

NEWS AT WHRC

JANUARY 2015



THE HR TREND ISSUE

Transforming HR in 2015

The term “HR transformation” is the newest buzz word in the HR community. As a concept, HR transformation has existed for more than a decade now, but the current hype around transforming HR departments is being seen in a multitude of ways depending on the organization and its level of HR sophistication. The idea of transforming HR is certainly attractive to most of us who practice in this space and many of us have seen it take various forms including a strategy to reduce costs, as a process to improve operating effectiveness through HR systems and process improvements, and as a strategic approach to identifying and managing talent, cultural development and strategic workforce planning.

At its best, HR transformation is a process of profound and radical change that reinvents an organization by taking it in a new direction, as well as to an entirely new level of effectiveness.

Critical questions for leaders: what type of HR transformation is your business really prepared to embrace? And are the HR practitioners within your business ready to transform their practices in a meaningful way?

Before answering those questions, we should provide a bit of context around the emergence of HR transformation as a driving force in the human resources realm. The major shift in the idea of HR transformation was based on the work of Dave Ulrich in the 1990s. A renowned pioneer in the HR space from the Ross School of Business at the University of Michigan, Ulrich earned acclaim for

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Transforming HR in 2015

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suggesting that organizations should transform their HR departments into a three-legged stool model (the Ulrich Model) that includes:

- HR Business Partners
- Shared Services
- Centres of Expertise/Excellence

Large corporations can achieve the three-legged approach, but they first need to understand what they're getting into—the approach doesn't always work, and can even create significant risks. The larger organizations that we have had the benefit of working with have their own issues with this model including when:

- HR programs are implemented without being tailored to the business function.
- HR practitioners who do not work daily with their business partners become isolated from business realities. They subsequently find it challenging to design programs that will serve the needs of the organization.
- HR shared services and centres of excellence are faced with the tough task of managing work coming in from the various business functions, with individuals in both departments viewing their own work as more important than that of their colleagues. This overwhelming feeling of being bombarded by work, largely because of the demands being placed on HR in a shared services and centres-of-excellence environment, is a functional reality that shouldn't be underestimated.
- HR business partners get trapped by the daily transactional functions of HR management.



Now, let's look at the issue through a different lens—specifically, that of the small-to-medium sized employer. In short, the basic concept behind the Ulrich Model is impractical for small-to-medium-sized organizations (SMEs) to implement.

The simple reason is that SMEs tend to face two practical challenges:

- **HR is a one-person show**

The HR department is run by a sole practitioner who does everything.

- **The organization is small**

Most organizations have HR practitioners trained as generalists who possess extensive experience and expertise in all HR practice areas, but who may lack depth in any of the three key focus areas of the Ulrich Model—all of which are critical to its success.

Of course, moving towards a structure of shared services, centres of excellence, and HR business partners doesn't mean that HR has been meaningfully transformed.

Unless we identify high impact HR transformation opportunities, we're essentially delivering the same traditional services, only in a slightly different way. Transforming HR requires a strategic approach to altering and shifting behaviours and outputs. The key to transforming the working lives of our key stakeholders, while driving performance and business growth, is to regard your HR department as a business inside a business.

The challenge for HR practitioners in 2015 is to transform HR so the function adds real value to the business. We need to help shape and form the futures of the organizations that employ us, all while changing the way human resources is perceived across our organizations. Only then can we truly transform HR in a meaningful way.

IT'S TIME TO MAKE A DIFFERENCE

How to lead and accelerate change across your organization



Last year, we had the opportunity to assist a number of clients that were committed to developing more effective leadership strategies and finding innovative new ways to accelerate change across their workplaces. In the process, we've noticed a clear trend: forward-thinking leaders are coming to understand that change in any form has a major impact on both organizations and talent.

