvoice.org/2012-hr-trends-report/

Brain Bulletin: Stress Makes You Stupid

By **Terry Small**

What is it that you do every week that literally makes you stupid? You get stressed. When you stress, you release cortisol into your brain. This diminishes your brain power during the period of stress. Too much of this is bad for your brain, say researchers. We all know that stress can make you anxious, uncomfortable, depressed, and tired. However, recent neurological studies reveal that too much stress can change the very structure and functioning of your cells. Bottom line: stress can cause brain damage.
hrvoice.org/brain-bulletins-stress-and-happiness/

Taking Action: The Universal Language of Respect

By **Randy Kennet**

The investment for leaders and organizations in developing and nurturing a culture of respect, has never been worth more to the workforce and performance success, than today. Respect is the means to the end, as respect provides strength for greater productivity through the purposeful missions of dignity, diversity, accommodation, inclusion, and engagement. Of course, the degree of productivity will be influenced by the united and comprehensive development of the foundation of respect, which involves two important characteristics.
hrvoice.org/taking-action-the-universal-language-of-respect/

The New HR: It's Everywhere

By **Nilesh Bhagat,** CHRP

As we move into a new era of business – one that will be in the hands of the most connected demographic ever – the role of HR as a business function is dying. This is good. HR is no longer just a 'function' of business. That is, it's no longer just a division, department or component of business. Nor is it a functional web of practices – like recruitment or compensation – that augment the better known 'drivers' of good business, such as finance and accounting. Rather, the practice of HR now and moving forward IS business.
hrvoice.org/the-new-hr-its-everywhere/

BC HRMA Linkedin Weighs In... on Social Media Impacts

Valeries asks: *Sometimes the publicity is negative and a result of a disgruntled employee. How do you manage your company reputation?*

Karen Wills responds: Employers can just as easily seed those boards as the employees can (and they do) with their own perspective. If a company is garnering a lot of negative commentary on various boards they might spend their efforts looking inward. If the comments are based on a false claim and potentially damaging (consider balance here-most companies are going to get some disgruntled comments); be very clear on what that damage might be. Never act in haste in responding-that can do far more harm than good. Take some time to consider a reasonable, measured response. And ask the most important question first: is it better to let it go and not respond at all?

Edward Wu responds: I've seen organizations where they don't care about their image as an employer and as a result, it has hurt the organizations because either through social media or not, the word that your organization is a bad employer does get around. This does affect the quality of candidates if you are recruiting, and causes problems internally as well as your current employees start looking for the exit, causing vacancies that are difficult to fill with qualified candidates.

Social media (such as Facebook, Twitter, Rate-My-Employer, etc) is just the latest avenue that employees and former employees can vent about their experiences to others, and for better or for worst, it reaches way more people. It takes a lot of work to build a reputation as being a great employer, but all it takes is one bad decision to destroy that reputation. I think many employers and managers have yet to realize the power of social media and how it can affect your organization, for better or for worst.

Top BC HRMA Tweets

RT @harvardbiz: For Those Who Want to Lead, Read http://s.hbr.org/Pn3p8t

RT @tlnt_com: What Is Employee Engagement? Here's How It's a Lot Like Marriage http://bit.ly/NR2lkD

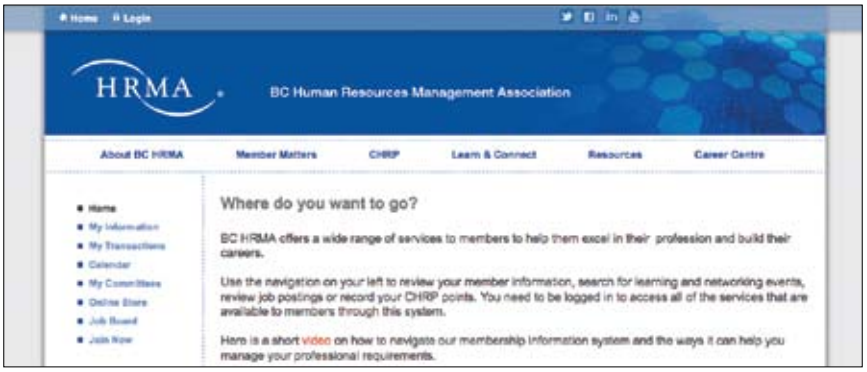
RT @johnsumser: Making Social Collaboration and Sharing Easy http://bit.ly/PaL7U7

Change for the Better:

New BC HRMA Member Information System

By **Liz Whalley**

ONE OF THE KEY MANDATES of BC HRMA is to connect with, and inform, members across the province. Over the past couple of years we have been exploring ways to improve this experience for people who interact with us online. After much evaluating, planning, testing, and hard work , we are happy to announce that BC HRMA's new Member Information System was launched on time in August 2012.



The reasons for this change are twofold. As we all know, information technology (IT) systems become obsolete; the system that formed the core of BC HRMA's IT infrastructure did not have a future. Therefore, it made no sense for us to spend time and money adding functionality that would not be supportable long term. As a result, the primary goal of the change was to move off a system that was going nowhere and onto a system that gave us the chance to keep growing.

The second reason for this change was to continue to grow our ability to serve members. We have focused on developing a system which will handle more of the day-to-day transactional processes online and allow for more member self-serve options. This enables the team at BC HRMA to spend less time working on repetitive data entry and manual tasks, with more time on value-added activities such as connecting directly with members and listening to your needs.

With this in mind, our first priority was to put in place a system which did everything we currently do to the same level or better than before—and to do this on a very tight budget. We know there are enhancements that members would like to see to our systems. The first phase of this project was not intended to put them in place, but to give us the opportunity to put them in place.

That said there are still many enhancements that will you see when you log in to your secure account.

First, you'll have the ability to view – and change – your contact information and preferences. You can tell us which HR areas you are working on and where you would like to expand your knowledge. Providing as much information as possible about yourself will help us serve you better.

"We have worked to make our website even more accessible, with an improved logic so that you can find what you are looking for."

Second, you will be able to register yourself for learning and development events, view your past event history and view your upcoming events. For each event, you can reprint a receipt, add to your Outlook calendar, or share your attendance with your social networks. Your at-a-glance personal transaction summary will give you all the details of your BC HRMA events.

Finally, as a CHRP you can track ongoing credits for programs towards your designation renewal. Continuing Education credits (CEUs) are automatically tracked for learning events offered through BC HRMA, and self-reported credits can be added at any time for programs that fall outside our offerings. A one-stop shop for credits will avoid the search for your tracking logs at recertification time.

Our other popular member features, such as the Job Board and Career Path tool, are still available with enhanced search and display features. We have worked to make our website even more accessible, with an improved logic so that you can find what you are looking for.

The Member Information System was designed with YOU in mind. We are always looking to improve our member services, so we welcome you to contact us any time with feedback or comments about the new system.

Visit www.bchrma.org and login to explore the new system, or follow the short video tutorial at http://youtu.be/JJ6fc0t9suk.

For more information, please contact info@bchrma.org.

Liz Whalley is the metrics specialist at BC HRMA.

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VANCOUVER CALGARY TORONTO OTTAWA MONTRÉAL QUÉBEC CITY LONDON PARIS JOHANNESBURG

Q: How do you define engagement and can career/life when you were most engaged?

Kara Biles, CHRP

recruitment co-ordinator, Canfor Ltd.

Kara Biles recently transitioned from a generalist HR role with Canadian Forest Products Ltd. (Canfor) to the recruitment co-ordinator, responsible for supporting Canfor's recruitment and retention strategy. As BC HRMA's Rising Star 2011, she also serves part-time as an instructor in the human resources management program at the College of New Caledonia.

A: I would define engagement as a deep, positive connection that employees feel towards their workplace that results in improved performance, commitment and loyalty to the organization. Engagement brings about a willingness to do more than expected, stronger working relationships, higher productivity and more satisfied clients. Engagement is driven by overall work environment and processes and I absolutely feel that it can only be affected by those with influence over them - leadership.

Reflecting on my current position and various roles in the past, leadership with positive influence over engagement can be effortlessly pinpointed. These managers provided me with control over how I did my work, gave me ample opportunities to use and grow my skill sets, and actively worked to establish and foster solid relationships between management and other staff. They outlined clear expectations, gave recognition and feedback and followed through on commitments every time. They also listened to and valued my opinion and retained open communication at all times.

TJ Schmaltz, CHRP

executive director of HR and payroll services, District of West Vancouver

TJ Schmaltz started his career as a labour and employment lawyer in Vancouver before moving into the HR world; he has worked in a variety of roles, including working with BC's Adult Corrections Branch and as director of labour relations and occupational health and safety at BC's largest retailer.

A: Employee engagement is not entirely tangible and can be difficult to define because so much of engagement is driven by employee perception. If you can create a feeling or sense among employees that they are connected to the organization and derive some level of fulfillment from being part of the organization, I think that is the heart and soul of engagement. Helping your employees feel they truly are contributing to the success and to the vision of the organization is part of that connection.

Our employees manage 16 different businesses and are spread out among almost two dozen workplaces, so it is easy for individuals to feel disconnected from the bigger organization. One of our goals through our employee engagement strategy is to help re-connect individuals to all corners of our organization. Our engagement strategy has four components to build a culture with: greater employee recognition, stronger internal employee communications, employee input and feedback flowing between all levels, and stronger engagement leadership at all levels.

Meg Burrows, CHRP

HR advisor, ICBC

As BC HRMA's Rising Star 2010, Meg Burrows continues to evolve a career grounded in professional and volunteer initiative. Prior to her role with ICBC, Meg worked her way through increasingly senior roles with the BC Public Service Agency, with a solid focus on HR throughout. A strong believer in volunteerism, she has chaired BC HRMA's CV/membership and and awards committee for the past two years.

A: When I think of a time when I have been most engaged and I had been with a team that is most engaged, I think of a date and time where everyone has been united by a circle; it could be that we are all doing very similar work or very different work, but we are all working together towards an ultimate result. Those have been the times when I felt most engaged and also a part of a most engaged team.

I work with a dedicated team of HR professionals. We all have a line of sight; we know what we are working towards and we all strive towards building a culture of recognition.

In terms of the projects I have worked on, I can think of one in particular when I was working with two different people and we were all working to get one piece of the puzzle fitting. I remember one night when I came home at 9 PM and the three of us had a conference call to continue working on the project; we were so dedicated and committed to our goal and to connecting and moving things forward.

you think of a time in your

By **Raluca Manolache**

Francine McInnis

director of talent management and OD, CBC/Radio-Canada

Francine MacInnis, Ph.D. is the director of talent management and organizational development for CBC/Radio-Canada. Her professional fields of expertise for more than 15 years include clinical and organizational psychology in a variety of industries. Her passion is to work with organizations to build talent strategies that enable employees to achieve their professional potential and the business achieve its strategic objectives while contributing to a positive work environment.

A: Before we embarked on our most recent employee engagement initiative, we scanned the market for the different kinds of models and definitions out there. From a very technical stand point, the one we chose was one that was a very multi-dimensional approach. The way I would describe it would be akin to a "Head, heart and hand" model of engagement. With that there is more of a cognitive piece of engagement, which is *"I believe in this organization and I see how I can contribute to its success"*, so a very rational kind of piece of engagement.

However, there is also a very emotional piece *"I can understand, I can get behind this organization"*, but *"Do I feel motivated, passionate and proud about doing the work for this organization?"* which is very important to combine with the more cognitive piece. From a non-technical stand point, I think it is most effective to reflect on those people that are most engaged.

Tyler Cheyne, CHRP

HR advisor, Omicron Canada Inc.

From 2008-2010, Tyler Cheyne was a driving force of the Winter Olympic spirit as VANOC's volunteer training facilitator where his orientation and training skills readied countless other volunteers to welcome the world. As BC HRMA's Rising Star 2012, a drive to learn and take on challenges have led to significant changes to Tyler's role at Omicron within his first two years. Tyler's innate desire to contribute has led to considerable volunteerism on BC HRMA's behalf.

A: In my opinion, engagement is when someone feels attached to their job in a very positive way. Engagement is the connection to the role they are in and the organization they work for. An engaged employee enjoys their day-to-day work and is on board with the company's vision.

I would say I am very engaged right now and I think that is because of the role that I have. It is a very interesting and dynamic role where I get opportunities to constantly learn and grow. I can think of another time when I was most engaged. It was when I was a student at UBC and I worked part time at the Programming Resource Centre. People who would come to the Resource Centre would be there because they wanted to try something new and explore new opportunites to reach out to residents at UBC. I really enjoyed that job. It was very flexible. It was fun and it was a great place to be.

