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## HR BITES - February 2018

*Welcome to the OAN's Human Resources newsletter where we share thought-inspiring HR trends, good-to-know practices and key HR information for your consideration. The OAN provides members agencies with free access to an HR shared service. It's like having your very own HR person except, just not in your office and, you need to share, because sharing is nice. This means that your agency has access to HR professionals who are ready to assist with your daily questions, urgent items, policies, tactical and strategic HR needs, etc.*

### INTERESTING THINGS TO KNOW

Taking a week of vacation? **71% of people said they worked an average of 11.4 hours extra**, just to catch up once they returned to work. (source: ADP Canada survey)

**We love our pets!** **63%** of employees in pet-friendly workplaces indicated they are "very satisfied" with their work environment – and this is nearly twice as many as those in workplaces where pets are not allowed (source: Purina)

#### **Some of the Top Workplace Trends Projected for 2018:**

Leaders will encourage more human interaction (and less time behind emails)

We'll see the next wave of learning credentials with more online training and non-traditional programs

Organizations will focus on upskilling and retraining current employees

Artificial intelligence becomes embedded in the workplace

Financial and mental wellness for employees will be a priority

Employee burnout will cause more turnover.

Diversity will be taken more seriously

(source: Forbes)

### **Vacation - Out of Office Alert**

Employees who have been employed for 5 or more years are entitled to 3-weeks of vacation and 6% vacation pay. Employees who have been employed for less than 5 years are entitled to 2-weeks of vacation and 4% vacation pay.

### **Employers Utilize Google Drive for Document Sharing with Staff**

Google Docs was always a very useful cloud storage platform. However, it used to be limited to desktop devices. Google has since release the Google Drive app, which allows you to store, access and share documents from your desktop, tablet and smartphone, anywhere, anytime.

### **Video Interviewing Apps**

The road to hiring the best people can be long and bumpy, so mobile apps can help smooth that path for hiring managers. Video interviewing apps help hiring managers watch video interviews on the go. Whether between meetings or between conference calls, the best candidates can be evaluated faster and more efficiently than ever before.

Remember, new staff and volunteers need the **AODA training**. It's available free, online:

<http://www.ohrc.on.ca/en/learning/working-together-code-and-aoda>

**[Click HERE to read about the top 5 leadership issues for 2018 as reported in the Globe & Mail last month.](#)**



### **Member Spotlight**

This is the time when many of us are reviewing our agency's policies. Our member spotlight this month takes a look at OAHAS. In addition to offering ASOs with training, education and organizational development, OAHAS provides ASOs with assistance to create and implement the following important policies.

- Cultural protocols for First Nations, Metis and Inuit
- Indigenous Inclusion and Awareness in Orientation
- Human Rights Creed: 11.1 Indigenous Spirituality
- Smudging in the Workplace for Clients and Staff and other Ceremonial Practices

- Decolonizing our Practice: How to Actualize Reconciliatory Efforts in the Work Place
- When to Consult: Understanding First Nation's Duty to Consult and the Context of an Urban Setting
- Reflection of Indigenous People, Histories and Presence in the Work Place

[Click HERE to learn more about OAHAS training and development programs which can be customized and delivered at your agency.](#)

## MENTAL HEALTH AWARENESS IN THE WORKPLACE

*(source: Globe & Mail, 2017)*

Employers interested in understanding and measuring the cost of mental illness have access to information such as the report by the Mental Health Commission in Canada: [Making the Case for Investing in Mental Health in Canada](#). Supporting employees with mental health concerns begins with understanding some of the barriers they face to gain access to the right kind of mental health support.

These include:

- 1) Openness and trust to ask their employer for help**
- 2) Readiness to ask for help**
- 3) Challenges finding access to the right kind of support for their needs**
- 4) Gaps in mental health benefits coverage**

The following infographic provides a snapshot of some of the key findings around gaining access to support found in the study. It's notable that 66 per cent of respondents sought out support, and 45 per cent found that support helpful. However, 37 per cent waited a year or more to access support and 62 per cent found it a moderate to difficult challenge to find support.