It's a point that needs attention at all levels of our organizations—from the C-suite through to individual employees. So what's it going to take to raise that awareness? We know the idea of change leadership is not an entirely new concept, but increasingly we acknowledge that change starts with our leaders. More often than not, however, they're ill-prepared and lack the resiliency and energy to adopt and adapt to the changes occurring across their businesses. That's why today's organizations need a different type of leader: one who can create the kind of contagious energy that communicates opportunities and secures company-wide buy-in. They also need leaders with a strong vision and sense of strategic direction, individuals who know how to drive initiatives forward using the right approach.

The faster we can create 'cheerleaders' across organizations, the more successful our organizational change-adoption rates will be. For example, we worked with a manufacturer over the last year that energized their plant floor and achieved a change-adoption rate of more than 95%.

How? They created and sold an opportunity to reduce machine downtime by inviting their employees to help find a solution to this common manufacturing challenge. More than 150 ideas were submitted simply by engaging employees and soliciting their thoughts.

“Become a servant leader to your employees”

To accelerate change and win adopters, organizations need to be intentional when communicating a clear and inspiring vision. That starts with considering your purpose as a manager in the organization and transitioning to become a servant leader to your employees. That means removing the obstacles to employee success, putting their needs first and doing what it takes to help them achieve their full potential. By embracing the concept of servant leadership, leaders can make a significant impact on their organizations—and build credibility, trust and integrity amongst their employees.

As we move into 2015, consider how you can work with your employees to lead and accelerate change initiatives in a powerful and meaningful way—then stand back and watch your organization and its talent evolve and grow in remarkable ways.

Jodi Zigelstein-Yip, Director, HR Consulting Services
Williams HR Consulting

NEW LEGISLATIVE REQUIREMENTS UNDER THE AODA NOW IN EFFECT



With the goal of ensuring that all of Ontario's businesses are fully accessible for people with disabilities by January 1, 2025, the Ontario government has implemented a number of requirements under the Accessibility for Ontarians with Disabilities Act (AODA) that will come into effect this year.

Starting January 1, 2015, your organization was required to meet the following requirements depending upon the number of people it employs.

Private-sector employers with 50 employees or more must:

- Provide training on the requirements of Ontario's Integrated Accessibility Standards (IAS) and sections of Ontario's Human Rights Code that relate to accessibility.
- Ensure processes for receiving and responding to feedback from customers and employees are accessible to persons with disabilities.

Organizations employing 50 people or more should already have the following in place:

- ✓ Customer Service Standard Policy and Training
- ✓ Accessibility Policies under the IAS
- ✓ Multi-Year Accessibility Plan
- ✓ Individualized Employee Emergency Response Information Plan
- ✓ Accessible self-service kiosks

In addition, new or significantly refurbished websites or web content must be in compliance with IAS standards.

Private sector employers with fewer than 50 employees must:

- Develop, implement and maintain policies that outline how they are to meet the accessibility requirements outlined in the IAS.
- Consider accessibility requirements if they are designing, procuring or acquiring a self-service kiosk.

Organizations employing fewer than 50 people should already have the following in place:

- ✓ Customer Service Standard Policy and Training
- ✓ Individualized Employee Emergency Response Information Plan

While employers will have until December 31, 2015, to comply with the new requirements that came into effect this month, the time to act is now. After all, the New Year is the perfect opportunity to lay out a plan to ensure your workplace is fully accessible.

Pamela Chan, Lawyer, Williams HR Law

For more information on how to achieve AODA compliance, contact Williams HR Law at: 905-205-0422, or by email at info@williamshrlaw.com

TOP 5

HR TRENDS

FOR 2015



1 Millennials in Leadership Roles

As Baby Boomers continue their exit from the Canadian workforce, C-suite executives across the country are intensifying the search for their successors. It's no secret that Millennials—individuals born between the early 1980s and early 2000s—will be the next generation to lead these businesses into the future. And as a new Forbes magazine survey indicates, Millennials are ready to accept the proverbial torch from their retiring colleagues. The study found that 27% of Millennials are currently employed as managers, 5% have taken roles in senior management and 2% have worked their way to the executive ranks. In true Generation Y fashion, they aspire to achieve executive-level status. The survey found that 47% of Millennials hope to become managers or senior managers within 10 years, 7% wish to be executives, and 15% want to take the entrepreneurial plunge and become business owners. The challenge: many Millennials lack the leadership experience necessary to help fuel growth and innovation. The focus across organizations in the coming year, therefore, must shift to developing Millennial talent and building leadership capabilities to help facilitate a smooth transition as more Baby Boomers settle into retirement.