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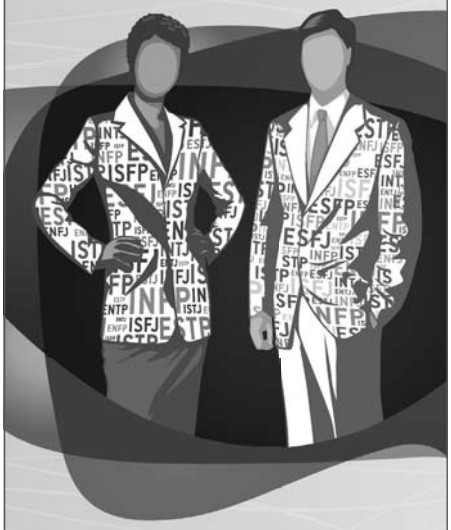

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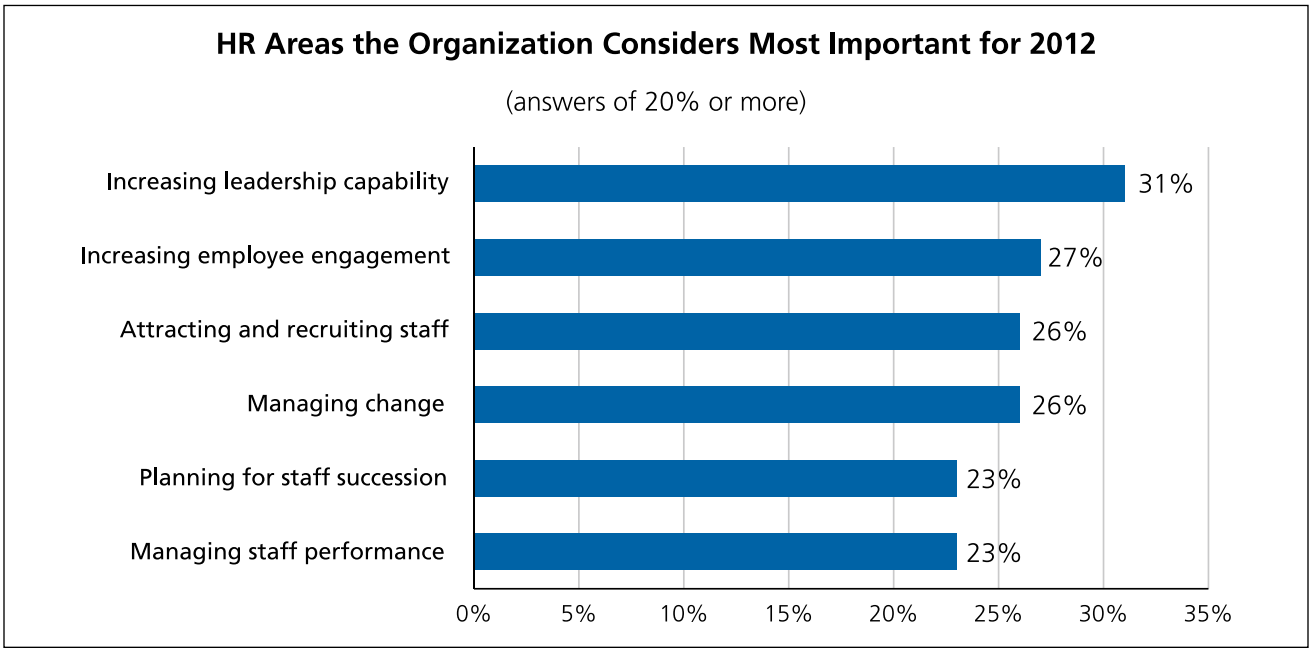
Where Organizations Need HR Most

By **Nic Tsangarakis, Joanne Spalton,** CHRP **and Russel Horwitz**

BC HRMA's 2012 survey of HR Trends showed a number of top priorities for organizations over the next 12 months. Throughout this article, we show some of the most important steps an organization can take to "move the needle" in each HR area.



Increasing Employee Engagement

Think about the time you were most engaged at work. What was present in your work environment?

Most likely you had a great manager who not only recognized you, but also provided direction, showed you how to develop and ultimately allowed you to make decisions. Most likely you felt the leadership team was capable, that change was effectively communicated and managed, and that, at least most of the time, people were promoted for the right reasons.

The most simple way to engage staff is therefore to take care of the other five priorities which we explore below.

Increasing Leadership Capability

Two key ways that leadership capability can be built include:

- **Develop leaders as individuals.** The most impactful components of a leadership development process are:
  - Use 360 feedback – self-awareness is almost always a precursor to self-development.
  - Start at the top if at all possible – that's where the leverage is for lasting change.
  - Provide enough tools and support (for example, one-to-one or peer coaching) over enough time to help people improve in their chosen developmental opportunities.
  - Measure the progress that each individual makes; what gets measured gets done. This can generally be done with smaller, targeted surveys versus full 360s.
- **Develop the dynamics of the leadership team itself.** People are messy creatures, and a group of brilliant individuals is unlikely to perform well if interpersonal tension reigns between them. Team dynamics can generally be improved through a 3-step process:
  1. Assessment of the current state.
  2. The structuring of a process to develop trust, conflict resolution, agreements on accountabilities, and an agreed list of guiding principles that each team member will subscribe to.
  3. Measurement over time of the degree to which members are adhering to the guiding principles and team dynamics are improving. Again – what gets measured gets done.

Managing Staff Performance

In order to engage employees, it is important to have a simple, effective performance management process that puts the motivation to give one's best above all other objectives. Here are a few key things that make the difference between a "make-work" performance evaluation process and a meaningful one:

- **Make performance management an on-going coaching discussion.** Get beyond the appraisal and set the expectation that performance management is something that happens continuously versus annually.
- **Provide manager training** in goal-setting, giving recognition and constructive feedback, coaching and holding

tough conversations.

- **Keep appraisal forms short and conversation-orientated.** Long-winded forms are a sure way to disengage people from the appraisal process, particularly managers who need to do many appraisals.
- **Avoid rating people if possible.** It leads to arguments and ill feelings instead of engagement. Ensure that any pay for performance systems are tied to objective measures that are aligned to strategy versus subjective terms such as "exceeds expectations".
- **Ensure role-modeling by senior leadership.** Senior leaders who seldom give/invite feedback or pay lip-service to the performance management process will eventually create a culture that lacks feedback and ultimately lacks engagement.

Attracting and Retaining Talent

Becoming an employer which attracts great talent and retains that talent has a lot to do with your people practices. However, there are a handful of other things to consider which will really give you the edge:

- **Get a clear sense for the employee value proposition** (EVP) you offer to current and potential employees. Don't assume that senior leadership knows this answers; you need to ask employees. Then assess the gap between actual and desired and look for ways to improve it.
- **Communicate your EVP** regularly both externally (i.e. job postings and social media) and internally (i.e. townhalls and company intranets/wikis).
- **When hiring, assess values.** Values can't be changed easily in people, so if you want alignment with organizational values you need to hire people who already have these.
- **Ensure you have effective leaders at the helm.** The adage "people don't quit their organizations – they quit their managers" is largely true.

Managing Change

At some point every organization needs to initiate significant change. The decision to do so may be prompted by different factors: a new business opportunity that must be pursued, a decline in profitability, important customers and/or stakeholders demanding a change in the way a service is provided.

Countless surveys attest to the difficulty of success. Only 38 per cent of global executives responding to a 2006 McKinsey survey reported a "completely" or "mostly" successful impact on performance with recent initiatives. What then differentiates successful initiatives from less successful ones? We find that organizations (or business units with the organization) that implement change well tend to take thoughtful action in each of the following areas – we refer to them as the 5Ps:

- **Purpose.** They find meaningful answers to the question of why the change is happening, and raise the feeling of urgency so that people are prepared to "let go" of old ways of thinking.
- **Part.** The organization's key leaders make a commitment to playing a proactive part in the change. They role model the change needed and clearly specify the roles or parts others will play.
- **Picture.** A vivid vision is built of what will be accomplished once the change is done and this vision is used to guide action and decisions.
- **Plan.** They create a specific plan that will help them achieve the vision and communicate it along with the vision. A good plan produces sufficient short-term wins to energize the change agents and defuse the cynics.
- **Persist.** Successful organizations ensure the sense of urgency is maintained and they tenaciously push until the vision is a reality, eventually overcoming seemingly intractable problems.

Planning for Staff Succession

Succession planning is best achieved by implementing a rigorous and ongoing process that increases leadership bench-strength, develops successors for key positions and closes critical talent gaps. The single biggest thing you can do to add value in this practice is to create the time and space for senior leaders to review and discuss the people that they are leading. This is sometimes referred to as a "talent review", which should be facilitated to achieve the following outcomes:

- **A rigorous assessment** of each person under review.
- **Formulation of developmental suggestions** for those assessed as "key performers".
- **Analysis of key positions** within the organization and determination of successors (usually 2-3 or a "pool" of successors) for these positions.

Then, the key is to ensure that leaders follow through on the decisions made during the talent review meeting: for example, assigning a succession candidate with a mentor.

Summary

Most of the steps to developing an engaged workforce are well-known and largely common sense. However, this does not mean that they are easy to accomplish under the pressures of time and the constant pull of the existing culture. Choose the area of greatest leverage for your organization to improve upon and follow the 5Ps of managing change. You will be rewarded in spades.

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HRMA

The High Cost of Employee Disengagement

By **John Wright,** MBA

During these challenging economic times, organizations are looking for ways to improve productivity and ensure they are sustainable over the long-term. Attracting and retaining engaged employees who are known to contribute a disproportionate amount of profitability – by their commitment and willingness to go above and beyond – can provide a competitive advantage. According to 2009 Towers Perrin-ISR research, companies with highly engaged workforces have an average 19 per cent higher net income and a 3.74 per cent higher operating margin.

For almost 50 years, Canadian Management Centre has been working with organizations and leaders to help them outperform in the workplace by delivering impactful leadership, management and professional development solutions. In our interactions with thousands of Canadian companies, we have seen the direct link between employee engagement and organizational performance: successful organizations also have high employee engagement scores. Moreover, companies who are successful over the long-term, sustain their elevated engagement scores.

Employee Satisfaction Insufficient

The Conference Board of Canada defines employee engagement as "a heightened emotional and intellectual connection that an employee has for their job, organization and manager that in turn influences them to apply additional discretionary effort to their work." It is a leading indicator of performance and competitiveness, but it is not to be confused with employee satisfaction. Employee engagement goes much deeper and relates to how each employee connects emotionally and intellectually with your company, your leaders and with your customers. An engaged employee is passionate, committed, fully involved in and enthusiastic about his or her work—and they in turn inspire others. They care about the future of the organization and are willing to invest on their own initiative to see that it succeeds.

Surprisingly, only a small percentage of employees in the workforce are highly engaged.

Accounting For Disengagement

According to the October 2011 Gallup Daily tracking series, almost three-quarters of employees are disengaged; within this group, 19 per cent are "actively" disengaged. Research has also shown that disengaged employees cost the U.S. economy $350 billion every year. They negatively affect the workplace in a number of ways, including:

"What if more disengaged employees could be inspired to do their best work on a daily basis?"

- **Absenteeism** — Productivity suffers as they take more sick days and are late more often.
- **Negative work environment** — They tend to complain and demotivate their colleagues, and yet it is the motivated employee who eventually leaves – not the disengaged employee - as morale declines.
- **Turnover** — With the loss of talent so too goes valuable experience and there are added costs associated with recruitment and training new staff.
- **Loss of customers** — When customer service satisfaction declines, it hurts profitability and there is also potential damage to the brand as customers and/or ex-employees take to social media to air their grievances.

What if more disengaged employees could be inspired to do their best work on a daily basis? Imagine the tremendous impact it would have on an organization's marketplace and financial performance, competitiveness and reputation.

Management Key to Process (Either Way)

Employee disengagement doesn't just happen, but is a process that takes place over time. Moreover, an employee typically leaves their manager – not the organization. The manager is the single most influential person in an organization: someone who creates the culture of employee engagement (or disengagement), inspires employees to higher (or lower) levels of performance and enables (or prevents) them to achieve goals that are linked to organizational objectives.

Managers can help to foster a culture of engagement by removing persistent irritations and barriers that frustrate an otherwise self-engaged employee to enable them to do their best work. This may include making them feel valued by:

- listening to an employee's concerns and ideas;
- aligning their individual contribution to organizational business objectives;
- supporting their career growth and development by fostering training opportunities;
- providing access to resources; and
- regular feedback on performance.

Engagement is a Shared Effort

Although a manager plays an important role, everyone within the organization can contribute to this effort:

- **Employees** need to know that engagement is a shared responsibility and own their part of engagement. They should be encouraged to take accountability for their performance and reach out to their manager for support in a productive way.

For example, taking the time to discuss how their manager can support them, sharing what is important to keep them motivated and offering solutions to barriers that stop them from doing their best work.

- **Senior leaders** can provide organizational resources and support to their managers. They also should monitor levels of engagement within the organization and hold managers accountable to ensure they have the critical interpersonal skills that are required to foster a culture of engagement.

How HR Can Unleash the Potential

HR professionals, as the champions of employee engagement, play a central role in helping to identify and promote the drivers to address the problems associated with disengagement. The following are some ideas that range from simple to more long-term solutions, depending on the unique needs of each organization:

- **Enable employee feedback** by fostering an environment where employees can share their views and solutions. Enabling employees doesn't have to cost anything and is as simple as just being heard and responded to.

- **Recognize** individuals, managers, teams and departments who are positively contributing to the organization's success through effective employee engagement practices.

- **Keep employee engagement top of mind** and show organizational commitment by promoting 'best practices' in regular employee team or company information sharing meetings, lunch and learn sessions, or in other communications, such as newsletters or an intranet site.

- **Track employee engagement** across the organization with a regular survey. This gives people a voice, identifies any issues and gives senior management an objective view of their workplace "reality". Ensure you have a feedback mechanism to openly share results and solutions. Benchmark for trends and report on progress to show employees you are listening.

- **Reinforce engagement drivers with high performers** particularly around career development to retain talented individuals. Managers should be encouraged to consider providing opportunities for job shadowing, stretch assignments, professional development and cross-training across departments.

- **Educate and train managers** to create a culture of employee engagement by offering group leadership training and individual development for particular areas of focus. Canadian Management Centre for example, has a number of leadership development programs that are offered in an open enrolment or onsite training format such as our "Go Beyond: Creating Extraordinary Leaders" program to build essential leadership skills required for success.

- **Take disciplinary action** through a performance management process to address ongoing challenges with managers who don't support engagement or who are barriers to success.

Although successful organizations may take their own unique approach to creating employee engagement, what they do share is a commitment to creating work environments that inspire their people to make a meaningful contribution and help them understand their value to the organization. You may not be able to re-engage all the unhappy employees, but engagement is an ongoing cycle and high performing organizations will tell you that it starts with the courage to initiate the conversation in your organization, make the commitment to listen to the feedback and take the necessary action.

Clearly the costs of allowing and not fixing low employee engagement or total employee disengagement are high. You are putting at risk the operational, financial and competitive sustainability of your organization. Ignore employee engagement at your peril.

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The Economy of

Heather Claridge, vice-president, human resources, Omicron Canada Inc.

Daniel Skarlicki, Edgar F. Kaiser professor of organizational behaviour at Sauder School of Business

"Engaged employees work smarter, not harder. They look for ways to improve performance and they find them. This means more sales, lower costs, better quality and innovative products. Engaged employees communicate—they share information with colleagues, they pass on ideas, suggestions and advice and they speak up for the organization. This leads to better performance, greater innovation and happier customers. Engaged employees go out of their way to meet customers' needs. Customers aren't slow to notice and this leads to higher levels of repeat business, at a lower cost to the business than that of acquiring a new customer."