# Awareness

## Seek Support

66% said Yes  
 9% said No  
 25% said Not applicable

## Was your support helpful?

45% Very helpful  
 26% Neutral  
 29% Not helpful

## How long did you

Immed

2-3

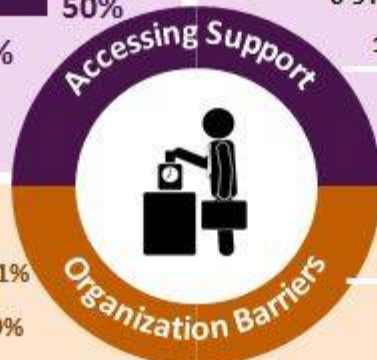
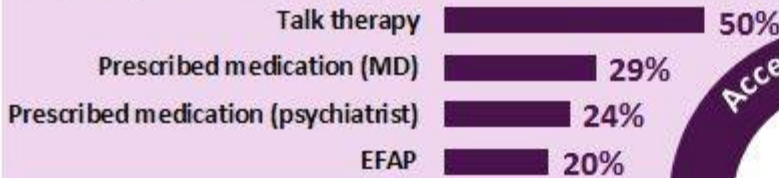
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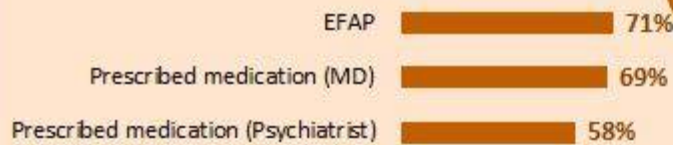
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## Top 4 types of support options:



## Top 4 types of supports covered by employers:



## How accommodating was your employer?



62%

challen

45%

mental

1

I told my m

My performance

I told my un

A peer or loved one tol

less than 1 week

1 week to a month

2 to 6 months

1 year or more

**[CLICK HERE to read the full article, Survey shows 40% of workers found employers weren't accommodating of their mental health issue. Published in the Globe & Mail, September 2017.](#)**

## PERFORMANCE FOR MY BOARD?

HR extends to Boards and with that comes duties, responsibilities, behavior expectations, performance contributions, etc. We know that each individual Director on our respective Boards has a fiduciary duty to the organization, which is comprised of two main duties:

- a. Duty of care — to act with the competence and diligence that a reasonably prudent person with similar knowledge and expertise would exercise in comparable circumstances.
- b. Duty of loyalty — to act honestly and in good faith in the best interests of the organization.

How do you assess the effectiveness of your Board? Funders, community and stakeholders are asking tough questions about Board involvement and effectiveness. When you evaluate your Board performance by evaluating Directors individually, you can help them improve their contributions to the work of the Board and your agency. A Director's contribution includes the quality and quantity of participation in board meetings. They can also contribute by serving on Board committees or in board leadership positions.

Opting out of Board/ Director evaluation entirely is unwise. At a minimum, the ED and/or Chair should meet with individual directors who are not pulling their weight on the board or otherwise detracting from its effectiveness. These meetings should take place when a performance pattern becomes clear, rather than on an annual cycle. Contact OPRAH today to access tools, resources and methods to evaluate the performance of your Directors.

(Source: Governance for Not For Profit Organizations, CPA Canada)

[Click on this link to access the free downloads - Governance for Non Profits, Questions for Directors to Ask](#)



**TALENT = COMPETENCE + COMMITMENT + CONTRIBUTION**

Let's talk about competencies for a minute. They are required for organizational effectiveness and thus, are part of a wise HR strategy.

Competencies are needed for almost all aspects of organizational performance including:

*recruitment and selection*  
*job design and evaluation*  
*organizational development*  
*training and development*  
*performance management*  
*succession planning*

Not using well-defined competencies? You run the risk of recruiting the wrong fit, hiring someone with behaviors that don't align with your values, selecting someone who really can't perform the job as needed or, inadvertently changing the culture of your agency (or your Board). Yes, competencies are required with Boards too. So, how do you start looking at competencies? Identify WHAT needs to be done and then, identify HOW it needs to be done. The "how" becomes the competency. Define the competency and then come up with the measurements for that definition.

For recruitment, you utilize the definition and measurements to create interview questions that measure what you truly need. Let's say you need to hire a new Program Manager but that it was critical to find someone with effective communication skills. It may look like this:

**Here is what you want:**

Effective Verbal Communication Skills

**Here is how you might define it:**

The ability to actively, maturely and respectfully speak with/listen to others while knowing when and how to adapt their language and style to ensure the communication is effective and productive.