2 Retaining Top Talent

Job-hopping has become a common feature of the Canadian employment marketplace in recent years. We've found that with the rise of social media, talent—particularly top performers—are on a continuous search for new positions. In many cases, those searches are passive. Whatever form their job hunt might take, this is a trend that's sure to continue gaining momentum. Through recent discussions with clients and during candidate searches, we've learned that more than a third of job applicants have been in their current role for less than one year. Most applicants remain an average of one to three years in a position or with a company before pursuing new opportunities. It's a job-seeker's market, so businesses need to consider how they can go the extra mile to keep employees engaged by building supportive work cultures, offering challenging assignments, delivering strong leadership and providing unique perks. If organizations don't invest in their people, most will end up in a situation where their best and brightest leave to join competitors, threatening their organizational engagement, innovation and growth potential in the process.

FACT: 47% of Millennials hope to become managers within 10 years

Top 5 HR Trends for 2015

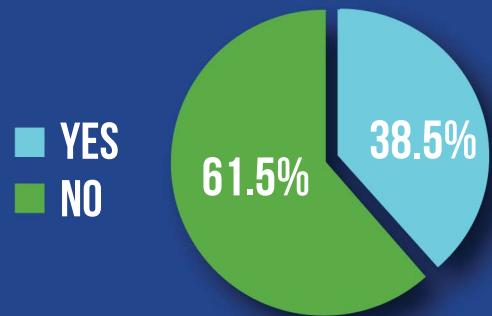
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3 Succession Planning

As the Baby Boomer generation moves into retirement, many organizations are working to capture these aging workers' expertise and experience, then transfer that knowledge to their Generation X and Y successors. For those who have not begun to plan for succession, 2015 is the time to act. It's not surprising that over the past two years, we've noticed a significant shift amongst our clients. Some are beginning to fret that their succession plans—assuming they exist at all—will fall short in terms of meeting their future talent and skills needs. That lack of strategy could derail organizational growth plans over the coming three, five or even 10 years. As a result, some organizations are trying to retain their near-retirement employees longer, all to help facilitate that critical knowledge transfer. Baby Boomers seem to be on side with that strategy. Forbes magazine estimates that approximately 65% of employees plan to work in some form during their retirement.

To manage succession in the immediate term, organizations need to shift their focus to determining future operational needs, then develop an objective methodology to assess talent and make the right positional matches. Through our Develop at WHRC study on Accelerating High-Potential Talent, we learned that 61.5% of businesses are not making objective high-potential talent assessments when preparing succession plans for key roles. Instead, they're informally assessing talent using performance review data, KPIs and anecdotal discussions with leaders in their organizations. If we agree that the objective is to groom the very best and brightest for leadership roles, then we should be making a more concerted effort to identify top talent in an objective manner so we can accelerate their development to ensure continued business success.

Do you have a formalized process to assess high potential talent within your organization?



4 Women in Power

Various studies, along with our own observations, confirm that more women are assuming executive positions across Canada. That shift will only become more rapid and pronounced in the coming years. The impact that women are having in senior leadership roles is becoming more evident by the day. Some women executives are initiating wide-scale transformations of the organizations they lead, while others are driving entire sectors with a push for greater productivity, efficiencies and innovation. Increasingly, we're seeing women-in-leadership programs being developed internally within organizations to encourage more women to seek senior-level positions. These unique programs provide opportunities for up-and-coming female professionals to be mentored, to increase their own level of competency within their organizations, and to continually drive their own professional development. The importance of these programs simply can't be overstated.