—Allan Schweyer, "The Economics of Engagement" (pub. Human Capital Institute)

By **Anya Levykh**

Hold hands and sing Kumbaya. Okay, are we engaged now?

Probably not. Should we care? Definitely.

Long gone are the days when organizations could afford not to care about their employees' feelings and wishes, their individual dreams and responsibilities. As we move further and further into a knowledge-based—and ever more mobile—economy, the economic reality of making engagement the daily bread of workplace culture and ethos has become too obvious—not to mention dangerous—to ignore.

"Employee engagement is a series of metrics that tell a story."

Take the 2008 financial crisis. Companies were forced to rely on fewer workers for more. "I think sometimes a crisis creates an opportunity," says Heather Claridge, vice-president, human resources for Omicron Canada Inc. "Some of the challenges that organizations went through after 2008 have forced people to really pay attention to the relationship between engagement and performance, because we needed to draw as much performance as possible out of the individuals that we had."

That need still holds true in today's uncertain economic climate. With employees demanding—and receiving—more from their employers in terms of professional opportunities, work-life balance, health and wellness programs, and much more, the need to be engaged with your workforce comes front and centre.

Engagement

Baldev Gill, VP finance and HR, CGA-Canada

Karen Jackson, president, Jackson Consulting Group

Defining Engagement

But what are we talking about when we bandy around the word "engagement" like some trendy bon mot at a cocktail party? "It means people who are enabled, committed and motivated to deliver," says Claridge. "It's that discretionary effort that really drives performance."

Daniel Skarlicki, Edgar F. Kaiser professor of organizational behaviour at Sauder School of Business, agrees, but takes it further. Skarlicki believes that productivity is only part of the engagement equation. "You need productive employees, but their well-being quotient has to be high, otherwise, they won't be productive for long." Skarlicki argues that organizations must take into account both factors—productivity and well-being—in order to maintain their competitive edge.

The New Edge

"Engagement is the last competitive advantage organizations have," Skarlicki explains. "All companies have equal access to capital, to technology, to strategies. What they don't have equal access to is employee engagement."

Skarlicki also agrees that engagement is a discretionary effort on the part of the employee. "Whether a worker wants to engage or not, he won't get fired just for not being engaged."

But why should organizations kowtow to employees' demands? Whatever happened to "put up or shut up?" It turns out that the cost of turnover—and disengaged, as opposed to engaged, employees—can be much higher than we realize. According to The Human Capital Institute, employee disengagement in the U.S. alone costs an average of $350 billion annually. That doesn't include the cost of the higher turnover associated with disengaged employees—about 1.5 to three times the annual salary per employee. "Engagement also has to do with the emotional connection, what we call affect, to the organization," explains Skarlicki. Employees who feel an emotional connection to their organization are less likely to be disengaged and are more likely to stay and thrive.

> **"We want employees who will go** above and beyond the call of duty."

"Frankly, today, we don't want people to just do their job," continues Skarlicki. "We want employees who will go above and beyond the call of duty."

Figuring it Out

Understanding what that entails for any organization can be so subjective that many people shy away from defining engagement altogether. "We refuse to define it," says Karen Jackson, president, Jackson Consulting Group. "We believe that engagement is ill-defined. There are hundreds of definitions floating around in the

Keys to Engagement

Remember that engagement is individual and discretionary. "Why I choose to engage with an organization may be different from someone else," notes Claridge. "The organization's responsibility is to create an environment that enables people to be engaged. And then, whether I choose to engage or not is up to me."

The grass isn't always greener. "Don't worry about how you compare to other organizations," counsels Jackson. "Decide for yourself what's important to you and where you want to focus your efforts. Engagement is a very complex issue that is time-specific, context-specific and organization-specific."

"Walk the floor," says Gill. Get out there and talk—and, most importantly, listen to your staff. Gill encourages managers to do this in order to "get a better sense of what people are feeling and talking about."

Walk the talk. "Don't measure something if you're not going to do anything about it," says Jackson. Skarlicki agrees: "If it's seen as window-dressing, that you're collecting data and not doing anything with it, employees can become cynical."

Look in the mirror. Sometimes engagement and results are incompatible. "Things like company strategy, the exchange rate, the financial crisis…all of these factors "contaminate" ROI," says Skarlicki. "You may be working for a highly-engaged company, and everyone feels energized, but the strategy that the company has chosen with which to compete in the workplace may simply be the wrong strategy. That's something that's beyond the control of the employees."

marketplace, and there has been a lot of research to define it as well. But we're not in the business of defining engagement. We want organizations to fully understand what it is they want, and what it is that they're trying to measure."

Many companies are also starting to figure out why they don't want disengaged employees. According to Gallup's Q12 poll on employee engagement, disengaged employees aren't just unhappy at work; they act out their unhappiness and even undermine what their engaged co-workers are trying to accomplish.

Skarlicki agrees and notes some factors that can kill employee engagement, like perception of fairness. "People will feel engaged to the degree that they are feeling fairly treated by the organization and its leaders. In fact, people will not only become disengaged when they feel unfairly treated, they will actively find ways to get revenge on the organization for being unfair, so they will take pencils home, for instance."

> **"When you have everyone rowing in the same direction** as part of a winning team, lo and behold you have engagement."

And while money can't buy happiness, the lack of it, according to Claridge, can also be an engagement killer. "Especially in a knowledge-based economy, your pay has to be competitive, or you can't move on to the next steps. Money gets you in the door, but it doesn't move you forward."

Knowledge Rules

How, then, do we not only avoid mass pencil theft, but actually engage and retain our skilled knowledge base? According to Baldev Gill, VP finance and HR, CGA-Canada, the first step is knowledge. "If you really want to engage your workforce, you have to really get your values as an organization across. Then you take a look at how your actions are tied into that. And, over time, you start to develop a culture. And when people buy into those values, believe in those values, live those values, you start to change that culture."

Claridge agrees. "You need to understand the degree to which people are engaged with the organization before you begin. Be very targeted in your approach. Ask specific questions to understand where people are at. Based on what comes out of that, start with the things that you can control and influence most quickly. Start small, build examples of success in the organization, and leverage those examples to create momentum."

That approach worked wonders for Gill when he started working at CGA-Canada in 2005. "When values are not clearly stated and communicated, it's very hard to engage people. When my team and I came in, we measured engagement and found that less than 40 per cent of employees even bothered responding to the survey."

Gill and his team took that information and took it one step at a time. The first thing he did was move the survey out of management's hands and into the hands of an outside consultant (Towers Watson). This allowed employees to give completely anonymous feedback. Gill also took the innovative step of sharing the results of that survey with the entire company. "We wanted to share that knowledge and let people know we valued their feedback." One of the biggest findings was that while employees understand their own jobs very well, they lacked understanding of how their job fit into the organization's overall objectives and values and how other teams contributed.

Gill's approach? "We started working with small teams, making them feel like part of the larger organization, helping them understand in real terms what impact their contribution—or lack of it—had on the organization."

he went back to work after the tour, he took it upon himself to become the quality assurance guy. He became instantly engaged because he had a sense of purpose; he understood the importance of what he was doing."

That sense of purpose is a huge part of employee engagement, notes Skarlicki. "This is something leaders can easily do to help their employees feel the value of what they're doing. Where companies fall down is they try to do this through the reward system, and, again, you just can't do it with money. Money doesn't get you what you need in terms of motivating people and getting engaged."

Managing Performance

Another key factor, according to Claridge, is support. "People need to feel supported in their roles, and they need to feel recognized for their contributions in order to grow and develop."

How, then, do we not only avoid mass pencil theft, but actually engage and retain our skilled knowledge base?

Knowledge, it turns out, is not only power, but also an enabler. "People need to want to stay with your organization," says Claridge. "One key motivator of that is role clarity; people understanding what's required of their role, understanding how their role contributes, and having meaningful work that adds value."

Skarlicki recounts an anecdote involving Boeing that illustrates this point: "Boeing had an open house and invited all of their suppliers. One of their suppliers made small engines and a mechanic from that supplier attended the open house. This mechanic took a tour of the 777 and, as he was walking through, noticed the engine he had built that had been sold to Boeing. He saw where it went. If you had asked him what he did before that tour, he would reply, 'I'm a machinist.' After the tour, he said 'I build airplanes.' And when

One key way to create that support, according to Jackson, is through performance management. "True performance management equals true leadership, and that is how engagement is improved. I would argue that engagement is not necessarily a linear-causal relationship. A lot of research leads you to believe that if engagement is high, or higher, then results will be higher. The assumption is things will be better if engagement scores are higher. And the assumption therefore is that there is a causal relationship because research has shown that organizations with higher engagement typically have better results."

Jackson, however, believes that organizations or individuals that are doing well create a certain energy that make engagement intrinsically go up. "If you're part of a winning team, for whatever reason that

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might be, I suggest that you're highly engaged in that process," she explains. "But that's not because you're engaged, it's because you are part of a winning team. So it now becomes a circular relationship."

Jackson therefore argues that performance management—i.e. listening to what your employees need and delivering on that, whether that means helping individuals interact with other team members, helping them interact with customers, get them the training that they need or simply communicating the organization's goals and the employees role within that—is key to engagement. "When you have everyone rowing in the same direction as part of a winning team, lo and behold you have engagement."

Skarlicki agrees. "There's nothing more engaging than doing a great job, feeling really good about yourself and, possibly, having people recognize it." He adds: "That ability to do one's job to the best of one's own abilities comes both from mastery of the skills needed for the job and support from the organization."

You [as an organization] need to be engaged with them, in order for them to be engaged with you.

Trust Key to Culture

That knowledge and support is all fine and dandy, but without the emotional connection, the "affect," as Skarlicki calls it, you're playing without a full deck.

"To really unlock high performance," says Claridge, "you need people to emotionally connect with the organization—with its values and culture, and to say, 'I'd rather be here than a similar job elsewhere.' The role of culture is critical."

Part of that culture component, Claridge notes, is trust. "If people don't trust, that is a significant de-railer of engagement. There is a quantifiable impact that trust has on performance. If you don't trust, you have to check, verify everything, it takes more time. In our organization, for instance, we are a billable environment, we need to be able to optimize the work that we do and be as efficient as possible, because the more hours we use, the more it erodes the margins on our projects. So our ability to trust our team members in terms of the work that they do and the decisions that are made has a direct impact on the time it takes to execute certain deliverables in any project. If you don't trust, it slows things down and costs more money."

That trust also relates to how employees react to company decisions. "Employees will not be as upset with decisions that management is making if they're engaged from the beginning," says Gill. "They may disagree, but at least they'll still be engaged because there's a sense of belonging to the organization."

That trust also led to Gill noticing vast improvements in his own organization's engagement levels over the next few years. "By the 2010 survey, we had a 90 per cent response rate. That's when we really started to see the results, because people started believing in the process, they felt free to express their opinions and had confidence in the value of the process."

Gill credits this belief to the fact that employees were able to see small changes—wins—after each survey. "This allowed them to have some measure of comfort that they could speak up, and even though management might not have been able to do everything they asked for, they were able to do some things, and that's a step in the right direction."

Measuring Results

So how do we bring it all back to ROI? How do we measure the success and value of our engagement programs? According to Jackson, engagement cannot be measured with a linear-causal equation, so what's left? "Most companies use surveys," says Jackson. Measuring the difference in results between one year and the next certainly worked for Gill.

According to Claridge, measurement also rests on areas like turnover. "Employee engagement is a series of metrics that tell a story," she says. "Look at correlations with productivity metrics such as revenue or profitability per employee. It may not be a direct relationship necessarily, but you can compare attitudes people have about the company to performance metrics to determine the relationship."

As for turnover, "I would be looking at not just our turnover numbers, but also reasons for turnover, at absenteeism, at our level of employee referrals. If you recruit regularly, it's important to look at what percentage of new hires comes through employee referrals, because an employee will not refer someone to an organization that they don't really like, respect or want to be a part of."

Rewards and Recognition

"In order to maximize productivity, you have to communicate recognition," says Gill, "not just once or twice a year during a review, but on a regular basis, whether that's in the form of a bonus or a gift card or something else. You [as an organization] need to be engaged with them, in order for them to be engaged with you."

Claridge agrees. "I'm a fan of simpler, quicker, temperature checks, and taking quicker action, because people need to see results. If they're asked for feedback and don't see results, then they're going to become skeptical about whether change will really happen."

Gill's company also takes note of the impact that engagement has on an employee's family. "As part of engagement, families pay a big price. We, as a society, spend more time at work than we do with our families, so we had to look at a way to show our appreciation for that."

Gill initiated company-wide events like family picnics, galas, and a children's Christmas party that is now the most-attended event of the year. "We wanted to show our employees that we value not just them, but their families as well, so we launched this annual event, and have Santa Claus hand out gifts to every child. We ask the parents what their kids like, and then the HR staff go to Toys R Us for a huge shopping spree. At first, management just saw this as an unnecessary expenditure, but now they see the value. Employee retention is much higher, and more people are not just satisfied, they are connected to the organization because they feel that we care about them and their families."

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Presenter: Erica Pinsky, CHRP, B.A., MSc, Respectful Workplace Solutions Expert

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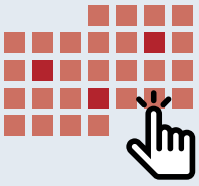

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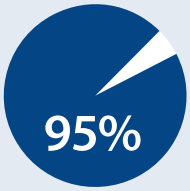

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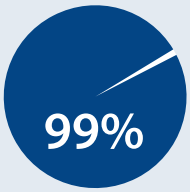

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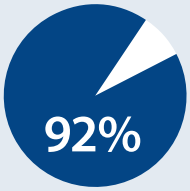

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Source: BC HRMA Professional Development Feedback Forms 2011/2012.

Less Management, More Leadership: Restoring Optimal Balance

By **Isabelle St.-Jean,** RSW, ACC

We forget sometimes that management does not emanate from nature. It's not like a tree or a river. It's like a television or a bicycle. It's something that humans invented.

