



HR BITES - OCTOBER 2017

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 HR professionals who can assist you with your tactical and strategic HR needs.



Making the case for HR in strategic planning

Why should your role stretch beyond the typical transactional tasks for HR? Having a hand in the day-to-day management of your ASO means that you probably understand the critical importance of people, both staff and volunteers. The work doesn't happen without the dedication and passion so many bring to the sector. We know that it isn't the money that attracts people to serve our community through the delivery of programs and services. When you effectively leverage staff talent and expertise you can create the setting to improve process, practice and structure which, is often a key part of strategic planning. This can have a positive impact on financial resources.

Creating and nurturing a healthy workplace culture helps keep people engaged and committed to our agency. Recruitment, training and retention can all improve when staff are fully engaged and our reputation, as an employer, shines. Recognize the opportunity you have to continually collect ideas, feedback and staff knowledge about what is and isn't working and, utilize that information to improve how your agency functions. The key characteristic of the most efficient and effective organizations? Spending less to accomplish more and consistently achieving the desired outcomes. This is because everyone is on the same page to operate effectively. Staff actively talk and share knowledge, feedback is continually utilized, mistakes are expected, staff are empowered to find solutions, ideas are encouraged and the environment fosters respect and trust. Remember, how you manage the human resources of your agency will play a critical role in the achievement of your strategic plan.



Exit Interviews - Why Bother?

Smart managers listen to employee feedback as a way to make improvements. Don't let that feedback process end when an employee decides to leave. Long-term benefits can be realized when you conduct exit interviews. As with any survey, be open to listening, make it count and be prepared to take action based on what you hear. Exit interviews provide another opportunity to hear all about the good, the bad and the ugly:

- understanding if the perception of your agency matched the reality (from the time the employee was recruited and throughout their employment)*
- gaining insights on how internal communication, team work and internal supports really work*
- learning about the real workplace culture and the overall perceived health of your agency*
- gathering ideas on how to improve service and program delivery*
- understanding how to improve orientation and training initiatives*

Link to our exit interview tool:

<https://oan.red/docs/Exit%20Interview%20Tool%202017.pdf>

Link to the Harvard Business Review article on exit interviews:

<https://hbr.org/2016/04/making-exit-interviews-count>

Time for a Holiday



Ontario has 9 public holidays and eligible employees are entitled to a day off plus public holiday pay.

Employees are eligible even if they don't normally work on the day in which the stat holiday falls or if your office is closed on the stat holiday.

Employees can be full time, part time, permanent or on a temporary contract. It does not matter how recently they were hired, or how many days they worked before the public holiday.

<https://www.ontario.ca/document/your-guide-employment-standards-act/public-holidays#section-1>



Emotional Intelligence

(source: Globe & Mail)

An interesting article, in The Globe & Mail, which is part of a series looking at micro skills – *"changes that employees can make to improve their health and life at work and at home, and employers can make to improve the workplace."* This article explores emotional intelligence which they define as the ability to recognize, understand and manage our emotions, and to recognize how our emotions are impacting others, positively and negatively. It's all about self-awareness, accountability and action. The link to the article is below.

<https://beta.theglobeandmail.com/report-on-business/careers/workplace-award/how-to-boost-your-eq/article36329014/>

Link to a quick, sample survey to gain insight into your own emotional intelligence

<https://www.howatthronline.com/quicksurveys/eqintro.a5w>



Essential Skills For Leaders

We all know that effective communication skills are essential for good leadership however, in a recent survey, only **35%** of workers reported that their supervisors have strong communication skills. (source: Robert Half Management Resources)



Mental Health

Every consider a course in Mental Health First Aid?

<http://www.mentalhealthfirstaid.ca/en>

When it comes to mental health, progressive employers focus on:

- building awareness of mental health in the workplace
 - reducing stigma
 - identifying indicators and factors for psychological health and safety in the workplace
 - expanding support and recovery
 - encouraging open communication
- (source: Mental Health Commission of Canada)

 Repeat

Bill 132 Changes

Just in case you missed it last year, Bill 132 came into force and the Government enacted statutory amendments which expand employers' duties to investigate and address incidents of workplace sexual harassment. As of Sept. 2016, Ontario employers have even more reason to provide sensitivity training and listen in on water-cooler conversations. (source: Globe & Mail)

<https://beta.theglobeandmail.com/report-on-business/careers/leadership-lab/understanding-and-employing-bill-132-in-the-workplace/article32231651/?ref=http://www.theglobeandmail.com&>

Workplace Sexual Harassment

When the amendments for Bill 132 came into force last year, here is what changed for employers.