FACT: 65% of Baby Boomers plan to continue working during their retirement

Top 5 HR Trends for 2015

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5 Development Planning

We're seeing a clear shift in the way employees are working to stay a step ahead of the rapid pace of change sweeping across organizations. Because employees are being encouraged to take ownership over their career development, clients are making more requests for development planning programs. From development planning programs designed to assist employees in identifying their future goals, to leadership development experiences, an increasing number of organizations are using new tactics to help accelerate the careers of their team members in the most effective ways possible. Gone are the days when people would wait to be developed by their manager. Now, organizations are increasingly being asked to provide meaningful opportunities for employees to improve the breadth and depth of their experience.

When polling HR practitioners recently, however, we discovered that less than one-third of organizations surveyed actually have development planning programs. For those that do have these programs, most are tied to the annual performance review process. In addition, the results of our Develop at WHRC development planning assessment indicate that 55% of participating organizations said their employees feel the only opportunity they have to engage in meaningful discussions with their managers is during the annual performance review process. That simply isn't enough.



Development planning is an ideal way to retain the kind of ambitious, driven performers that most organizations only dream of recruiting. But as we've found after facilitating numerous employee opinion/engagement surveys, as well as conducting surveys of HR practitioners, many employees feel their organizations are falling short when it comes to providing them with the right resources and opportunities to advance in their careers. That doesn't necessarily mean these organizations need to take sole responsibility for employee development, but they do need to provide the tools that employees can use to assess and develop their own capabilities. At the same time, we can't forget about leaders. Organizations should be implementing programs to train leaders on the most effective ways to work with employees, all with the aim of driving leaders' own professional development. And as we've seen time and again, there's no better time than now to begin providing career-building opportunities at every level.

Bhavika Jagowani, HR Business Consultant
Williams HR Consulting

Not sure how to assess the effectiveness of your organization's current development planning program?

Answer these 5 questions:

- ◆ Do we have a long-term vision for our program?
- ◆ How is our program being utilized internally?
- ◆ Does the program help employees assess their current strengths and opportunities?
- ◆ How is the program perceived by managers and employees?
- ◆ Is there currently a supporting tool for leaders to coach around career conversations?

WHAT'S NEW AT WHRC

Bhavika Jagoowani Joins Our Team

This was another incredible year of growth here at WHRC. We expanded our team to include Bhavika Jagoowani, who joined WHRC as an HR Business Consultant in September.

Bhavika's extensive industry experience includes working with a global retail organization where she had the opportunity to design and lead national HR initiatives. She has a passion for creating value-add programs in the organizations she supports, including employer branding initiatives and best practices in recruitment and retention.

Bhavika is a graduate of the Schulich School of Business, has her Human Resources Management Graduate Certificate, and has earned her CHRP, CHRL and PHR designations. She is currently pursuing her MBA.

Bhavika can be reached at bjagoowani@williamshrconsulting.ca, 905-205-0422, ext. 324.



UPCOMING SPEAKING ENGAGEMENTS

MARK THESE DATES IN YOUR CALENDAR

Williams HR Speaking & Exhibiting at the 2015 Annual HRPA Conference

January 21st - 22nd 2015 | Metro Toronto Convention Centre – South

January 21st, 2015

Williams HR Law CEO **Laura Williams** will be hosting "Getting Your Organization's Disability Costs Under Control," an engaging seminar offering sustainable strategies to mitigate the adverse cost effects of managing disability and attendance issues in the workplace. Laura will provide insights from her years in the field, as well as practical, actionable advice on HR law best practices and operational cost controls.

Join Laura from 11:10am – 12:00pm in room 710

January 22nd, 2015

Jodi Zigelstein-Yip, Williams HR Consulting's Director of HR Consulting Services, will be presenting "Assessing Talent: Get Rid of Your Nine Box Grid." The interactive discussion will introduce a new methodology to help employers more objectively and accurately assess talent potential across their workforces. Jodi will share her extensive experience and expertise while providing insights on accelerating development and building bench strength across organizations.