– Daniel Pink,
The Surprising Truth About What Motivates Us

In light of studies showing the negative impact of employee disengagement, a growing number of executives and HR professionals are prioritizing engagement. In fact, this issue so preoccupies the business community that the Canadian Conference Board has made it the central topic of the Toronto HR Summit in September entitled *Engagement Strategies for Uncertain Times*.

As we address the daunting how-to questions and acknowledge the imperative of increasing engagement, some misunderstandings often linger about what it consists of exactly. The U.S. Conference Board defines it as: "a heightened emotional and intellectual connection that employees have for their job, organization, manager or co-workers." This heightened connection is essentially what causes employees to exert additional discretionary effort at work. In short, they do *more*; hence the company achieves *more* results.

Leadership Key to Employee Involvement

Among wise thinkers and consultants on matters of engagement, leadership and management, John P. Kotter pointed out the importance of leadership as a key factor in employee involvement and business outcomes. In "What Leaders Really Do", first published in the *Harvard Business Review*, Kotter asserts that management and leadership are currently out of balance in many organizations. Simply put, he says that "corporations today are overmanaged and under led". Yet, an optimal balance of both of these two complementary systems of action is necessary for business success.

One reason for this imbalance is the fact that the boundaries of management and leadership roles tend to get blurred; lack of clarity prevails about the distinct skills and purposes of these roles.

Kotter reminds us of three contrasting differences:

- management is about budgeting according to plans whereas leadership is about setting a direction;
- management involves and organizes staff whereas leadership is about aligning people; and
- management is busy taking charge, controlling and solving problems, while leadership provides the vision and the motivation to achieve it.

Managing Everything Leading Nowhere

Given the pressures and complexities of our fast-paced business landscape, we can get caught up in 'managing' mode, removing obstacles, solving problems, and lose our leadership perspective; we lose sight of the inspiring goals on our personal and organizational horizons. We try to manage everything.

Consider how the word *managing* itself has woven its way into our daily lives. Whether at work or in life, we are expected to manage our time, our stress, our priorities, our tasks, our responsibilities, and so on. No one wants to be perceived as unable to *manage*, so we strive to do that very well, lest we experience degrees of embarrassment or even shame.

On the flip side, unless in a formal leadership position, how often are we expected to *lead* in our personal and work life? How often we do has a far larger impact than reducing the stress of perpetually trying to manage. When we embrace leadership qualities, we are more likely to sustain our efforts and enthusiasm, maintain larger perspectives and vision, and to model persistence and greatness while inspiring others.

Vision: A River Runs Through it

In my experience as a professional business coach, vision is crucial to generating momentum and turning goals into realities; managing problems and obstacles does not suffice. Just like the current in a river provides movement and direction, a well-articulated and sustained vision infuses the organization with a stamina that helps to spark discretionary effort among employees.

Going further with this analogy, a river without a current has no flow and runs the risk of growing stagnant; weeds take hold; banks crumble; stones block the riverbed. Vision is the current which brings the river to life as a metaphor, and in reality translates into the theme of this issue, "The Economy of Engagement".

A strong current does more than keep the river flowing; it flows outward, forging new fields, gaining momentum and inspiring greater yields.

The Uncommon Gains of Leadership Culture

As Kotter pointed out, in a culture of leadership, everyone is encouraged to rise up to that level of implied excellence which is expected of leaders. Astonishing numbers result from studies he quotes indicating that firms with cultures emphasizing leadership at all levels outperformed those that did not by a huge margin. Over an 11-year period, revenue increased 682 per cent for leadership-enabled enterprises, compared to 166 per cent for those who weren't. The net income increased compared 756:1.

Here are three practical strategies to help instil an engaging culture of

leadership and to re-balance the dynamics of management and leadership:

1. Value inspiration as the necessary current to flow towards better business results.

Augmenting the flow of inspiration can be achieved in various innovative ways in the workplace. For example, creating periodic campaigns that bring to life the specific values and the mission of the company would encourage transparency and support everyone to better align with such values. Inspirational messages, anecdotes and success stories can also contribute to feeding the leadership spirit being infused in the workplace culture. Inspiration tends to have a ripple effect which is a contagiousness antidote to a kind of cynicism that may spread in a company when employees are at risk of becoming disengaged.

2. Involve more people in decision-making.

Workplace surveys repeatedly reveal that a majority of employees want their company to be more collaborative so that they can be given the opportunity to contribute to decision-making. By setting up processes for management to listen and for employees to have a voice, involvement is further enriched at all levels. Employees tend to better sustain their efforts when management treats employees as an important part of the organization. Programs that acknowledge and reward cost or time saving solutions can also be effective in encouraging employees to contribute their invaluable ideas.

3. Create more communication and connections between employees, managers and leaders.

In the *2008 Global Workforce Study* by Towers Perrin, employees stated that, one factor that helps them to feel engaged at work is to know that senior management is sincerely interested in their well-being and success. What if an e-newsletter could feature some of the personal and professional achievements of employees? This could include an employee's outstanding participation in a fundraising campaign, running a marathon, reaching a new professional development milestone, winning an award for a photo contest, etc.

Providing opportunities for people to share news about their aspirations, personal talents and achievements helps them feel acknowledged and it inspires others as well. More communication could also ensure that everyone's role is clearly defined to avoid energy-dispersing confusion and the erosion of boundaries between roles, including managers and leaders. When a better rapport is established across the levels of the company, a sense of belonging is fostered along with engagement.

Beyond the Bridge: The Profits of Balance

When a company bridges the common gaps to reach an optimal balance of management and leadership, its potential profits are abundantly enlarged - as is the vista afforded by the journey. On that bridge we have a new sense of balance, a full measure of the river and an expanded perspective: one that rewards a stronger commitment to excellence and which draws and engages the leader within everyone.

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Bullying and the Bigger Picture:

The Impact of Individual and Unit-level Bullying on Turnover Intentions

By **Kyla Nicholson,** CHRP

This Research Briefing is a service from BC HRMA's research group. Our aim is to make it easier and quicker for HR professionals to find and apply the latest and best people management insight to their challenges and projects. This paper contains a concise and practical summary of a recent academic finding that should shape your HR practices.

Critical Definitions

Workplace Bullying - is the repeated exposure over time to mistreatment and acts of aggression by others within one's organization, including from subordinates, supervisors, and colleagues (Einarsent et al., 2009: 24)

Turnover Intentions - is the desire to stay with an organization. High turnover intention is indicated by a strong desire to leave an organization. Regardless of whether the action of resigning is taken, high turnover intentions often result in actions that negatively impact on organizational performance.

Summary

In the study *"Escaping bullying: The simultaneous impact of individual and unit-level bullying on turnover intentions"*, Houshmand, O'Reilly, Robinson and Wolff attempt to understand the impact that bullying in a work unit has on individual employees' turnover intentions, even when these employees are not the direct target of the mistreatment. The study finds that bullying increases turnover intentions in not only the individual who is the target of the bullying, but also at the work unit level.

Bullying contaminates the overall work environment. Those within it recognize that the behaviours being tolerated violate their beliefs about the way that people should be treated; thus, turnover intention at the work unit level increases. In fact, turnover intention is reported to be highest in those that do not directly experience bullying, perhaps because their own relatively "good" treatment demonstrates the discrepancy in treatment that exists.

The findings of the study are important as they stress that the impacts of bullying on turnover intention go beyond the target of the bullying to the broader work unit. Moreover, while turnover may be one costly consequence of bullying, those employees that stay with the organization while desiring/looking for opportunities to leave may impact organizational performance negatively in an even greater way.

Effective HR programs to identify and address bullying when it occurs are necessary. Perhaps the more critical need is to establish the foundations for a respectful workplace culture and incorporate these expectations into the full suite of HR programs that are present in an organization.

Background

The impacts of harmful workplace behaviours such as harassment, aggression, social undermining and bullying have been studied for years, indicating a common recognition for the prevalence of such challenging behaviours in workplace settings. Typically, the focus of study has been on the impact of such behaviours on the target. The common response found from targets has been the desire to get away from the mistreatment.

This study recognizes what we may all know intuitively, that the impact of bullying, which is often an observable or felt

behaviour, goes beyond the impacts to the individual being targeted and impacts the culture and behaviours of the overall workplace unit. Thus, this study aims to understand the impacts that bullying behaviours can have on both those who are the direct target of the bullying and those who are members of the common work unit.

The researchers sought to understand the impacts of work unit level bullying on turnover intentions using a deontic model of justice (see sidebar). This model puts forth that people can be concerned and driven to take action over treatment that they perceive to be unfair or unjust, even if they aren't the target, because that treatment crosses their moral beliefs/understandings of how others should be treated. Infringing on these beliefs can cause an intense emotional reaction because the person feels that certain standards that they have tried to uphold have been violated. Anger toward the person who is causing this situation, those who are letting it go on, and the need to take actions that will reinforce or stand-up for the moral order to which they align, are often strongly felt.

Retaliation and resistance are two types of deontic reactions. While retaliation may be more likely to bring further retaliations, resistance can be a less provocative response in a workplace. Turnover intentions, withdrawal and quitting are common forms of resistance in the workplace. From a deontic model perspective, whether one is the victim or the active or passive observer of workplace bullying, taking resistance-based actions to undermine a bully may be seen as a moral obligation.

Deontic Model of Justice

People will demonstrate concern when actions violate their moral beliefs or understanding of what is right, including their beliefs about how others should be treated. The experience or perception of such violations typically leads to intense emotions and can result in actions to restore justice or stand-up for their beliefs. This can happen even if they are not the direct target or directly impacted by the violation.

Bullying behaviours are often violations of individuals beliefs about how others should be treated.

Hypotheses and Results

Hypothesis 1: *Being the target of bullying is positively related to turnover intentions, independent of the extent of bullying in one's work unit.*

Hypothesis 2: *Work unit level bullying is positively related to turnover intentions, independent of the extent to which one is a direct target of bullying.*

Hypothesis 3: *There is an interaction effect between direct bullying and work unit level bullying such that the relationship between work unit level bullying and turnover intentions is stronger for individuals who experience less direct individual level bullying than for individuals who experience more.*

The researchers tested the above hypotheses by collecting data from nurses in 41 units of a large health authority in a western Canadian city.

The results were clear…

All three hypotheses were supported by the study.

It was found that individuals who are the target of bullying have higher turnover intentions. This is not surprising as wanting to get away from the mistreatment seems to be a rationale response. Furthermore, even if the individual who is the target of bullying is not able to leave the organization, the intention to leave, should the opportunity arise, may provide them with some psychological protection from the bullying behaviour.

Bullying also leads to turnover intentions at the work unit level. The impact of bullying at this level is in addition to the actual bullying that an individual receives; it goes beyond this individual to others in the collective work unit. As people observe or hear about bullying situations in the workplace, empathetic reactions lead to an understanding of the unjust treatment being experienced, creating deontic reactions such as turnover intention.

Further, the study found that turnover intentions are actually stronger in those that do not experience the bullying. This may be due to the fact that their own treatment provides a standard against which the discrepancy in treatment can be measured—highlighting the level of

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It's not just about the bully...

Increased turnover intentions and / or actual turnover are not just reactions toward the actual bully. Such reactions are often also intended to undermine the organization that has condoned or failed to address the bullying behaviour.

mistreatment being inflicted on others in the workplace.

The findings, examined in light of the deontic model, are important as they put turnover intention into a context that may not always be considered. Often the targets of bullies are characterized as "victims" and are often portrayed as weak. The desire to leave the situation in which the mistreatment is occurring may be perceived as fleeing. This model, however, puts turnover intention in line with an act of resistance intended to undermine the power source of the bully and often the organization which has failed to take action to address the bullying and, thus, is perceived in a similar light to the bully themselves. It highlights that actions of resistance intended to stand-up for moral justice are not just to be expected from the target of bullying, but also from those in the greater work unit who are, themselves, morally outraged by the behaviours.

Implications for HR Professionals

HR professionals need to fully understand the impact of bullying in the workplace in order to understand the potential consequences for organizational performance. A critical learning from this study is that the impact of bullying (increased turnover intention) is not just to the individual who is the target of the bullying, but expands beyond that to others in the work unit who are reacting to behaviours that go against their morals and/or beliefs about what fair and proper treatment should be.

Consequences of turnover intentions are many and may include: decreased discretionary effort impacting quality and output; lack of emotional commitment impacting overall team cohesiveness and collaboration; and the cost of quitting, including not only the cost of hiring and retraining, but the cost of overtime, lost morale, and decreased productivity for those who are left to provide coverage during a vacancy.

While turnover intention does not always lead to the action of turnover, the likelihood is increased in highly competitive industries, and when recognized top performers find themselves in bullying environments as these individuals have the skills, confidence, and network to facilitate their move out of the workplace that tolerates bullying behaviours.

HR practitioners should gain a clear understanding of their legal obligations to address bullying. This has been brought top of mind with the recent ratification of Bill 14, which addresses the broader duties employers have for supporting mental health. Greater understanding of which HR programs can address workplace bullying and its impacts is required.

HR programs must proactively work to align around and establish a respectful workplace culture. The specific programs that will most impact establishing such a culture will differ by organization and must be determined based on the existing culture and opportunities it presents (i.e. a values-based recognition program in one organization may be highly successful, but may be ignored or seen as "fluffy" in another). Examining HR programs and determining which can have the greatest impact in supporting a respectful workplace climate can support the HR department to ensure resources are applied to the most effective programs to proactively address bullying in the workplace.

However, the HR professional needs to be cautioned that this is only one causal factor in turnover. This article should also be read in conjunction with other articles on turnover found on the BC HRMA web site: www.bchrma.org/resources/knowledge-centre.

Kyla Nicholson, CHRP is BC HRMA's professional development manager.