**Here is how you could measure what they say in the interview:**

- they avoid language/style that could be viewed as micro-aggressive or laterally violent (overt or covert)
- they are aware of their unconscious assumptions and preferences
- they remain calm during conflict or agitative conversations
- they actively seek the perspectives of others, encourage feedback and value differing opinions
- the actively listen, demonstrating respect (rather than discounting others)
- they ask questions to clarify understanding and keep an open mind
- they have self-awareness and recognize if they are responsible for creating confusion, agitation, mistrust, polarizing, etc.
- they consider how different perspectives, situations and contexts affect meaning and messaging

**Here are some interview questions to measure the competency:**

1. Provide an example of a time when you tried to mediate or help resolve differences with team members. What did you try and was it effective? Why or why not? What did you learn about your own communication style?
2. Describe a time when you changed your communication style when dealing with a problem or contentious issue. What happened? Would you have done anything different in retrospect?
3. What constructive feedback have you received about your communication style? Provide an example that shows how you changed or improved.
4. Tell me about a time that required you to demonstrate respect for diversity in communication styles. Perhaps a time when you became aware of differences in culture, language, gender, beliefs, values, lived experiences, etc.
5. What have you done to learn about the impact of cultural values on communication (e.g. low context / high context, direct/indirect, collectivist/individualist, hierarchy/equality)? How have you applied what you learned? Can you provide an example?



**[Keeping the office safe - CLICK HERE to read about the top 25 tips to keep your office safe, as published by the National Safety Council \(yes, it's a US site but the office safety tips still apply!\)](#)**

## **Still not sure about that doctor's note?**

If requested by the employer, the employee is required to provide the employer with a copy of a medical certificate **relating** to the employee's family caregiver, family medical, or critical illness leave. An employer is allowed to ask an employee to provide evidence, that is reasonable in the circumstance, that they are eligible to take a child death, domestic or sexual violence, crime-related child disappearance, or personal emergency leave. However, the employer is **not** allowed to ask for a doctor's note for personal emergency leave. Click her for more Employment Standards Q&A <https://www.labour.gov.on.ca/english/es/faqs/general.php#note>

## Top 10 Ways to Muddle an Internal Investigation

Taking on a workplace investigation is not for the faint of heart these days. The stakes are high and so are the costs if you do it incorrectly. A few years ago, attending a course or seminar on "how to do workplace investigations" was adequate at best, but, that doesn't cut it today. Investigations are happening every which way: suspected theft or fraud, harassment, discrimination, bullying, workplace violence, safety accidents/incident, etc. But they are internal right? Think that no one will judge how an investigation is conducted? Think again. It's one of the top HR areas that has the greatest risk of litigation for an agency. More and more are ending up in front of lawyers, in the courts, in front of the Human Rights Tribunal, etc. So, here are our top picks, the most voted ways to increase your risk when faced with an investigation:

10. Don't conduct the investigation in a timely manner
9. Disregard the legal rules of procedural fairness
8. Select someone to conduct the investigation who is not properly educated or trained
7. Forget about following your own policies and procedures during the investigation
6. Conduct a biased investigation
5. Ignore all relevant and objective information
4. Disregard confidentiality and privacy
3. Don't worry about proper documentation for the investigation and findings
2. Retaliate against the complainant or witnesses
1. Don't advise anyone about the conclusion, outcomes or remedial steps



### HR Shared-Services Available for OAN Member Agencies

- recruitment, interviewing, references
- employment contracts, orientation, on-boarding
- policies and procedures
- performance management
- employee communication
- employee surveys
- labour relations



- help with mergers, acquisitions, expansions
- org development and effectiveness
- benefits, compensation
- job evaluation
- disability and accommodation
- management coaching
- health and safety
- legislative compliance
- access to employment lawyers
- custom tools and forms
- exits interviews, terminations
- Board support, HR for Board members
- and so much more...

Looking for an HR partner to help you work through some HR challenges, questions or projects? Call or email us:

toll free: 1-844-376-7724

local: 416-520-3667

email: [tcampbell@oan.red](mailto:tcampbell@oan.red)

**Stay tuned for the next issue in March**

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