Catch Jodi from 11:10am – 12:00pm in room 717B

March 2nd, 2015

Develop at WHRC Spring Series Launch

<http://williamshrconsulting.ca/develop-at-whrc-spring-2015/>

April 18th, 2015

Jodi Zigelstein-Yip speaking on "The Authentic Coach" - Association of Optometrists, Ontario

<http://www.optom.on.ca/Symposium/>

For more information on upcoming events, please contact WHRC by email: whrc@williamshrconsulting.ca or by phone: 905-205-0422

Bring your Best Self to Work in 2015 Challenge

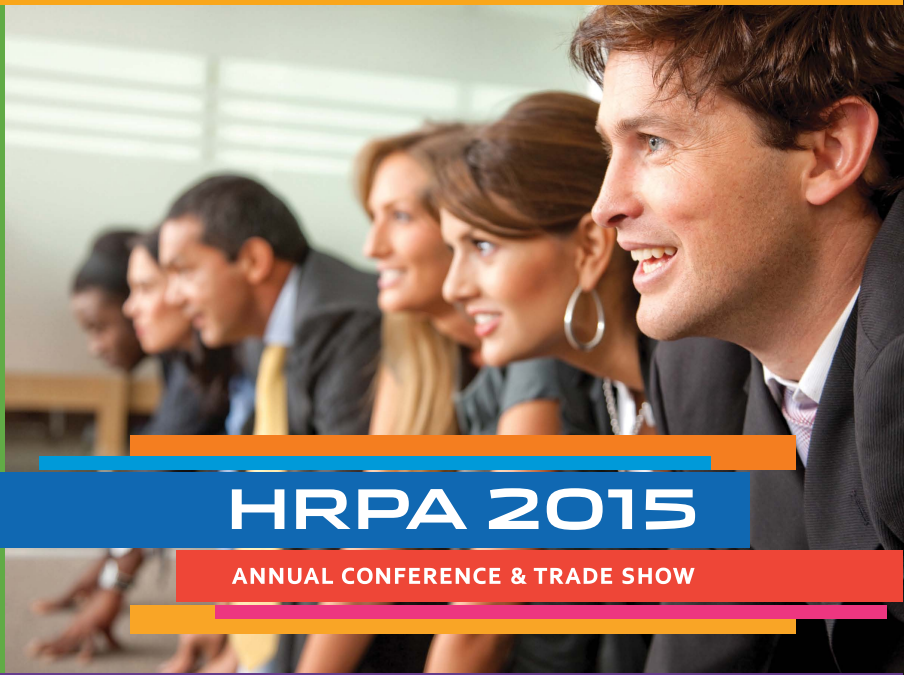


WILLIAMS HR
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PROACTIVE HR AT WORK

JANUARY 21 › 22 › 23

METRO TORONTO CONVENTION CENTRE



HRPA 2015

ANNUAL CONFERENCE & TRADE SHOW

January marks the beginning of a new year for all of us.




So, what are your New Year's resolutions? Perhaps you'd like to embrace excellence in HR by focusing on your development? Maybe you hope to re-invigorate your passion for HR and bring your best self to work in 2015?

The HRP A 2015 Conference is the perfect time to make those New Year's resolutions come to fruition. It's also a great opportunity to take part in a fun contest designed to help you start 2015 on the right foot (literally).

Join the Williams HR Consulting Bring your Best Self to Work in 2015 Challenge

Here's how it works: Be one of the **first 300** participants to **visit us at booth #508** at the South Building of the Metro Toronto Convention Centre on **Wednesday, January 21st** and collect a free WHRC pedometer. Use it to track your footsteps throughout the conference and report your progress to us each day, then follow us on Twitter as we broadcast the names of the most enthusiastic walkers.