Your workplace harassment program must:

- Set out who would investigate if the alleged harasser is the employer**
- Set out how confidentiality during investigations will be maintained**
- Provide the written results of the investigation to the complainant and alleged harasser (if under the employer's direction).**

The employer also has new duties:

1. A duty to ensure an investigation into a workplace harassment complaint is conducted that is appropriate in the circumstances
2. A duty to ensure the complainant and alleged harasser (if under the employer's direction) are informed of the results of the investigation and any corrective action, in writing
3. A duty to review the program as often as necessary, but at least once a year, to ensure that it adequately implements the workplace harassment policy.

(source: Ontario Ministry of Labour)



Looking for inspiration? Check out this TED Talk with Simon Sinek who shares his idea on how leaders can inspire change, trust and cooperation. People don't buy into "what" you do, they buy into "why" you do it.

https://www.ted.com/talks/simon_sinek_how_great_leaders_inspire_action



Free Webinars for Workplace Mental Health

The Mental Health Commission of Canada has numerous free webinars addressing mental health in the workplace. Visit the webinar archives to download the webinar materials and view the webinar presentation videos.

<https://www.mentalhealthcommission.ca/English/webinars#workplace>



Tabletalk

Collective Agreements

The New Normal

Longer term agreements are the new norm for unionized workplaces. According to a report by Employment & Social Development Canada, the length of collective agreements has doubled since 1984 with an average duration, in 2014, of almost 4 years. Longer agreements are preferred, especially in the non-profit/community service sector, where the negotiating process can take so long that the agreement expires before they have signed off...and then they're back at the table.



Employee Engagement Surveys

Many employers utilize anonymous employee feedback surveys to gather insights and make improvements. Areas often covered in these surveys include workplace culture, internal communication, leadership styles, management skills, organizational effectiveness, reputation as an employer, workplace health, identifying agency strengths and weaknesses, etc. Sounds like a great idea? Perhaps it is a good idea but only if you **are ready to listen and act on the feedback**. Otherwise, conducting a survey can have the reverse effect on employee engagement. Feel welcome to chat with us before you take the plunge.

Things to consider before dashing to the survey finish line:

- Why are we conducting a survey (i.e., what do we want to know, what do we hope to obtain)?*
- What are we measuring, and why?*
- Who will create the questions?*
- Who will be asked to participate in the survey?*
- When will we conduct the survey?*
- Will all results be communicated, and how?*
- Who will be held accountable for implementing changes driven by survey results?*
- Are there questions from previous surveys that should be included again?*
- Are there questions from previous surveys that need to be rewritten because they were vague or confusing?*



Fostering Workplace Respect in the Unionized Environment

The newer models of bargaining have been in place for a number of years and are growing in popularity. They can be more effective than the traditional model (adversarial, posturing). Win-win, interest-based, mutual-gains and principled negotiations are models which support a respectful workplace culture and are guided by healthy communication. The newer models focus on working together to find agreeable solutions - which is critical in our non-profit sector where funding is scarce. The traditional approach fosters unhealthy disagreements and destructive conflicts, creates an environment of mistrust and, promotes adversarial relationships. These can clearly have a negative effect on staff relations and organizational effectiveness, particularly in small agencies.



49% of Canadian employers say they've caught candidates lying on resumes. The most common?

58% embellished skill set

53% embellished responsibilities

32% job title

31% schooling/degree

31% previous employers

27% dates of employment

HR Shared-Services Offered to OAN Member Agencies

- recruitment techniques, interviewing, references
- employment contracts, orientation, on-boarding
- policies and procedures
- performance management
- employee communication
- employee surveys
- labour relations
- organizational 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
- and so much more...



Need HR help?

1-844-376-7724

Stay tuned for the next issue in November.

Have something you want to see in the next newsletter?

Would you like to share some of your HR ideas and practices?

Drop us a line and tell us what topics you would like covered.