This article is based on the following research paper: *"Escaping bullying: The simultaneous impact of individual and unit-level bullying on turnover intentions."* Houshmand, M.; O'Reilly, J., Robinson, S.; Wolff, A. Publisher: Human Relations July 2012 vol. 65 no. 7 901-918

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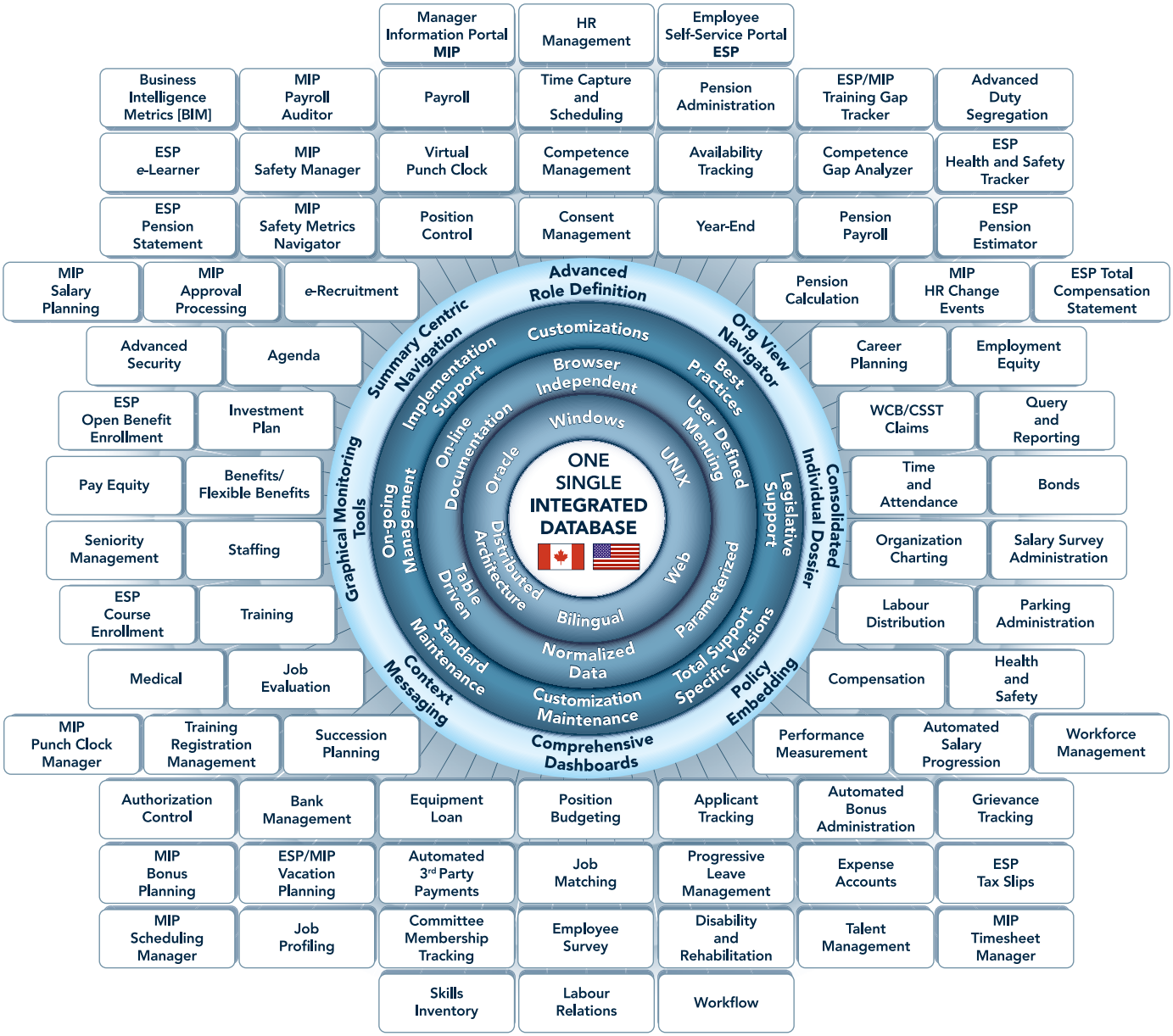

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Avoid the Fad: Engage the Facts and Figures

By **Ian J. Cook,** CHRP

ENGAGEMENT IS AN ALLURING concept. Intuitively it sounds great; who would not want people to be engaged? The promise that it can be measured and linked to results has made this practice one of the more common and well-resourced areas of HR over the last decade.

The main themes of the concept of engagement—commitment to work, willingness to put in extra effort, satisfaction with the work experience and an emotional connection to your workplace and work colleagues—have a high degree of face value when it comes to identifying the way we would like people to work. It would be a brave leader who stood up and said, "I do not want my people to be engaged".

The Halo Effect, Fads and Academic Scorn

However, in the practice of human resources, promising concepts often succumb to a "halo effect", by which they become the answer to all complex organizational questions. The expectations of what can be achieved, and the promise of certainty when it comes to the people side of business, become unrealistic; then, as with the concepts of teamwork and empowerment, which preceded engagement, the concept falls into disrepute and something else takes its place. So goes the cycle of a fad.

Within each fad there remains the kernel of the original great idea. From these elements comes the opportunity to push HR practices into a deeper, more robust, more professional and well-founded set of practices. This is the true promise of engagement: to get beyond the fad and the hype and the pseudo measurement, to the place where you are delivering what your organization needs. Here are some ideas on what and how you can enhance your practice in this area.

> **"There are three types of commitment,** only one of which actually leads people to want to work harder."

One place you will not find the word engagement is in the academic literature. They recognize many of the concepts associated with engagement, however the multi-dimensional and mercurial nature of the concept means that it does not survive the rigours of academic thought. A look at why engagement does not fit into academic practice also indicates how to deepen the processes in HR.

Not all Commitment A Good Thing

Commitment to the workplace is a common corner stone for engagement models. It is assumed that if people want to stay with your organization that is good. This assumption is actually not correct. There are three types of commitment, only one of which actually leads people to want to work harder.

Some people stay because they feel they have no choice, some people stay because they believe they are getting the best reward for the least effort possible and some people stay because they work hard and find the work rewarding. A measurement of commitment that lumps all of these people together is irrelevant and potentially misleading, especially if you assume that the intention to stay is a good thing.

Also there is nothing that links intention to stay with the actual act of staying. Studies[1] into turnover rates indicate that factors outside of the job are as or more influential than factors inside the job when it comes to who is leaving and why; results from the HR Metrics Service indicate that vacancy rates have a significant influence on turnover rates. More people actually leave when there are more opportunities out there. Finally, the research[2] into the impact of forced layoffs indicate that taking action to reduce your workforce will increase your voluntary turnover rate substantially.

Causal Connections and Proof of Profitability

There have been no academic studies that prove engagement impacts profits or revenue. The papers which link engagement to results tend to come from the consulting

firms offering engagement solutions. It is unclear from these papers which comes first; do better results make people feel better or when people feel better about work do the results follow? This causal connection has yet to be convincingly proven.

What has been proven is that there is no singular practice in HR which leads to success. Great recruitment does not bring success; great onboarding does not bring success; great development does not bring success. What has been proven to bring success is that organizations with sustained results, better than their peers, will have a cluster of aligned and self-reinforcing HR practices which work in concert to enable better productivity from the collective staff group. Called high performance work practices, this need to build an HR infrastructure, which is aligned and self-reinforcing, is a more certain way to develop performance for your organization than trying to "fix" all the areas that got low scores on your engagement survey.

"Do better results make people feel better or when people feel better about work do the results follow?"

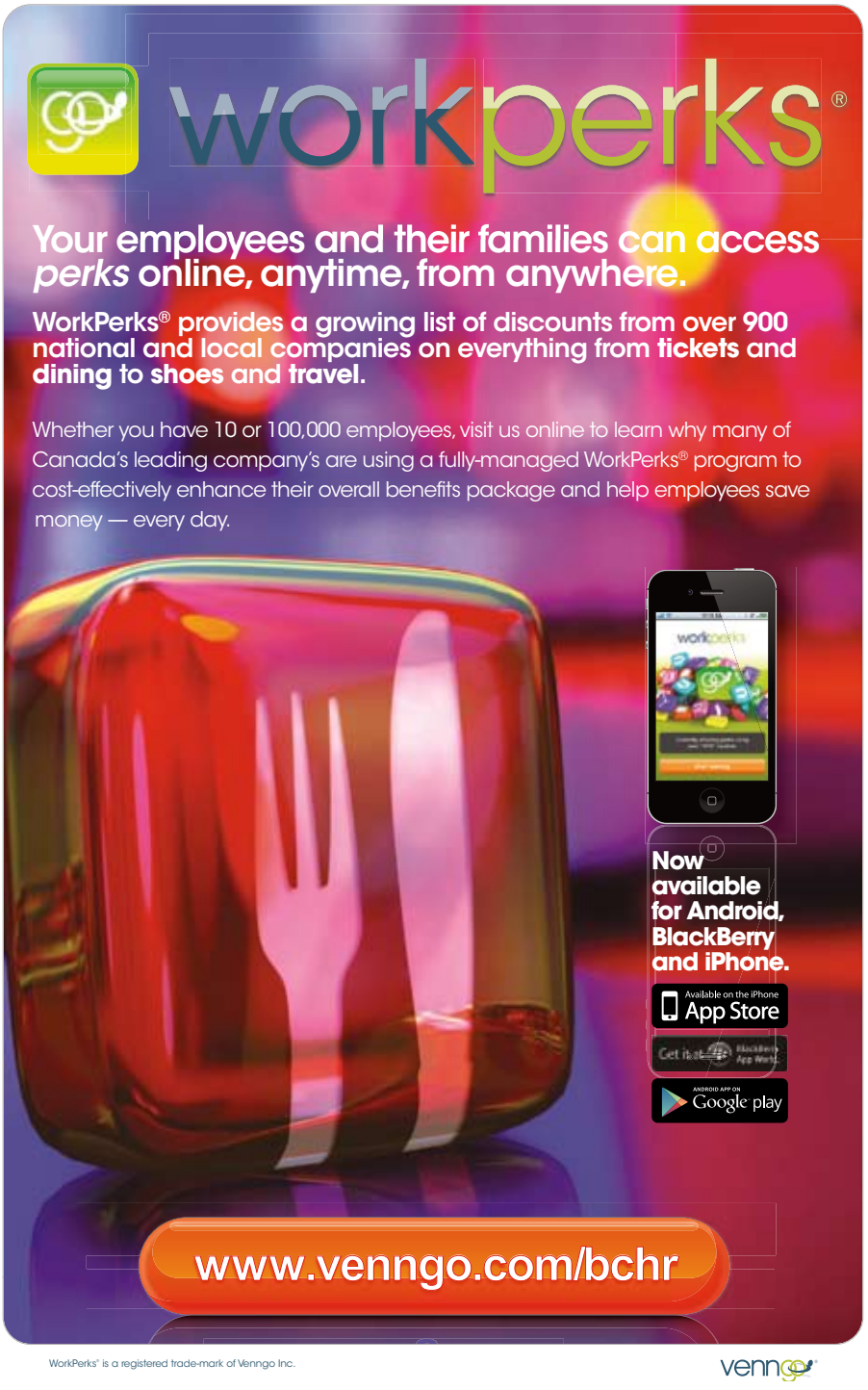
Advocating a Measured Approach

This article is not intended to suggest you stop trying to understand how your people experience work, their teams and the organization's leadership. Effectively tapping into and utilizing this information is more important than ever. We do advocate that you gather and process this information in a focused way, on a regular cycle, avoiding the once a year, mega surveys with their associated costs and deluge of data.

We also advocate that you do not chase "engagement", however you define it, for engagement's sake. You need a clear and detailed strategy to grow the effectiveness of your HR contribution to the business; this should be founded on the principles and ideas found in the high performing work practices literature. What you learn about your people and their experience of work should shade and colour how you go about implementing and refining your strategy, but not be an end in itself. In this way you access the best aspects of engagement and leave the faddish element behind.

A global citizen, Ian J. Cook, MBA, CHRP (ijcook@bchrma.org) has chosen to make his home in Vancouver where he heads the growth of BC HRMA's research and learning services.

1 BC HRMA - Research Briefing – Why People Stay – http://www.bchrma.org/wp-content/uploads/2012/07/rb-whypeoplestay.pdf
2 BCHRMA – Research Briefing – The Impact of Forced Layoffs – http://www.bchrma.org/wp-content/uploads/2012/07/rb-forcedlayoffs.pdf



Assessing the Value of Immigrant Talent: New Resources Support Employers

By **Javier Ojer**

Are blind spots preventing you — and your organization — from employing BC's top global talent?

A group of HR professionals were surprised to discover how their biases unknowingly prevented them from spotting quality candidates when they reviewed resumes from skilled immigrants in a recent workshop piloted by the Immigrant Employment Council of BC (IEC-BC) and BC HRMA.

"It hit home how, as recruiters and prospective employers, by virtue of the limited time afforded to do resume screens, we make quick judgements on what and how information is presented with little, if any, understanding of the cultural forces in play," one participant commented after the exercise.

The resume review exercise was part of a pilot workshop on "Sourcing and Recruiting Immigrant Talent", developed by BC HRMA and IEC-BC. A second workshop, "Onboarding and Retaining Immigrant Talent" workshop was also jointly produced along with an online resume screening tool used in the workshop called the *New Canadian Assessment Resource*. All three resources aim to enhance employers' capacity to determine the value of skilled immigrant candidates and capitalize on their capabilities.

"Employers are already convinced by the business case of hiring immigrant talent."

"When we conducted employer consultations across the province in 2011, we heard very clearly that employers are already convinced by the business case of hiring immigrant talent," said IEC-BC executive director Kelly Pollack. "Employers in general and HR practitioners know BC is facing an unprecedented skills shortage, and recognize new Canadians as a pool of talent. One of the things employers told us though is they now need tools to help them assess the potential value of immigrant candidates for their companies."

BC HRMA's manager of professional development Kyla Nicholson, agrees. "That's why we were so pleased to have the opportunity to work with IEC-BC to develop these employer resources. We know our membership is actively looking for this kind of material."

Both workshops use real world examples and case studies from the BC market to support HR practitioners in understanding how to overcome common challenges in recruiting skilled immigrants and in finding the strategies that will work for their organization. Reviews of the initial workshops were enthusiastic.

"[We got]... convincing arguments/materials to take back to some of our resistant managers," one respondent commented on the workshop evaluation. "I definitely have a broader understanding of how to bring landed immigrants into the company. The resources provided were invaluable."

The third jointly-created product, the *New Canadian Assessment Resource*, is a go to online resource on how to assess new Canadian experience that is housed on the IEC-BC website (www.iecbc.ca).