Our biggest steppers have the chance to win one of three exceptional prizes including:

-  **First Prize:** A year of free professional development with Williams HR Consulting's Embracing Excellence in HR elite program (valued at \$5,770.00 – see the last page of the newsletter for more information)
-  **Second Prize:** A complimentary seat at the 3-day Project Management at WHRC certificate program (valued at \$1,200.00)
-  **Third Prize:** A spa certificate gift set (valued at \$200.00)

Bring Your Best Self to Work in 2015 and walk your way to passion, energy, success and continuous learning.

Learn more by following us on  Twitter @WHRConsulting and get ready to take the challenge.

 **WILLIAMS HR**
CONSULTING
PROACTIVE HR AT WORK



OUR SERVICES

Delivering an innovative and proactive approach to customized HR strategy, solutions and services

At Williams HR Consulting Inc., or WHRC, we're focused on helping equip businesses and their HR teams with the tools, resources and knowledge to skillfully navigate even the most challenging people issues, while establishing a new standard of client service excellence.

Our Proactive Approach Sets Us Apart:

Client-service excellence is always top of mind with our team. We pride ourselves on delivering timely guidance and support to the clients we serve. Rely on us to deliver an exceptional experience that helps you engage, motivate, develop and retain your top talent.

Our Solutions are Unique and Fully Customized:

No two organizations are the same. An effective HR consulting firm provides you with customized and sustainable HR strategy and solutions that meet both the short and long-term needs of your business. We take the time to understand your unique people-management challenges, then work to create a tailored and fully customized approach to help support your organization's future success.

HR-trained and Designated Consultants:

Knowledge is power. As a client of WHRC, you have peace of mind to know that our team of HR consultants is professionally designated through the Human Resources Professionals Association, a tier-1 regulated association in the province of Ontario. Our consultants are designated as both Certified Human Resources Professionals (CHRP) and Certified Human Resources Leaders (CHRL).

We Love What We Do:

Passion breeds innovation and creativity. We're passionate about being HR practitioners, a characteristic that drives the manner in which we deliver services to clients. We do it by assembling a talented and integrated team of skilled HR practitioners and technical specialists, then partner with our clients to deliver leading-edge, strategic solutions that promote change across their organizations.

Service Offering:

- Organizational Transformation
- Change Leadership
- Leadership and High-Potential Development
- Learning and Development
- Culture and Employee Engagement
- Organizational Effectiveness and Workplace Restoration
- Talent Management
- Compensation and Benefits
- Executive Coaching
- Coaching for HR Practitioners
- HR Outsourcing

It's our mission to help clients engage, motivate and develop employees to build high-performance workplaces.

That's why WHRC is more than your typical HR consulting firm—we're deeply committed to helping our clients thrive and succeed.

Our Team



Laura Williams
CEO



Jodi Zigelstein-Yip
Director,
HR Consulting Services



Bhavika Jagoowani
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Embracing Excellence in HR

Pay One Price for Professional Development in 2015



Join our elite Develop at WHRC learning program, a year-long professional development experience providing your HR team with access to game-changing content designed to boost HR programs across your organization.

Highlights of our 2015 program

- 1 Participate in the Spring and Fall sessions of our Develop at WHRC Series with hot topics including Employer Branding, High-Potential Development and Development Planning

Each of the 8 modules includes:

- Access to topical articles
- Company assessment and reporting, as well as an HR trend benchmarking report
- Interactive 1 ½ hour live webinar
- Experiential 3 ½ hour workshop

- 2 Improve HR Program implementation across your organization with our three-day **Project Management at WHRC** experience
- 3 Develop HR competency with six one-on-one **Coach at WHRC** sessions
- 4 Examine key trends on the HR law and consulting fronts at the annual Williams HR Seminar
- 5 Attend **two legal update Live Webinars** presented by Williams HR Law

Note: Participation in the program totals 65 professional development hours.

Visit www.williamshrconsulting.ca to register now,
or call 905-205-0422 to find out more.