The online tool allows the employer to assess the candidate in four key areas: language proficiency, academic credentials, professional credentials and foreign experience. Each section features, in a user friendly way, tips and practical solutions for overcoming common challenges.

Pharmacy at SAFEWAY

Workplace Flu Immunization *program*

What is the Safeway Pharmacy Workplace Flu Immunization Program

An immunizing Pharmacist can perform flu vaccinations on your premises during your hours of operation.

What is provided by Safeway Pharmacy?

- Professional administration of vaccination by an immunizing pharmacist
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- All medical supplies

When can I have my flu clinic?

Clinics run from October through November and later upon request. Bookings begin as early as May.

Benefits of the Safeway Pharmacy Workplace Flu Immunization Program

Flu causes billion of dollars in lost wages every year. According to Health Canada, the most effective way to be protected from this highly contagious respiratory infection is to receive an annual influenza vaccine in the fall. In 2008, 82 to 87 percent of working Canadians between the ages of 20 and 44 did not receive a flu shot.

Canada Safeway Pharmacy can supply your employees with the convenience of flu shots right in the workplace. More employees decide to receive an influenza vaccination when it is provided at work. As influenza vaccination prevents 70% of cases of the flu, your business will benefit from decreased employee absences and increased productivity. As well, those people who were immunized but still get the flu usually experience fewer symptoms and may be able to return to work faster.

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Users of the resource can refer to resumes from new Canadians, including an executive resume (VP finance), two professional resumes (a civil engineer and a marketing manager), and two trade resumes (an electrician and a chef). For example, users can click on different sections of the resume to see questions someone reviewing the resume might have and refer to recommendations for assessing the candidate's abilities.

"The Resume Review Centre content was easily understood and provided practical and easy to understand solutions to common areas of ambiguity, questions and challenges related to screening new Canadian resumes," said Nicholson.

Given the positive response to the workshops, BC HRMA has added "Sourcing and Recruiting Immigrant Talent" workshops to their Fall calendar. It will be offered on Tuesday, October 30 in Victoria and Wednesday, November 21 in Burnaby. For more information or to register, go to www.bchrma.org/calendar.

Together, these three innovative resources provide powerful ways for BC employers to overcome blind spots and make the most of immigrant talent for their business. For more information on these resources, or to add your feedback, please contact me at javier.ojer@iecbc.ca.

Javier Ojer is a manager with the Immigrant Employment Council of B.C.

Steps to Support Hiring and Assessing New Canadian Talent

Step 1: Define Job Requirements

- Focus on core job tasks (essential vs non-essential).
- Consider performance/skill assessment vs. education/credentials.

Step 2: Consider Job Posting Locations

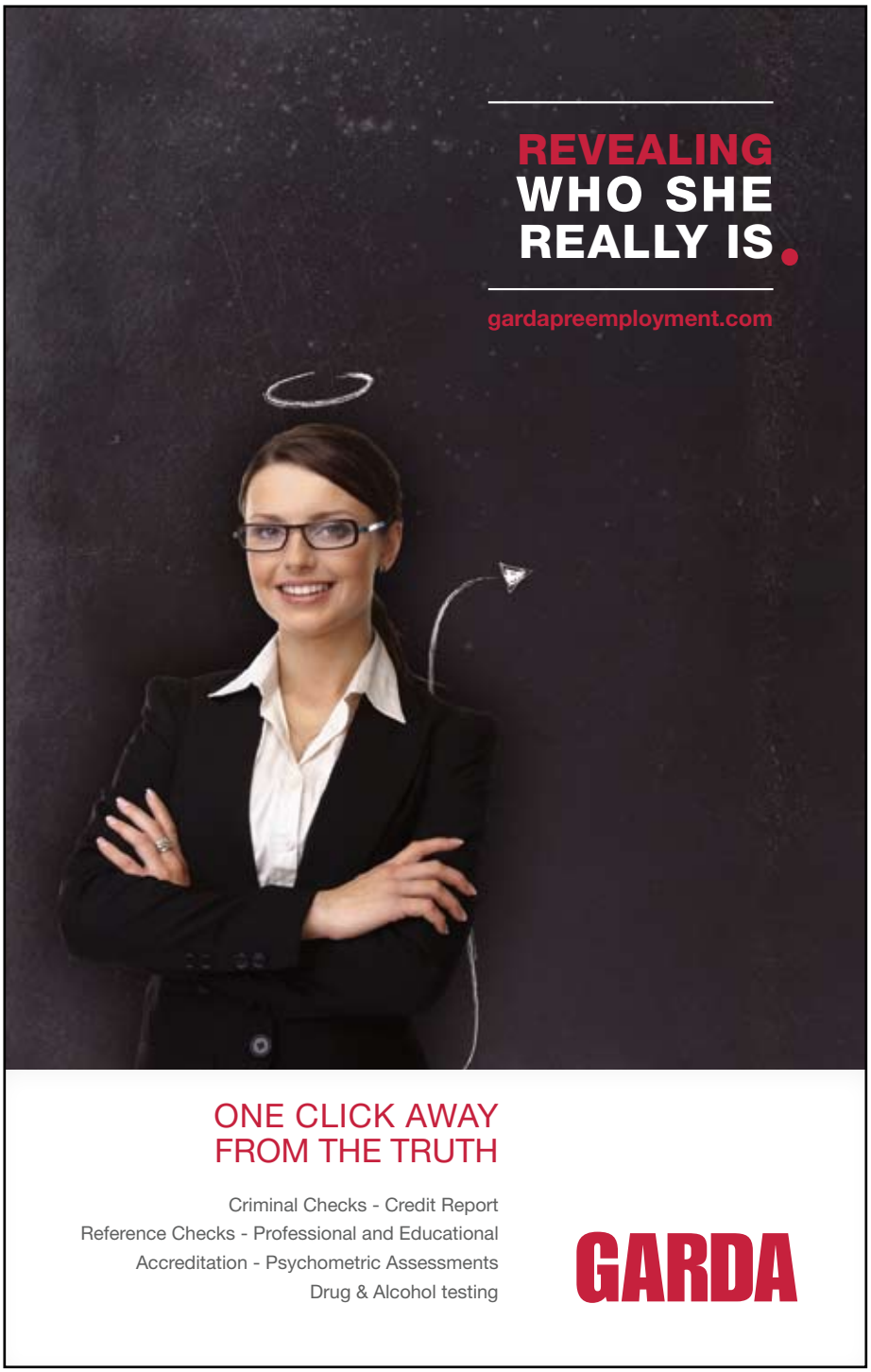
- Is the posting and your website immigrant talent friendly?

Step 3: Job Screening

- Read between the lines of a resume. For example, a candidate may be working at several part-time jobs out of necessity.
- Get beyond the "Canadian experience" barrier.
- Consider cultural differences and ways of communicating. For example, including a photograph on a resume is a best practice in some countries.
- Keep your focus on skills, knowledge and experience.
- Use the New Canadian Assessment Tool (http://www.tapintotalent.ca/how-to-employ/hire-talent/assessing-new-canadian-experience) to help assess international experience and credentials.

Step 4: Conducting Interviews

- When conducting a behavioural interview with international trained workers, consideration should be given to the cultural context. This involves:
  - educating the interviewer on what makes a person successful in their country and how those characteristics will fit for the position and into your own organizational culture;
  - thinking through how to elicit the responses you need to make a determination. For example, if you know that to succeed in a position, the candidate must be a team player, discover ways to phrase questions that will prompt the candidate to speak about collaborative experiences; and
  - analyzing the candidate's answers with a colleague and with a wide lens. Evaluate how the candidate's characteristics translate across cultural and linguistic boundaries and how their behaviours would be perceived within our context.



Integrating Customer and Employee Engagement to Elevate Business Performance

By **Adam DiPaula,** Ph.D.

IN THIS ARTICLE WE SHOW HOW organizations can use customer and employee engagement measures to drive key business outcomes, like retention and profitability.

I had just made a large home stereo purchase at a local big box retailer and was sitting in the middle of my living room floor befuddled by the vast array of components, circuits and wires that lay before me. I had read the thick manual from cover to cover—a rarity for me—but still had no clue how I was going to get this stereo system operating in time for the party I was hosting in four hours' time. As a last ditch effort I called the store and asked to speak to Jason, the young gentlemen who sold me the equipment. With dejection in my voice I fumbled through a series of disorganized attempts to explain what I had tried to do. After a few minutes of incoherent babbling, Jason cut in—'why I don't I just swing by after work and help you put it together?' Stunned, I paused for a moment. Then, realizing my fortune I asked tentatively but hopefully, 'Are you sure?"

"Our measure of engagement includes three components—**trust, admiration, inspiration.**"

Jason took 17 minutes to complete a task that I had spent the better part of six hours trying to accomplish. He even explained dutifully how and why he was putting this plug here and that wire there. I nodded earnestly, pretending like I understood the logic of the whole exercise. Actually, I was too busy to hear him, carefully planning the musical line up for that evening.

Since this encounter I have told at least ten friends and associates about my experience. I also told Jason's manager how Jason's efforts had been such a benefit to me. I also noticed that I no longer engage in the relentless store by store price comparisons that were a typical part of my electronics purchase efforts. I go right to Jason.

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Happiness and the Bottom Line

Common sense and personal experience tell us that how employees feel about the organization they work for has a powerful impact on the experience of the customers they serve, and how customers in turn interact with the organization. Happy employees are more likely to do things that create positive experiences for customers. Unhappy employees are far less motivated to create positive customer experiences—leaving customers with a negative impression of the organization.

The results of these employee-customer interactions have a significant financial impact on an organization. Happy customers are more likely to reward the organization with their continued business and customer referrals. Unhappy customers are more likely to leave and tell others to do the same.

Despite the well-documented impact of the employee-customer interaction on business results, organizations rarely structure their measurement programs to measure and manage this interaction effectively. This is due largely to the fact that measuring customers is the domain of the marketing department; measuring employees is the domain of the human resources department. While this may be an organizational convenience, it prevents the organization from maximizing the use of both measures to impact the bottom line.

"Satisfying customers is not enough to get them to stay. Retention requires engagement—the emotional connection between the individual and the organization."

The Sentis model is based on well-validated research showing how engagement—the emotional connection that customers and employees have with an organization—drives business results, and how integrating customer and employee engagement can elevate organizational performance.

Our model is flexible enough to be customized for any organization where customers interact with employees and where customer and employee retention are important organizational goals.

Satisfaction is Not Enough: The Organization Must Engage

There is a growing body of evidence showing that maintaining high levels of satisfaction is not sufficient to retain customers or employees. Satisfied customers regularly defect to competitors. Satisfied employees often leave for other opportunities.

This is because measures of satisfaction tap the more rational components

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of experience. For customers, this is their evaluation of the quality of the products and services that *they get* from the organization. For employees, it is also an evaluation of what they get—i.e. level of pay and benefits, quality of working conditions.

Organizations that only measure satisfaction are at a significant disadvantage because it is not satisfaction, but engagement, that drives key outcomes like retention and advocacy.

We define engagement as the emotional connection that the individual has with the organization. Our measure of engagement includes three components—trust, admiration, inspiration.

In the table below, we describe what these components represent for customers and employees. We also summarize the things that highly engaged customers and employees will do that create positive outcomes for the organization.

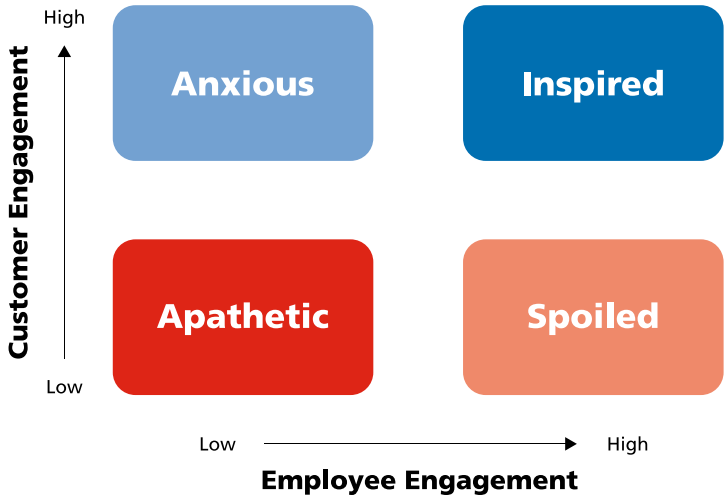
Integrating Customer and Employee Engagement

Employees have a powerful impact on the experience of customers who, in turn, have a powerful impact on the experience of employees. Therefore, it is not surprising that research shows that customer and employee engagement interact to produce superior results. The best financial results are produced by business units within the organization that have positive scores on both employee and customer engagement.

This is why we integrate customer engagement and employee engagement measures—and why we integrate them at the business unit level. Business units can be individual stores, branch offices, broker offices, or departments, depending on the organization and its structure.

Integrating results at the business unit level is critical for managers tasked with improving performance within their units. Problems may differ substantially across units, and it is only when managers have specific, local, information that they can they address problems effectively.

Trust	
Customer	**Employee**
I trust this organization. They are reliable, honest, fair, and respect customers.	I trust this organization. They are honest, fair, and respect employees.
Admiration	
Customer	**Employee**
I admire this company and I am proud to be a customer because they do things, and represent things, I value.	I admire this company and I am proud to be an employee because they do things, and represent things, I value.
Inspiration	
Customer	**Employee**
I feel a special connection with this company because they show a genuine interest in my needs and a sincere appreciation for my business. I am inspired to contribute to their success.	I feel like part of this company because they show a genuine interest in my development and my ideas. I am inspired to contribute to our success.
The Highly Engaged *Do More* for the Organization	
Customer	**Employee**
• Contribute higher share of wallet and are more profitable. • Advocate by speaking positively about the organization and generating customer referrals. • Motivate employees by expressing gratitude to employees.	• More productive and stay longer. • Deliver better customer service. • Advocate for the organization by speaking positively about it and volunteering for the organization's community initiatives.



Apathetic. Low customer engagement/ Low employee engagement

Employees do not receive any compelling reason from management to deliver positive customer experiences.

This creates apathy among both employees and customers.

Spoiled. Low customer engagement/ High employee engagement

The organization spoils employees by giving them many benefits but does not hold them accountable for creating positive customer experiences.

Anxious. High customer engagement/ Low employee engagement

Employees work hard to create a positive customer experience out of fear that management will punish them for not performing.

Inspired. High customer engagement/ High employee engagement

Employees are given freedom to innovate and use their own judgment in serving customers. Customers feel valued as individuals. Employees and customers are inspired to be associated with the organization and do things to promote its success.

In our model, each business unit falls into one of four categories based on their customer and employee engagement scores. The categories represent different work environments.

Research shows that business units in the Inspired category produce financial results well above those units that score high on only one measure of engagement, and account for a disproportionate share of the organization's bottom line.

Learning from the Inspired to Elevate Performance

In order to improve performance across other business units, a key task for the organization is to learn what the Inspired business units are doing to elevate and sustain high levels of engagement among both customers and employees.

This could take a variety of approaches and we help organizations implement which approaches will be most effective. You might conduct in-depth interviews or informal discussion sessions with managers, supervisors, and the 'front line' staff. You may do the same among customers. Together, we identify the commonalities across these Inspired units and prioritize recommendations for action on that basis.

Adam DiPaula, PhD is managing director for Sentis Market Research Inc.

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CHRP: Assessing Experience, Moving Forward

By **Maureen Campbell**

Change happens everywhere, every day, in every walk of life. Charles Kettering once said, "The world hates change, yet it is the only thing that has brought progress." Further, Ralph Waldo Emerson said, "Life is a progress, and not a station." Much the same, we are bearing witness to the evolution of the HR profession in Canada and the enrichment of the Certified Human Resources Professional (CHRP) designation.

Experience Assessment a Key Change

It was recently announced that the criteria needed to attain the CHRP has changed. Most specifically, after two more sittings, the National Professional Practice Assessment (NPPA) will be replaced by an experience assessment. The experience assessment has been introduced as a national standard and is a viable tool to verify the recently introduced experience requirement.

"The shift to an experience assessment of HR professionals is a logical step in development of the CHRP. We have built up a credible reputation as a profession that has been developed through efforts of associations such as BC HRMA," states Patrick Hartling, chair of the Canadian Council of Human Resources Association (CCHRA).

Recent survey data indicated that 87.4 per cent of Ontario CHRPs believed that HR associations should introduce an experience requirement to attain one's CHRP; 87.7 per cent felt that the introduction of an experience requirement would enhance the value of the CHRP designation[1].

"The time is right to make this shift by recognizing that the assessment is equally weighted and important in terms of HR functioning with knowledge and that we understand the need for HR professionals to be knowledgeable and able to demonstrate the application of that knowledge for the organizations and communities that they serve," Hartling explains. "The experience assessment also allows us to look at consistent national standards so that we can continue to develop and sustain a model of national portability."

Experience has always been a vital component in achieving the CHRP designation. The experience assessment simply asks HR practitioners to demonstrate their ability to apply the knowledge and skills gained from their formal education and professional experience to a workplace environment. HR practitioners need to demonstrate that they have worked in a position (or positions) that cultivated knowledge and a professional level of responsibility in HR for a minimum of three years. Additionally, this experience must have been gained within the last 10 years.

1 Survey conducted by HRPA and Canadian HR Reporter.

What Constitutes Professional Experience?

It is important to note that experience must be at the professional level. Professional does not necessarily mean supervisory or managerial. It does not matter whether one is working in a specialist position or a generalist position. Nor does it matter whether one is working as an independent practitioner or as an employee of a company. Professional does not require that one has overall responsibility for the HR function.

In determining whether HR experience is at the professional level, the following factors are taken into consideration:

- **Independence of actions** — relates to the amount of planning, self-direction, decision-making and autonomy involved in the work experience;
- **A depth of work requirements** — relates to the extent to which work experience requires data-gathering, analysis and interpretation;
- **Level of interaction** — relates to the degree to which the individual interacts with a broad spectrum of contacts, including decision-makers; and
- **Responsibility for work outcome** — relates to accuracy and extent to which the individual is held accountable for his/her work and decisions.

Experience Assessments Already Setting Standards

The assessment itself is not a new process for the HR community—the Chartered Institute of Personnel and Development also offers an experience assessment. It isn't new to the Canadian HR community either. Ontario's Human Resources Professional Association (HRPA) has been using an assessment in lieu of the NPPA since 2009. Further, HRPA's experience assessment has been so robust and successful that it has been accredited by the National Council for Credentialing Agencies. This worldwide standard is no small feat, and is comparable to the nationwide standard that the provincial experience assessments will follow.

HR practitioners can work toward the experience requirement and assessment in any sector of the economy: industry, government, public practice, professional associations, education, healthcare, or not-for-profits—essentially anywhere that has a human resources management function.

What it Means to You

As much as can be said about the merits of the experience assessment, at the end of the day, this is really about you, the HR practitioner seeking the CHRP designation. The experience assessment provides you with a platform to really show off your expertise. This is your time to shine as the spotlight will be on you, and how your career as an HR professional has afforded you the real-world experience and know-how to achieve the CHRP designation.

As one HR professional said, "Experience assessment is fantastic because it fits around you... it's uniquely focused on you as an individual."

For more information on the experience assessment, contact BC HRMA.

Maureen Campbell is the communication manager for CCHRA.

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Courting Mental Stress Claims:
Guarding Against Bullying and Harassment

By **Graeme McFarlane**

The modern work environment is a diverse space. The workforce has been radically transformed and to a large extent mirrors the changes that have occurred in our society. Unfortunately, some of society's problems are mirrored as well. If the news reports are accurate, school yard bullying has become an endemic problem – sometimes with catastrophic results.

Workplace bullying exists as well. When it occurs, the results go beyond the target and the bully. It can affect how the entire workforce engages with the tasks at hand. Recent decisions have recognized the effect that workplace bullying can have on the target. In response, the British Columbia Workers' Compensation regime has been amended to provide benefits for the mental distress created by this type of behaviour.

The trigger for these changes was the B.C. Court of Appeal decision of *Plesne v. British Columbia Hydro and Power Authority*. Prior to this decision, the legislation greatly restricted WCB claims for mental stress associated with the workplace. A mental stress claim would only be accepted if it was an acute reaction to a sudden and unexpected traumatic event. Mental stress resulting from systemic workplace bullying would fall under this restriction.

The Court in *Plesner* considered whether this restriction was contrary to section 15 of the *Charter of Rights and Freedoms*. The argument made was that the WCB regime treated physical disability claims differently than psychological ones. An employee with a physical injury only needed to show that the injury occurred at work. An employee with a psychological injury needed to not only show that the injury occurred at work, but that it resulted from a particular type of event. The court agreed with this argument and struck down the requirement that an unexpected traumatic event was needed to justify a psychological work injury claim.

The government enacted new legislation that greatly expands the type of mental stress claims that will be compensable in the workplace. A claim will now be accepted if the condition is "predominately caused by a work-related stressor, including bullying and harassment, or a cumulative series of significant work-related stressors." However, the claim must have a factual basis, and the stressors must be identifiable. An employee cannot make a claim of bullying or harassment without particulars of the when, where, who and what.

Interpersonal conflicts will not generally be considered for compensation under the new legislation. The stressor must be considered as significant. It will only satisfy this definition if the event is excessive in intensity and/or duration from what is experienced from the normal pressures or tensions of a workplace. For interpersonal conflicts to meet this definition, they must be threatening or abusive.

Bullying and harassment are not defined in the new legislation even though they are specifically mentioned as a basis for compensation. Therefore, there will be debate about what these terms mean. The Canadian Centre for Occupational Health and Safety defines workplace bullying as "acts or verbal comments that could 'mentally' hurt or isolate a person in the workplace". Bullying usually involves repeated incidents or a pattern of behaviour that is intended to intimidate, offend, degrade or humiliate a particular person or group of people. These concepts will likely form the basis of the WCB's policies in this regard.

Harassment is slightly different than bullying. The BC Human Rights Coalition describes personal harassment as "any inappropriate conduct, comment, display, action or gesture by a person that adversely affects the worker's psychological or physical well-being or that a reasonable person knows or ought to know would cause a worker to be humiliated or intimidated." This definition is important because harassment may exist even where the perpetrator is not intentionally trying to harass, intimidate or offend.

These definitions are quite broad. However, it is important to note what is not bullying or harassment. It is not interpersonal conflict or troublesome interpersonal relations. More importantly, it is not a legitimate exercise of management rights. In the latter case, it is not harassment for a manager to counsel an employee about poor performance or other workplace offenses even if those communications cause mental anguish.

As a result of these legislative changes, employers now have even more responsibilities in the workplace. They must ensure that they have taken all reasonable steps to protect the health and safety of all workers. This now includes protections from harassment and bullying. If these circumstances exist, an employer must remedy the situation. It is strongly advisable that all employers institute anti-bullying and harassment policies. These policies should include definitions and an investigation process. Should bullying and/or harassment be discovered, the employer should take reasonable steps to resolve the issues.

Employers should identify potential problems sooner rather than later. Potential problems may arise out of over aggressive management styles, insensitive employees or lax workplace rules. The WCB can levy significant fines against employers who allow unsafe workplaces to flourish. It's always best to avoid a WCB penalty claim rather than to respond to one.

Graeme McFarlane is a partner at Roper Greyell LLP which is a firm focused on partnering with companies to find solutions to workplace legal issues.

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Engage, Empower and Enrich:

A Case Study in Positive Change at Coastal Community

By **Ken Blosser**

THIS IS AN OVERVIEW OF HOW IN 2011, Coastal Community achieved the most successful technology conversion in their 60 year history: with no significant member impact, higher levels of employee confidence and competence, and documented increases in employee engagement.

Coastal Community has a long history of paying attention to the people side of change.

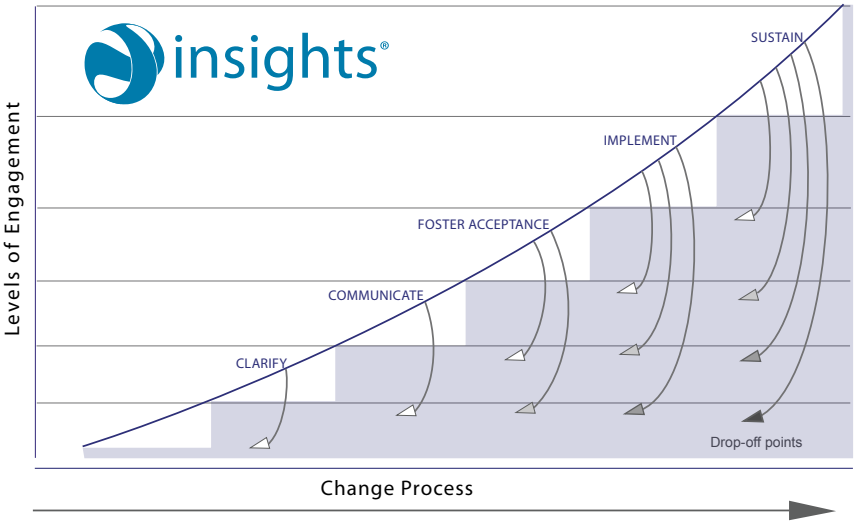
Process, Participation and Best Practice

When three credit unions merged to form Coastal Community Credit Union (CCCU) in 2005, the executive team recognized that a key factor in the successful integration of the businesses was to have a disciplined process to deal with the human side of change. Coastal Community partnered with Insights Vancouver to build their internal capacity for managing change.

Throughout the organization, leaders learned the power of using a common language for planning, assessing and monitoring different levels of engagement. The executive team explored how to apply effective sponsorship skills; managers and project teams learned best practices as change agents; change champions supported the day-to-day communication to build transparency and trust. Based on regular assessments, leaders drew on a balanced approach that ensured the most relevant and timely actions.

Together, a group of courageous leaders from different parts of the organization took on a mammoth integration project and came out of the merger stronger than ever—ready and able to withstand the economic downturn of 2008.

When the new challenge of the technology conversion came up in 2011, Coastal Community knew they had a winning formula already in place. The Insights Engagement process worked well as a foundation; they also knew that this was an opportunity to refresh and renew their internal capacity to apply best practices in a changing environment.



Tapping Tech for Pulse Checks

Leaders wanted to expand the process to make better use of current technology. They chose to measure levels of engagement throughout the change using a "Pulse Check" survey on their intranet. They wanted open transparency so all could see the results—and know that their input was informing leaders' behaviours. Leaders also wanted to ensure that they were focusing their energies with the right actions at the right time for 'just in time' adaptations to the change plan.

To build employee confidence in the surveying process, Bruno Dragani, chief people and administration officer, worked with Insights Vancouver president Joyce Gwilliam to prepare a short webcast about the engagement building process and how the short online surveys were going to inform leadership behaviours. The 14 minute-webcast was available to all employees.

The Insights Engagement Model (see chart) was reviewed within the context of the emerging technology conversion. Five iterative steps in the engagement process were presented:

1. Clarify the change;
2. Communicate the change;
3. Foster acceptance;
4. Implement; and
5. Sustain the benefits of the change.

Survey for Growing Success

Over a period of three months, six Pulse Check Engagement surveys went out to employees. The surveys were short (less than a minute per employee), but the immediate results showed whether the desired level of 80 per cent engagement at each step was attained—or not. Change agents were focused on intended outcomes at each stage of engagement.

For example:

Step 1: General awareness about the change by stakeholders.

Step 2: Shared understanding by stakeholders.

Step 3: Active involvement through activities such as two way dialogue, training and dealing with the emotional ups and downs of the proposed change.

Step 4: Application of the new way.

Step 5: Advocating the new way as 'just the way we do business', and incorporation of continuous improvements.

As expected, in the first surveys, people were engaged at the awareness level, but did not have the understanding to engage in two-way dialogue. At each Pulse Check, leaders met, reviewed the level of engagement and adjusted their behaviour accordingly. The Insights' resources provided best practice suggestions for addressing temporary drops for each step in the Engagement Model. Within a matter of weeks, using a balanced, four quadrant approach, the levels of engagement showed a readiness for implementation—right on schedule.

Through regular surveying, leaders were informed about both the current levels of engagement and which best practice suggestions were most likely to provide the greatest return on investment. By having this information, leaders were able to focus their attention on raising stakeholder engagement, while keeping the project on time and on budget.

The lessons learned by Coastal Community have provided them with a valuable checklist for future changes, as well as for other organizations committed to achieving results on time, on budget and with maximum employee engagement.

Sharing Seven Lessons Learned

1. Create a common language for managing the people side of change—from executives, to managers, to frontline employees.

2. Let people know that engagement is important and how it will be measured.

3. Engagement is not a simple 'yes I am engaged' or 'no I am not engaged'. Survey the different levels of engagement throughout the change process and adapt accordingly.

"...an opportunity to refresh and renew their internal capacity to apply best practices..."

4. Leaders want to be effective change sponsors. Provide them with focused, just-in-time best practices that are aligned with real data from the current change project.

5. Select internal champions at each work site, and invest in their understanding about how to measure and build engagement. They can work with leaders to analyze data and identify best practices. Plus, you are ensuring that emerging leaders are already increasing their capacity for leading in a changing environment.

6. Employees want to be engaged. Having the opportunity to participate in an easy and transparent engagement surveying process, and seeing how their responses can influence change, go a long way to building high performing and loyal employees.

7. Taking the time to measure levels of engagement at a project level results in a more engaged workforce overall.

The Full Measure of Engagement

Deborah Edwards, AVP of human resources for Coastal Community, comments that, "Rigorous measurement of engagement at a micro-project level yields macro-organizational results." Simply put, small things make a big difference. How big?

While most organizations expect at least a temporary drop in overall organizational engagement during major change initiatives, the Aon/Hewitt "50 Best Employers in Canada" survey (done during the banking conversion) saw Coastal Community leap from 49th to 20th spot in Canada.

This type of result recognizes the results organizations can achieve when they—especially in times of changes—engage their people often, empower their leaders with best practices and enrich the organization with the knowledge and skills necessary for long term success.

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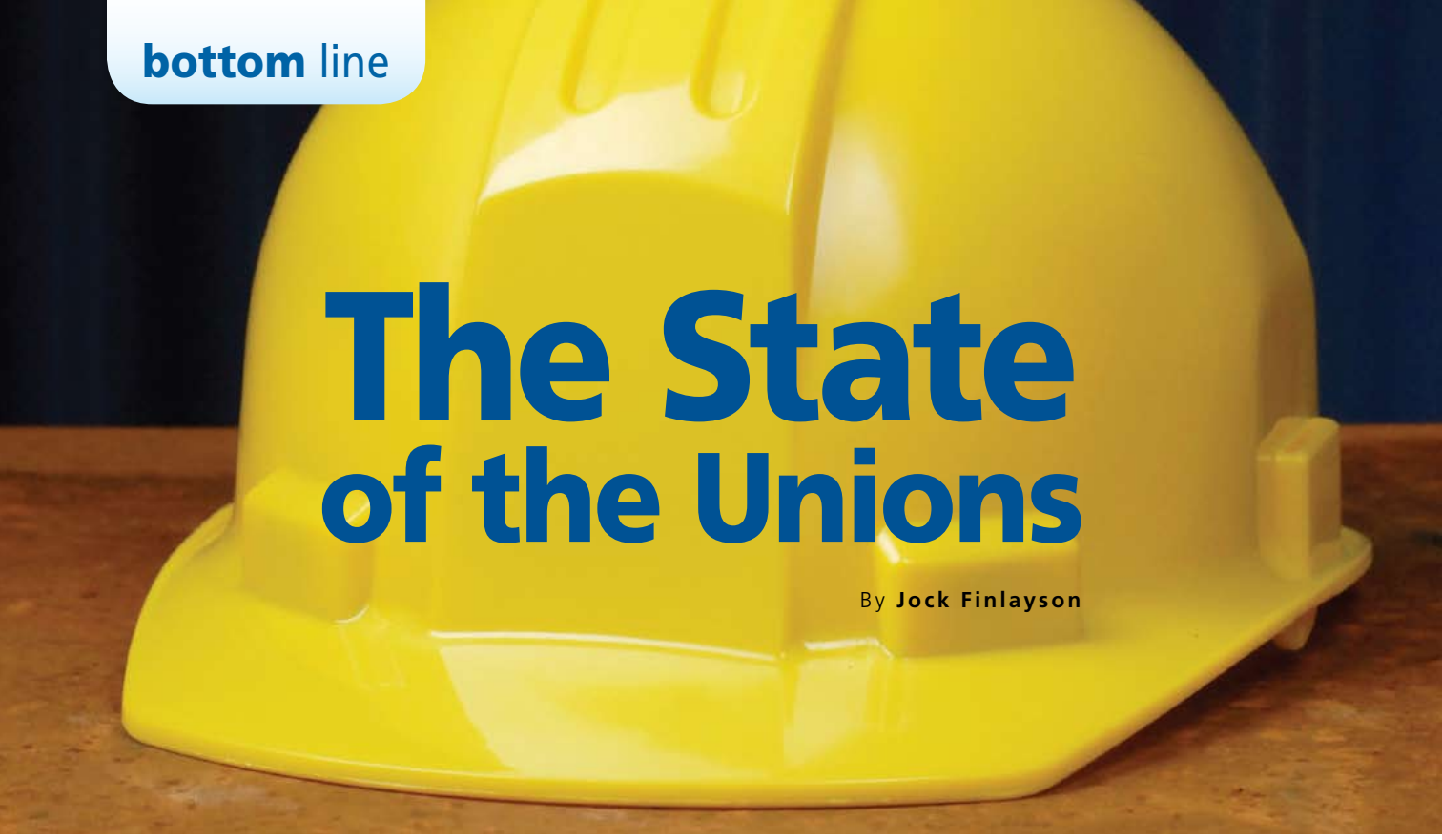

The State of the Unions

By **Jock Finlayson**

A RECENT REPORT SUGGESTING THAT two of Canada's biggest unions are contemplating combining forces highlights the challenges confronting trade unions in today's unsettled and hyper-competitive economy. The Canadian Auto Workers and the Communications, Energy and Paperworkers Union of Canada are thinking of joining together to bolster their ability to represent the interests of their members. Should the merger proceed, the combined union would have more than 300,000 members spanning a myriad of industry sectors, but with a particular focus on manufacturing, communications and transportation.

The Meaning Behind the Mergers

This announcement comes on the heels of a number of previous union mergers, including – here in B.C. – the "takeover" of the woodworkers union by the Canadian division of the United Steelworkers of America a few years back. More mergers are likely. The strategy makes sense for unions grappling with dwindling memberships, rising operating costs, and forceful efforts by employers to contain their compensation bills. Just as businesses can reap economic benefits by spreading fixed costs over more employees or customers, unions can gain advantages by bulking up on members and diversifying the industry sectors in which they operate.

The spurt of union mergers comes against the backdrop of a long downtrend in "union density" – the proportion of the workforce belonging to a union.[1] Declining density is starkly evident in Canada's private sector, where by 2010 only 16 per cent of workers held union membership cards.[2] Thirty years ago the figure was near 30 per cent. Total union density has also slumped, driven by a steady loss of unions' "market share" in the private sector. In British Columbia, overall union density today is around 30 per cent - falling to less than 20 per cent in the private sector.

Matters of Density and Differentiation

Indeed, when it comes to unions' presence and overall economic clout, the public and private sectors increasingly resemble two different worlds. In the public sector, unions are deeply entrenched and represent large majorities of employees. Nationally, more than 70 per cent of workers toiling in the broadly defined public sector[3] are union members; in BC, the share is even higher. This compares to density rates of 15-20 per cent in the private sector across the ten provinces.

However, it's worth noting that union density does vary significantly within the private sector. In Canada, the most heavily unionized segments of the business community are utilities (61 per cent) and transportation (41 per cent). Private sector industries with particularly low union density rates include retail/wholesale trade (13 per cent), financial services (8 per cent), accommodation and food-services (7 per cent), and professional, scientific and technical services (4 per cent). Construction (30 per cent) and manufacturing (24 per cent) are closer to the economy-wide average in terms of the fraction of the industry's workforce that is organized.

Looking at union density by occupation rather than by industry, the highest rates of unionization in Canada are found among teachers/college professors, nurses, support and technical personnel in health care, and people employed in protective services. Occupations where union density is low include all areas of management, the professions, finance, positions unique to primary industries, and sales and service occupations in the retail, wholesale, and food and beverage sectors.

In 2010, the average national hourly wage of unionized workers stood at $26.04, compared to about $21 for non-unionized employees. On average, unionized workplaces also tend to provide workers with more generous benefits than the typical non-union organization. Some of these compensation gaps are attributable to varying distributions

of unionized employees by industry and by firm size, but academic research shows that a residual "wage premium" still exists for unionized employees. This remains an important selling point for unions seeking to sign up new recruits.

More Challenging Times Ahead

What does the future hold for Canadian unions? Through mergers, lobbying for changes in labour laws, and improved organizing and marketing efforts, unions are struggling to stem further declines in their relevance within the private sector. In truth, they face an uphill battle. Several factors are conspiring to put downward pressure on private sector union density:

- the shift of employment towards service-producing industries (where unions are weaker) and away from manufacturing and other goods-producing sectors (where they tend to be more established);
- the emergence of an increasingly competitive business environment, in which most employers have little or no scope to pass on higher costs to their customers;
- globalization and falling trade barriers, which add to the competitive pressures referenced above;
- the expansion of outsourcing/offshoring, and the erosion of once integrated supply chains in manufacturing and some service industries, both of which have been greatly facilitated by advances in information and communications technologies; and
- the growing role of smaller enterprises as a source of jobs. This trend has undoubtedly contributed to the decline of unions, which have had trouble organizing and servicing smaller workplaces.

Jock Finlayson is the executive vice-president of the Business Council of BC.

1 Sometimes "union density" is defined as the proportion of workers covered by a collective agreement; this tends to be slightly higher than density as defined in the text above.

2 See Statistics Canada, "Unionization 2011," Perspectives on Labour and Income, October 2011.

3 Consisting of public administration at all levels of government, social services, health care and K-12 and post-secondary education.

Dr. Craig Pinder, FCHRP:
No Silver Bullet for Engagement

By **Jason McRobbie**

Dr. Craig Pinder's recognition as a Fellow CHRP is just the most recent in a distinguished career: a lifetime's record of devotion to learning, the betterment of business, and people practices in particular. As an academic, his impact at the University of Victoria's Faculty of Business, recently renamed the Peter B. Gusatvson School of Business, is renowned amongst students and peers alike. In 2005, he was granted the singular honour of being named "Distinguished Professor of Organizational Behaviour" for his academic excellence and contributions to the greater university community. Among his many research accomplishments are three books on work motivation, the latest being Work Motivation in Organizational Behaviour *(Pyschology Press, 2008).*

How does 'employee engagement' in the modern context differ from 'workplace motivation'?

I'm skeptical. You are speaking to a conservative who has blown whistles at false notions for many years. I view employee engagement from a long historic perspective as the brand of the decade and ask, "What's inside?" Old things mixed in different ways depending on what is selling and what consulting agencies favour.

I see it as a soup of older concepts that have to do with varying forms of attachment of people to their work and their employer - emotionally, psychically, even spiritually. Different gurus seem to throw different ingredients into the soup.

I have always looked at this concept as a synthesis: an amalgam of different concepts, all pretty much advocated by management. Management is too often a matter of the fashion of the decade. Management by objectives. Management by walking around. 'Engagement' has been the fashion of the past decade. It is old wine in new bottles.

The unions have been slow to promote the 'feel good' side of things until physical working conditions are satisfactory and safe and compensation is adequate.

Let me share an insight. I believe that, going back to the late 60s when I began studying this as an undergrad, employees are willing to grant only so many social credits to management to try new-fangled techniques. Think of it as a currency. Think of it as credibility. You have only so much of it.

It really needs to be adopted and embraced by managers as part of their jobs, not something to be done off the side of the desk, but as an integral part of the job. If it is thought of as a fad, it will be treated as such, and there go more social credits.

What role does HR play in fostering engagement? Where does it begin? What area has the most potential for impact?

It is believed that low levels of 'engagement' are going to be associated with things that management does not like: turnover, absenteeism, sabotage, or more extremely, violence, drug and alcohol abuse, harassment.

You have got to keep your powder dry on these things and they must be really well thought out, well-funded and have a genuine intention for the welfare of everyone involved. If it is treated as a quick fix, bandage or panacea, you're going to lose at lot of credit with your employees - credit not available the next time around.

I think that most of the engagement that is possible in a workplace may originate with any central HR authority, but the real action is on the shop or office floor.

Capital HR implies a central HR authority. Unless the policies that emerge from the excitement are practiced on the floor every day by line managers, they are doomed to fail. That's why so many of the management programs I have studied have failed because there is short-term excitement in the core, but not practiced by stressed out line management.

It's fine for a bunch of HR specialists to sit and read the latest *Harvard Business Review* and then promulgate blofty sounding principles, but if its not embraced and practiced on a day-by-day basis on the floor, you're wasting time and money and just making people angry.

What is the best way of making engagement 'real' for executive leadership teams?

This is not a prepared list, but here goes. One, it must be realistically presented. So many programs are sold as silver bullets. I've been here a long time and I have never seen a silver bullet. The degree to which it is a legitimate program for an organization must be honestly addressed. Broken expectations are the greatest detriment to these types of programs.

Two, these programs all have to be funded with cash, management time and participation by the grassroots, an 'all in this together' approach with realistic expectations. There can be no secrets and there needs to be a way of agreeing ahead of time whether the program is working or not. If there is a union involved they must be involved in planning and executing the program.

Benchmarking is relatively simple. Basic research models are available that target different areas you want to see change in. Genuine endorsement and continued monitoring is key to determining success. You need to give it time, a chance for people in the culture to see the company is serious about the purpose of the program. Have the numbers and results to report back, then turn it back to the masses.

If there is good news you share it: the same with bad news. People need to know their participation is real. Phony participation is a poison pill for any organization.

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